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Research Article

Brand Positioning, Marketing Plan And Quality In Customer Service In Retail Smes In The Commerce Sector Of The Mayo Region

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ABSTRACT

The purpose of this research is to analyze the relationship between the marketing plan and the quality of customer service with the brand positioning of Small and Medium Enterprises (SMEs) retailers in the commerce sector in the May region. The analysis is based on the application of 107 surveys carried out randomly to entrepreneurs in the May region and making use of statistical analysis with SPSS. 39 elements were analyzed: for the variable Y brand positioning 26 elements; for variable X_1 marketing plan, 5 elements; and for variable X2 quality of customer service, 8 elements. It was found that there is a significant correlation of the proposed variables Marketing Plan (X1) and Quality in Customer Service (X2) with the Positioning of a brand.

Keywords: Marketing plan, service quality, brand positioning

Introduction

Small and medium-sized enterprises (SMEs) have demonstrated outstanding performance at the global, regional, and local levels, despite rapid technological advances, increasing globalization, and the disadvantages they often face compared to large corporations in most countries (Gómez, et al., 2009, p. 218).
According to López (2009), a company is configured as an organized entity that combines financial resources and human capital to collaborate in the production of goods and services, generating a benefit for both its owners and its employees. These products and services are then marketed to people or organizations interested in them, i.e. customers. Sabino (1991) defines it as a management unit that uses various resources for the manufacture of goods or the provision of services. In terms of ownership, enterprises can be classified as private, owned by one or more entrepreneurs, or public, owned by the State at different levels (national, regional or municipal). Similarly, Vargas (2006) describes it as an economic entity that coordinates the factors of production (land, labor, and capital) with the purpose of manufacturing goods and services aimed at satisfying consumer demand and achieving profits. Companies can be categorized according to their objectives, whether social, cultural, humanitarian, public or private, as well as based on their size, capital, number of employees, sales, among other criteria.
To determine whether a company is considered an SME, Garza (2000) has established various criteria, such as the number of workers employed, the volume of production or sales, the capital invested and energy consumption. According to a study carried out by the Mexican Institute for Competitiveness [IMCO] (2021), in 2019 in Mexico there was a census of 4.8 million private sector establishments, of which 4.9% correspond to SMEs and concentrate 30.7% of employment in the country, thus playing a significant role in the gross domestic product (GDP) of most nations in the world. In addition, they are attributed responsibility for the economic progress of nations, the continuous creation of jobs (approximately 80% of new jobs) and the generation of innovations.
Today, SMEs are facing a period of rapid change in which they must adapt in an agile way. Social media and mobile devices are merging the online and physical worlds, bringing brands closer to consumers. E-commerce is also experiencing constant growth at an unstoppable pace (Alcaide et. al., 2013).
For a long period, small and medium-sized enterprises have been the main source of income for numerous families in Mexico, as they allow a family to support themselves economically without the need to look for

additional employment. In addition, it is important to note that these companies represent a crucial support for future generations of entrepreneurs (Cervantes, 2010).
According to data provided by the National Institute of Statistics and Geography [INEGI] (2023), at the national level, a total of 39,540 SMEs are registered in the retail trade sector. In the state of Sonora, there are 1,546 economic units, equivalent to 3.91% of the national total. In this context, the May region has a record of 149 retail SMEs in the area.
Despite the role played by SMEs in the country's economy, they face many obstacles that have led to a high mortality rate in their first two years of operation (Navarrete & Sansores, 2011, p.21).

For Zevallos (2003), the main problems faced by these companies in Latin America are: administrative incapacity, low productivity, lack of training of their personnel and lack of adaptation of technology (p.58).

According to Marulanda and Velásquez (2010), most small businesses are aware of the preferences of their customers and the market in which they operate, and believe that this information is adequate to carry out their operations without considering the need to apply a marketing plan. This perspective causes entrepreneurs not to formulate goals and strategies that promote their expansion, profitability, improvement in customer satisfaction, product innovation and the search for new market segments.

On the other hand, Fatoki (2014) states that new organizations fail due to internal factors, which the organization can control, such as: lack of management experience, lack of functional skills (planning, organization, leadership and control), poor training and development of personnel and poor attitudes towards customers (p.922).
In summary, the main mistake that SMEs and even mature companies with years of experience in the market make, when they face challenges derived from poor management or economic crisis, is the omission of the development of a marketing plan. Often, these companies choose to do without this tool due to lack of time, perception of high costs, and lack of knowledge. However, the absence of a marketing plan can lead to various problems that threaten the success of the business, such as inefficient use of resources, impulsive management, lack of preparation for contingencies, and an unrealistic perception of the market, which can ultimately lead to failure (Serrano, 2015).
Therefore, it is important to highlight that this research specifically addresses the interrelationship between the lack of a structured marketing plan, the inadequate measurement of service quality and its combined impact on brand positioning. The lack of studies focused on this area limits the understanding of how these variables interact and affect the consumer's perception of the brand.

Brand positioning

The authenticity of a brand resides in the minds of the customers. The challenge for marketers in building a strong brand is to ensure that customers have experiences with products and services, and with the marketing programs that relate them to the brand, so that their thoughts, perceptions, and opinions are associated with the brand (Hoeffler & Keller, 2002, p.79).
In relation to the position of the brand, Banerjee and Dasgupta (2009) highlight the importance of brand value in strengthening the competitive advantage of SMEs, thus ensuring their profitable survival in the long term. It underlines that brand value goes beyond investment in advertising and media, focusing on the distinctive actions that a company undertakes to stand out and make meaningful connections with its target audience.
According to Rodríguez (2012), brand positioning is related to the differentiation of the company's marketing offer. This involves creating a unique and attractive image in the minds of consumers, where the brand is perceived as being able to provide greater value than the competition. In addition, positioning implies the need to carry out a marketing plan and strategies to take advantage of opportunities and face threats in the market.
In addition, quality of service is a key instrument to achieve a solid position in the market. This suggests that brand positioning is based on the company's ability to measure and ensure customer satisfaction, which in turn can foster brand loyalty (Sánchez & Sánchez, 2016, p.111).
The corporate image, which is created through quality, customer service and communication strategies (corporate advertising, public relations, etc.), contributes to the positioning of the company in the minds of customers. In this context, brand positioning refers to the unique and favorable position that the company occupies in the market based on the perception of its customers (Quinteros, 2012).
Therefore, brand positioning involves creating a unique and attractive image in the minds of consumers, based on differentiation, quality of service, customer satisfaction, and communication strategies, which helps the company stand out in the market.

Marketing Plan

A study by Zapata (2004) addresses business challenges and points out that, in general, small and medium-sized enterprises lack a formal marketing plan in the short, medium and long term. Entrepreneurs often face difficulties when deciding which markets to target and with which specific products. This results in the tendency to produce a wide range of products destined for various markets without having information about their profitability, which leads to inefficient production and the inability to focus on niches with competitive advantages.

In addition, González and Brea (2006) highlight the interest that the relationship between quality management and consumer satisfaction has aroused in the marketing literature. This is mainly because the perception of quality and satisfaction are essential elements in understanding desirable consumer behavior.
In line with this, Cardozo et al. (2007) explain that the role of marketing in companies lies in identifying unmet needs and offering high-quality products or services to meet those needs. Effective communication of the existence of these products extends to the target market and other sectors with which the company interacts, using a balanced promotional mix based on a deep understanding of the company and its market. This contributes to the construction of a strong brand identity and the projection of a positive image based on the company's strengths.
On the other hand, Lamb, et al. (2014), the process of developing a marketing mix is based on the concept of positioning, which exerts a significant influence on the overall perception that potential customers have of a brand, a product line or a company as a whole. Positioning refers to the position that a product, brand, or group of products occupies in the minds of consumers compared to the competition.
However, various authors such as Boso et al. (2013), Peltier et al. (2009), Addison and Burgess (2002), Blanchard et al. (2012), cited in Ruiz, et al. (2015), emphasize that the presence of a solid marketing plan does not automatically guarantee the success of an organization. However, the absence of a marketing plan can result in failure, especially in a context marked by structural socio-economic crises.
From another perspective, Parmerlee (1999) defines marketing as a project that will outline the strategy for the commercialization of products or services in the market. Fisher and Espejo (2011) add that it is a procedure that encompasses the planning, execution and conception of prices, promotion and distribution of ideas, goods and services. According to Kotler and Armstrong (2013), it is a process by which companies create value for customers, establishing solid relationships in order to obtain reciprocity of value (p.5). Lozada and Zapata (2016) argue that marketing comprises a comprehensive set of activities and strategies aimed at promoting products and strategically placing them in the appropriate distribution channels to attract potential customers (p.55).
Regardless of the size or industry in which they operate, every organization should have a marketing plan in place. According to Hoyos (2013), a marketing plan is a document that links an organization's business objectives with its resources and is usually designed for a period of one year. Likewise, Mediano (2015) describes it as a product of the planning process in the commercial field, a document that synthesizes the strategies and action plans that a company will use to achieve its objectives after having analyzed its situation and the environment in which it operates, and that includes mechanisms and actions for monitoring and control to ensure compliance with the plan.
Quality of customer service.
Quality refers to the set of aspects and characteristics of a product or service that affect its ability to satisfy the needs expressed by customers (Publicaciones Vértice S.L., 2008). According to Blanco (2001, cited in Solórzano & Aceves, 2013, p.7), quality in customer service is presented as a strategic tool that adds value for customers compared to the offer of competitors and fosters the perception of differentiation in the company's total offer. Álvarez (1995) defines it as the magnitude of the gap that exists between the expectations or desires of customers and their perception of how the service provided exceeds those expectations. Guaranteeing quality in the delivery of the service represents the best advertising that can be offered to customers, since the main purpose of all advertising is to sell, persuade, and build a brand in the long term (Valdivia, 2023).
Quality in customer service is a variable that, when properly managed, defined, modeled and administered, allows the company to overcome traditional marketing indicators and create value in a society in which it is essential to listen to and respond to consumer needs, thus generating new timely and meaningful product proposals (Restrepo, 2011).
Customer service involves aspects such as economy, proximity, variety or offer of products/services and the perception of quality that customers have about the products offered. In this context, customer service refers to the company's ability to provide a favorable environment and products/services that meet the needs and expectations of customers (Rubio, et al., 2012, p.24).

In addition, customer service highlights the importance of responding to customer needs, accepting suggestions, and handling complaints. This implies that customer service involves interaction and dedicated attention to customers, as well as the ability to adapt to their demands and feedback, which contributes to the growth of the company and its competitiveness (Bernal, 2014).

In that sense, service quality is a key determinant of customer satisfaction. Here, customer service relates to how the company addresses and meets customer expectations, which influences their perception of the company and their degree of satisfaction (Kemboi, et al., 2014).
It is worth adding that the survival of companies in the market is directly related to their ability to attract and retain customers. The company gains a competitive advantage if it is in a stronger position than its competitors, both in attracting customers and in resisting competitive forces. Therefore, the quality of service becomes a strategic component that provides competitive advantage (Arellano, 2017).
On the other hand, Brady and Cronin (2001, cited in Arellano, 2017) highlight that customer-oriented companies are considered more successful in executing their market strategies compared to others. They argue

that companies in the 21st century must transform themselves into learning organizations that generate knowledge to implement continuous improvement plans more efficiently and quickly, which will allow them to maintain a superior customer orientation and provide satisfaction.
Therefore, it can be said that customer service implies the attention, interaction and satisfaction of customer needs and expectations, as well as the perception of quality and the impact on customer satisfaction.
Through the perspectives presented by various authors, it is evident that the quality of customer service and a marketing plan are intrinsically related in building consumer perception. This allows the company to stand out as preferred by customers and, in turn, strengthen its position in the market.

Materials and methods

The procedure for this research includes four steps:
1. Questionnaire design. A review of the literature was carried out to identify the elements that make up each of the study variables: From the above, a Likert scale instrument was designed (Malave, 2007) with 39 items for the measurement of the different factors to be evaluated. Responses are evaluated on a 5-point scale ranging from (5) most positive and (1) most negative. For the Marketing Plan variable, 5 items were applied, for the Quality in Customer Service variable 8 items and for the Brand Positioning variable 26 items.

Table 1. Detailed explanation of the variables to be investigated

Variable Type	Symbol, Name and Definition	Indicators
Independent	Marketing Plan. Strategic project that guides the commercialization of products or services in the market designed for one year, and synthesizes strategies and action plans after analyzing the situation and environment of the company, with monitoring and control mechanisms to ensure compliance. Parmerlee (1999); Fisher and Espejo (2011); Hoyos (2013); Kotler and Armstrong (2013); Medium (2015); Lozada and Zapata (2016).	X1, X2... X5 Measured with Likert scale
	Quality of customer service. It involves the attention, interaction and satisfaction of customer needs and expectations, as well as the perception of quality and the impact on customer satisfaction. Álvarez (1995); (Restrepo, 2011); (Rubio, et. al., 2012); (Bernal, 2014); (Arellano, 2017); (Valdivia, 2023).	X6, X 7....X13 Measured with Likert scale
Dependent	Brand positioning. Itinvolves the creation of a unique and attractive image in the minds of consumers, based on differentiation, quality of service, customer satisfaction and communication strategies, which helps the company to stand out in the market (Hoeffler & Keller, 2002); (Banerjee & Dasgupta, 2009); (Rodríguez, 2012); (Quinteros, 2012) and (Sánchez & Sánchez, 2016).	Y14, Y15.......Y26 Measured with a Likert scale

Source: Own elaboration

2. Sample and data collection technique. According to Hernández, Fernández, and Baptista (2010), this research was descriptive with a quantitative approach, since data were collected for the application of a correlational-causal statistical analysis.
The study universe was the entrepreneurs or managers of SMEs in the commerce and services sector of the Mayo Region in the state of Sonora. For the above, information was retrieved from the National Statistical Directory of Economic Units (DENUE) of the National Institute of Statistics and Geography (INEGI-DENUE, 2023), from which a population of 147 SMEs in the trade and services sector was obtained. For the purposes of the study, the formula was used to obtain samples with finite, non-probabilistic populations with acceptable sampling error up to 5%, probability of occurrence of 0.5 and confidence level of 95%, according to the following formula: (Aguilar, 2005).

$\eta = [Z2 * (\rho q N)]$

$[(N - 1)\varepsilon^2 + Z2 * \rho q]$

Where:
n = Sample size
N = Population
Z2 = Desired confidence level
ε ² = Allowed error level
p = Proportion of the population with the desired characteristic (probability of occurrence)
q = Proportion of the population without the desired characteristic (probability of non-occurrence)

$$\eta = \frac{[1.962*(.5*.5*147)]}{[(147-1).052+ 1.962* .5*.5]} = 107 \text{ Managers}$$

The instruments were applied in the period from August 23 to September 20, 2023, according to the sample where 107 SMEs in the retail trade sector were visited in the May Region, which a part of them interviewed in the same company, and the other part responded by email.

3. Regression equation. For this, hypotheses were proposed, allowing to establish a model that defines the direct participations of the independent variables X on the dependent variable Y, establishing the following general equation of multiple linear regression:

$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \varepsilon$

Where:

$\beta 0$ = Constant of the model $\beta 1$... $\beta 2$... $\beta 3$ = Model Betas
Y = variable to be predicted
$\beta 1X1$... $\beta 3X3$ = unknown parameters to be estimated
ε = estimation error

4. Data analysis technique. Using the SPSS program, v25 The data obtained were processed giving it a statistical and inferential treatment. In addition, the reliability and validity tests of the instrument were determined using the Cronbach's alpha statistic.

Results

Reliability analysis

In order to be said that the instrument is suitable, and can be used with all confidence, it must meet the two requirements: reliability and validity (González, 2008, p. 173). Regarding validity, Palella and Martins (2003, cited in March & Martínez, 2015), define validity as the lack of trends, thus representing the relationship between what is measured and what is really to be measured, when we talk about validity in a research instrument, we refer to the fact that it must measure what it was designed for (p.112). On the other hand, March and Martínez (2015) mention reliability as a necessary condition for the validity of an instrument, since, if it does not provide sufficient evidence, it is not ideal for collecting information. Likewise, González (2008) mentions that reliability can be measured through internal consistency by means of Cronbach's alpha coefficient, which is considered a stable estimator of the reliability calculated by a test. This coefficient analyzes the extent to which the items of the instrument measure in a coherent way, its value fluctuates between 0.00 and 1.00.

Finally, the surveys were validated by means of the analysis of Cronbach's Alpha in a global way of the independent variables and the dependent variable, results that are shown below in table 2 yielding the following data:

Table 2 Cronbach's alpha by variable

VL – Latent Variables	Number of items (items)	Cronbach's Alpha (α)
X1 – Plan de Marketing	5	0.868
X2 – Quality in Customer Service	8	0.755
AND – Brand Positioning	26	0.877

Note: for the instrument to be valid, a α ≥ 0.7 was considered
Source: Own elaboration

The results obtained with the α shown in table 2 reflect an $\bar{x}$ of 0.834 of this indicator, allowing the reliability of 39 items to be analyzed, which there was no need to eliminate to increase the values of this indicator, accepting the validity and reliability of the instrument designed

Multiple linear regression statistical analysis

To determine the correlation of the independent variables with the dependent variable, Romero (2012) mentions that the p value (degree of significance) demonstrates the degree of credibility that the null hypothesis has, if the p value is between 0.05 and 0.001 it means that the null hypothesis can be rejected, on the contrary, if the p value is greater than 0.05 there would not be sufficient reasons to discard it, therefore, it would be true (p.442). The results obtained by using SPSS v. 25, with a confidence level of 95% and a margin of error of 5%, are shown in table one where the results of the multiple regression are specified in detail.

Table 3Summary of the model[j].

					Change statistics				
Model	R	R2	R2 Adjusted	Standard Error Estimate	Change in R2	Change in F	GL1	GL2	Sig. F change
1	.528a	.279	.272	.62181095	.279	40.601	1	105	.000
2	.702b	.493	.483	.52377847	.214	43.983	1	104	.000

a. Predictors: (Constant), X1_PlanMkt

b. Predictors: (Constant), X1_PlanMkt, X2_CalServCte
Note:
R2 refers to the coefficient of determination, in this case the closer it is to 1, indicates that the model perfectly predicts the correlation between the variables (IBM, 2023), so it is sought that at least this coefficient is >0.5.

Source: Own elaboration

In the results of the abstract, two models were generated; both present a degree of significance with values of 0.000. Of the result, model two is the one that best explains the relationship between the independent variables and the dependent variable, since as predictors X1 "Marketing Plan" and X2 "Quality in customer service", they present an R2 of 0.493, both variables being latent with the theme of Brand Positioning – Y.
In the background, in order to contrast the results obtained in the model summary, an analysis of variance (ANOVA) was performed. According to Dagnino (2014), this analysis allows measuring the effect of factors on the variance of a given variable, serving this test as a test to measure the significance of one variable over another, that is, if the result of the ANOVA shows that it is unlikely that the null hypothesis is true and is associated with a value of $P <$ to 0.05 (or another α level chosen). then the alternative hypothesis is accepted. For this, Table 4 shows this analysis:

Table 4 ANOVAa

Model		Sum of squares	Gl	Quadratic mean	F	Gis.
1	Regression	15.698	1	15.698	40.601	.000b
	Residue	40.598	105	.387		
	Total	56.297	106			
2	Regression	27.765	2	13.882	50.602	.000c
	Residue	28.532	104	.274		
	Total	56.297	106			

to. Dependent variable: Y_PoscMarca
b. Predictors: (Constant), X1_PlanMkt
c. Predictors: (Constant), X1_PlanMkt, X2_CalServCte
Note:
ANOVA (Analysis of Variance), in Spanish is the analysis of variance, what is sought is that the degree of significance or p value is <0.05

Source: Own elaboration

This analysis presents another perspective of the degree of significance of the factors; in the results of the ANOVA, two models were also generated which show their interaction with different predictors (independent variables – X), in total, the p value is 0.000, thus allowing the rejection of the Ho and accepting the Ha, however, model two is the one that best explains the relationship of Y with X, since in addition to having a P value of **0.000**, it is the one that includes X1 and X2 as variables that explain the statistical relationship with Y.
Another analysis of great importance is with respect to bivariate correlation (Table 5) which, according to Castilla, et al. (2003), allows measuring the degree of dependence between two or more variables by quantifying Pearson's, Spearman's and Kendall's Tau-b linear correlation coefficients with their respective levels of significance. On the other hand, Hernández et al. (2018), state that for the Pearson correlation to be strong it must be $0.50 \leq |^{RXY}| <1.00$, while if there is a correlation of $0.30 \leq |^{RXY}| <0.50$, implies that it is moderate, but from being $0.10 \leq |^{RXY}| <0.30$, this would show up as a weak correlation (p. 590).

Table 5 Bivariate correlation analysis

N = 107x			X1_PlanMkt	X2_CalServCte
Strong	Y_PoscMarca	Pearson correlation	.528**	.647**
		Sig. (bilateral)	.000	.000

**. The correlation is significant at the 0.01 level (bilateral).

Source: Own elaboration

According to the results reflected in table 5, the total of the independent variables presented a strong correlation with the Brand Positioning, that is, the Marketing Plan – X1 presents a correlation of 0.528 and Quality in Customer Service – X2 a correlation of 0.647. In summary, according to Pearson's correlation analysis, all the independent variables were related to the Y variable to a greater or lesser intensity, presenting a degree of significance less than 0.05, thus defining that the independent variable X2 (Quality in Customer Service) is the one with the highest correlation with respect to Y (Brand Positioning) with 64.7%. while the variable X1 (Marketing Plan) turns out to be the one that is least related to the Y, with a correlation of 52.8%.
Finally, to establish the relationship that occurs between the dependent variable Y with a set of independent

variables ($X_1, X_2 \ldots X_n$), it is necessary to perform multiple linear regression analysis (Barón & Téllez, 2004), which is applied to the case in which the response variable is numerical. For this, hypotheses were proposed, allowing to establish a model that defines the direct participations of the independent variables X on the dependent variable Y, establishing the following general equation of multiple linear regression

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$

Where:

β_0 = Model Constant

$\beta_1 \ldots \beta_2 \ldots$ = Model Betas

Y = variable to be predicted

$\beta_1 X_1 \ldots \beta_2 X_2$ = unknown parameters to be estimated

ε = estimation error

In this way, the analysis to estimate which model is the one that best explains the relationship between these variables, is through the table that shows the non-standardized coefficients:

Table 6Coefficient

Model		Non-standardized coefficients		Standardized coefficients		
		B	Desv. Error	Beta	t	Gis.
2	(Constant)	-.529	.443		-1.194	.235
	X1_PlanMkt	.222	.057	.304	3.920	.000
	X2_CalServCte	.747	.113	.514	6.632	.000

Note:
to. Dependent variable: Y_PoscMarca

Source: Own elaboration

In version 25 of the SPSS, two models were generated, however, model two is presented, since the one that shows the interaction with all the independent variables, in the previous model there are no significant differences. Additionally, a p value less than 0.05 is accepted

With these results, it is observed that both variables Marketing Plan and Quality in Customer Service reflect a p value of 0.000 respectively, that is, this model is the one that, with these variables due to their level of significance, best explains the relationship with the Brand Positioning of SMEs in the May region (Navojoa, Etchojoa and Huatabampo), leaving the following equation:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$, i.e.,

Y (Brand Positioning) = -0.529 + 0.222X1(Marketing Plan) + 0.747X2(Quality of Customer Service) + ε

Discussion

Currently, there are no such precise studies that statistically and jointly analyze the relationship of these variables, however, it is important to specify that, individually or dually, if there is evidence, that is, studies such as that of Marin (2018), have analyzed the correlation of the marketing plan; in this study, the hypothesis was validated with two statistical tests, the Anova and the Multiple Linear Regression Analysis. In the first, a P value of 0.000 was obtained; while, in the second, whose R was 0.525 and a confidence level of 95%, a degree of significance of 0.000 was obtained, thus demonstrating the $|rxy|$ of the variable X_1 Digital marketing affects Y E-commerce. Another study conducted by Hu, et al. (2009), focused on analyzing the quality of customer service with the positioning of the brand "Corporation image". In this research, the results showed a statistically significant relationship so H6 was confirmed ($\Phi = 0.20$, $P = 0.01$). This result suggests that customers who receive high-quality service generate a favorable image of the business. This result supported the H7 hypothesis and suggests that companies should have a strong image when their customers believe that the services they receive bring them great value. In addition, the relationship between customer satisfaction and corporate image (brand positioning) was significant.

Conclusion

These results support the theory that SMEs consider the opinion of their customers to position the "brand" or "name" of their businesses in the mind of the local consumer; In this study, there were two factors that entrepreneurs take into account for decision-making, in terms of market penetration strategies, the first related to strategies to reach new customers through the WOM (Word of Mouth Marketing) phenomenon, and the second related to elements such as: price, product and service provided to the customer-consumer, which together contemplate 39 different elements that serve as support for a more detailed analysis of each factor.
In this sense, analyses such as the model summary, the ANOVA, Pearson's bivariate analysis and the Multiple

Linear Regression, demonstrate a common statistical correlation of all the proposed variables, namely, Marketing Plan (X1) and Quality in Customer Service (X2), with a P value between 0.000 and less than 0.05. Therefore, it is concluded that entrepreneurs in the Mayo region, statistically consider that what contributes significantly to the Brand Positioning of their businesses is that in the region there are very diverse strategies to attract customers and that the most common of all is word-of-mouth advertising (P value of 0.000); in addition to considering the point of view of their customers, offering a quality service in each purchase/service, conducting surveys or with the question already known in many businesses "did you find what you were looking for?" (P value 0.000).

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