

Marketing Plan
NOS: introducing Pay Per View

Pedro Azeredo Pereira

Master of Science in Marketing Thesis

Supervisor
Professor Susana Marques, ISCTE Business School, Marketing, Operations and General
Management Department

October 2016

Acknowledgements

My first thanks goes to my mother because all of this would not be possible without her support, love and pressure to have the project concluded. Her advices have been very important for my life and this time it wasn't different.

In second place, I would like to thank to Professor Susana Marques for your availability, readiness and patience to supervise my thesis, guidance and great advices, and the opportunity to have your name associated to my project. Without you this would not be possible.

I also want to thank to NOS *Comunicações* for the internship. It was a year full of challenges, achievements and results that gave me the experience and information need to develop this project.

Another thank goes to my family that, during these years, always supported and advised me to get where I am now. You are the best family anyone can have and thank you for being so present, worried and united. Also thank you Rita Sousa for dealing with all my stress to get this concluded and for the support, motivation and advices you give me in every situation.

Abstract

NOS, NOS *Comunicações S.A.*, is a private telecommunications company of the portuguese market which is proud of being the “best communications and entertainment company in the market”. The company was born from a fusion between two of the biggest communications corporations in the country: on the fixed service (TV, fixed phone, fixed internet, etc.) from ZON; and on the mobile service (mobile phone, internet, etc.) from Optimus. It is a leader in all the sectors it operates. Besides telecommunications, NOS is the main enterprise in the cinema exhibition market in Portugal (NOS Cinemas – with 62% of market share) and the main sponsor of music festivals (NOS Alive and NOS *Primavera* Sound) and national football first division (*Liga* NOS). Their main key success factors are innovation and the quality of the services they offer to their consumers, which conjugated with their strong and diversified presence on the different sectors makes them a reference in the market.

This is one of the most competitive markets in the world, and if companies want to thrive must have to strongly bet on innovation and come up to the market with new simple and practical solutions to customers. They are getting more and more exigent and the changes on their habits must always be taken into account.

Therefore, this thesis consists on a marketing plan proposal for NOS to launch of a new feature for their TV boxes – pay-per-view – through an internal and external analysis, complemented by and implementation proposal. The last one composed by a marketing strategy and an operational plan with recommendations on the several axis of marketing-mix: product, price, placement and promotion.

Key-words: marketing, marketing plan, marketing-mix, telecommunications, pay-per-view, NOS

Resumo

A NOS, NOS *Comunicações* S.A., é uma empresa privada de telecomunicações que opera no mercado português e se orgulha de ser “o melhor grupo de comunicações e entretenimento do país”. A empresa nasceu da fusão das duas maiores empresas de comunicação do país: na parte do serviço fixo (TV, telefone, internet, etc.) pela ZON; e na parte do serviço móvel (Telemóvel, internet móvel, etc.) pela Optimus. É uma empresa líder nos sectores em que atua. Para além das telecomunicações, a NOS é a principal empresa do mercado de exibição cinematográfica em Portugal (NOS Cinemas - com 62% de quota de mercado) e a principal patrocinadora de festivais de música (NOS Alive e NOS Primavera Sound) e da primeira divisão de futebol nacional (Liga NOS). Os seus principais factores de sucesso são inovação e a qualidade nos serviços que oferecem aos seus consumidores, que conjugado com a sua presença forte diversificada em todos os setores a torna numa empresa uma referência no mercado.

Este é um dos mercados mais competitivos a nível mundial, e se as empresas pretendem prosperar têm que apostar fortemente na inovação e trazer para o mercado soluções cada vez mais simples e práticas para o consumidor. Estes são cada vez mais exigentes e as alterações nos seus hábitos de consumo devem ser sempre tidas em conta.

Assim, esta tese consiste na proposta de um plano de marketing para a NOS no lançamento de uma nova funcionalidade nas suas *boxes* de TV- o pay-per-view- através de uma análise externa, interna e competitiva complementada com uma proposta de implementação. Esta última composta por uma estratégia de marketing e um plano operacional com recomendações nos vários eixos do marketing-mix: produto, preço, distribuição e comunicação.

Palavras-chave: marketing, plano de marketing, marketing-mix, telecomunicações, pay-per-view, NOS

Executive Summary

This thesis aims to elaborate a marketing plan for NOS *Comunicações*. NOS *Comunicações S.A.* is a private telecommunication company of the Portuguese market which sells TV, phone and internet services. It is a responsible, future-oriented company committed to the excellence and satisfaction of their consumers. NOS main key success factors are innovation and the quality of the services they offer to their consumers, which conjugated with their strong and diversified presence on the different sectors makes them a reference in the market.

This is one of the most competitive markets in the world. In Portugal, it is mainly composed by 3 great players: NOS, MEO and Vodafone. All of them with very strong strategies, huge power in the market and fighting with everything they can. The competition is very aggressive and based on two very hot topics: price and innovation.

Portuguese economy is still recovering from a time of crises where families lost a lot of purchasing power. So now, they are very sensible to price and exigent with the offer and constantly look for the best offer at the lowest price. Many times the cost of a service is the only thing taken into account in the decision making process, thus telecommunication companies use it as a very powerful weapon.

On the other side, these companies are totally innovation driven. Portuguese customers love innovation, new products coming up, new releases, and mainly to have them before the others. Besides price, the customer's exigence regarding technology is very suffocating for telecommunications companies and they must take them into account and satisfy them. If these companies want to thrive must have to strongly bet on innovation and come up to the market with new simple and practical solutions to customers.

Therefore, it sounds pertinent to develop a on a marketing plan proposal for NOS to launch of a new feature for their TV boxes – pay-per-view – through an internal and external analysis, complemented by and implementation proposal. The last one

composed by a marketing strategy and an operational plan with recommendations on the several axis of marketing-mix: product, price, placement and promotion.

To give a solid base to the study this project begins with the definition of a context problem and the objective of the paper. Next to that, it is necessary to understand the concept of a marketing plan and the mechanism of telecommunication's market in order to create a conceptual structure. To complement this theoretical information, it is important to collect data near an universe of people. This search begins with the definition of data collection methods aims to give more in-depth information about the market, the consumer habits and trends. Only afterwards it becomes possible to define a proposal for the implementation of the marketing plan. Finally, after all the phases of the study we are allowed to take conclusions about the whole work done for this thesis.

Index

1. Research Problem	1
2. Literature Review	2
a. Marketing Framework.....	2
b. Evolution of Marketing.....	2
c. Marketing Plan	4
c.1. Elements of a Marketing Plan.....	6
c.2. Importance	7
c.3. Advantages	8
3. The Television.....	9
a. History	9
b. Ways of Transmitting Television	10
c. New Technologies.....	11
4. Consumer trends.....	14
5. Portuguese Telecommunications Market.....	18
6. Methodology.....	19
6.1. Data collection.....	19
6.1.1. Primary Data.....	20
6.1.2. Secondary Data	22
6.2. Data analysis.....	23
6.2.1. Primary data	23
6.2.2. Secondary data.....	23
7. Data Analysis	24
7.1. Primary data	24
7.1.1. Univariate Analysis.....	24
7.1.2. Bivariate Analysis	38
7.1.3. Conclusions.....	44
8. Marketing Plan	45
8.1. Secondary Data analysis.....	45
8.1.1. External Analysis – Analysis of the Market	45
8.1.2. External Analysis – Competition Analysis.....	53
8.1.3. External Analysis – Consumer behavior analysis	57
8.1.4. Internal Analysis – Organization Analysis.....	58
8.2. Competitive Analysis	61
8.2.1. Porter’s Five Forces Analysis	61
8.2.2. SWOT Analysis.....	63
8.2.3. Key Success Factors.....	64

8.3 Strategic Plan – STP Analysis	64
8.3.1. Segmentation	64
8.3.2. Targeting	65
8.3.3. Positioning.....	66
8.4. Operational Plan – Marketing Mix	67
8.4.1. Product	68
8.4.2. Price.....	72
8.4.3. Place	75
8.4.4. Promotion	77
9. Conclusions	88
9.1. Conclusions	88
9.2. Project Contribution.....	91
9.3. Project Limitations	92
9.4. Suggestions for future research projects	92
Bibliography	94
Appendices.....	100
Appendix 1 – Questionnaire Structure.....	100
Appendix 2 – Questionnaire Analysis.....	103
Appendix 3 – Communication Actions Budget.....	109

Chart Index

Chart 1 - Gender Variable Distribution	24
Chart 2 - Age Group Variable Distribution	25
Chart 3- Qualifications Variable Distribution	25
Chart 4 - <i>Are you your household's decision maker?</i> Variable Distribution	26
Chart 5 - <i>Do you have TV service at home?</i> Variable Distribution.....	26
Chart 6 - <i>Who is your TV service provider?</i> Variable Distribution.....	27
Chart 7 - <i>Besides Television, which contracted services do you have with your telecommunication provider?</i> Variable Distribution.....	27
Chart 8 - <i>How much do you pay for your TV service?</i> Variable Distribution	28
Chart 9 - <i>What kind of content do you enjoy to watch?</i> Variable Distribution.....	28
Chart 10 - <i>Do you usually acquire contents through your TV set-box?</i> Variable Distribution.....	29
Chart 11 - <i>Do you have additional/premium channels (Sport TV, TVCine, etc.) on your TV set-box?</i> Variable Distribution.....	29
Chart 12 - <i>If you don't have any additional/premium channel on your TV set-box, have you ever lost a particular program due to not having that channel on open signal?</i> Variable Distribution.....	30
Chart 13 - <i>If you have hired additional/premium channel on your TV set-box, how much do you monthly pay for them?</i> Variable Distribution	30
Chart 14 - <i>How many times per month do you watch the premium channels you have hired?</i> Variable Distribution	31
Chart 15 - <i>Did you ever feel you spent too much money in a channel for the times you used it?</i> Variable Distribution	31
Chart 16 - <i>How useful this would be for you?</i> Variable Distribution	32
Chart 17 - <i>How willing are/would you be to pay a certain amount to have that channel on open signal during a certain program of your interest?</i> Variable Distribution.	33
Chart 18 - <i>How do you evaluate the frequency you would use it?</i> Variable Distribution	33
Chart 19 - <i>How do you think this would impact your TV invoice amount?</i> Variable Distribution.....	34
Chart 20 - <i>How much were you willing to pay to have a sports channel on open signal during a match?</i> Variable Distribution	34

Chart 21 - <i>How much were you willing to pay to have a TV shows' channel on open signal during a film/TV show's episode?</i> Variable Distribution	35
Chart 22 - <i>How would you look at your TV service provider in terms of innovation if he had this feature available?</i> Variable Distribution.....	35
Chart 23 - <i>What impact would this tool have on the general quality of the service provided by the operator?</i> Variable Distribution	36
Chart 24 - <i>Would you recommend it to your friends?</i> Variable Distribution	36
Chart 25 - <i>How do you define your willing to change?</i> Variable Distribution.....	37
Chart 26 – Evolution of the Portuguese GDP	47
Chart 27 - Evolution of the Portuguese Unemployment rate	47
Chart 28 - Trend in the total number of subscribers to STV signal distribution service	50
Chart 29 - Trend in the total number of subscribers to STV signal distribution service in terms of total dwellings	52
Chart 30 - Number of channels available at home	57
Chart 31 - Use of STV signal distribution service features	58
Chart 32 - Positioning Gold Triangle	66
Chart 33 - Perceptual Map.....	67

Table Index

Table 1 - Crosstab between <i>Premium channels' invoice amount</i> and <i>TV service provider</i>	39
Table 2 - Cramer's V for <i>Premium channels' invoice amount</i> and <i>TV service provider</i>	39
Table 3 - Crosstab between <i>Have you ever lost a particular program due to not having that channel on open signal</i> and <i>How useful this would be for you</i>	40
Table 4 - Cramer's V for <i>Have you ever lost a particular program due to not having that channel on open signal</i> and <i>How useful this would be for you</i>	40
Table 5 - Crosstab between <i>Level of Interest in spending money with this feature</i> and <i>Age</i>	41
Table 6 - Cramer's V for <i>Level of Interest in spending money with this feature</i> and <i>Age</i>	42
Table 7 - Crosstab between <i>Level of Interest in spending money with this feature</i> and <i>Gender</i>	42
Table 8 - Cramer's V for <i>Level of Interest in spending money with this feature</i> and <i>Age</i>	42
Table 9 - Crosstab between <i>Level of Interest in spending money with this feature</i> and <i>Has premium channels</i>	43
Table 10 - Cramer's V for <i>Level of Interest in spending money with this feature</i> and <i>Has premium channels</i>	44
Table 11 - Hypothesis validation.....	44
Table 12 - Portuguese Economic Indicators.....	48
Table 13 - Portuguese Telecommunications Market Size.....	50
Table 14 - Subscribers to STV signal distribution service by technology	51
Table 15 - Subscribers to STV signal distribution service by type of offer contracted .	51
Table 16 - Provider shares of subscribers to STV signal distribution service.....	52
Table 17 - Revenues from STV signal distribution service.....	53
Table 18 - Average monthly revenues from STV signal distribution service.....	53
Table 19 - Percentage of homes with access to premium channels.....	57
Table 20 - SWOT analysis for NOS.....	63
Table 21 - Market Segmentation Criteria Variables for NOS	65
Table 22 - Targeting Segments for NOS	65

Table 23 - Identification and Differentiation.....	66
Table 24 - NOS' STV Packages Prices	72
Table 25 - Premium Channels Prices	73
Table 26 - Communication Messages	80
Table 27 - Chronograph of the NOS communications plan for Pay-per-view during 2017.....	86
Table 28 - Distribution of frequencies and percentages of the variable <i>Age</i>	103
Table 29 - Distribution of frequencies and percentages of the variable <i>Gender</i>	103
Table 30 - Distribution of frequencies and percentages of the variable <i>Qualifications</i>	103
Table 31 - Distribution of frequencies and percentages of the variable <i>Household decision maker</i>	103
Table 32 - Distribution of frequencies and percentages of the variable <i>Do you have TV service?</i>	103
Table 33 - Distribution of frequencies and percentages of the variable <i>TVservice provider</i>	103
Table 34 - Distribution of frequencies and percentages of the variable <i>Other services with the TV provider</i>	104
Table 35 - Distribution of frequencies and percentages of the variable <i>TV invoice amount</i>	104
Table 36 - Distribution of frequencies and percentages of the variable <i>Do you usually buy contents through your TV set-box</i>	104
Table 37 - Distribution of frequencies and percentages of the variable <i>Have premium channels</i>	104
Table 38 - Distribution of frequencies and percentages of the variable <i>Have you lost any program</i>	105
Table 39 - Distribution of frequencies and percentages of the variable <i>Premium channels invoice amount</i>	105
Table 40 - Distribution of frequencies and percentages of the variable <i>Preferred type of content</i>	105
Table 41 - Distribution of frequencies and percentages of the variable <i>How many times watch premium channels in a month</i>	106
Table 42 - Distribution of frequencies and percentages of the variable <i>Did you ever feel you spent too much money for the times you used it</i>	106

Table 43 - Distribution of frequencies and percentages of the variable *How useful is this new feature* 106

Table 44 - Distribution of frequencies and percentages of the variable *Willingness to spend money on this feature* 106

Table 45 - Distribution of frequencies and percentages of the variable *How would you use it* 106

Table 46 - Distribution of frequencies and percentages of the variable *Impact on the TV income amount* 107

Table 47 - Distribution of frequencies and percentages of the variable *How innovative would you see your TV service provider* 107

Table 48 - Distribution of frequencies and percentages of the variable *How much are you willing to pay for a TV Show episode/film* 107

Table 49 - Distribution of frequencies and percentages of the variable *How much are you willing to pay for a sports match* 107C:\Users\Pedro\Documents\ISCTE - MM\tese\Marketing Plan - Pedro Pereira.docx - _Toc465540997

Table 50 - Distribution of frequencies and percentages of the variable *How innovative would you see your TV service provider* 108

Table 51 - Distribution of frequencies and percentages of the variable *How would you recommend the service to your friends and family* 108

Table 52 - Distribution of frequencies and percentages of the variable *How do you define your willing to change TV service provider because of this feature*..... 108

Figure Index

Figure 1 - Outside box: TV set-box.....	70
Figure 2 - Outside box: Remote control	70
Figure 3 - TV set-box: Satellite	70
Figure 4 - TV set-box: Iris	70
Figure 5 - TV set-box: UMA	70
Figure 6 - Satellite remote control	70
Figure 7 - Iris remote control.....	70
Figure 8 - UMA remote control.....	70
Figure 9 - Satellite display	70
Figure 10 - Iris display	70
Figure 11 - UMA display	70
Figure 12 - NOS Logo	71
Figure 13 - Example of a Mupi for “Premium content does not have subscription” campaign	81
Figure 14 - Example of an ad for “More features in NOS” campaign	81
Figure 15 - Example of an ad for “Pay for what you use” campaign.....	82
Figure 16 - Example of an ad for “Premium programs you want whenever you want” campaign	82
Figure 17 - Example of an ad for “Next time is at your place” campaign	83
Figure 18 - Example of an ad for “Next time is at your place” campaign	85
Figure 19 - Example of NOS TV app.....	85
Figure 21 - Moop price table	109
Figure 22 - “Radio Comercial” publicity prices.....	109
Figure 20 - “A bola” newspaper publicity.....	109

List of Abbreviations

ANACOM – Autoridade Nacional de Comunicações

ANR – Autoridade Reguladora Nacional

CGI – Computer Generated Imagery

FTTH – Fiber To The Home

HD – High Definition

INE – Instituto Nacional de Estatística

IPTV – Internet Protocol Television

OECD – Organization for Economic Cooperation and Development

PAEF – Plano de Assistência Económico-Financeira

PPV – Pay-per-view

SPSS – Statistical Package for the Social Sciences

STV – Subscribed Television

TV – Television

UGC – User Generated Content

VoD- Video on Demand

1. Research Problem

NOS is a telecommunications provider, it sells internet, television and fixed phone communications. The theme here is the Television. As was we are going to see ahead, the TV market is composed by non-paid or analogic channels and paid channel, so called “premium”. To have access to the paid channels, customers have to pay a monthly fee. The issue here is that many people are not willing to pay monthly such amount of money to watch a channel just because they want to watch a certain program. The idea is to integrate the Pay per view technology in the NOS box. In order to understand this problem, an example could be of a person who likes to watch his team’s football matches and has to pay a monthly fee to have SporTV channel at home. Instead of paying that amount every month, this person could be able to pay a small amount to unlock the channel only while the match is on. This would be a win-win situation. On one hand, consumers would be able to watch more programs at home without having that monthly obligation. On the other hand, the TV channel company would open its spectrum and gain more clients.

In this Master Thesis it will be developed a marketing plan to introduce this new service provided by NOS in the Portuguese market. So, to better understand how to create and develop a Marketing Plan, the areas of research will be: 1) Marketing Framework; 2) What a Marketing Plan is and its importance; 3) Elements of a Marketing Plan; 4) Importance of a Marketing Plan; and Advantages of having one.

Based on this main objective, there are some other specific objectives for the creation of this Marketing Plan. These are:

- Study the market (macro and micro environment);
- Study the competition;
- Study the company;
- Identify company’s strengths and weaknesses;
- Identify company’s opportunities and threats;
- Decide on strategic options;
- Create an efficient marketing plan

2. Literature Review

a. Marketing Framework

Although the word “Marketing” can be extended all the way back to 1561 (Shaw, 1995), according to Keefe (2004), the original definition of Marketing appeared in 1935 and stated that it is “the performance of business activities that direct the flow of goods and services from producers to consumers”. More recently, in July 2013, the American Marketing Association approved a new definition of Marketing which assumes that it is “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”

Kotler (1998) defines marketing as “process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value with others”. However, the author assumes that there are two definitions for marketing: the first one is the social definition – “marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products and services of value freely with others”; and the second one is the managerial definition – “marketing is the art of selling products”.

b. Evolution of Marketing

Marketing has always been present in the business world. Since the first exchange of products men felt the need to promote the products they had in order to find someone interested in giving something back. Through the time, the concept of Marketing has evolved and changed the way of thinking. According to Kotler (2010), there are three schools of thoughts: Marketing 1.0, 2.0 and 3.0.

Marketing 1.0 appeared in the 1950s and is related to the product era and is considered to be the product-centric marketing. It was fostered by the industrial revolution and the main objective was to sell products. Companies used to see the market as mass buyers with physical needs and interacted with consumers in an one-to-many transaction. On this era the marketing concept was centered on product development. Obviously, this

influenced the way marketing was done. Campaigns were used to promote product specifications and the main value proposition was its functionality. During this time, the marketing tools used were: market segmentation, product cycle and the marketing mix. Example: Henry Ford and his black cars. “The client can have the car in whatever color he wants, unless its black”

In the 1970s emerged the Marketing 2.0. Companies were more concern with satisfying and retaining consumers. This new movement was enabled by the information technology and companies started to look at the consumers as smarter people with mind and heart. This generated an one-to-one relationship with special attention to functional and emotional propositions of the products. The marketing thought moved to the focus on differentiation and to the corporate and product positioning and how they are seen by the consumers. Back then, some other marketing tools started to be used like: Targeting, Positioning, Global marketing, Local Marketing, CRM, Strategic marketing, Experimental marketing.

Example: Creation of Newsletters to inform clients about a new service/product

Finally, in the 1990s, Marketing 2.0 moved to Marketing 3.0. This was called the values-driven marketing and now the core objective is to make the world a better place. The market is seen as whole human with mind, heart and spirit and, on the eyes of the consumers, the company is also seen has having feelings, heart, as being a person. The interaction with the consumers is done in a many-to-many collaboration, with marketing guidelines that present the corporate mission, vision and values. The value propositions of this last era are functionality, emotionality and spirituality. Besides the other tool, some other concepts gained power: ROI marketing, Brand equity, Consumer empowerment, Cocreation marketing.

Example: Starbucks Shared Planet - “Our mission: to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.”

c. Marketing Plan

To better understand what a Marketing Plan is and why companies use it, we first need to know the meaning of planning. The dictionaries definition says that planning is “an orderly or step-by-step conception or proposal for accomplishing an objective”.

According to Kotler and Armstrong (2012), strategic planning is “the process of developing and maintaining a strategic fit between the organization’s goals and capabilities and its changing marketing opportunities.”

Kast and Rosenzweig (1985) describe planning as the systematic, continuous process of making decisions about taking risks, calculated on the basis of forecasts of future internal and external market conditions. For the authors, there are several dimensions of planning: repetitiveness, for which they visualize a continuum from single event to continuous; organizational level; scope, ranging from functionally oriented activity to a total organizational endeavor; and distance in time into future.

Companies prepare Marketing Plans based on the products they provide, the size of the business and the resources they have available. However, it can be categorized in many different ways. Stapleton and Thomas (1998) tell us that there are three types of Marketing plans: for a specific category of product and a brand marketing plan; for a new product and geographic marketing plan; for market segments and customer plans. The first group refers to the separate marketing plan that is developed for each new product within one brand/category. This, of course, is included in the marketing plan of the category of products as a whole and on the brand marketing plan – overall focus in the entire group of products. The second one stands for the marketing plan created for each new product that has the focus in outlining the overall concept for the product. Here, the geographic marketing plan is very important because it targets a specific area, like a country, neighborhood, etc. to introduce the product. The last one is about the marketing plan that is prepared for different market segments based on their different characteristics and needs. The customer marketing plan is more specific because it targets various customers who provide the company with great deals of business. On the other hand, another author, Lindon et al. (2004), groups the types of Marketing Plans in a different way. For the author there are 4 groups of Marketing Plans. The first

group is the Marketing Plan for the company that has a temporal horizon of medium/long term and is about the environment analysis and on general goals. The second one is the Marketing Plan for the product which has a temporal horizon of short or medium term and refers to everything that has to do with the implementation of the strategy for a product: goals, budget, actions, etc. The last two are the Marketing Plan to each component of the marketing –mix and for specific operations. Both of them have a short term temporal horizon. While the first one is for specific goals of the company regarding the marketing-mix, the second one is for specific aspects of the marketing-mix.

Besides the types of Marketing Plans, we can say that they operate at two levels. According to Kotler and Koeller (2009), there are two levels of Marketing Plans: strategic and tactical. The Strategic Marketing Plan “lays out the target markets and the customer-perceived value offerings the firm will offer, based on an analysis of the best market opportunities. The Tactical Marketing Plan “specifies the marketing tactics, including product features, promotion, merchandising, pricing, sales channels and service”.

In the planning and marketing process, there are some basic phases that marketers have to go through. Kast and Rosenzweig (1985), organized those steps in a framework called the D-D-D life cycle model. Beginning with Definition, it has to do with the identification and characterization of target market/ customer base and the definition of marketing goals and strategy. It involves the assessment of the market, the perception of demand, the strategic response to the market and the articulation of market demand with the product requirements. The second “D” is from Development, where the analysis of product or service, the design of the Marketing Plan, and the design of customer relationship, communication and service strategies are made. The phases are: providing a system of communication, promoting the flow of information, research, design and development, and production. Finally, the last group is the Deployment, which is the implementation, assessment and refinement of the entire plan. Here marketers have to deal with the distribution and the service and plan in greater detail.

c.1. Elements of a Marketing Plan

Marketing Plan's elements may vary based on the organization and its industry. Kim Gordon (2000) defends a Marketing Plan only needs to incorporate five sections: situation analysis, with a look at company's competition; target audience, who are the people that is going to buy company's products; goals, a concise list of the objectives they want to achieve; strategies and tactics, how company is going to manage its resources to reach its goals; and budget, what money and where are they going to apply it. On the other hand, Lavinsky (2013) argues the Marketing plan should have other elements. His idea of Marketing Plan has 15 key sections: target customers, unique selling proposition (what differs from competition), pricing and position strategy, distribution plan, company offers, marketing materials, promotions strategy, online marketing strategy, conversion strategy (techniques to turn prospective customers into paying customers), joint ventures & partnerships, referral strategy, strategy for increasing transaction prices, retention strategy, and, finally, financial projections. Different authors defend different structures of a Marketing Plan. However, the interested parts still expect to see certain common elements. Therefore, a Marketing Plan is organized in:

I. Situation Analysis

This point looks at all the aspects that may impact sales. It examines the macro-environmental factors that affect many firms in the same environment, and also the micro-environmental factors that only have impact on the firm. The aim of the Situation Analysis is to specify the organizational and product position of the company. The topics to be analyzed are: External Environment, Corporate Review, Competitive Analysis, Consumer analysis and SWOT analysis.

II. Strategic Planning

This topic explains what the company intends to achieve through the implementation of the marketing plan. These goals may be stated in terms of profits or market share, for example. Here, the organization states the desired

target, competitive advantage and positioning. The elements of this topic are:
Marketing objectives, Segmentation, Target, Identification and Positioning.

III. Marketing Mix Objectives, Strategies, and Tactics

This element of the Marketing Plan explains how the company is going to use the tools and resources it has to reach its goals. An overall picture of how those goals are to be met is provided. It also involves presenting an action plan with a list of specific actions that should be taken. It includes:
Marketing Mix.

IV. Control and Evaluation

Control is about monitoring the activities and making the appropriate adjustments when necessary. To understand if the plan is a success, the company needs a way to measure its impact - evaluation. It includes:
Forecasting, Budgeting, Scheduling and Timing, and Evaluation.

c.2. Importance

Who needs a marketing plan? Everyone! Whether you're a multi-national corporation, or a freelancer working from home, it is important (in fact vital) that you have a detailed, structured, and practical plan for marketing your business. A Marketing Plan is not just some sheets with some analysis, it is a very important document which helps the company to define its strategy, organize the tasks to put that strategy into practice and reach the purposed goals. So this document can help the business in some different ways: Objectives and Focus, the Marketing Plan should set accurate and realistic goals for the marketing and promotion of the business which will help to focus on the activities performance and reaching the objectives; Being prepared, it also helps to avoid mistakes, spot possible threats, be prepared to minimize their effect and to know how to act on the presence of unexpected events; Planning and finance, besides acting as a guide for the company operations, this document is also a proof that the activity is being fully planned and is running well when the company is trying to get financial help. Besides these points, a Marketing Plan is very useful because it gives the company

a very detailed analysis about the market where it is operating, the competitors' presence and the consumers' needs. As well, the operational programs of the marketing plan help to ensure the implementation of the strategies defined. (Dibb, Simkin and Bradley, 1996)

c.3. Advantages

According to 2kS, a British consultancy company, there are a lot of benefits of having a Marketing Plan. They are:

- “Provides direction for all the company’s marketing effort
- Helps define specific tasks
- Helps to identify prerequisites to planned activities
- If more than one person is involved it helps the company to define areas of responsibility
- Can give the company insight into new markets that may have previously been overlooked
- Enables the company to create clear guidelines for evaluating the effectiveness of different marketing methods
- Can help raising finance for capital expenditure
- Prevents time being wasted on ineffectual marketing activities
- Saves money by helping to ensure that the marketing budget is spent effectively
- Will generate more clients by communicating effectively”

Another author, Viardot (2004), points out that “having a marketing plan increases both companies’ productivity and profitability”. For him, benefits are “the description of sustainable competitive advantage, involvement of management in all aspects of the process, improved allocation of resources, consistency of organizational approach and increased market-focused orientation”. Helen Mitchell (2006), would add the ability foresee situations in order to be proactive instead of reactive, the clearly definition of the organization’s purpose, create longevity of the business by taking wise decisions and avoid “competitive convergence”.

3. The Television

a. History

According to Merriam-Webster's dictionary, the America's leading and most-trusted provider of language information since 1828, television can be defined as "an electronic system of transmitting transient images of fixed or moving objects together with sound over a wire or through space by apparatus that converts light and sound into electrical waves and reconverts them into visible light rays and audible sound".

The Television, commonly referred to as TV, was not invented by a single inventor, instead many people working alone and together all over the years contributed to its evolution. Inventors from all over the world had been working on transmitting pictures or objects onto a screen since the 1830's, but the first physical TV didn't evolve until the 1900's, when the word "television" was first used. According to Bellis (2010), five men became the most popular and prestigious inventors of what we know today as Television: Paul Nipkow, John Baird, Charles Jenkins, Vladimir Zworykin and Philo Farnsworth.

In 1884, Paul Nipkow developed and patented the Nipkow disk, a spinning disk with a spiral pattern of holes in it, so each hole scanned a line of image. He never actually built a working model, although, some inventors after him tried to develop systems based on Nipkow's project.

In 1920, John Logie Baird developed the first mechanical module of television. Baird succeeded in sending images through wire with the help of a rotating metal disk. His 30 line images were the first demonstrations of television by reflected light rather than back-lit silhouettes.

Charles Jenkins, in 1923, invented the radiovision and claimed to be the first one transmitting moving silhouette images through a mechanical television. After him, Zworykin and Farnsworth introduced and developed the Electronic Television. Based on the cathode ray tube, the picture tube found in modern TV sets, Zworykin created the kinescope and Farnsworth was the first inventor to transmit a television image

comprised of 60 horizontal lines. The first image he transmitted was a dollar sign. In 1927, Farnsworth filed the first television patent.

One last important date is 1950, when Zenith Radio Corporation developed the first remote control, called “Lazy Bones”, connected to the Television by a wire. A remote control is “a component of an electronic device such as a television set, DVD player, or other home appliance, used to operate the device from a certain distance”. It is used to adjust various settings such as Television channel, track number and volume. Five years later, in 1955, Eugene Polley developed the first wireless remote control, the first version of the device we all have at our homes today.

b. Ways of Transmitting Television

As we have seen, Television has evolved a lot throughout the years with new technologies and new ways of transmitting content to the users. *Tecnicontrol* (2013), a consultancy company, defends that since its invention and develop, there were 3 types of Programming Broadcast: Terrestrial Analogic Television, Digital Television via Satellite, and Cable Television. Programming Broadcast is the transmission of the television stations programs (so called channels) that are often directed to a specific audience. The first one was Terrestrial Analogic Television. The term refers to the broadcasting mode that does not involve transmission by satellite or underground cables. The Analogic TV encodes image and sound information and sends them as an analogic signal in which the message conveyed by the broadcast signal consists of variations in amplitude and/or frequency modulated on a carrier and VHF or UHF. The image is “drawn” on the screen 25 times per second as whole frame at a time, as in a film, regardless of the image content.

Digital Television via Satellite is based on Television signals sent from communications satellites and received by satellite dishes and set-top-boxes. It starts with the transmission of an antenna located near a station which has very large broadcasting antennas, resulting in a stronger and more accurate signal when arrives at the satellite. This allows the consumer to access to a high-quality audio and picture display, hundreds of channels worldwide and a wider geographical coverage. The disadvantages

are the initial investment, multiple TV sets require multiple receivers and can malfunction in bad weather due to be located outdoors.

Finally, Cable TV is a broadcasting TV system programmed to paying subscribers via radio frequency signals transmitted through cables or light pulses through fiber-optic cables. The network architecture takes the form of a tree, where the “trunk” carries the signals on roads, the “trellises” carry it to the buildings, and finally the “branches” take the signals to the each dwelling inside the building. The coaxial cable has a bandwidth capable of carrying about a hundred TV channels but signals degrade rapidly with distance, therefore it needs to use amplifiers which renew the signals space to space. In 2015, The Beacon Team, a technology blog, wrote about the existence of two types of cables: coaxial cable and fiber-optic cable. Both are used by cable TV companies between the community antenna and user homes and business, however the second one is more recent and there are some differences between them. The coaxial cable consists of an “outer part used as a protection from electrical interference and an inner part, made of copper, which conducts radio frequency signals”. The fiber-optic cable contains tiny glass or plastics filaments that carry light beams to transmit data through light waves. It provides the fastest data transfer rates of any data transmission medium. Therefore, the main differences between them are: fiber-optic cables are faster than coaxial cables, due to its greater bandwidth; are more eco-friendly, while the first one doesn’t generate heat, copper cables produce a significant amount of excess heat requiring cooling systems to work harder to keep the data center at an appropriate temperature; and offer more secure communication, fiber-optic signals do not transmit electricity, what makes data interception much more difficult than electromagnetic signals.

c. New Technologies

New technologies have changed Television as we met it at the beginning. The introduction of Color TV, a television transmission technology that includes information on the color of the picture, so the video image can be displayed in color on the television set, and HD TV, transmission of contents in high definition quality pictures, made TV what we have today. However, evolvments in the market and in

products are always happening and there are some new technologies that taking Television to the next level. Technologies like Video-on-demand, WEB TV, IPTV, and Pay-per-view.

Nowadays, when a consumer subscribes a TV service, he pays for a standard TV receiver along with a set-top box. This box, allows subscribers to view programs in real time, schedule recordings on the next days, as also download and view them later. Besides that, they can pause, fast-forward or rewind it whenever they want. This interactive TV technology is called Video-on-demand (VoD). According to Rouse (2007), it “provides users with a wide range of content”, like TV series, movies, sports and entertainment programs from which to choose. We can say this tool allows users to almost create their own TV. With it, consumers get the control of their TV and have the chance decide what to watch, when to watch and how to watch contents. This technology added new features to the television, an example is the blockbuster where subscribers can rent films for a certain amount of time. They pay for it and during the after 24 hours the film is available in the user’s set-top box, and he can watch it many times he wants. We already have companies doing this in Portugal, Meo and Nos have their own systems, “Meo Videoclube” and “N-play”, respectively.

The concept Web TV can refer to two things. According to Rouse (2005) the first one is the new generation of TVs – the Internet-connected TV. The latest version of TVs which reached the market can be “connected to the internet through Wi-fi or Internet cable”. We can say it is the convergence of World Wide Web with Television. In fact, consumers can sign up online with the WebTV access service and browse web pages using a WebTV’s browser and a hand-held control. The Television set is used as an output device for all this process. On the other hand, *Tecnicontrol* (2013) defends the concept is related to the “supply of televised content, video and audio, to the end user computing devices over the internet”. It is typically viewed through websites, web applications and mobile applications that directly connect to a backend facility where televised content is converted into internet packets and sent over the network.

The other technology is Internet Protocol Television, as known as IPTV. It consist on the delivery of programming by video stream encoded as a series of IP packets. The recent introduction of television technology over IP has revolutionized the TV signal

distribution networks, allowing to eliminate many of the problems associated with a network distribution based on coaxial cables, particularly those related to degradation signal interference, signal levels and capacity of the transmission band. This means, instead of receiving TV programs as broadcast signals that enter your home by antenna, satellite dish, or fiber-optic cable, you get them streamed (downloaded and played almost simultaneously) through internet on any internet connected device,- like computer, tablet and smartphone. So with this technology it becomes possible the combination of multiservice interfaces in just one central unit of content broadcasting, allowing what we all know as Triple Play – watch TV in those three platforms. Nowadays, Triple Play is one of the biggest bets of the telecommunications companies.

Finally, pay-per-view is the most recent technology in the telecommunication world. According to William J. Bushnell (1993), pay-per-view is “a service where the viewer of a program, typically pays for viewing a more or less single item which lasts for a predetermined period”. This goes against the pay television scheme where the subscriber pays a flat monthly fee and often doesn’t know or watch all of the programs that are on that or those channels. PPV technology brings new topics to the table, like how content owners handle with pay-per-view rights. In this question we have two major approaches. The first one is to pay a license for limited time, where the distributor pays one time license to the content owner and there are no split shares from the revenue of showing the content, once the license is paid. This gives the distributor more power to set the selling price of each content. The second one, and the most used, is sharing the revenues for each of the involved parties. For this approach there are at least three parties that receive a share when the content gets to the end user: content owner, distributor and PPV provider. According to Reason Street Company (2014), this system brings some advantages and disadvantages. The advantages are:

- **Simple distribution and billing processes:** it works well when the service can be effectively metered. In them media business, PPV has enabled the shift from standard broadcast technology to multiple cable channels. Besides this, cloud-based computing models turned it easier to communicate authorization agreements and apply billing systems.

- **Ability to manage per-view-costs:** once the initial product is built, TV companies can scale revenue based on the costs required to deliver the service. Some companies prefer PPV because the value relationship is made very clear to the customer, and they are able to prioritize feature and service development based on the customer's expressed needs.
- **Data-driven customer learning:** PPV gives TV programs providers more information about how customers use and value their products. Companies operating on pay-per-view can get greater feedback to refine their pricing and how they package their products in order to drive their profitability.

However it also has some challenges:

- **Unpredictable use and revenue:** the fact that companies give their customers the power to pay to view the TV program only when they want turns revenue less predictable than a subscription or licensing model.
- **May negatively backfire for frequent viewers:** pay-per-view is seen as a low expense service for the customers, but if the usage is taken to big amounts of programs it becomes cheaper to subscribe the channel.
- **Ability to flex without fail:** customers run the risk of capacity shortage once the demand outperforms the expected viewers, so the company must operate with the strength of a public utility and be available in conditions.

This technology is already used in the United States to sell episodes and programs related to fight sports like Ultimate Fighting Championship (UFC), wrestling (WWE) and Boxing events.

4. Consumer trends

Recently (2015), Ericsson , a world leader company in communications technology and services, developed a study about new trends in the TV and media consumers' habits. This study was made in September 2015 based on 9 big markets (Brazil, China, Germany, South Korea, Spain, Sweden, Taiwan, UK and US) and composed by 30 in-depth interviews, 20,000 online interviews with people aged 16-59, and over 2,500 aged

60-69. The main goal of Ericsson's paper is to identify new habits and compare the usage of linear TV with the usage of streamed on-demand TV content.

In the comparison of these two ways of watching TV and content, we can realize that watching streamed on-demand video content is growing: "over 50% of customers state that they do it at least once a day, up from 30% in 2010", and today they affirm to spend "6 hours a week watching streamed series, programs and movies on demand, more than double than in 2011 (2.9 hours)". However, Linear TV popularity remains very high, mainly due to the access to premium content like sports and its social value. And here we can also see that there is a link between habits and age. While 82% of people aged 60-69 years old and 60% of millennials (16-34y) watch linear TV on daily basis, the opposite happens with streamed on-demand TV where 30% of 60-69y and 80% of teenagers say they do so.

So we can conclude that the content has a very important role. "TV series and movies make up roughly half of consumers' total viewing time" and this is the type of content people prefer to watch on streamed TV which justifies the migration of habits – from 2.9 hours per week in 2011 to 6 hours in 2015 as we have seen before. Besides that, new content categories are becoming mainstream like e-sports that is watched on average 46 minutes per week and educational/tutorial videos which are averaging 73 minutes per week. The last one is related to the user generated content (UGC) which people create to upload on platforms like Youtube – the of Youtube is strongly related to the growing importance of UGC. Live sports continue to be more watched by men than women, and, on opposite, TV programs and recorded content is preferred by women.

Media habits are evolving and the number of people who watch streamed on-demand video once a week is growing, reaching this year almost the same amount of those who watch scheduled linear TV. However, when we analyze it on daily basis, "linear TV is still dominating". This evolution has been boosted by the introduction of connected TV screens that allow consumers to easily access their on-demand content. "S-VOD users have a significantly higher penetration of smart TVs and connected video-enabled devices".

Other fact is that linear TV remains key for many households due to its high perceived value based on premium content, easy of viewing and social aspects. Premium content makes consumers feel satisfied and value the money they are spending to watch great quality programs which they are willing to watch. The easy to use refers to the simple fact of just turning the TV on to watch a program or change channels with a single button without any effort. Social aspects refer to the so called “household campfire” where the entire family or a group of friends sit around the TV to watch a specific live content - the most watched in this cases are live sports. This indicates that linear TV has to reinvent itself if it wants to the younger population.

We can find two types of consumers: the cord-cutters and the cord-nevers. The cord-cutters are the ones who have “cut or shave their traditional TV service”. The number of cord-cutter has remained the same and “47% reduced or eliminated it for cost-related reason, and 33% didn’t believe they were watching enough TV to justify the cost. This tells us that there is room for a new business model that provides better value for money, and pay-per-view can perfectly be a solution. The cord-nevers are consumers who have never had a pay TV subscription and for them it is difficult to understand the value as it is offered today: long binding times, inflexible packages and high cost and advertising makes them not willing to pay for it. However, 22% of them are “already paying for over-the-top (OTT) content services” showing “willingness to pay for subscription TV, albeit with a different bundle approach”.

The new great trend that is coming these years is the video on the go – “TV and video content being accessed via smartphones and tablets”. Since 2012 the number of consumers who watched video on their smartphones increased 71%, while the ones who do it on tablets and laptops spend almost two thirds of their watching TV time. Although smartphones continue to be driven by short video content (33% watching UGC), S-VOD services are used for longer programs like TV series and movies. Concluding, the “average time spent watching TV and video on mobile devices (tablets and laptops) has increased by three hours a week over the past three years”.

Finally, customers are becoming increasingly demanding so there is a great pressure to match their requirements and expectations on TV and media experience. Consumers’ experience is driven by three specific areas: “great content; flexibility; and a high

quality overall experience. Original productions, new releases and sports are content of great quality that boosts customers' interest and willingness to pay more than for other content types. When we talk about flexibility, the main word that customers want to avoid is binding. They don't like to be forced to be attached to something and constantly look for ways to reduce binding times. Subscription-based OTT and pay-per-view offer them the opportunity to "hop-on hop-off" very easily and without any penalty. On the last point, high experience quality, mobility is the key. For customers, "another highly valued ability is accessing content anytime and anywhere". This generates another question: how to provide internet to watch those contents? Some telecommunication companies are already offering unlimited mobile data usage for some apps, however TV apps are not included.

Another paper about digital trends, "The Deloitte consumer review" created by Deloitte (2016), also points out mobile as the new trend big trend. Besides the great paper it will have in future of the TV, mobile is going to be very important in Shopping. In 2015, "18-24 years old said they are likely to use their mobiles to find the location of stores, browse online and compare prices". By that time only 39% use their smartphone for purchases, now the number has raised to over 50%. A great amount of sales would be processed through mobile devices once this process has been streamlined; however, this growth was boosted by the introduction of Paypal at checkout process on the companies' websites. And this trend is expected to grow as retailers and brands continue to make it easier to transact money.

Besides mobile, Deloitte comes up with a huge trend that probably is going to revolutionize the TV world: Virtual Reality. Virtual Reality is "the use of a computer-simulated 3D environment that makes the user feel as though they are in a completely different place or situation to the one they are actually in". It works on two ways: the "full feature" that incorporates high resolution screens; and "mobile VR" that uses a high-end smartphone's screen slotted into a head-mounted display that holds it very close to the user's face. It can be created by using "computer generated imagery (CGI) or filmed using special clusters of cameras that collectively capture a 360-degree field of view. This is can be a huge step forward on the TV, media and content production market. VR technology offers customers the opportunity to enjoy a completely new customer experience by, for example, allowing them to "get inside" the programs they

are watching, to get a 360° sense of the reality they are seeing, etc. It brings an entire world of developments and new ideas that now can perfectly put into practice.

5. Portuguese Telecommunications Market

To identify the major actors of a telecom business, we firstly need to define them. According to Huq, Rachel (2014), they can be identified as “those stakeholders who are directly relevant to the whole process of the telecom business starting from building infrastructure and electronic devices till providers of end-user services and even the end-users”.

The market is composed by 16.2 Million active mobile subscribers and 123% of penetration rate, one of the highest in the world. However, Portugal has a mid-sized yet highly advanced mobile telecom infrastructure with only three mobile operators in business providing high quality services to their customers (Rachael Huq, 2014).

There are three main operators in Portugal in this market: NOS, MEO and Vodafone. At the end of 2014, MEO was the largest company in terms of number of customers with 7.840 Million subscribers and a market share of 48.7%. The second one was Vodafone with 5.964 Million subscribers and a market share of 37.08%; and finally, NOS with 2.279 Million subscribers and a market share of 14.17%.

Although there are just a few players, this market is considered to be very competitive and aggressive because, as was said before, these three companies are struggling to come up with the next great innovation of the market in order to surpass the competition and get more customers. The market is so over-saturated with these three companies that their main objective is to make customers switch from their old network operator. The main strategy of these players is to stress their attention to specific target groups by launching new packages and retaining their customers, providing stability in the short term; another aspect is that these companies invest a lot in communication campaigns, advertisements and sponsorships to set their position in the market and make sure that they are always present in the consumer’s mind.

6. Methodology

As we have seen in the previous Literature Review, there are a lot of aspects that we have to take into account when creating a marketing plan, no matter the business and area of application. There is a great variety of topics and analysis that must be made in order to have all the information we need to do the best evaluation and take the best decisions when implementing the Marketing Plan.

To guide this Marketing Plan for NOS, the Telecommunications' company, there are three blocks that must be covered:

- **Contextualization:** external and internal analysis, benchmarking and competitive analysis
- **Differentiation:** after analyzing competitors, find a way to efficiently distinguish from them, developing brand's positioning and creating value to consumers. Finally, define how to communicate differentiation aspects.
- **Execution:** define objectives and the entire strategy to reach them in order to organize the whole information in a marketing-mix operational plan.

This chapter describes the methods and techniques of data collection and analysis that are going to support the development and implementation of the marketing plan. This part also gives us information needed to complement conceptual and theoretical information gathered on the previous chapters and to undertake decisions about the implementation proposal. The main objectives here are: to understand the target market of NOS, their behavior, needs and expectations.

6.1. Data collection

There are two types of data collection: "primary data" is the one collected by the researcher himself; and "secondary data" is the one that involves the usage of existing data from several forces.

6.1.1. Primary Data

The primary data used in this project is collected from structured methods, namely questionnaire survey.

6.1.1.1. Theoretical model and research hypothesis

Based on the literature review and the research objectives we stated before, some hypothesis were defined in order to validate, or not, the assumptions of the study about NOS customers' habits of consumption and willingness to adopt new products or services. The hypotheses are:

H₁: Invoice amount paid for premium channels depends on the TV service provider

H₂: The sense of utility of this feature depends on having lost a program due to not having a premium channel

H₃: Willingness to pay a certain amount to have a channel on open signal during a certain program depends on age and gender.

H_{3a}: Willingness to pay a certain amount to have a channel on open signal during a certain program depends on age

H_{3b}: Willingness to pay a certain amount to have a channel on open signal during a certain program depends on gender

H₄: Willingness to pay a certain amount to have a channel on open signal during a certain program depends on having a premium channel

6.1.1.2. Type of study and measurement scale

The study performed was a quantitative study. The quantitative research through a questionnaire is aimed to a large sample to collect casual facts, opinions, habits and attitudes towards an organization. The main of this questionnaire are:

- To study TV consumers profile
- To understand their consumption habits
- To study their willingness to have access to a new TV service

- To study their perceptions in terms of some of the marketing mix components regarding NOS and the market in general

The questionnaire used in this study is divided into three parts - demographics, consumption habits and openness to new products and services - and includes six types of questions: closed ended questions, yes/no questions, contingency questions (only answered if the respondent gives a particular response to a previous question, in this case to separate the ones who already have premium TV channels from the others), multiple choice questions and scaled questions. Taking the variables used into account, it was only necessary to use ordinal scales.

6.1.1.3 Sample characteristics

According to the Organization for Economic Cooperation and Development (OECD) the universe of a study “represents the entire group of units which is the focus of the study”, or “all the persons in the country, or those in a particular geographical location, or a special ethnic or economic group, depending on the purpose and coverage of the study. In this case, the universe is composed by both users and non-users of telecommunications services, namely television, with no restrictions of age, gender or place of residence. Consequently, the considered universe is very large or infinite. Once it is impossible to study the entire universe, it is needed to determine and analyze a sample.

The sample is “a subset of a frame where elements are selected (from a population) based on randomized process with a known probability of selection”. Here, it is composed by a group of heterogeneous individuals, from both genders, with different ages and backgrounds in order to have the most representative sample possible. To select the respondents, the sampling method used was the non-probability sample of convenience. “Convenience sampling is a type of non-probability or non-random sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or willingness to participate are included for the purpose of the study” (Etikan et al. 2015). By convenience, the respondents are people from Portugal who were available to answer the survey while it was online.

As was said above, it is very difficult to work with populations so researchers choose to work with samples. But how can we determine the minimum sample dimension? There are some calculations to determine that number which enable researchers to draw strong conclusions from the limited amount of information and to generalize results (Ophthalmol.,2010). They are: $n = \frac{(Z^{\alpha-1})^2 \times \sigma^2}{d^2}$. Where: n – calculated sample; Z – standard normal variable associated with the level of confidence; and σ^2 – variance. For this study, the estimation was made by using a normal distribution variable of 1,96, a 95% confidence level with a precision level of 5%, and an assumed pessimist estimate for the variance with maximum dispersion of 0,5. Therefore: $n = \left(\frac{1,96 \times 0,5}{0,05}\right)^2 = 385$. The minimum sample dimension for this study is 385. However, due to some research problems it was impossible to get them all, so the sample dimension here is 205. For a sample of this size, the precision level is: $205 = \left(\frac{1,96 \times 0,5}{x}\right)^2 \Leftrightarrow x = 7\%$. So the results of the study are not representative, but indicative of the universe.

6.1.1.4. Data collection and treatment

The questionnaires were applied during the month of September 2016, online. People were asked to fulfill a survey for a Master in Marketing student research and the answers were saved directly in the computer. It was applied 205 questionnaires on total.

After collected, the database of the respondents' answers is treated using the Statistical Package for Social Sciences (SPSS) program.

6.1.2. Secondary Data

In order to complement the primary data, it is important to look for information in other sources, secondary data. It was collected quantitative and qualitative information from sources like: *Instituto Nacional de Estatística* (INE), newspapers, , organization's website, and companies' reports. Besides this, secondary data is also composed by information from an internship done at NOS *Comunicações*.

6.2. Data analysis

6.2.1. Primary data

As was said before, this part of the information was treated through SPSS program, where it is possible to analyze the data and produce an outcome of descriptive and analytical statistics, studied through univariate and bivariate analysis.

6.2.2. Secondary data

The secondary data was evaluated through content analysis. There are quantitative and qualitative information. The quantitative was taken from graphs and tables about some pertinent indicators for the study. The qualitative information was taken into account to complement and better understand quantitative information in order to take better conclusions. This analysis is going to be made in the next chapter, on the External and Internal analysis.

7. Data Analysis

7.1. Primary data

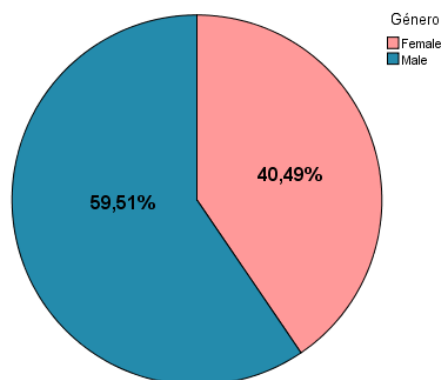
This chapter aims to analyze the results from the quantitative research, the questionnaires. This analysis is divided into four parts: sample characterization, consumption habits, perceptions about pay-per-view, and considerations about adoption of the new feature. These parts are included in to major groups of analysis: first univariate, and then bivariate, where we study the correlation between variables (validate or not the previous hypothesis). All the data presented is an output of the SPSS statistical program.

7.1.1. Univariate Analysis

a) Sample characterization

As was said before, the questionnaire was applied online to 205 people, male and females of heterogenic demographic and social backgrounds. In this part the sample is analyzed in terms of demographic characteristics. From the total of the answers, the first conclusion can be taken is that 40.5% of them are Females and 59.5% are males, as can be seen in chart 1.

Chart 1 - Gender Variable Distribution

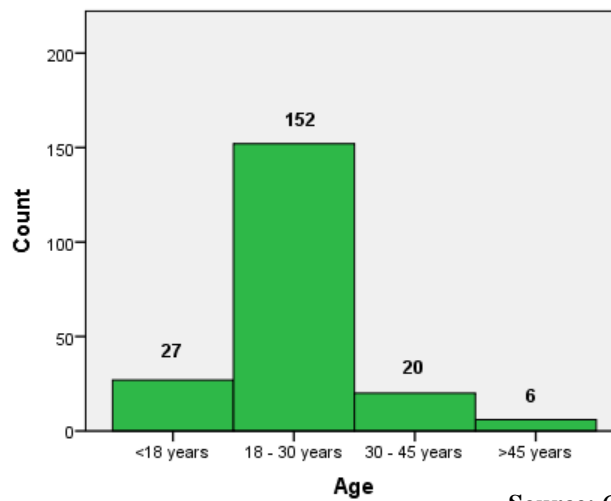


Source: Own elaboration on SPSS

What regards to the variable age, we can say that the majority of the respondents belongs to age group of 18 to 30 years old. This group has 74.1%, compared to the others like < 18 years old group with 13.2% of the respondents; 30-45 years old with

9.8%; and the less significant group of ages are the ones with more than 45 years old with 2.9%.

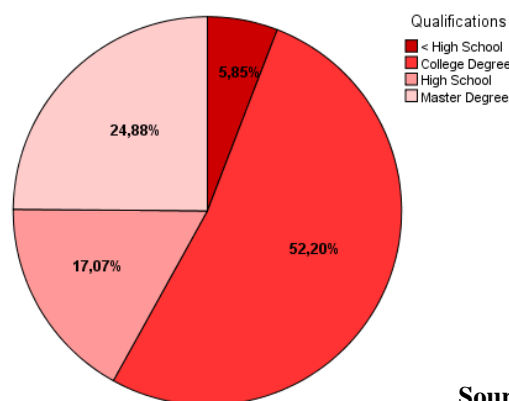
Chart 2 - Age Group Variable Distribution



Source: Own elaboration on SPSS

Concerning the qualifications variable, more than half of the respondents have a college degree – 52.2% of the total. The second biggest group corresponds to the ones with a master degree, 24.9%. The one with high school level represent 17.1% of the respondents while the one with less than that count 5.9%. The ones with more than a master degree didn't register any respondent.

Chart 3- Qualifications Variable Distribution



Source: Own elaboration on SPSS

b) Consumption habits

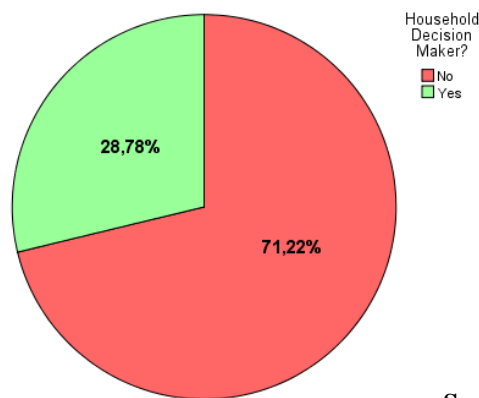
In the telecommunication's world when we talk about consumption habits and decisions regarding what provider to choose and what content to buy, we have to talk about the household decision maker. This is the person in the family responsible for the bills and the only one capable to change contracted services, account settings, etc. To subscribe

new channels and buy new contents on the TV set box his/her authorization is not needed, however, it important to know their weight on this study.

Q1. Are you your household’s decision maker?

Only 28.8% of the respondents, that is 59 people, are their household decision makers. The rest 71.2% are members of their household but not responsible for the decision making.

Chart 4 - Are you your household’s decision maker? Variable Distribution

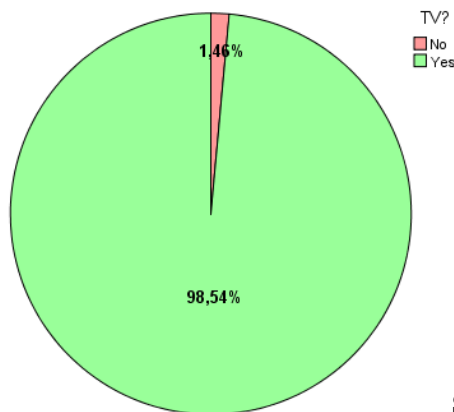


Source: Own elaboration on SPSS

Q2. Do you have TV service at home?

As was expected, the percentage of people with TV service at home is almost 100%. They represent 98.5% and 1.5% of the respondents answered they don’t have it.

Chart 5 - Do you have TV service at home? Variable Distribution

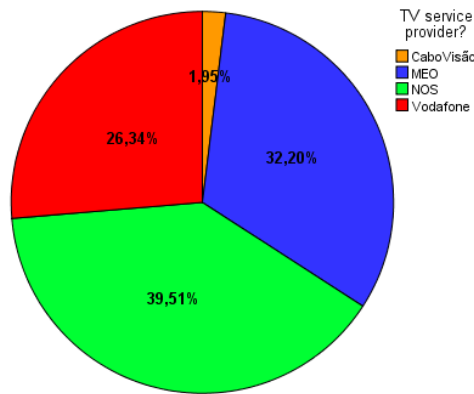


Source: Own elaboration on SPSS

Q3. Who is your TV service provider?

Other important information in this study is the distribution of service providers among the sample elements. The biggest parts of them are NOS' consumers for TV service, representing 39.5% of the sample. 32.2% have MEO as their TV provider, while 26.3% answered Vodafone. The smallest part, the Cabovisão/Nowo's consumers, represents 2% of the respondents.

Chart 6 - Who is your TV service provider? Variable Distribution

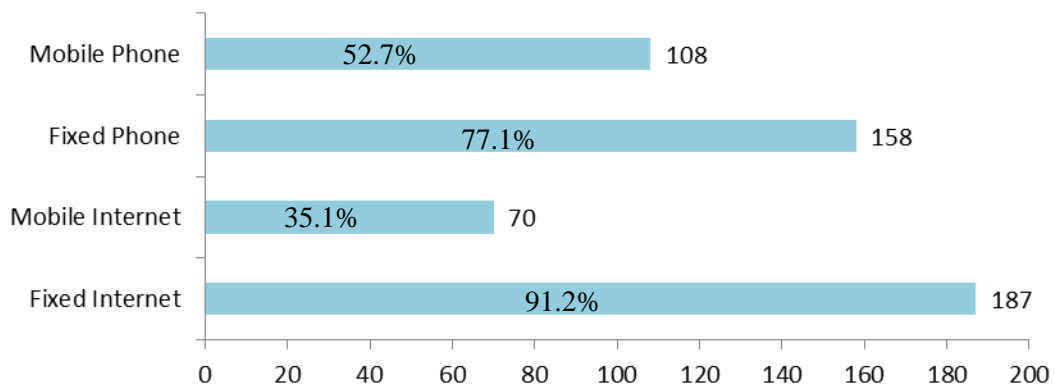


Source: Own elaboration on SPSS

Q4. Besides Television, which contracted services do you have with your telecommunication provider?

Nowadays we heard about telecommunications packages where consumers aggregate every services contracted in just one bill. In this study, 52.7% have mobile phone service in addition to TV. Consumers with TV and fixed phone represent 77.1%, and 35.1% combine it with mobile internet, while 91.2% have it with fixed internet.

Chart 7 - Besides Television, which contracted services do you have with your telecommunication provider? Variable Distribution

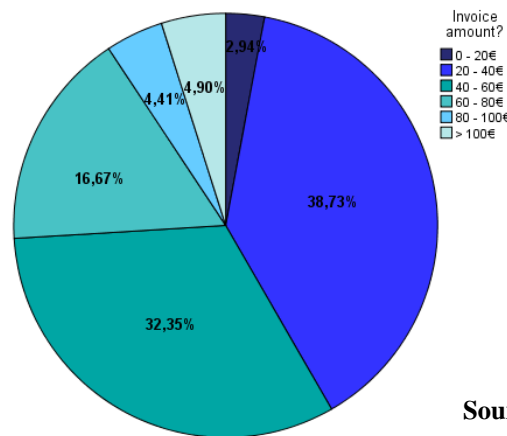


Source: Own elaboration

Q5. How much do you pay for your TV service?

Concerning the amount paid by the respondents for their TV service, 38.7% state that they spend 21-40€ monthly, while 32.4% pay 41-60€. On the other hand, 16.7% pays between 61€ and 80€ and 4.9% more than 100€. The other percentages, 4.4% corresponds to the ones who pay between 81€ and 100€, and 2.9% pays less than 20€.

Chart 8 - How much do you pay for your TV service? Variable Distribution

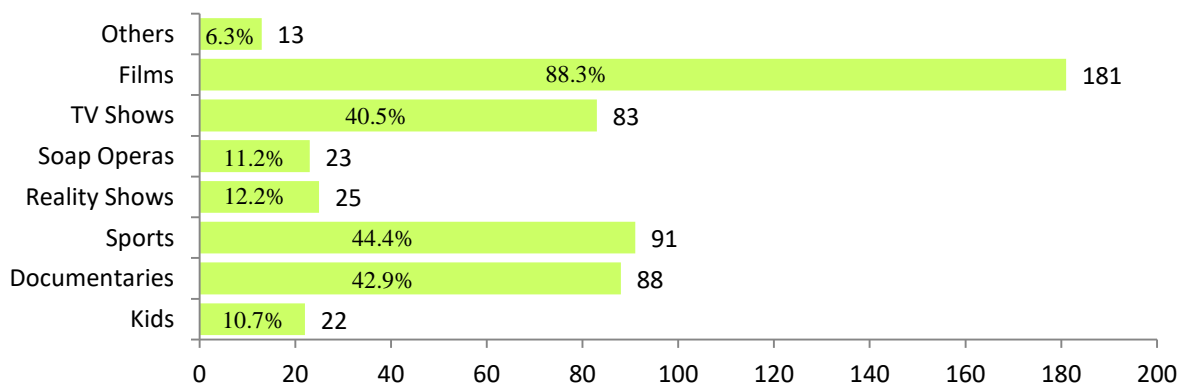


Source: Own elaboration on SPSS

Q6. What kind of content do you enjoy to watch?

In this study is also important to understand which kind of TV content consumers prefer in order to know where to address this feature. The most watched types of content are films and sports with 88.3% and 44.4%, respectively. With a smaller weight, 42.9%, documentaries are the third and TV shows the fourth choice of the consumers (40.5%). Next comes Reality Shows that accumulated 12.2% and Soap Operas with 11.2%. Contents for Kids are the second smallest group with a total of 10.7% of the sample. And last, “Others” appears with just 6.3%. Here we can conclude that Films and Sports are the types of content people are willing to pay to watch.

Chart 9 - What kind of content do you enjoy to watch? Variable Distribution

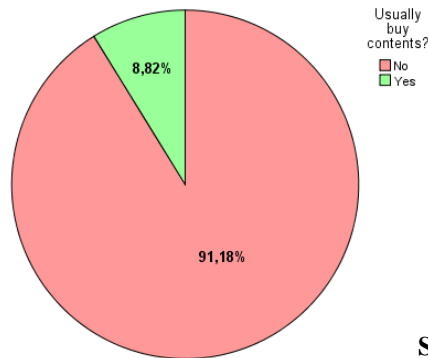


Source: Own elaboration

Q7. Do you usually acquire contents through your TV set-box?

Most of the respondents don't usually buy contents on their TV set-box. This amount represents 91.2%, while the rest 8.8% affirms to have this habit.

Chart 10 - Do you usually acquire contents through your TV set-box? Variable Distribution

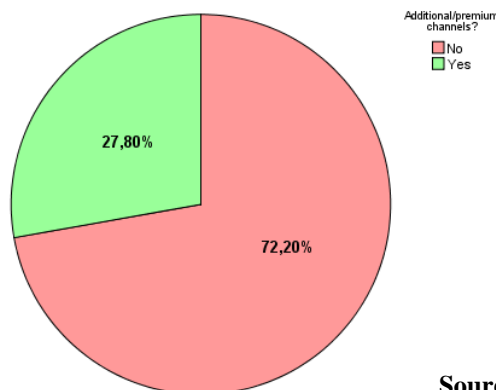


Source: Own elaboration on SPSS

Q8. Do you have additional/premium channels (Sport TV, TVCine, etc.) on your TV set-box?

27.8% of the respondents stated they do, while 72.2% answered they don't have any of these channels.

Chart 11 - Do you have additional/premium channels (Sport TV, TVCine, etc.) on your TV set-box? Variable Distribution

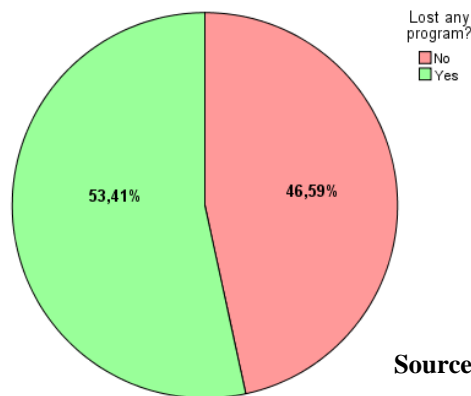


Source: Own elaboration on SPSS

Q9 a). If you don't have any additional/premium channel on your TV set-box, have you ever lost a particular program due to not having that channel on open signal?

Here the percentages change a lot. More than half of the sample (53.4%) says they do, while the minority states that was never a problem – 46.6%. This percentages show that there is a big gap on the market and people are willing them to be fill. People who don't have premium channels would appreciate a solution that allows them to watch programs they don't want to lose.

Chart 12 - If you don't have any additional/premium channel on your TV set-box, have you ever lost a particular program due to not having that channel on open signal? Variable Distribution

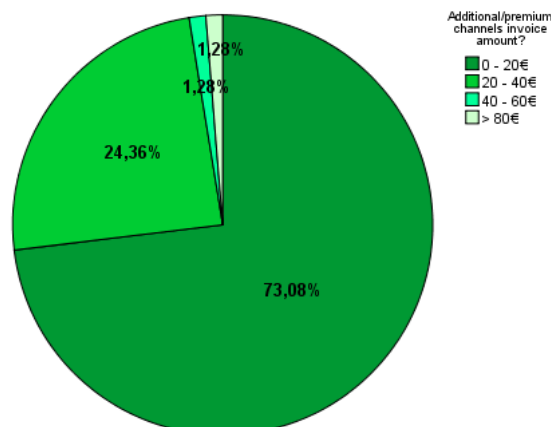


Source: Own elaboration on SPSS

Q9 b). If you have hired additional/premium channels on your TV set-box, how much do you monthly pay for them?

From the respondents who said they hired premium content on their TV set-box, 73.08% stated they spend less than 20€ per month. Almost one quarter of them, 24.36% pays an amount between 20€ and 40€, and both groups, 40-60€ and > 80€, registered 1.28%. These numbers are a good indicator to decide which pricing strategy to adopt when defining the axis of the marketing-mix.

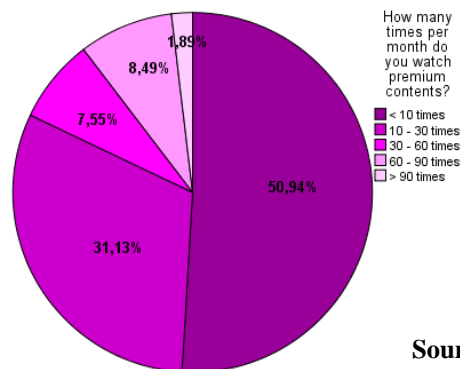
Chart 13 - If you have hired additional/premium channel on your TV set-box, how much do you monthly pay for them? Variable Distribution



Q9 b-1). How many times per month do you watch the premium channels you have hired?

More than half of the respondents only watch it maximum 10 times (50.9%) a month. The frequency people watch these channels changes with the type of the channel and the time of the year. For example, if a person has a sports channel, he is more likely to watch that channel during the football season than during the summer. However, 31.1% of the sample watches it between 10 and 30 times. 8.5% watch it 60 to 90 times a month and 7.6% do it 30 to 60 times on the same period. Finally, only 1.9% says they do it more than 90 times a month.

Chart 14 - How many times per month do you watch the premium channels you have hired? Variable Distribution

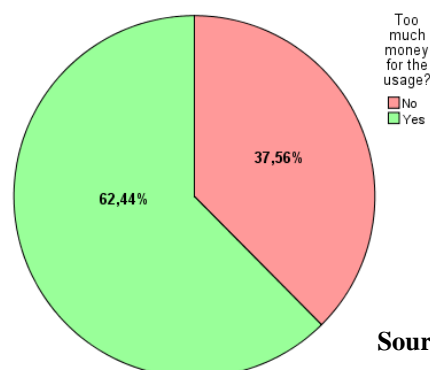


Source: Own elaboration on SPSS

Q9 b-2). Did you ever feel you spent too much money in a channel for the times you used it?

From the one with premium channels, 62.4% have already felt they were paying too much money for their usage. On the other hand, 37.6% say they paying a fair price for the content. This tells us the market needs a solution to provide customers better value for the money and pay-per-view can be that solution.

Chart 15 - Did you ever feel you spent too much money in a channel for the times you used it? Variable Distribution



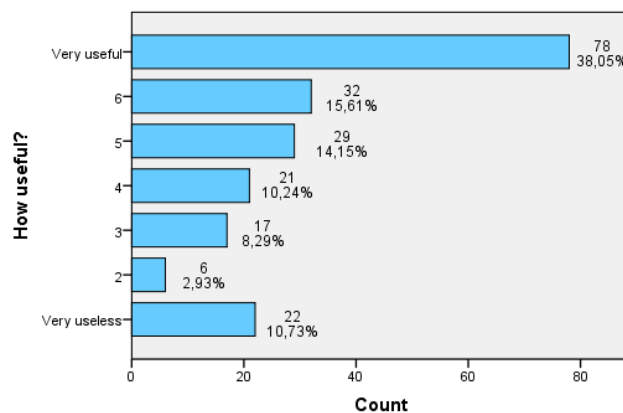
Source: Own elaboration on SPSS

c) Perceptions about pay-per-view

Q10. Pay-per-view is a system where the consumer, while is watching TV, is allowed to acquire some specific program which wants to watch. For example, if you aren't Sport TV subscriber, this technology allows you to pay a certain amount to have that channel on open signal during the football match transmission. In your opinion, from 1 (very useless) to 7 (very useful), how useful this would be for you?

More than half of the respondents said it would be useful in their life: 38% stated to be "very useful", 15.6% responded "6" and 14.15% said it was a "5". People that answered don't feel it useless or useful represents 10.2%, and 21.9% thinks they won't use it: 8.3% numbered "3", 2.9% gave a "2" and 10.7% say it is very useless. This lets us know there is great amount of people waiting for this billing system to reach their homes.

Chart 16 - How useful this would be for you? Variable Distribution



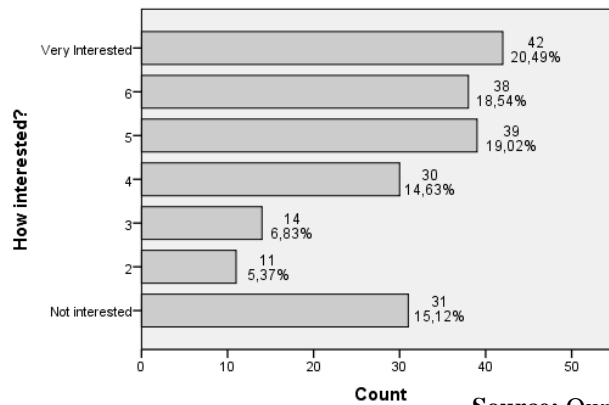
Source: Own elaboration on SPSS

Q11. In case you don't/wouldn't have premium channels, how willing are/would you be, from 1 (Not interested) to 7 (Very interested), to pay a certain amount to have that channel on open signal during a certain program of your interest?

In this study, the opinion of the people who don't have premium channels is also very important. And it is interesting to find what they think about this feature and to see how this information complements the previous question. Weights are very similar; however the major part of the respondents has a positive respond. The biggest percentage, 20.5%,

corresponds to the ones who said they were very interested. More than half of the sample answered “4”, “5” or “6”, registering 14.6%, 19% and 18.5%, respectively. On the negative side, 6.8% answered “3”, 5.4% said it was a “2” and 15.1% said they were not interested at all.

Chart 17 - How willing are/would you be to pay a certain amount to have that channel on open signal during a certain program of your interest? Variable Distribution



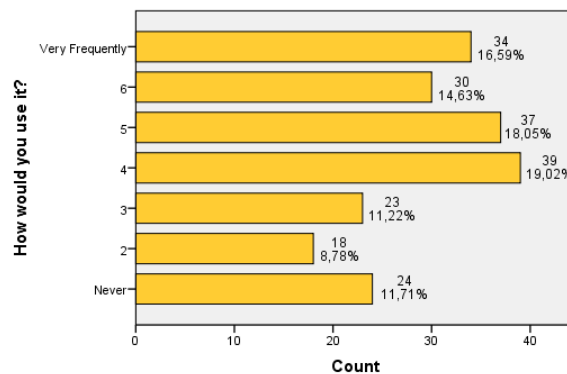
Source: Own elaboration on SPSS

d) Considerations about adoption of the new feature

Q12. Having your TV consumption habits in mind, how do you evaluate, from 1 (Never) to 7 (Very frequently), the frequency you would use it?

The biggest slice of the respondents is in the neutral area (19%); however the percentage of people on the positive side is much bigger than on the negative side. While answers like “very frequently”, “6” and “5” counted percentages of 16.6%, 14.6% and 18%, respectively; the negative side is divided by 11.2% on “3”, 8.8% on “2”, and 11.7% on “Never”.

Chart 18 - How do you evaluate the frequency you would use it? Variable Distribution

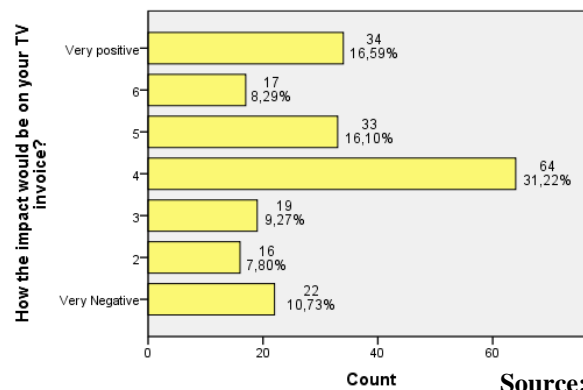


Source: Own elaboration on SPSS

Q13. From 1 (Very Negative) to 7 (Very Positive), how do you think this would impact your TV invoice amount?

The biggest percentage of the respondents corresponds to those in the middle of the scale with 31.2%. The “Very positive” answers have a weight 16.6%, almost the same that “5” with 16.1%. The negative answers summed only 27.85%, 10.7% “Very negative”. This permits to conclude that besides having a good customer experience impact; it wouldn’t influence customers monetarily, which is good for consumers.

Chart 19 - How do you think this would impact your TV invoice amount? Variable Distribution

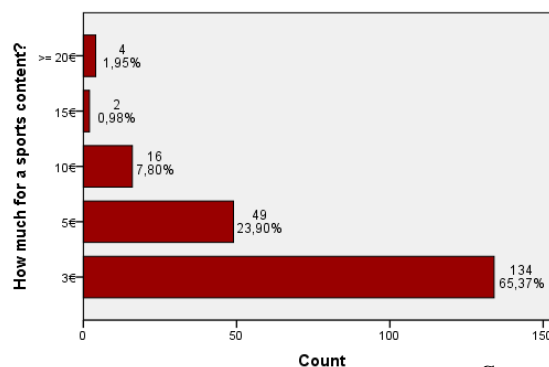


Source: Own elaboration on SPSS

Q14. How much were you willing to pay to have a sports channel on open signal during a match?

Regarding the cost of a sports content, more than half of the respondents (65.4%) said they were willing to spend 3€ on a football match, while almost a quarter (23.9%) agreed with a 5€ cost. 7.8% would accept to pay 10€, only 1% 15€, and with a higher percentage, 2%, 20€ or more. Despite the price of content having to depend on the quality of the teams and the importance of the game, these are good insights to define the pricing policy.

Chart 20 - How much were you willing to pay to have a sports channel on open signal during a match? Variable Distribution

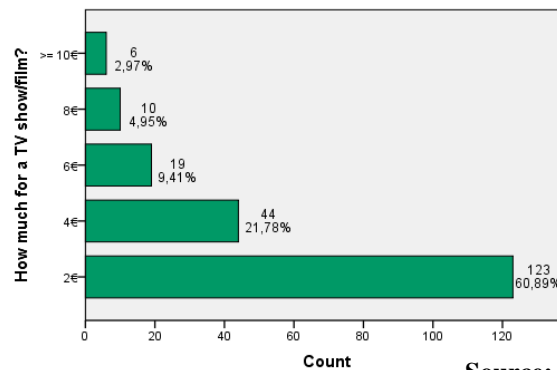


Source: Own elaboration on SPSS

Q15. How much were you willing to pay to have a TV shows' channel on open signal during a film/TV show's episode?

Although the type of content is different from sports, the trend is the same. More than half of the sample (60.9%) is willing to pay 2€ for a movie, and the percentage gets smaller as the value gets higher: 21.8% said 4€, 9.4% 6€, 4.9% maximum 8€ and 2.97 10€ or more.

Chart 21 - How much were you willing to pay to have a TV shows' channel on open signal during a film/TV show's episode? Variable Distribution

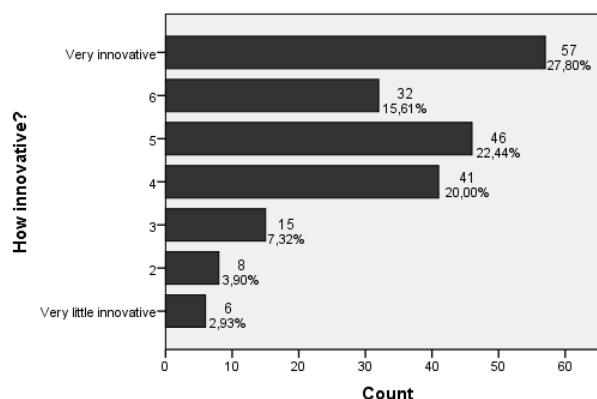


Source: Own elaboration on SPSS

Q16. From 1 (Not innovative) to 7 (Very innovative), how would you look at your TV service provider in terms of innovation if he had this feature available?

More than a quarter of the respondents, 27.8% would see their TV provider as very innovative. 15.6% graded “6” in this scale and 22.4% “5”. 20% affirmed they wouldn’t judge the company in terms of innovation. Only 2.9% answered “not innovative”. The conclusion that can be taken is that implementing this feature would have a very positive impact on the company on the eyes of the customers.

Chart 22 - How would you look at your TV service provider in terms of innovation if he had this feature available? Variable Distribution

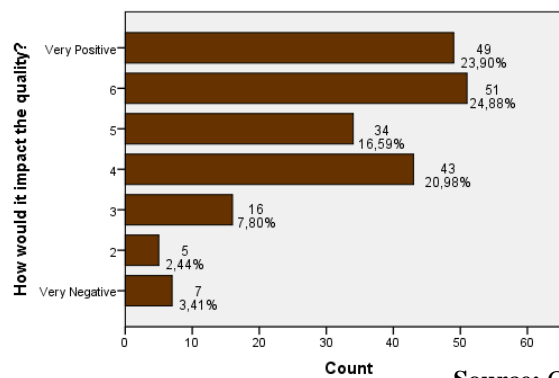


Source: Own elaboration on SPSS

Q17. From 1 (Very Negative) to 7 (Very positive), what impact would this tool have on the general quality of the service provided by the operator?

From the results, it can be concluded that this tool would have a great impact on the quality of the service provided on the customers’ opinion. Almost 50% of the respondents answered the two higher levels of the scale (48.8%). 21% affirmed it wouldn’t have any impact on the general quality and only 3.4% thinks it would have a very negative outcome for the company.

Chart 23 - What impact would this tool have on the general quality of the service provided by the operator? Variable Distribution

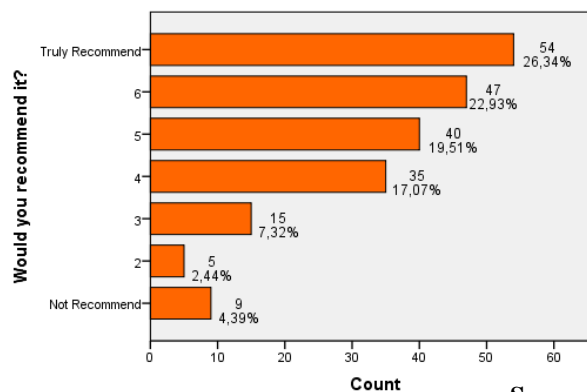


Source: Own elaboration on SPSS

Q18. In case your TV service provider had this tool, from 1 (Do not recommend) to 7 (Truly recommend), would you recommend it to your friends?

Other good indicator to measure the impact something has on consumers is the willingness they have to talk about and recommend it to their friends. In this case, 26.6% said they would truly recommend it to them. On the other hand, only 4.4% answered they wouldn’t recommend it to anyone. The majority of the respondents belongs to groups “4”, “5” and “6”, with 17.1%, 19.5% and 22.9%, respectively.

Chart 24 - Would you recommend it to your friends? Variable Distribution

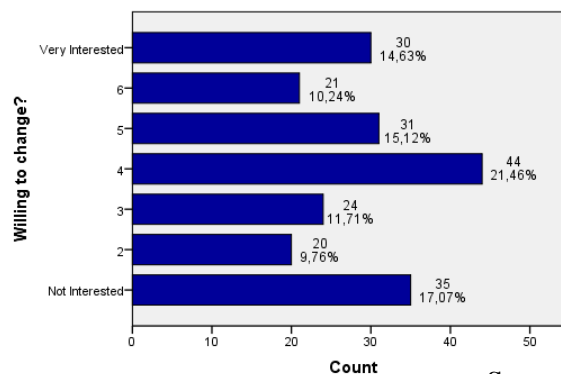


Source: Own elaboration on SPSS

Q19. If you know other TV operators had this tool available for their clients, from 1 (Not interested) to 7 (Very interested), how do you define your willing to change?

Willingness to change is a different discussion. Changing TV services provider has a lot of costs and implications associated like binding times to respect, problems on changing process, etc. So it is no surprise to see such an homogeneous division on the responses, with the major amount on the neutral group (21.5%) and a higher percentage on “Not interested” than on “Very interested” (17.1% vs 14.6%). When the service is working well, consumers are afraid of the problems a change can cause, so prefer to stay with the same provider. The main great aspect that would make customers easily change their TV service provider is the price, otherwise only a very big new technology would do it. Finally, on this very competitive market, consumers know that if other company has this feature, their provider will also have it one day later, so they prefer to wait.

Chart 25 - How do you define your willing to change? Variable Distribution



Source: Own elaboration on SPSS

Summarizing the univariate analysis, the sample characterization demonstrates that most of the respondents are male, aged between 18 and 30 years old, have a college degree and aren't the decision makers at their household. Almost the totality of them has TV service at home and, although very well divided, the biggest part of the sample corresponds to NOS' customers. Besides TV, the majority of the questioned customers also have hired fixed phone and internet with that company, composing the 3P package. Just for the TV service, most of them spends between 20€ and 40€ monthly, and their preferred types of content are films, sports and documentaries. However, they don't usually acquire any content on their TV set-box.

The majority of the respondents doesn't have premium channels but affirms that have already lost programs due to that. The ones who have it spend 20€ or less and, because they usually only watch it maximum 10 times a month, have already felt they were spending too much for the usage.

When confronted with the pay-per-view system, most of the respondents found it very useful and were willing to spend money on contents with great frequency. Thinking it won't have any impact on their invoice amount, they were open to spend 3€ on a football match (the price would obviously depend on the match and teams), and 2€ on films or TV shows.

Regarding the company, customers would see it as very innovative and state it would have a positive impact on the general quality of the service. More, they would truly recommend the service to their friends, but the willingness to change because of this feature would be null due to the changing cost and implications.

7.1.2. Bivariate Analysis

This module aims to conduct a statistical bivariate analysis, using methods of analysis of two variables, in order to test the hypothesis previously mentioned on the methodology chapter. One of the procedures used is Crosstabs which, as it says, cross-tabulates two variables and displays their relationship in a tabular form, generating information about bivariate relationships.

7.1.2.1. Crosstabs of variables If you have hired additional/premium channel on your TV set-box, how much do you monthly pay for them? And Who is your TV service provider?

This part's goal is to validate, or not, the following hypothesis:

H₁: variables invoice amount paid for premium channels and TV service provider are related (not independent)

H₀: variables invoice amount paid for premium channels and TV service provider are independent

The biggest volume of respondents that pay less than 20€ are NOS' consumers, while the ones who pay largest amounts belong to MEO's consumers. Despite the different weights these companies have on the sample, we can see there is a common trend: the biggest amount of clients inside each provider spends 60€ to 80€ monthly on premium channels.

Table 1 - Crosstab between *Premium channels' invoice amount* and *TV service provider*

			Additional/premium channels invoice amount?					Total
			0 - 20€	20 - 40€	40 - 60€	60 - 80€	> 80€	
TV service provider?	MEO	Count	14	5	1	46	0	66
		% within TV service provider?	21,2%	7,6%	1,5%	69,7%	0,0%	100,0%
		% within Additional/premium channels invoice amount?	24,6%	26,3%	100,0%	36,2%	0,0%	32,2%
		% of Total	6,8%	2,4%	0,5%	22,4%	0,0%	32,2%
	NOS	Count	30	7	0	43	1	81
		% within TV service provider?	37,0%	8,6%	0,0%	53,1%	1,2%	100,0%
		% within Additional/premium channels invoice amount?	52,6%	36,8%	0,0%	33,9%	100,0%	39,5%
		% of Total	14,6%	3,4%	0,0%	21,0%	0,5%	39,5%
	Vodafone	Count	12	7	0	35	0	54
		% within TV service provider?	22,2%	13,0%	0,0%	64,8%	0,0%	100,0%
		% within Additional/premium channels invoice amount?	21,1%	36,8%	0,0%	27,6%	0,0%	26,3%
		% of Total	5,9%	3,4%	0,0%	17,1%	0,0%	26,3%
	CaboVisão	Count	1	0	0	3	0	4
		% within TV service provider?	25,0%	0,0%	0,0%	75,0%	0,0%	100,0%
		% within Additional/premium channels invoice amount?	1,8%	0,0%	0,0%	2,4%	0,0%	2,0%
		% of Total	0,5%	0,0%	0,0%	1,5%	0,0%	2,0%
Total	Count	57	19	1	127	1	205	
	% within TV service provider?	27,8%	9,3%	0,5%	62,0%	0,5%	100,0%	
	% within Additional/premium channels invoice amount?	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% of Total	27,8%	9,3%	0,5%	62,0%	0,5%	100,0%	

Source: Own elaboration on SPSS

The Cramer's V coefficient is an association measure not symmetric that assumes values between 0 and 1 ($0 \leq V \leq 1$). Values near 0 mean very low association between variables; values close to 1 show a high association. Here, Cramer's V is 0.134 which tells is weak association between these two variables. So it is allowed to say that hypothesis H_1 is wrong (reject H_1) and the variables TV service provider and the amount spend on premium channels are not related (independent).

Table 2 - Cramer's V for *Premium channels' invoice amount* and *TV service provider*

		Value	Approximate Significance
Nominal by Nominal	Phi	,232	,527
	Cramer's V	,134	,527
N of Valid Cases		205	

Source: Own elaboration on SPSS

7.1.2.2. Crosstabs of variables Have you ever lost a particular program due to not having that channel on open signal and How useful this would be for you.

H₂: variables Have you ever lost a particular program due to not having that channel on open signal and How useful this would be for you are related (not independent)

H₀: variables Have you ever lost a particular program due to not having that channel on open signal and How useful this would be for you are independent

No matter if the respondent has lost a program or not, the biggest part of the answers for both guesses corresponds to “Very Useful”, reaching 38% of the total. However, the greatest volume of people has lost a program because of that and rates this feature utility as “Very Useful”.

Table 3 - Crosstab between *Have you ever lost a particular program due to not having that channel on open signal and How useful this would be for you*

		How useful?						Total	
		Very Useless	2	3	4	5	6		Very Useful
Lost any program?	No	16	4	8	8	14	8	24	82
		19,5%	4,9%	9,8%	9,8%	17,1%	9,8%	29,3%	100,0%
		72,7%	66,7%	47,1%	38,1%	48,3%	25,0%	30,8%	40,0%
	Yes	7,8%	2,0%	3,9%	3,9%	6,8%	3,9%	11,7%	40,0%
		5	2	8	9	12	18	40	94
		5,3%	2,1%	8,5%	9,6%	12,8%	19,1%	42,6%	100,0%
		22,7%	33,3%	47,1%	42,9%	41,4%	56,3%	51,3%	45,9%
		2,4%	1,0%	3,9%	4,4%	5,9%	8,8%	19,5%	45,9%
Total		22	6	17	21	29	32	78	205
		10,7%	2,9%	8,3%	10,2%	14,1%	15,6%	38,0%	100,0%
		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
		10,7%	2,9%	8,3%	10,2%	14,1%	15,6%	38,0%	100,0%

Source: Own elaboration on SPSS

In this relationship, Cramer’s V is 0.223 what reveals to be a weak association between these two variables. So it is allowed to say that hypothesis H₁ is wrong (reject H₁) and there is no relation between Have you ever lost a particular program due to not having that channel on open signal and How useful this would be for you, they are independent.

Table 4 - Cramer’s V for *Have you ever lost a particular program due to not having that channel on open signal and How useful this would be for you*

		Value	Approximate Significance
Nominal by Nominal	Phi	,315	,060
	Cramer's V	,223	,060
N of Valid Cases		205	

Source: Own elaboration on SPSS

7.1.2.3. Crosstabs of variables How willing are/would you be to pay a certain amount to have that channel on open signal during a certain program of your interest and age and gender.

H₃: Willingness to pay a certain amount to have a channel on open signal during a certain program depends on age and gender.

H_{3a}: Willingness to pay a certain amount to have a channel on open signal during a certain program depends on age

H_{3b}: Willingness to pay a certain amount to have a channel on open signal during a certain program depends on gender

The age group that sees this new feature with interest to try is the one with people aged between 18 and 30 years old. However, is also the one with more “not interested” respondents. The biggest part of the sample corresponds to people aged between 18 and 30 who rated their interest with a “5” (16.1%). “Very interested” was the answer with bigger volume.

Table 5 - Crosstab between *Level of Interest in spending money with this feature* and *Age*

			How interested?						Total	
			Not Interested	2,0	3,0	4,0	5,0	6,0		Very Interested
Age	<18 years	Count	1	2	3	7	2	5	7	27
		% within Age	3,7%	7,4%	11,1%	25,9%	7,4%	18,5%	25,9%	100,0%
		% within How interested?	3,2%	18,2%	21,4%	23,3%	5,1%	13,2%	16,7%	13,2%
		% of Total	0,5%	1,0%	1,5%	3,4%	1,0%	2,4%	3,4%	13,2%
	18 - 30 years	Count	27	7	10	20	33	28	27	152
		% within Age	17,8%	4,6%	6,6%	13,2%	21,7%	18,4%	17,8%	100,0%
		% within How interested?	87,1%	63,6%	71,4%	66,7%	84,6%	73,7%	64,3%	74,1%
		% of Total	13,2%	3,4%	4,9%	9,8%	16,1%	13,7%	13,2%	74,1%
	30 - 45 years	Count	3	2	1	2	3	5	4	20
		% within Age	15,0%	10,0%	5,0%	10,0%	15,0%	25,0%	20,0%	100,0%
		% within How interested?	9,7%	18,2%	7,1%	6,7%	7,7%	13,2%	9,5%	9,8%
		% of Total	1,5%	1,0%	0,5%	1,0%	1,5%	2,4%	2,0%	9,8%
>45 years	Count	0	0	0	1	1	0	4	6	
	% within Age	0,0%	0,0%	0,0%	16,7%	16,7%	0,0%	66,7%	100,0%	
	% within How interested?	0,0%	0,0%	0,0%	3,3%	2,6%	0,0%	9,5%	2,9%	
	% of Total	0,0%	0,0%	0,0%	0,5%	0,5%	0,0%	2,0%	2,9%	
Total	Count	31	11	14	30	39	38	42	205	
	% within Age	15,1%	5,4%	6,8%	14,6%	19,0%	18,5%	20,5%	100,0%	
	% within How interested?	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% of Total	15,1%	5,4%	6,8%	14,6%	19,0%	18,5%	20,5%	100,0%	

Source: Own elaboration on SPSS

In this case, the Cramer’s V value is 0.185 so we conclude that there is a weak association between these two variables. So it is possible to say that the hypothesis H_{2a} is wrong (reject H_{2a}) and the variables Interest in spending money with this feature and Age are not related, so independent.

Table 6 - Cramer's V for Level of Interest in spending money with this feature and Age

		Value	Approximate Significance
Nominal by Nominal	Phi	,320	,279
	Cramer's V	,185	,279
N of Valid Cases		205	

Source: Own elaboration on SPSS

In this comparison, male respondents show more interest in spending money with this feature. Although the percentages within Gender seem to have the same trend, the 3 highest levels of interest represent a slightly bigger percentage on Male than on Female respondents. The highest note for inside Females was a “5” and for Males was “Very interested”. The biggest part of the total corresponds to Male that rated their interest as “Very interested” (13.2%).

Table 7 - Crosstab between Level of Interest in spending money with this feature and Gender

			How interested?						Total	
			Not Interested	2,0	3,0	4,0	5,0	6,0		Very Interested
Gender	Female	Count	10	4	6	16	19	13	15	83
		% within Gender	12,0%	4,8%	7,2%	19,3%	22,9%	15,7%	18,1%	100,0%
		% within How interested?	32,3%	36,4%	42,9%	53,3%	48,7%	34,2%	35,7%	40,5%
		% of Total	4,9%	2,0%	2,9%	7,8%	9,3%	6,3%	7,3%	40,5%
Male	Male	Count	21	7	8	14	20	25	27	122
		% within Gender	17,2%	5,7%	6,6%	11,5%	16,4%	20,5%	22,1%	100,0%
		% within How interested?	67,7%	63,6%	57,1%	46,7%	51,3%	65,8%	64,3%	59,5%
		% of Total	10,2%	3,4%	3,9%	6,8%	9,8%	12,2%	13,2%	59,5%
Total	Total	Count	31	11	14	30	39	38	42	205
		% within Gender	15,1%	5,4%	6,8%	14,6%	19,0%	18,5%	20,5%	100,0%
		% within How interested?	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	15,1%	5,4%	6,8%	14,6%	19,0%	18,5%	20,5%	100,0%

Source: Own elaboration on SPSS

The Cramer's V for this relationship is 0,159 which presuppose a weak association between the two variables. So it is possible to say that the hypothesis H_{2b} is wrong (reject H_{2b}) and the interest in spending money with this feature does not depend on Gender – are independent.

Table 8 - Cramer's V for Level of Interest in spending money with this feature and Age

		Value	Approximate Significance
Nominal by Nominal	Phi	,159	,525
	Cramer's V	,159	,525
N of Valid Cases		205	

Source: Own elaboration on SPSS

The Level of Interest in spending money with this feature does not depend on age and gender.

7.1.2.4. Crosstabs of variables How willing are/would you be to pay a certain amount to have that channel on open signal during a certain program of your interest and Do you have additional/premium channels (Sport TV, TVCine, etc.) on your TV set-box.

H₄: variables Willingness to pay a certain amount to have a channel on open signal during a certain program depends on age and Do you have additional/premium channels (Sport TV, TVCine, etc.) on your TV set-box are related (not independent)

H₀: variables Willingness to pay a certain amount to have a channel on open signal during a certain program depends on age and Do you have additional/premium channels (Sport TV, TVCine, etc.) on your TV set-box are independent

Inside the group of respondents who don't have additional channels, there are two sub groups with the same amount: "Not Interested" and "5". However, and like those who have additional channels, the answers are concentrated on the 3 highest and positive answers.

Table 9 - Crosstab between *Level of Interest in spending money with this feature and Has premium channels*

			How interested?							Total
			Not Interested	2,0	3,0	4,0	5,0	6,0	Very Interested	
Additional/premium channels?	No	Count	29	9	12	23	28	21	26	148
		% within Additional/premium channels?	19,6%	6,1%	8,1%	15,5%	18,9%	14,2%	17,6%	100,0%
		% within How interested?	93,5%	81,8%	85,7%	76,7%	71,8%	55,3%	61,9%	72,2%
		% of Total	14,1%	4,4%	5,9%	11,2%	13,7%	10,2%	12,7%	72,2%
	Yes	Count	2	2	2	7	11	17	16	57
		% within Additional/premium channels?	3,5%	3,5%	3,5%	12,3%	19,3%	29,8%	28,1%	100,0%
		% within How interested?	6,5%	18,2%	14,3%	23,3%	28,2%	44,7%	38,1%	27,8%
		% of Total	1,0%	1,0%	1,0%	3,4%	5,4%	8,3%	7,8%	27,8%
Total	Count	31	11	14	30	39	38	42	205	
	% within Additional/premium channels?	15,1%	5,4%	6,8%	14,6%	19,0%	18,5%	20,5%	100,0%	
	% within How interested?	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% of Total	15,1%	5,4%	6,8%	14,6%	19,0%	18,5%	20,5%	100,0%	

Source: Own elaboration on SPSS

The Cramer's V is 0.203, so once again we can conclude there is a weak association between these two variables. Therefore, reject H₁, and it is allowed to say that variables Willingness to pay a certain amount to have a channel on open signal during a certain program depends on age and Do you have additional/premium channels (Sport TV, TVCine, etc.) on your TV set-box are independent

Table 10 - Cramer's V for *Level of Interest in spending money with this feature and Has premium channels*

	Value	Approximate Significance
Nominal by Nominal Phi	,203	,205
Cramer's V	,203	,205
N of Valid Cases	205	

Source: Own elaboration on SPSS

7.1.3. Conclusions

The table above summarizes the validation of the previous hypothesis studied on this research:

Table 11 - Hypothesis validation

Hypothesis	Validation
H1: variables invoice amount paid for premium channels and TV service provider are related (not independent)	Not Validated
H2: variables Have you ever lost a particular program due to not having that channel on open signal and How useful this would be for you are related (not independent)	Not Validated
H3: Willingness to pay a certain amount to have a channel on open signal during a certain program depends on age and gender.	Not validated
H4: variables Willingness to pay a certain amount to have a channel on open signal during a certain program and Do you have additional/premium channels (Sport TV, TVCine, etc.) on your TV set-box are related (not independent)	Not validated

Source: Own elaboration

8. Marketing Plan

8.1. Secondary Data analysis

This part of the chapter considers two analyses. The first one is an external analysis, focused on the market, competition and consumers behavior. The second one is an internal analysis, more narrowed to the organization and its portfolio.

8.1.1. External Analysis – Analysis of the Market

8.1.1.1. Macro Environment – P.E.S.T. Analysis

P.E.S.T. is an analysis made when the objective is to study the external macro environment factors that affect the organization and its activity. The analyzed factors are: Political/Legal, Economic, Socio/Cultural and Technological. These categories should not be faced as static but dynamic forces that are constantly changing.

Political/Legal Environment

This category includes governmental regulation and legal questions which define formal and informal rules under what companies should operate.

Portugal is a developed country that belongs to the European Union (it was the 11th country to join with Spain), was one of the founding members of the Euro Zone and the OECD (Organization for Economic Cooperation and Development). It is a republic under the democratic political regime. Its government is composed by a negotiated absolute majority between the left parties. The prime-minister is Mr. António Costa, leader of the Socialist Party (PS), and the Republic President is Mr. Marcelo Rebelo de Sousa. This government took up his post in November of 2015 under great critics after taking out of the position the winning party of the Portuguese elections in October 2015. These, added to the constant incoherency of the governance policies and perception of hidden corruption leads to a reduction in the confidence rate, politic auto determination and even the national sovereignty itself.

The telecommunications market is regulated by the National Communications Authority (ANACOM). This National Regulator Authority (ANR) for the communications scope is a collective person of public right, with independent administrative entity nature, provided of administrative, financial and management authority. ANACOM is organic, functional and technically independent on the execution of its function and isn't subject to government supervision under this exercise, as its states on its statutes (Decree-Law n° 39/2015, of March 16th, in effect since the 1st April 2015. This is without prejudice to the assistance to the government in the field of communications as well as the definition of orientations by Government when ANACOM acts in State representation. ANACOM aims to promote competition, transparency on prices and conditions of the service, development of the markets and communication networks, and also defense of citizens' rights.

According to the Economic Activity Code (*Código de Actividade Económica – CAE*), NOS is classified into the class 64200 – Telecommunications activities.

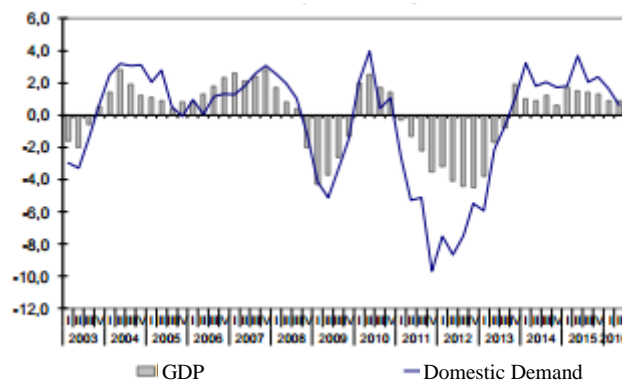
Economic Environment

Economic factors are the one that affect the purchase power of potential clients and the capital cost of the company itself.

Portugal is still in the process of living an economic crisis. Since 2009, when the country entered on a big crises many efforts have been done to emerge from that severe economic slump. In May 2014, the Government announced the end of the Economic and Financial Assistance Programme – PAEF (agreed with European Union and the International Monetary Fund in May 2011), without resorting to additional external financial assistance, thus gaining access to international debt market. After these 3 years, a lot of progresses have been made in order to correct these macroeconomic imbalances, implementing measures in several areas. According to the Portuguese Bank (2016), improvement in the net financing capacity in relation to the exterior, the primary structural adjustment in accordance with the IMF, ongoing budget consolidation, and the transfer of resources from the non-tradable sector to tradable contributed significantly to the process for sustainable growth. In 2015, according to INE (*Instituto Nacional de Estatística* – National Statistics Institute) the Portuguese economy

registered an increase of 1.5% in volume year on year, after a +0.9% in 2014 and -1.1% in 2013). This recovery was only possible because of the positive performance of domestic demand (+2.5% in comparison with 2014), replicated in the increase of private consumption (+2.6%) and public consumption (+0.6% after years of successive falls). In the second quarter of 2016, according to INE, GDP registered an increase of 0.9% in volume; and according to the last projections from the Portuguese Bank for the period 2016-2017 point to a continued gradual recuperation of the economy, with an increase of GDP of 1.3% and 1.6% respectively (compared with European Commission forecast for Portugal: 1.5% and 1.6%, respectively). There are also good news on Public Debt which have been decreasing since 2014 (130.2%), to an expected 126% in 2016. The sector that most contributed to the economy recovery and maintenance of funding capacity from abroad was tourism. Besides this the inflation in Portugal increased to 0.7% in August 2016, a variation of 0.8% year on year, higher in 0.1 p.p. against the month before and 0.6 p.p. estimated rate for Euro Zone, by Eurostat.

Chart 26 – Evolution of the Portuguese GDP



Source: INE

Regarding the job market, Portugal is the third country with the highest unemployment rate from the members of OECD with 10.8% people unemployed, only behind Greece and Spain with 24.6% and 20.5%, respectively. The same rate for the European Zone is 10.1%, being stable since June. The minimum wage in Portugal is 530€ since January 2016, an increase of 5% comparing with 2015. Before that, the minimum wage amount increased in October 2014 from 485€, frozen since 2011.

Chart 27 - Evolution of the Portuguese Unemployment rate



Source: Trading Economics

According to *Observador* newspaper, in May 2015 the purchasing power of the Portuguese population registered a growth of 2.3%, compared with the European average of 3.7%. The value per capita reached 6 437€ due to the decrease on the unemployment rate. In comparison, on average, each EU citizen has available 15 948€ for consumption, income, savings and pension contributions.

Table 12 - Portuguese Economic Indicators

	2012	2013	2014	2015	2016
GDP (Million EUR)	168 398	170 269	172 446	179 369	184 477
% Change	-4.0	-1.1	0.9	1.5	1.3
Unemployment Rate (%)	15.5	16.2	13.9	12.4	11.6
Public Debt (% of GDP)	126.2	129	130.2	129	126

Source: Own elaboration based on INE and AICEP Agency data

Social/Cultural Environment

Social/Cultural Environment includes information about demographic and cultural aspects of external environment.

Regarding demographics aspects, the resident population in Portugal had a reduction of 0.32% in 2015 to 10.34 million people. According to INE, 47.4% are Male and 52.6% are Female, what reveals an increase of women comparing with 2011, when it counted 47.78% versus 52.22% respectively. Besides that, we are also assisting to a reduction on the population density in Portugal. In 2011, this number was, on average, around 114.5 individuals per kilometer, while in 2015 it dropped to 112.5 individuals. There are also two important trends in the Portuguese demography: the declining tendency of the fecundity index, from 1.42 children per woman in 2005 to 1.3 in 2015, added by the increase in the number of deaths; and the migratory balance that kept negative in 2015 (-10 481 individuals). These factors lead to an accentuating of the demographic aging. The INE's data shows a double aging between 2005 and 2015, when the number of elderly raised 316 thousand and the number of young people below 15 years old reduced 208 thousand. As a result of this, the number of people in active age, between 15 and 64, reduced 278 thousand.

Portuguese population habits have changed over the last decades. The access to information, education, globalization and mainly the technology have altered people's lifestyle. On the top of new consumer's trend is the consumer spending hit by low wages. With the recent crisis and the loss of purchasing power, Portuguese families consume less, waste less and try always to find the best value for money option possible. It's a more informed customer, who questions price, quality, and differentiation, and values simplicity, sustainability and solidarity. It's a customer that favors savings in order to prevent and be prepared in case of other crisis. Other consumer trend is widespread of healthy lifestyle, not only eating but also practicing sports. We have assisted to a boom of gourmet restaurants, gyms, running events and TV programs about cooking healthy food. The concern with health and wellbeing made people go to the streets to practice sports, create running groups and spend more money on sports equipment. Alongside with this, the bicycle culture is growing. People are using more the bicycle as a transport to move within the city, to go to work, etc. This not only shows a concern with the wellness but also with the environment and the life quality. The third trend is the products customization. The consumer is co-creator of value by sharing its opinion about their products on social networks, on blogs, etc. and this sharing of information allows companies to shape it to the consumer's choices. Nowadays every companies bet on product and service customization in order to privilege differentiation and meet customers' more exigent needs.

Technological Environment

Consist on factors that can decrease entry obstacles and reduce and influence outsourcing decisions.

Portuguese people love technology. They are very easy innovation adopters and always want to try and have the latest products before the others. Although Portugal is among the countries that least spends on research and development (R&D) in Europe, telecommunications companies invest a lot in new products and services. Due to the great competition in this market, companies to be in constant innovation bring new ways to differentiate from the competitors and create value to their customers. The latest big innovation on this market was created by NOS and concerns about bringing augmented reality to television.

Communication has also evolved. Technologic evolution and innovation in means of communication and information brought new ways to promote products and services to a much larger audience and engage with consumers. With the expansion of the mobile, internet became the main way to promote and sell services and goods, using social networks to develop digital marketing campaigns. This added to the growth of free wi-fi zones in public spaces lead to the progressive democratization of the culture based on content online access and share.

8.1.1.2. Micro Environment

Table 13 - Portuguese Telecommunications Market Size

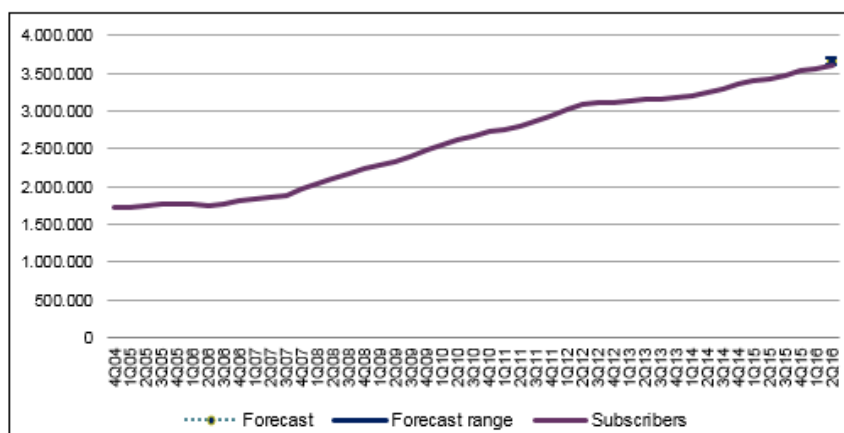
Unit: Thousands

	2Q2015	1Q2016	2Q2016	Variation 2Q2016 / 1Q2016	Variation 2Q2016 / 2Q2015
Active Mobile Stations/ MTS subscribers	16,430	16,770	16,859	0.5%	2.6%
Active Mobile Stations with Actual Use	12,780	12,781	12,738	-0.3%	-0.3%
(of which) users of 3G services and upgrades	5,687	5,705	5,808	1.8%	2.1%
(of which) users of MBB Internet	5,257	5,539	5,678	2.5%	8.0%
Fixed Telephone Service (direct access customers)	3,806	3,870	3,900	0.8%	2.5%
Subscription Television Service (subscribers)	3,436	3,560	3,595	1.0%	4.7%
Fixed broadband Internet (customers)	2,860	3,043	3,089	1.5%	8.0%

Source: ANACOM

The Telecommunications market is divided by several services: Mobile phone and internet, fixed phone and internet, and TV. In this study, the focus is the Subscription Television Service. As it can be seen, the number of subscribers have been raising since the second quarter of 2015, representing an increase of 4.7%.

Chart 28 - Trend in the total number of subscribers to STV signal distribution service



Source: ANACOM

Looking to a bigger time window, it is allowed to say that the STV market has increased since the fourth quarter of 2004, when the amount of subscribers was around 1 750 000 subscribers. This growth has origin in the offers based on the evolution of new technologies, more recently the optical fiber (FTTH/B) which added 56 thousand subscribers. On the contrary, the amount of subscribers with offers supported over xDSL, DTH and cable TV networks fell.

Table 14 - Subscribers to STV signal distribution service by technology

	2Q15	1Q16	2Q16	Quarterly variation	Annual variation
Cable	1 354	1 345	1 341	-0.3%	-0.9%
FTTH/B	719	868	924	6.4%	28.6%
xDSL	756	740	725	-2.0%	-4.1%
DTH	607	607	606	-0.2%	-0.3%
Total	3 436	3 560	3 595	1.0%	4.7%

Unit: Thousands

Source: ANACOM

Despite the great weight Cable have on the TV distribution service (37.3% of the total), it is impossible to ignore enormous growth of the FTTH technology. In just one year, it had a positive variation of 28.6%, ascending from a weight of 20.9% of the total subscribers to 25.7%.

As was said before, these companies sell a range of different services and they can be sold separately or in a package/on a bundle using the same invoice for every service. At the end of the second quarter of 2016, 88.8% of the subscribers were receiving STV signal distribution as part of a bundle of services, and increase by 8.1% compared to the homolog period and by 1.6% against the previous quarter.

Table 15 - Subscribers to STV signal distribution service by type of offer contracted

	2Q15	1Q16	2Q16	Quarterly variation	Annual variation
TV only (estimated)	482	418	404	-3.3%	-16.2%
Subscribers with TV as part of a bundle of services, of which:	2 954	3 142	3 191	1.6%	8.1%
Double-play	397	343	330	-3.8%	-16.8%
Triple-play	1 312	1 363	1 387	1.7%	5.7%
Quadruple-play	106	158	136	-13.8%	27.7%
Quintuple-play	1 139	1 277	1 339	4.8%	17.6%
TOTAL	3 436	3 560	3 595	1.0%	4.7%

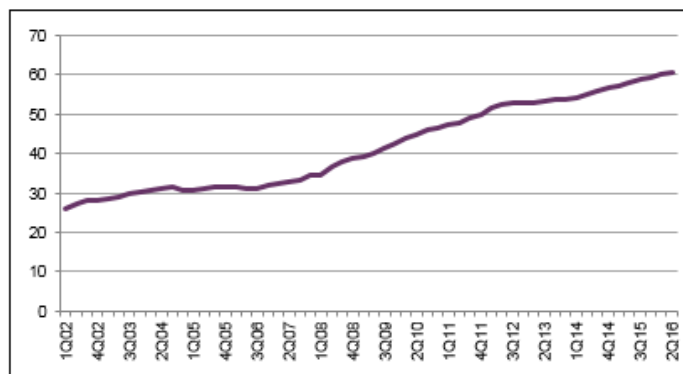
Unit: Thousands

Source: ANACOM

The biggest amount refers to the STV service as a part of Triple-play package (38.6%), the most common in the market. However, TV service stand alone is decreasing 16.2% year on year, and Quadruple-play is the one with the largest growth, 27.7%.

Service penetration of a product or a service corresponds to the percentage of customers that bought the product, at least once, during a certain period of time. While the market share consists on the percentage of the sales volume, the penetration rate is the percentage of potential clients of the market. In this case, the penetration rate calculation is based on the conventional dwellings which report a penetration at 60.7 subscribes per 100 dwellings. However, if we take out second homes, seasonally occupied, and calculate it only taking into consideration the private households, this number rises to 88.1.

Chart 29 - Trend in the total number of subscribers to STV signal distribution service in terms of total dwellings



Source: ANACOM

Concerning market shares, NOS reported the largest share of TV subscribers (43.7%) at the second quarter of 2016, followed by MEO (39.7%), Vodafone (11.7%) and *Cabovisão* (4.8%). More than the stability of NOS' position in the market, it is important to highlight the decrease on the percentage of MEO' subscribers.

Table 16 - Provider shares of subscribers to STV signal distribution service

	2Q15	1Q16	2Q16
Grupo NOS	43.7%	43.8%	43.7%
<i>NOS</i>	40.8%	41.0%	41.0%
<i>NOS Madeira</i>	1.9%	1.8%	1.8%
<i>NOS Açores</i>	1.0%	0.9%	0.9%
Grupo Altice	47.1%	40.1%	39.7%
<i>MEO</i> ¹²	41.4%	40.1%	39.7%
<i>Cabovisão</i>	5.7%	-	-
Vodafone	9.1%	11.1%	11.7%
<i>Cabovisão</i> ¹³	-	4.9%	4.8%
MEO	-	-	-
Other providers	0.2%	0.1%	0.1%

In terms of revenues, in the second quarter of 2016 the total amount reached 895 million euros (increase of 9.2% year on year), from which only 10.4% corresponds to TV stand alone. This value corresponds to a decrease of 14.7% comparing to the year before. On the other hand, the revenues derived from bundles of services grew 12.9% in great part due to the growth of Quadruple-play and Quintuple-play of 72.5% and 26.9%, respectively. The total revenues amount showed an increase of 9.2% comparing with the year before.

Table 17 - Revenues from STV signal distribution service

Unit: Million €

	January - June 2015		January - June 2016		Annual variation
TV only (estimated)	109	13.3%	93	10.4%	-14.7%
Total revenues derived from bundles of services which include STV signal distribution service, of which:	711	86.7%	802	89.6%	12.9%
Double-play	59	7.2%	49	5.5%	-17.1%
Triple-play	275	33.5%	264	29.5%	-3.9%
Quadruple-play	24	2.9%	41	4.6%	72.5%
Quintuple-play	353	43.1%	448	50.0%	26.9%
TOTAL	820		895		9.2%

Source: ANACOM

When the analysis is made on the monthly basis, it can be seen a balance between TV alone and on a bundle. Although the average monthly revenue derived from the bundles is higher than the one derived from TV only (42.6€ vs. 36.8€, respectively), the growth of the second is bigger than of the former one (4.7% vs. 3.4%, respectively). The total average monthly revenue registered an annual variation of 4%.

Table 18 - Average monthly revenues from STV signal distribution service

Unit: €

	January - June 2015	January - June 2016	Annual variation
TV only (estimated)	35.2	36.8	4.7%
Average monthly revenue derived from bundles of services which include STV signal distribution service, of which:	41.2	42.6	3.4%
Double-play	24.8	23.8	-3.9%
Triple-play	34.3	32.3	-5.9%
Quadruple-play	45.0	48.4	7.7%
Quintuple-play	55.7	57.7	3.7%
TOTAL	40.3	41.9	4.0%

Source: ANACOM

8.1.2. External Analysis – Competition Analysis

The market of telecommunications is composed by 3 major companies and a smaller one who compete between themselves. NOS is one of the biggest players and it competes with MEO, Vodafone, and *Cabovisão*, now under the designation of NOWO. For a deeper analysis it is important to have a deep knowledge about competitors and

this point examines them individually, including offer, prices, strengths and weaknesses.

MEO

Formerly known as PT *Comunicações*, MEO is a Portuguese company which belongs to the Portugal Telecom Group and sells fixed communications, mobile, and internet. It is growing since 1997, having more than 7 million clients on the mobile segment and was the first operator in the world to introduce the concept of pre-paid card – pay communications before they were made. PT is in the Portuguese telecommunications market since ever. Although, it was only constituted in 1994 by the fusion of three companies that worked on the first developments of telecommunications in the country since 1925. After that, the group added many companies to its portfolio and extinguished others. Even ZON, one of the founding companies of NOS, made part of this group. On MEO's history the most important facts are the launching of PT wi-fi in 2003, the 3rd Mobile generation in 2004, the IPTV project in 2006, the triple play in 2007 becoming a worldwide case study, the optic fiber in 2009 and the MEO cloud service in 2012. In June 2015, after a great financial scandal, PT Portugal was bought by a French multinational leader in the telecommunications services supply, Altice, with presence in France, Israel, Belgium, Luxembourg, Switzerland and Portugal.

PT Portugal invests a lot in one of the pillars of the company, innovation. Altice Labs is continuously involved in collaborative projects of investigation, development and innovation as part of their strategy sustained on technologic leadership. The innovation mindset is always present, allying rigorous practices and an agile and irreverent culture, to bring prototypes, services and solutions to life that challenge the present and writes the future.

In the second quarter of 2016, MEO got 358 million euros on STV signal distribution service, an increase from the 339 million registered at the same time of the previous year. Although the volume in euros had increased, its market share suffered a small decrease of 1.3 p.p., from 41.4% in 2Q15 to 39.7% in 2Q16. This happened due to the rise of the total value of the market.

Strengths: very experienced on the market, great presence and recognition, big investment in I&D, huge network of fiber cable all over the country and constant innovator.

Weaknesses: Similar products and services when compared with the competitors, some higher prices against competitors, weak accessibility in certain regions of the country.

Vodafone

The Vodafone group is the mobile telecommunications company with the biggest worldwide presence. In 2012, it counted a base of 404 million clients in more than 30 countries. Vodafone started its activity in Portugal in October 1992 as Telecel, immediately providing GSM communications with a network that, by the time, covered 57% of the national territory and 83% of the national population. The company brought to the market a new concept of useful, accessible and suitable service for the communications' need of the customers and was the main factor that boosted the Portuguese mobile market. They are a reference in the market, leaders in innovation, branding and consumer's satisfaction oriented. In Portugal, their customer base counts 6.2 million clients on mobile service and keep their differentiation as the more innovative operator, customer oriented, and pioneer in the introduction of the main technologies used in mobile communications. Mobile is Vodafone's comfort zone, so they are always in the front line of the most advanced technologies launching. Examples of that are the mobile service provided under the technology of 4th Mobile generation and the first operator in Portugal and one of the firsts in the world to launch equipment capable to communicate in a 4G network. Although that, Vodafone only launches the Digital Television in 2019, reinforcing their offer of household services. However, previously, the company had made many developments in Mobile TV – the service to watch TV on the mobile phone started with the launch of Vodafone Live! 3G service.

The revenues of Vodafone from STV on the second quarter of 2016 reached almost 105 million euros. For a company which the core product is mobile, this increase of 30 million euros year on year is a very good indicator. The market share of the company is rising, being 11.7% on June 2016.

Strengths: Diversified geographical portfolio with strong mobile telecommunications operations; network infrastructure; leading presence in emerging markets; adaptation to local market needs; integration of subsidies under the Vodafone umbrella; high brand awareness; superior customer service; and constant innovation.

Weaknesses: weak in fixed phone, network and television; small market share on the STV market; lack of rural network wireless access; and similar products to other competitors.

Cabovisão/NOWO

Cabovisão is a Portuguese telecommunication operator that initiated its activity in 1993, becoming the fourth player on the cable network in Portugal. The company has one of the biggest optic fiber networks, connecting 4.5 million houses (90% of the territory) and with more than 14 000 km, being the second biggest operator of cable network, behind MEO/PT. It was the first operator to launch the triple play offer without binding times in the Portuguese market, which brought a new positioning to the market and an innovation in the way products and services are sold. In 2011 the company was bought by Altice for 45 million euros; however, in 2015 the sale of *Cabovisão* was imposed by the European Commission and the private equity fund Apax France which in September 2016 present the new identity and strategy of the company. Since then, it is called NOWO. This new brand aims to capitalize a strong relationship of proximity with its clients and an arrogant attitude within the market.

NOWO has just arrived to the market and has already created a lot of noise and controversy due to three major things. The first one is putting an end to the binding times, imposed by telecommunications companies, by giving the hypothesis of no loyalty measures in all the offers. The second one is the customization of the offer under the motto: “You only pay for what you use”. NOWO customers can create and manage their packages according to their needs by adding modules to the basic offer. The last, is the new communication strategy promoting transparency and clarity to their clients.

In the second quarter of 2015 the market share of *Cabovisão* was 5.7% resulting in 46.7 million euros revenue. On the same period of 2016, its market share was 4.5%, revealing a drop 40.3 million in revenues.

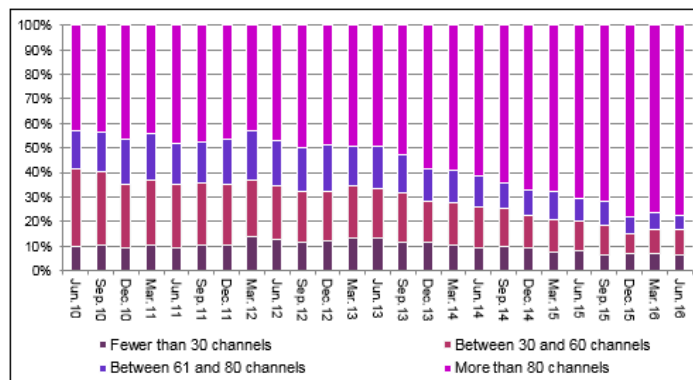
Strengths: new branding strategy, no binding times, customized packages, transparency, *Cabovisão*'s association.

Weaknesses: similar products to other competitors, very low power market, new brand in market, consolidation process in a very aggressive market.

8.1.3. External Analysis – Consumer behavior analysis

Consumers are spending more money on STV, and that can also be seen in the number of channels available at home. Throughout the years people have been hiring more channels which lead to an increase of homes with more than 80 channels, reaching 77.5% of the total homes with STV service in June 2016, an increase of 45 p.p. since June 2010.

Chart 30 - Number of channels available at home



Source: ANACOM

Alongside this the rise of the number of channels, the percentage of homes with access to premium channels increased 1.1% over the previous year and 0.3% over the quarterly before.

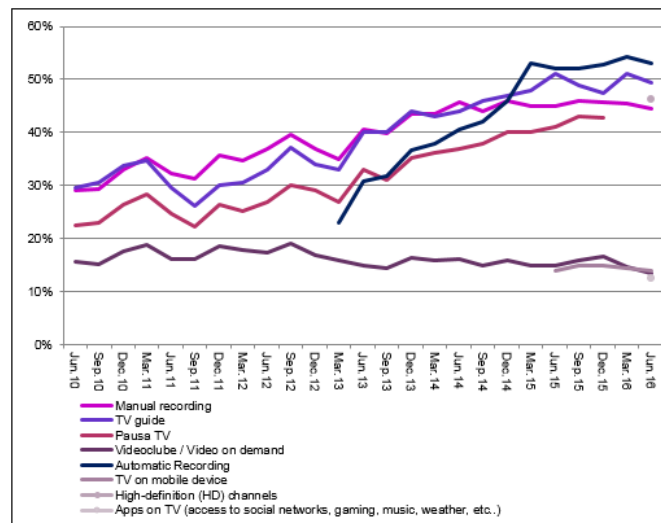
Table 19 - Percentage of homes with access to premium channels

	2Q15	1Q16	2Q16	Quarterly variation (p.p.)	Annual variation (p.p.)
Homes with access to premium channels	17,0	17,7	18,1	0,3	1,1

Source: ANACOM

Although there was a decrease in the last quarters on the usage of STV features, there are some important features for the consumer. 53% of the STV subscribers affirmed to have used automatic recording at least once; 46% watched HD channels; 49% used TV guide; and 44% used manual recording. According to ANACOM, “in 2Q16, 3.4% of the individuals aged 10 years or over had subscribed streaming-on-demand services (e.g. Netflix, Fox Play and NPlay).”

Chart 31 - Use of STV signal distribution service features



Source: ANACOM

8.1.4. Internal Analysis – Organization Analysis

NOS, NOS *Comunicações S.A.*, is a private telecommunication company of the portuguese market which is proud of being the “best communications and entertainment company in the market”. The company was born on May 2014 from a fusion between two of the biggest communications corporations in the country: on the fixed service (TV, fixed phone, fixed internet, etc.) from ZON; and on the mobile service (mobile phone, internet, etc.) from Optimus. It is a leader in all the sectors it operates. Besides telecommunications, NOS is the main enterprise in the cinema exhibition market in Portugal (NOS Cinemas – with 62% of market share) and the main sponsor of music festivals (NOS Alive and NOS *Primavera* Sound) and national football first division (*Liga* NOS). Their main key success factors are innovation and the quality of the services they offer to their consumers, which conjugated with their strong and diversified presence on the different sectors makes them a reference in the market.

Mission and values

The mission of *NOS Comunicações* is to offer the best telecommunications products and services to their customers, using the most innovative equipments and technologies. This is done with a great investment research and development. It is also to promote entertainment and be the first choice of the consumers in every market it is present.

NOS' values include concepts like innovation, quality, satisfaction, most recent technology, global awareness, focus on the client, boldness, talent and leadership.

Goals, Objectives and Strategy

In order to become an increasingly strong brand, NOS' strategy until 2018 is based on 3 axes: increase the market share in every segment; consolidate the position of best group of communications and entertainment of the country; and grow out of the country adding value in any place of the world.

To get a higher market share, on the residential segment the company wants to continue to be the favorite TV service of the Portuguese people, strengthen their new generation networks, and unify the experience with any of the products and services in every platform and equipment. On the corporate segment, they want to be the first choice of Portuguese professionals (Public Institutions, big companies, etc.), to turn them more competitive and help on their growth. On the personal segment, the goal is to increase the market competition and give better tariffs and more innovative products and services.

To consolidate their position, NOS aims to keep being present on the Portuguese people daily basis, in everything families and companies need; wants to innovate everyday with new ideas to revolutionize the market; be synonym of quality, best experience, communication and entertainment in Portugal.

On the third axis, the company wants to add value to every partnerships, continuing to respect the interest of everyone involved with sense of social responsibility and a focus on client satisfaction.

Portfolio

The company offers many different products and services in many different segments:

- **Residential:** mobile and fixed phone, internet and cable TV
- **Enterprise:** mobile and fixed phone, internet, cable TV, unlimited communications at the office, home or street, complemented with M2M (Machine to machine) solutions and ICT (Information and communication technologies) services.
- **Personal:** unique conditions portfolio of mobile solutions of voice and data – 4G network
- **Cinema:** more than 200 movie theaters all over the country
- **Audiovisual:** distribution of cinema, TV and DVD contents and production of TV channels in a partnership with Dreamia (Panda, Biggs, Hollywood channel and MOV)

In financial terms, NOS is in the main national stock index, PSI-20, with a capitalization over 3,8 Million euros. On the 2nd semester of 2015, the company generated 355,9 Million euros in exploration revenues, an EBITDA of 138,5 Million euros and a 24,1 Million euros of net income.

Communication Strategy

NOS seems like an evolution from the “me” from MEO, since it changes from the individual to the collective, which is more about sharing, more digital and more modern, according to Ricardo Miranda (brand voicer of Brandia Central Agency, in Dinheiro Vivo). This strategy appears alongside the growth of the social networks and the use of mobile technologies in our society.

Regarding the logo design, the O from NOS is composed by traces that not only give us the idea of a group of individuals but also makes us think about digital elements (like the ‘buffering’ icon). It may be also a strategic move since it is very similar to what MEO has already been using in some contexts. While its original name, ZON, could also refer to a geographical zone, NOS is more heterogeneous, appealing to different

people from different areas. Moreover, the different colors used in their communication confirm that idea of heterogeneity.

The entire NOS communication campaign is targeted to the young audience, so the its young DNA is present in every element. The company communicates to their clients through channels that are used mainly by people from 18 to 35 years old like: social networks (Facebook, Youtube, LinkedIn), sponsorships and public relations (NOS is the main sponsor of some music festivals like NOS Alive, NOS Primavera Sound, NOS em d'bandada, and some other events like NOS Air race, and Portuguese football league), TV advertisements.

Competitive advantages

The main competitive advantages of NOS rely on its history (being the result of the fusion of two great companies), presence in different markets which allows the company to give a differentiated offer to their customers (namely cinema tickets), the quality of their products, having their own channels (thematic or not; for example, for a reality show), the innovation based strategy, and also the ability to reinvent itself.

8.2. Competitive Analysis

8.2.1. Porter's Five Forces Analysis

The five forces of Porter is a aims that aims to analyze the level of competition within an industry and business strategy development. It is done by identifying and analyzing five forces that shape every industry.

Competition in the industry: High

As was said before, this industry is probably the most competitive in the country. There are mainly three players fighting for market share with very similar products and managing the fight based on the price. Some years ago it was introduced the "binding times" which obligate costumers to be that provider's client for 24 months. This was a measure to maintain them in terms of time and prevent them from going to any competitor for 2 years.

This is a market that continues in expansion. Although companies have very similar products and services, these players invest a lot in research and development in order to take new technologies, features and equipments to the market. This is an additional pressure for the players but also opens great opportunities and a future for the industry.

Potential of new entrants into the industry: Low

Despite of being a very attractive sector, nowadays there isn't enough room for the appearance of a new competitor. The configuration of the actual players doesn't give sufficient attraction for other telecommunications companies because the entrance costs are too high for the scale of the Portuguese market and all the benefits they can take from it. However there is always the possibility of some new competitors on niche markets that don't give enough profitability for the big players so they don't worry about them.

Negotiating power of the suppliers: Medium

These players work with their own infrastructures, network and services supply, creating their own solutions and a dependency on the client-supplier relationship, which increases their negotiating power due to the changing costs. However, for other areas of the corporation, they work with outsourcing companies. Due to the globalization of the economy, the increase of the competition and the great specialization need by all of these players, they need a great number of suppliers in order to be able to respond to their clients' needs. For that, companies create partnerships protocols to integrate those organizations on the value chain and produce better results, because if the customers negotiating power increases, the company becomes more vulnerable to the suppliers price.

Negotiating power of the customers: High

NOS' relationship with its clients is based on transparency, trust and a service that meets their clients' needs. The company is very customer oriented and tries always to keep its clients together through a great investment in communication and customer engagement. This is very important in a market where fidelization is a common practice

that increases company’s negotiating power and, therefore, reduces customer’s. However, during the last years there was a bigger concern about consumers’ rights due to the new legal paradigm by the regulator entity, which implicates a bigger exigence regarding the quality of the products and services provided and increases the consumer’s negotiating power. Adding to this, the high competition, low prices and the lack of differentiation among services providers are other points that give customers more power to negotiate.

Threat of substitute products: High

This sector is always changing. In this digital era new products and services are always being created, bringing many new ways to answer to more exigent consumer need. Substitute products result from the evolution and innovation of the products in the market. So there is a great likeability of appearance of new products and services more diversified, more financially appealing, with the most recent technology and that changes the entire concept of costumer experience and product usage. Technologies like mobile and augmented reality have already started to do that.

8.2.2. SWOT Analysis

SWOT Analysis is a matrix used for business purposes that aims to analyze companies strengths and weaknesses, as well as opportunities and threats they can face on the market.

Table 20 - SWOT analysis for NOS

<p style="text-align: center;">Strenghts</p> <ul style="list-style-type: none"> - Highly innovative company - Mobile and Fixed Networks structures technologically advanced - Constantly launch of channels and own contents (apps) - Great notoriety (strong communication) - Strong power in the market - Different offer for companies and residential - Synergies with other markets (ex. Cinema) 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> - Low market shares on Mobile telecommunications - Many similar products and services - Weak accessibility to certain regions of the country - Still join the processes of the two founding companies - Products and services easily copied
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> - Synergies between the two founding companies - Diversification into new areas - Augmented reality on TV - Mobile trend - In development markets - Partnerships with foreign companies to produce new and better services 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> - Changes on the sector regulation - Uncertainty of regulation climate - Increasing competition - Loss of purchasing power of the families - Governmental instability - Saturated market - Very aggressive price fight - Possible copy of the products by competitors

Source: Own elaboration

8.2.3. Key Success Factors

KSF is a term for an element that is essential for an organization or a project to have in order to achieve its mission and be successful. For the telecommunication market they are:

Innovation – NOS is a leader in innovation not only in the telecommunication market but also on the national market.

Product – NOS has a great variety of products and services to provide to their consumers.

Offer – The fact that has activity in markets like cinema allows them to offer a differentiated product.

Quality – The quality of the products is essential to provide the best communications to the customers. NOS is very exigent with the quality standards and has many different certifications.

Price – This is one of the most competitive markets, and price is probably the most discussed point when comparing competitors.

Notoriety – NOS is constantly in the customers head, not only because on the ads in every place possible but also because of the sponsorships to music festivals, football first national division.

8.3 Strategic Plan – STP Analysis

8.3.1. Segmentation

The segmentation of the market can be defined as the process of dividing a large homogeneous market into different segments with similar characteristics (needs, demands, attitudes, etc.). This process has two phases: the identification of the

segmentation variables and correspondent division of the market, and the creation of profiles for the resulting segments (targeting). Segmentation is very important for the company because the entire marketing-mix design is based on the chosen segments.

Table 21 - Market Segmentation Criteria Variables for NOS

Criteria	Variables
Demographic	Age, income
Geographic	Population
Psychographic	Lifestyle, attitudes, motives
Behavioral	Benefits expectation, occasions, volume usage

Source: Own elaboration

From the most important segment criteria variables for NOS shown above, demographic and geographic are the easiest to measure due to being quantitative variables. On the other hand, Psychographic and Behavioral are qualitative, so more difficult to measure and evaluate. To conclude this step it is important to combine all the identified criteria in order to define segmented groups.

8.3.2. Targeting

Market targeting consists on, after breaking the market into segments, concentrate company's marketing efforts on one or a few key segments. To define the target group of a telecommunications company that sells a STV service can be difficult because everyone that has a television is a potential client for this new technology, this is the same to say that the target is almost everyone. So the targeting strategy is mass marketing, however, we can identify some segmentation groups: no clients (have STV service but only use it a few times a month), the watchers, premium fans, high tech consumer. Therefore, it is possible to say that NOS should target two groups:

Table 22 - Targeting Segments for NOS

The Watchers	Premium Fans
Mainly Female	Mainly Males
21-54 years old	23 to 83 years old
College Degree	High School/College Degree
Family with 2 members	Family with more than 2 members
Watches TV at least 3 hours/day	Watches TV at least 3 to 7 hours/day
Records content on TV	Records content on TV
Usually watch recorded content	Usually watch recorded content
Likes sports and TV Shows	Likes sports and TV Shows
Have already subscribed premium channels	Subscribes premium channels

Source: Own elaboration

8.3.3. Positioning

Positioning corresponds to the way a company wants customers to look to its brand. It defines where the product stands in relation to the others offer similar products and services in the market place. Positioning is composed by two dimensions: identification, to point out the main attributes of the product or service; and differentiation, the unique selling proposition that the organization wants the consumer to associate with the company. To do this analysis there are two tools: the golden triangle of positioning and the perceptual map.

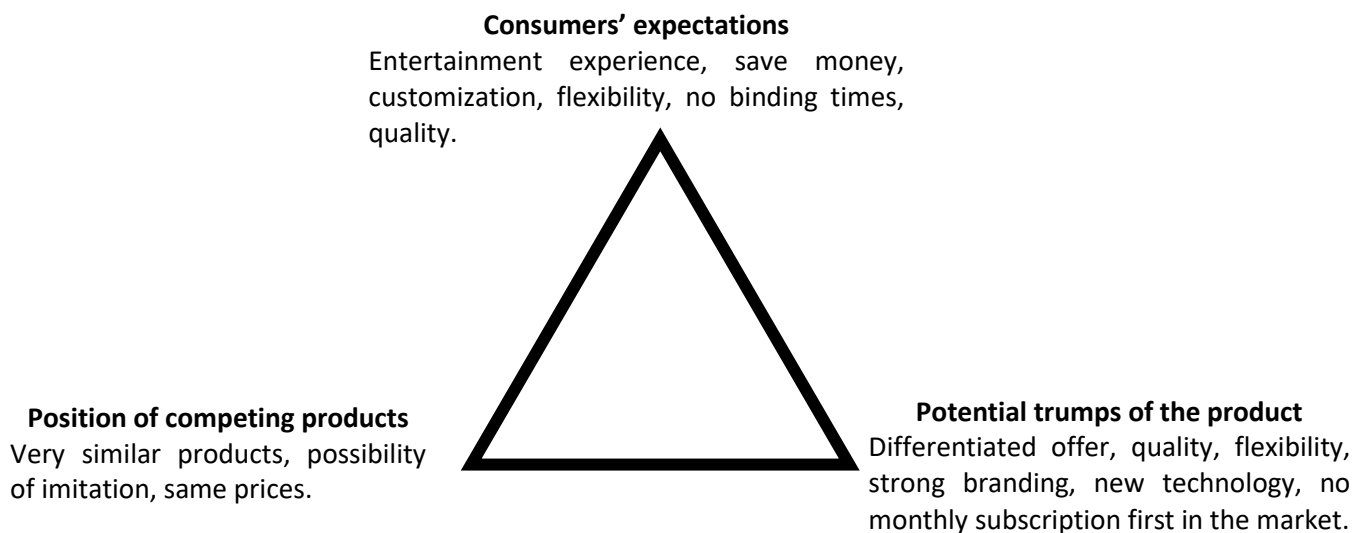
Table 23 - Identification and Differentiation

Identification	Differentiation
STV service with the possibility of buying separate programmes.	New technology, flexibility on the access to premium channels, no monthly subscriptions

Source: Own elaboration

The golden triangle is a graphical tool for depicting a brand’s desired or perceived positioning relative to an important competitor in the market place. It is composed by three vertices: consumer’s expectations, potential trumps of the product, and positioning of competing products.

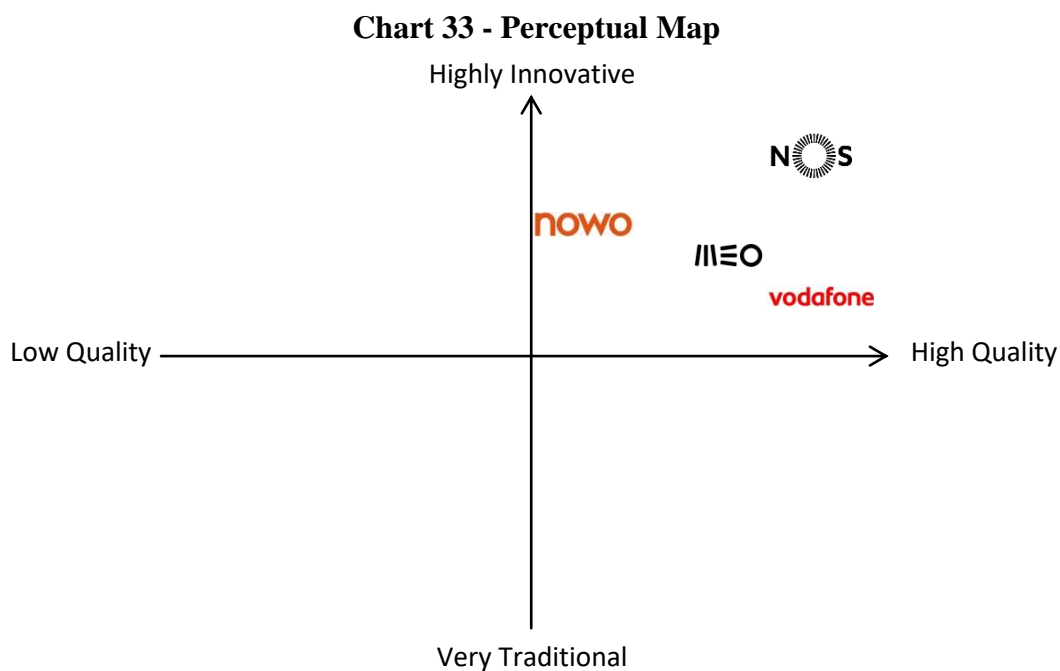
Chart 32 - Positioning Gold Triangle



Source: Own elaboration

NOS is offering a completely new feature that is going to change the way people consume television, buy content and how the business model of premium channels work. The company is selling a differentiated service that allows customer to have more flexibility, no monthly subscriptions and more value for money in a market where all the competitors sell similar products and services. Therefore, NOS wants to continue to be perceived as an innovative company. A company that is constantly searching for new technologies and new ways of doing things in order to provide its customers with the latest and best equipments, ensuring the quality of the service and fulfilling their needs.

The perceptual Map is another graphic tool that, through two defined axes, positions a brand in relation to competitors in the market place. For this case, the axes are: quality and innovativeness.



Source: Own elaboration

8.4. Operational Plan – Marketing Mix

Kotler (2013), defines marketing mix as “the set of controllable variables that the firm can use to influence the buyer’s response”. There are four variables, so called 4 Ps, that help a company to develop a unique selling point as well as a brand image. They are: “product, price, place (i.e. distribution) and promotion (i.e. advertising).

8.4.1. Product

8.4.1.1. Description

- **Offer**

As it is on the previous chapters, NOS offers many different products: mobile phone, mobile internet, fixe internet, fixed phone and television, as well as cinema content. However, in this specific thesis, the plan will have a special focus on television.

Mobile phone: NOS sells communications through cell phone, like messaging services, voice calls, mobile data to navigate on the internet, roaming services to allow consumers to have communications in foreign countries, and also specific apps to play games, manage the balance, etc. In order to boost the consumption of those services, the company also provides handsets, mainly blocked by the operator in order to assure that they use a NOS SIM card.

Mobile internet: in line with the mobile phone, NOS provides mobile data to consumers be able to have internet connection on their laptops out of home. This is a wireless connection and is very easy to install and use. To enjoy this service, the company sells 4G equipments like internet pens and hotspots. This turns possible to have more than one device connected to the internet and navigate in high speed.

Fixed phone: phone at home is another service provided by NOS. This is no more than selling voice services made from home through a phone line. The phone itself is also provided by NOS and it can be sold inside a certain package (bundle service) or separately. The fact is that it is a less and less used product, namely only by elderly people. The company launched an app that connects to the fixed phone and allows customer to make and receive calls on their smartphone wherever they are.

Fixed internet: internet service from a cable connected to a router which provides wireless internet at home. As well as the fixed phone, it can be sold in a package of service or stand alone. Regarding the packages, they can be delivered through two technologies: fiber that allows consumers to navigate at a maximum speed of 200Mbps; or satellite, at a maximum speed of 40Mbps.

Cinema: NOS *Lusomundo Audiovisuais, S.A.* is the company inside NOS group responsible for the delivery of audiovisual works through more than 200 movie theaters all over the country. The leader in providing contents ensures, through the acquisition and management of the rights, the distribution of films and series of independent blockbusters, Portuguese films and the best of indie production.

Television: this is probably the main product of NOS activity. The company sells STV signal distribution. Alongside with fixed phone and fixed internet, TV makes part of the basic package consumers can buy, completing the Triple Play. The service is provided through a TV set-box installed at consumer's home. This box allows them to watch television (quality image up to 4K), pause, play and restart emission, automatically records contents until 7 days before, buy films and other contents, subscribe premium channels, access to apps and watch videos on internet. There are three types of NOS' television technology: UMA, Iris, and Satellite TV. UMA is the most recent technology, much faster than the others, ultra-definition 4K, more channels with automatic recording, more storage for programs recording and, the great novelty, a remote control controlled by voice, very intuitive (no buttons needed) and practical (don't need to point to the TV). IRIS is the first version of NOS TV with an old navigation mode, less apps, simpler but also allows buying contents and is very practical and innovative. Last, satellite TV is the one for zones of the country where there is no optic fiber or wired connection. Has less channels than the others, doesn't have a TV set-box, so it isn't possible to have all those benefits, however it is still possible to subscribe premium channels.

- **Product Levels**

- **Main benefit:** best and most advanced TV experience
- **Basic benefit:** TV set box and remote control
- **Expected benefit:** huge variety of channels, best image and sound quality
- **Amplified benefit:** videoclube, apps, Nplay, NOS TV, premium channels, NOS phone, etc.

- **Packaging**

Figure 1 - Outside box: TV set-box



Source: www.google.com/images

Figure 2 - Outside box: Remote control



Source: www.google.com/images

Figure 5 - TV set-box: UMA



Source: www.google.com/images

Figure 4 - TV set-box: Iris



Source: www.google.com/images

Figure 3 - TV set-box: Satellite



Source: www.google.com/images

Figure 8 - UMA remote control



Source: www.google.com/images

Figure 7 - Iris remote control



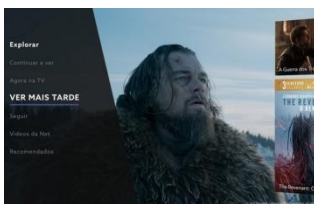
Source: www.google.com/images

Figure 6 - Satellite remote control



Source: www.google.com/images

Figure 11 - UMA display



Source: www.google.com/images

Figure 10 - Iris display



Source: www.google.com/images

Figure 9 - Satellite display



Source: www.google.com/images

- **Branding**

Type of Brand: NOS is a corporate brand since it defines the firm that will deliver and stand behind the offering that the customer will buy and use.

Brand Identity Characteristics:

- **Name:** NOS is like an evolution from the “me” of MEO (Campaign: the remote is mine), since it changes from the individual to the collective, which is more about sharing, more digital and more modern.
- **Tone of voice:** NOS’ tone of voice is direct, very casual, like telling a history, uses humor.
- **Logo:** the O from NOS is composed by traces that not only give us the idea of a group of individuals but also makes us think about digital elements (like the ‘buffering’ icon). NOS stands for being heterogeneous, appealing to different people from different areas. Moreover, the different colors used in their communication confirm that idea of heterogeneity.

Figure 12 - NOS Logo



Source: www.nos.pt

8.4.1.2. Recommendations

To enrich customers’ valorization o the product are proposed:

- Introduction of Pay-per-view

The new trending technology is already being successfully used in other countries like USA. NOS could use these benchmarks in order to introduce it in their TV set-box and allow clients to use it. The service would be available on the TV set-boxes, when zapping, clients could choose premium channels and for each program there would be a value, an amount of money, which was going to be charged on their monthly bill. Once they paid for a program, it would be possible for clients to check on their profile area how much they had spent on premium channels’ programs until that moment.

The purchase could happen anytime until the beginning of the program on the channel’s schedule. When the program is about to start, a pop up would appear on the TV screen,

or even on the consumer’s smartphone, saying: “One of your favorite programs is about to start”. This way, customers could pay for the program and keep watching other channels without losing it. Other possibility is the automatic recording of the program. Once the user, for some reason, would lose the program, it would allow him to watch it later.

- Package of contents

On the wave of Pay-per-view, NOS could also sell packages of contents. This is, for example, on a Football season, instead of paying for each game, customers could pay for that season package and have the opportunity to watch every game transmitted on that premium channel. The same would apply for TV Shows episodes, trilogies, etc. To boost customization, there could also be packages of 3 or 5 programs chosen by the customer.

8.4.2. Price

8.4.2.1. Description

As was said all over the study, this is a very competitive market where pricing is the main point of fighting. Every player has similar products and services at a similar price. When a competitor launches a product, it is certain that sometime after the other competitors will have the same product at the same or lower price. There are many pricing strategies; the one associated to NOS for the launch of this feature is the price skimming. This strategy consists on charging a higher price because it has a substantial competitive advantage. But this strategy should only be employed for a limited duration, after evidences of a similar feature on competitors the company should adopt a competition pricing –based on a price equal or lower than the competition. In order to do that, there are a set of variables NOS must consider to set the price: operational costs, target, competitive pricing with other key features, monthly subscription values, etc.

Table 24 - NOS’ STV Packages Prices

Package	Fixed	Fixed	Mobile Phone	Mobile	TV	Technology	Price/month
---------	-------	-------	--------------	--------	----	------------	-------------

	Phone	Internet		Internet	(channels)		
NOS 2	Unlimited	-	-	-	137	Iris	31.49€
NOS 2	Unlimited	-	-	-	88	Satellite	26.99€
NOS 2	Unlimited	-	-	-	100	Satellite	31.49€
NOS 2	Unlimited	-	-	-	105	Satellite	39.99€
NOS 3	Unlimited	100 Mbps	-	-	164	Iris	42.99€
NOS 3	Unlimited	200 Mbps	-	-	172	UMA TV	49.99€
NOS 3	Unlimited	40 Mbps	-	-	100	Satellite	47.49€
NOS 3	Unlimited	40 Mbps	-	-	105	Satellite	55.99€
NOS 4	Unlimited	100 Mbps	1 card, 500MB	-	172	Iris	56.90€
NOS 4	Unlimited	200 Mbps	1 card, 3GB	-	172	UMA TV	59.99€
NOS 5	Unlimited	200 Mbps	1 card, 3 GB	7 GB	172	UMA TV	72.5€
NOS 4	Unlimited	40 Mbps	1 card, 500MB	-	93	Satellite	56.90€
NOS 4	Unlimited	40 Mbps	1 card, 3GB	-	105	Satellite	59.99€
NOS 5	Unlimited	40 Mbps	1 card, 3 GB	7 GB	105	Satellite	72.50€

Source: Adapted from www.nos.pt

Table 25 - Premium Channels Prices

Premium Channel	Price
Sport TV International Football	9.99€/month
Sport TV Premium	23.99€/month
Sport TV Premium HD	27.99€/month
Sport TV Premium HD Multiscreen	29.99€/month
BTV	9.90€/month
TVCine & Séries	10€/month
TV Séries HD	10€/month
Eurosport 2 Xtra HD	5.90€/month
Globo premium	10€/month
DOGTV	5€/month
PFC	10€/month
Fight Network HD	2.50€/month
Caça e Pesca (Hunt and fishing)	5€/month
Toros TV	10€/month
Pack Adults	15€/month
Pack Adults Light	10€/month
Pack Playboy Venus	7.5€/month
Hot Channel	7.5€/month

The
pric
es

Source: Adapted from www.nos.pt

shown on the tables above are the ones consumers have to pay to have a package with a TV service included. Besides that, if consumers want to have premium channels, they have to pay the additional amount correspondent to the monthly subscription of that channel. Once the channel is subscribed, the consumer has it available for an entire month.

8.4.2.2. Recommendations

As was said in some points, this is a market where the main point of fight is price, so we can consider the target group very price sensitive. Although the economic crises lead to a reduction on the families' purchasing power, the contents in question are all about sharing experiences. For example, if there is a football match, someone can buy a football match and invite his friend to watch it at his place.

Having this and the information gathered on the questionnaires, there are two points to be address:

- Price variation

Price should variate in terms of the importance of the content, and the quality of the image and there should be some promotions for packages. In terms of importance, for example, the price of a football match between the two last classified of the national football league has obviously to be different of a one between two big teams for the champion league. On the other hand, less viewed TV series show have a lower cost than others with more viewers. Regarding the quality of the image, price should be higher as the quality of the image increases – 4K image pays more than regular image. In terms of promotions, NOS can create package promotions like 3 for the price of 2 and choose witch programs make part of it.

- Limit price

As it is possible to see on the questionnaires' answers, the majority of the respondents is willing to pay 3€ for a football match and 2€ for a TV Show episode/film. However,

they were willing to pay until 10€ and 6€, respectively. The point here is that the separate purchase of the programs should be perceived as less expensive as the price of the channel. The recommendation is to follow a price strategy based on the levels of demand and set the maximum price of 5€ for a football match in Full HD and 2€ for TV Show's episode on the same quality – need to recalculate for 4K and 3D technologies. These values are perceived as fair on the consumer eyes and profitable, with the increasing on the quantity, for the company.

8.4.3. Place

8.4.3.1. Description

This is a direct distribution because customers can only have NOS products and services if they meet NOS touchpoints. However, when we talk about placement in the telecommunications market, there are two types that must be taken into account: physical and online. The physical location of a company is very important for business performance because it is related to the proximity to the client and the easiness of the contact between the two parties. NOS has more than 200 stores spread all over the national territory. Most of them are located in shopping malls, where there is a great concentration of population. Almost one year ago NOS started a reformulation of their stores' concept. The idea is to transform the entire customer experience, reduce all the bureaucracy, remove all the formalities and make the consumer to feel at home. The 360° store experience brought differences like: there is no counter; the assistants have tablets and talk with the consumer throughout the store; the environment is much cozier to make clients feel they are waiting for their turn on their living room; and some other measures.

Other touchpoint is the customer service line. To solve quick problems and avoid a flood of people on the stores, customers can call 16990 to get support on packages with television. This way, people don't need to get out of their homes to activate the package, to ask for someone to install it, or something else, everything can be done through this line.

The third one is the online store. On the NOS website customers can find many tabs: for every product and service the company sells, to buy equipments, to clarify every doubts,

and to subscribe the service – the client leaves his phone number and in some hours is contacted by NOS' customer service to schedule the installation of the services at his house.

In all the touchpoints is visible the NOS identity: very colorful, happy colors, casual language, a very relaxed, young and innovative environment, and the customer as the focus of everything.

8.4.3.2. Recommendations

In terms of placement and distribution of the service, the recommendations are:

- Development of the TV set-box

To boost the consumption of this service, it is important stimulate the buying decision on the moment of use. When launching this new feature, the box should be able to show a banner telling the feature is available, to recommend contents based on the customer preferences telling they can watch it on that specific premium channel without subscription.

- Mobile purchase

NOS has a mobile TV app – NOS TV. Multiscreen television is rapidly growing and, once the customers are aware of the service, they will want to buy it on their mobile devices. This app should also be prepared to respond to this need and allow customers to, not only buy content on the go, but also watch the content bought on their TV set-box.

8.4.4. Promotion

8.4.4.1. Description

Communication Goals

Most of the NOS' communications goals are:

- To attract new customers and make them NOS' consumers
- To communicate new features and products on the company's offer
- To raise notoriety

Communication Target

As a telecommunications company, and in what regards to television, the target of NOS' campaigns is the mass market. However, there are two types of clients: people with no STV service and with STV service installed. The first, usually are customers with more than 25 years old that are leaving their parents' house to leave alone and still don't have any STV service provider. Besides that, the communications about new features, promotions, decreases in price, etc. are aimed to those that already have a STV service installed at their homes and, by watching NOS' conditions, are expected to feel the desire to leave their operator. The target of this new campaign, as was said before, is the mass market, with no focus on any kind of audience.

Communication Strategy

NOS communication strategy is much diversified. It uses push, pull and profile strategies. The push strategy involves taking the product directly to the customer via whatever means, ensuring the customer is aware of the brand at the purchasing point. This happens when customers receive calls from NOS where the company wants to present new products, to try to do a cross-sell (ex. having a mobile phone service and sell a smartphone with a discount) or up-sell (ex. having a television service and fixed phone and add the fixed internet to create a triple play package and increase the income

for the company) sale, etc. Pull to motivate customers to seek out NOS brand in an active process. Every NOS communication campaign in every channels aims to “sting” the customer to incentive him to go after the company to know more about the product and its conditions, and buy it. Finally, the profile strategy is about satisfying the needs of the stakeholders through public relations events, sponsorship, etc.. NOS invests a lot in advertising through sponsorship and public relations, cases of that are: NOS football league, NOS air race, music festivals like NOS Alive, NOS Primavera Sound and NOS *em d’Bandada*, and many other events.

Communication actions

Some of the most recent NOS’ advertising campaigns are:

- “NOS optic fiber is everywhere”

A big and effective campaign which had a great impact in terms of awareness. It was an above the line campaign where it was possible to see NOS’ spokes falling like domino all over the country with the message: “NOS fiber is coming or you”.

- “NPlay just arrived”

An add to promote the NOS video library called NPlay, a service very similar to Netflix. It was a big campaign with a great presence on the media and on every communication channels.

- ✓ “A sua TV só podia ser UMA”

The campaign “Your TV could only be UMA (one in Portuguese)” to introduce the UMA TV had a TV and radio spots, outdoors everywhere, advertising on newspapers and magazines.

Other important point of the campaigns of these types of players is the huge buzz they create among the media and the population. To launch UMA, it was created a spot to be

reproduced right before the news in every Portuguese channel, because it is the moment when most people (families and friends) are in front of the TV and the impact is bigger. This strategy was used by PT some years ago to introduce the MEO brand. Adding to these campaigns, NOS also offers a great range of merchandise on the music festivals to raise its awareness.

8.4.4.2. Recommendations – Communication Plan

✓ **Goal definition**

The main goals of this communication plan can be grouped in two parts: behavioral and cognitive goals.

Behavioral Goals:

- Attract new customers to NOS
- Increase the number of premium channels users
- Increase the amount spent on premium channels

Cognitive Goals:

- Increase NOS notoriety
- Increase awareness of NOS innovation
- Introduce NOS' new feature

✓ **Communication audience**

According to the communication objectives and the target market defined previously for this communication plan, the audience is the mass market with special focus on: The watchers and premium fans.

✓ **Communication messages**

The main point is that the message should be clear, direct, with the necessary information and easy to understand. This campaign aims not only to sell a product/service, but also to create awareness on consumers and show presence in the market. It should communicate the NOS brand as innovative, disruptive and futuristic, and stimulate new customers to subscribe NOS service, as current customers to use premium channels more frequently. These messages should be defined and be in line with the communication goals and audience.

Although there are two specific groups, it is important to understand that this is a mass market campaign. Therefore, the message is going to be the same for the two groups as for the rest of the market.

Target Audience: The watchers and premium fans

Specific Communication Message:

Table 26 - Communication Messages

Target Audience	Specific Communication Messages
The Watchers	“Premium content does not have subscription” “More features in NOS” “Pay for what you use”
Premium Fans	“Premium programs you want whenever you want” “Next time is at your place”

Source: Own Elaboration

✓ **Tone of Voice**

The tone of voice for this communication is the same as the already used by the company: direct, friendly, young, close, relaxed, informal, simple and humoristic.

✓ **Action Plan**

The communication actions can belong to three categories: above the line, publicity through the media channels like TV, newspapers, press, etc.; below the line, a non-media communication through telemarketing, email marketing, sales force, and other instruments; and through the line, a strategy that involves both above and below the line means, using banners, social media, event, etc.;

Once this is a new feature and not a specific product that is being sold, the campaign works like a letting know, creating the desire to use it. Therefore, in order to make sure the market is aware of this new technology, is it important to develop a through the line communication plan. And the actions are:

- ✓ “Premium content does not have subscription”

Figure 13 - Example of a Mupis for “Premium content does not have subscription” campaign



Source: Own Elaboration

Channel: Mupis located on metropolitan areas; online advertising; Magazines

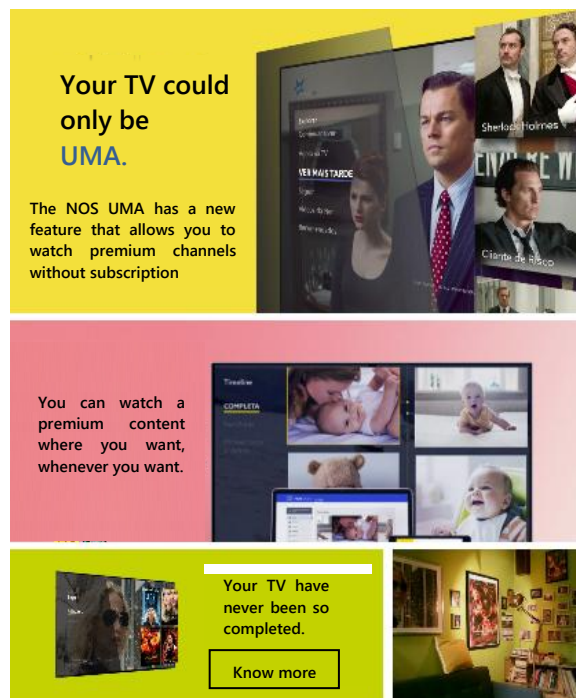
Goals: Attract new customers to NOS, increase NOS notoriety, increase the number of premium channels users and increase awareness of NOS innovation

Main target audience: Premium Fans

Communication Message: “Premium content does not have subscription”

- ✓ “More features in NOS”

Figure 14 - Example of an ad for “More features in NOS” campaign



Source: Adapted from NOS website

Channel: online advertising redirecting to NOS’ website; NOS website

Goals: Attract new customers to NOS, increase NOS notoriety, increase the number of premium channels users, increase awareness of NOS innovation, introduce NOS' new feature.

Main target audience: The watchers; Premium Fans

Communication Message: “More features in NOS”

“Premium content does not have subscription”

- ✓ “Pay for what you use”

Figure 15 - Example of an ad for “Pay for what you use” campaign



Source: Own Elaboration

Channel: printed ads on metropolitan area buses and metro

Goals: Attract new customers to NOS, increase NOS notoriety, increase awareness of NOS innovation, introduce NOS' new feature.

Main target audience: The watchers; Premium Fans

Communication Message: “More features in NOS”

“Pay for what you use”

- ✓ “Premium programs you want whenever you want”

Figure 16 - Example of an ad for “Premium programs you want whenever you want” campaign



Source: Own Elaboration

Channel: Online advertising; Mupis and outdoors around Metropolitan areas with a QR code that takes the customer to the NOS website; magazines; newspapers

Goals: Attract new customers to NOS, increase NOS notoriety, increase the number of premium channels users, increase the amount spent on premium channels.

Main target audience: The watchers; Premium Fans

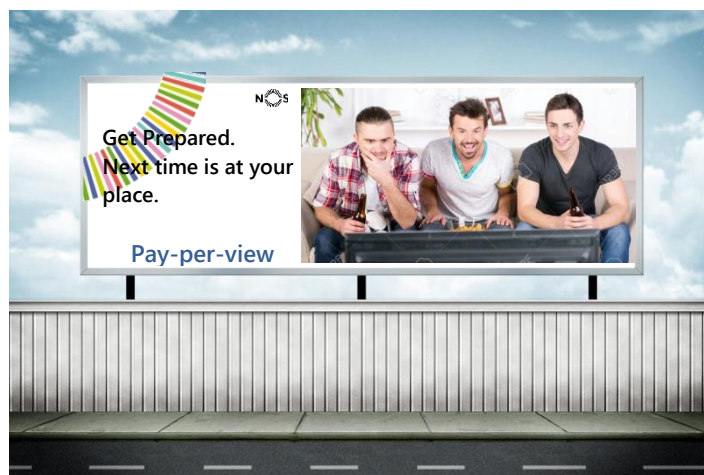
Communication Message: “More features in NOS”

“Pay for what you use”

“Premium programs you want whenever you want”

✓ “Next time is at your place”

Figure 17 - Example of an ad for “Next time is at your place” campaign



Source: Own Elaboration

Channel: Outdoors around Metropolitan areas; magazines

Goals: Attract new customers to NOS, increase NOS notoriety, increase the number of premium channels users, increase the amount spent on premium channels.

Main target audience: The watchers

Communication Message: “More features in NOS”

“Pay for what you use”

“Premium programs you want whenever you want”

“Premium content does not have subscription”

“Next time is at your place”

✓ Radio Spot – “Pay-per-view, pay for what you watch”

Channel: Radio spot of 20 seconds in some specific radio stations

Goals: Attract new customers to NOS, increase NOS notoriety, increase the number of premium channels users, increase the amount spent on premium channels, promote NOS’ new feature, and increase awareness of NOS innovation.

Main target audience: The watchers; Premium Fans

Communication Message: “More features in NOS”

“Pay for what you use”

“Premium programs you want whenever you want”

“Premium content does not have subscription”

“Next time is at your place”

✓ Website

In what regards to the online communications channel, the website layout should be availed to add publicity, as was it was showed before, at the home page. This publicity would redirect the user to a page about pay-per-view where people can see how it works, the steps to purchase content and all the information needed to use this feature. Besides this, it is important to design a specific Newsletter about this service send Newsletters to present NOS consumers the new feature they have available on their TV set-boxes, promote consumption by sharing the most bought programs, new events coming up, etc. . Adding to this, it could be interesting to create some contests where consumers could win a plafond to spend on pay-per-view.

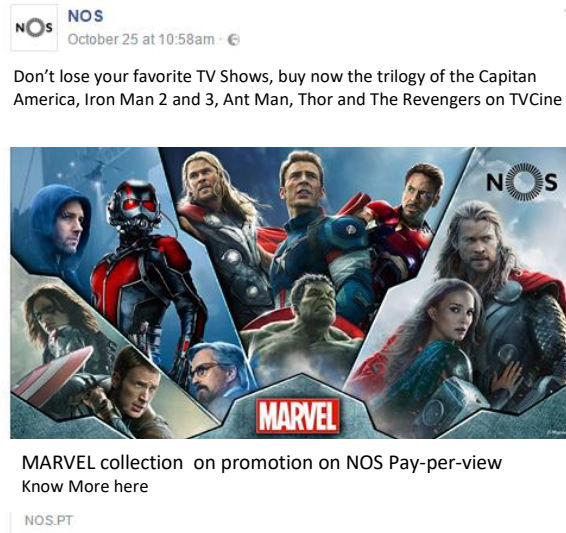
✓ Social Media

In the NOS Facebook there should be a post promoting pay-per-view. This post would aim to tease consumers to look for more information about the service and try it at their homes.

This social media platform would also be important in the promotion of contests about pay-per view. One example of a contest could be to ask for the page fans to send

creative picture or a video watching some pay-per-view content and the most voted would win a plafond to spend on programs on his TV set-box.

Figure 18 - Example of an ad for “Next time is at your place” campaign



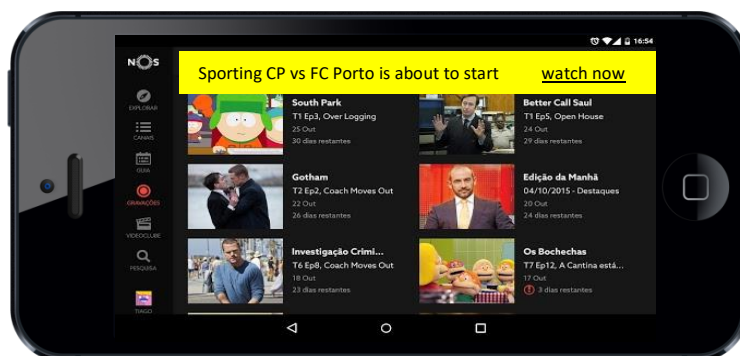
Source: Adapted from NOS Facebook

✓ NOS TV app

Functions of NOS TV app regarding pay-per-view:

- Watch paid content on TV set-box
- Buy premium programs
- Get information about the service
- Send notifications when the program is about to start
- Share on Facebook you are watch a certain program on pay-per-view

Figure 19 - Example of NOS TV app



Source: Adapted from NOS Facebook

- **Chronograph of the communication actions**

These campaigns scheduling, and correspondent communication actions, depend on the launching date of this service. Assuming that it is going to be launched at the beginning of the next year, 2017, the communication actions are organized on the following chronograph:

Table 27 - Chronograph of the NOS communications plan for Pay-per-view during 2017

Actions	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEZ	Budget
“Premium content does not have subscription”													369 000€
“More new features in NOS”													164 000€
“Pay for what you use”													26 500€
“Premium programs you want whenever you want”													36 000€
“Next time is at your place”													86 250€
Radio Spot													108 000€
Website													N/A
Social Media													340€
NOS TV app													N/A

Source: Own Elaboration

The “Premium content does not have subscription” and “More new features in NOS” campaigns correspond to 10 mupis in metropolitan areas of the country (Lisboa, Porto and Braga). Radio spots will be reproduced on Rádio Comercial and RFM radio stations. The price for the “Next time is at your place” depends on the impact outdoor prices, and the other campaigns are for newspapers (1/4 page ad). The N/A means that the price is no-applicable or was not possible to find.

Obviously, the budget is provisory and the values can depend on the company, the channel and the negotiation process itself. Some campaigns are done just for the marketing department and do not have a specific budget. The total amount of this budget is 790 090€.

- **Monitoring and evaluation**

To measure the success of these campaigns, they must be monitored and evaluated in terms of communication goals achievement. Some of the measurement tools to use are:

- Number of STV service clients,
- Number of clients that watch premium channels
- Number of premium programs bought
- Amount earned with premium channels
- Social media contest participation
- Number of mobile premium content purchase

9. Conclusions

9.1. Conclusions

This thesis had as objective to develop a marketing plan through the conduction of a strategic analysis and correspondent proposal of an operational plan. To reach this goal many steps were taken. First was necessary to study the market and understand the macro and micro environment, analyze competitors and consumer behavior on an external analysis, and the organization on an internal analysis. After that, revise the 5 forces of Porter, company's strengths, weaknesses, opportunities and threats, and the critical factors companies need to have to be successful in this market. Getting deeper on the Marketing Plan, it was done a segmentation of the market and defined a target and a positioning of the company. Finally, it was developed an efficient operational marketing plan and a communication plan for 2017.

Obviously, all these practical part had a theoretical one to support. At the right beginning of this paper, a literature review joined two approaches: the general concept about marketing plan and its elements, and a review about the specific area of telecommunications. All this theoretical and conceptual analysis let to a range of indications, doubts and conclusions that opened room to create hypothesis that were tested on a research based on primary and secondary data. The primary data was collected from structured methods, namely questionnaire survey, and the secondary data from *Instituto Nacional de Estatística* (INE), newspapers, Consumer Intelligence Lab, organization's website, companies' reports and from an internship done at NOS *Comunicações*. This study not only was very useful to complement all the analysis previously made, as also provided the information needed to undertake decisions on the Marketing Plan implementation proposals.

Beginning with the questionnaire analysis, it turned possible to conclude that the market is almost equally divided by the three main players (NOS, MEO and Vodafone). The majority of them, besides the television, has fixed and fixed internet with the same service provider, what presupposes a triple play package. Mainly, these clients pay between 20€-40€ for their TV service and prefer to watch films, sports and TV shows. Although that, they don't usually purchase contents on their TV set-box and a great part

doesn't have additional channels. Those who don't have affirm that already have lost a program because of that. The ones that have subscribed that, spend between 20€ and 40€ per month, watch it less than 10 time in the same period and admit that already felt they were spending too much for the usage. On what regards to the perception about pay-per-view, the majority thinks these new technology would be very useful were willing to spend money on that. When asked about the frequency they would use it, the answer was inconclusive but the usage depends on the frequency of the sports event, films, etc.. Great part of them feels this wouldn't have great impact on their TV invoice amount and were minded to pay maximum 3€ for a football match and maximum 2€ for a TV show or a series. The respondents affirm they would see their TV service provider as very innovative if they would have this, and that this feature would have a very positive impact on the quality of the service. Great amount of the respondents would recommend the service to their friends, but would not change their STV service provider just because of that, probably due to the changing costs. It was also possible to conclude that the invoice amount paid for premium channels doesn't depend on the TV service provide, the idea of usability of the feature doesn't depend on the feeling of having loss a program due to don't have a premium channel and that the willingness to pay a certain amount to have the channel during the program doesn't depend on age, neither on having additional channels.

Regarding the market, in a macro analysis, it is regulated by the National Regulation Authority for the communications' scope, ANACOM, which aims to promote competition, transparency on prices and conditions of the service, development of the markets and communication networks, and also the defense of citizen's rights. The economy is recovery from a great crisis and is growing due to the positive performance of domestic demand, replicated in the increase of private consumption (+2.6%) and public consumption (+0.6% after years of successive falls) leading to an increase on the GDP 0.9% in volume. Portugal is the third country with the highest unemployment rate from the members of OECD and the minimum wage is 530€. On the social/cultural part, the resident population in Portugal had a reduction of 0.32% in 2015 to 10.34 million people and an increase of women comparing with 2011, when it counted 47.78% versus 52.22% respectively. And the country has registered two trends: the declining of the fecundity index and the negative migratory balance. On the micro environment, the number of STV service subscribers have been raising since the second quarter of 2015

(to 3 595 thousand) and the most used technology is cable. However, the FTTH technology, in just one year, had a positive variation of 28.6%, ascending to a weight of 25.7% of the total subscribers. The STV service is sold mainly on a Triple-play bundle, representing 29.5% of the total revenue from STV signal distribution service, and NOS is the provider with greatest share of the STV market. NOS' competitors are: MEO, Vodafone and *Cabovisão/NOWO*.

Consumers are spending more money on STV service. Throughout the years people have been hiring more channels which lead to an increase of homes with more than 80 channels. Alongside with this, the percentage of homes with access to premium channels increased 1.1% over the previous year and 0.3% over the quarterly before. The major part of STV subscribers affirms to use automatic recording, watch HD channels and use manual recording.

On the competitive analysis it is possible to conclude that the competition in the industry is high, the potential of new entrants into the industry is low, the negotiating power of the suppliers e medium, the negotiating power of the customers e high and the threat of substitute products is also high. The market's main opportunities are the augmented reality on TV, mobile trend, attraction of in development markets, partnerships with foreign companies to produce new and better services. The market threats are the changes on the sector regulation, uncertainty of regulation climate, loss of purchasing power of the families, very aggressive price fight and possible copy of the products by competitors. The critical success factors of this industry are: innovation, product, offer, quality, price and notoriety.

The proposal for the implementation of the Marketing plan began with the definition of a strategic plan. Although telecommunications companies communicate for the mass market, it is possible to identify two target markets: The watchers and the Premium Fans. In terms of positioning, NOS is perceived as *very innovative* on the eyes of the consumer.

On operational plan it was developed an analysis to the four elements of the marketing-mix. The product recommendations were the introduction of Pay-per-view technology on the NOS' TV set-boxes and, besides selling programs in separate, also sell packages

of programs regarding a specific event (ex. Champions League group stage). In terms of price, the recommendations were to set the price depending on the importance of the content and the image quality of the transmission, as well as create promotions on the packages adding to the maximum price of 5€ for a football match in Full HD and 2€ for TV Show's episode on the same quality. The recommendations on the place, were to develop the TV set-box to be able to show a banner telling the feature is available, to recommend contents based on the customer preferences telling they can watch it on that specific premium channel without subscription; and the bet on the mobile purchase through the TV app that should also be prepared to respond to this need and allow customers to, not only buy content on the go, but also watch the content bought on their TV set-box. Last, for the communication, it was proposed a chronograph for the communication actions for year of 2017. The main objectives of this communication plan are: to attract new customers to NOS, increase the number of premium channels users, increase the amount spent on premium channels, increase NOS notoriety and awareness of innovation and introduce this new NOS' feature. The tone of voice used was direct, friendly, young, close, relaxed, informal, simple and humoristic. Finally, it was also develop a prevision of the cost for each action and campaign, with correspondent monitoring and evaluating measurement tools.

9.2. Project Contribution

The biggest objective of this thesis was to develop a Marketing Plan for NOS *Comunicações* with a solid and well-structured operational plan. Besides that, this project contributes to complement the theoretical knowledge about marketing plans, in this case applied to a company of the telecommunications market.

NOS is one of the companies with the best communication campaigns. It has a very well defined marketing strategy with a great impact on the market and on the consumer. NOS marketing practices are very creative, innovative, generate a big buzz and a great awareness, so the company should keep this line and keep surprising consumers in every campaign, in every event and in every communication point. This project aims to address some implementations proposal to the NOS' marketing department in terms of the problem, the data and a possible solution through a marketing strategy and correspondent operational actions.

9.3. Project Limitations

As in every study, the development of this thesis had also some limitations. The first one is lack of data. About the primary data, due to constraints of time it was only possible to develop the analysis through questionnaire. However, it was made an effort for the data to be as most representative of the universe and the target population as possible.

In terms of secondary data, NOS is a very recent company, the fusion between Optimus and ZON was only made two years ago and everything is still being consolidated and the data about the new company is being released as the time passes. Once looking for data about the organization, great part of the information still had ZON and Optimus, or didn't have at all. So, great part of the information was collected from INE.

Regarding the communication plan, due to time constraints it was not possible to develop an action plan for the corporate segment of the market. Although the focus of thesis was the residential market, it could be developed a specific marketing campaign for companies like restaurants, bars, etc.. Besides that, there was a data limitation for the communication budget. All the information came for secondary data because it was not possible to communicate with marketing agencies to ask for values for each action.

9.4. Suggestions for future research projects

For future research, one suggestion is to develop another primary data research, this time to study about the introduction of augmented reality on the STV service market. This a big trend that is going to mark the next generation of this service, so it would be interesting to understand what people think about that, if they were willing to buy it, for how much, and other pertinent variables for the study. With this, analyze statistic data and create and test new hypothesis.

Another idea for a new research could be the development of a partnership with Sony, specifically PS4, in order to create a TV set-box that is also a PlayStation where people can play video games. Today, aren't only the kids who play video games, adults do it

too. And nowadays, more and more adults play it so it could be and interesting products junction, which would bring a completely new product to this sector and maybe open a new market. This would implicate to study the viability of this partnership, develop a marketing plan and create implementation proposals of the operational plan.

Bibliography

Aguiar, N. (2016). FMI: Portugal é dos que menos gastam em I&D, que pode aumentar PIB em 5%. *Jornal De Negócios*. Retrieved from http://www.jornaldenegocios.pt/economia/conjuntura/detalhe/mais_despesa_em_id_pode_aumentar_5_o_pib_portugal_e_dos_que_menos_gasta, accessed on October 9th, 2016

AICEP Portugal Global,. (2016). *Portugal - Basic Data*. Retrieved from <http://www.portugalglobal.pt/EN/Biblioteca/Documents/PortugalFichaPaisIngles.pdf>, accessed on October 8th, 2016

ANACOM - Quem somos. (2016). *Anacom.pt*. Retrieved 9 October 2016, from <http://www.anacom.pt/render.jsp?categoryId=1680#.WBYOCYXXLcd>, accessed on October 9th, 2016

ANACOM,. (2016). *Facts and Figures*. Retrieved from <http://www.anacom.pt/render.jsp?contentId=1394465&languageId=1#.WBYTI4XXLcd>, accessed on October 9th, 2016

ANACOM,. (2016). *Serviço de acesso à Internet - 2º trimestre de 2016*. Retrieved from <http://www.anacom.pt/render.jsp?contentId=1393145#.WBYTJ4XXLcd>, accessed on October 9th, 2016

Bellis, M. Television History. *About Money*. Retrieved from <http://inventors.about.com/od/tstartinventions/a/Television.htm> accessed on September 27th, 2016

Bushnell, W. (1995). Enhanced Pay Per View System. United States, accessed on September 27th, 2016

Elizabeth, J. (2014). Satellite Tv - Disadvantages And Advantages. *Browse*. Retrieved from <https://storify.com/psychoticc184/satellite-tv-disadvantages-and-advantages>, accessed on September 29th, 2016

Ericsson,. (2016). *TV and Media 2015 - The empowered TV and media consumer's influence*. Retrieved from <https://www.ericsson.com/res/docs/2015/consumerlab/ericsson-consumerlab-tv-media-2015.pdf>, accessed on October 8th, 2016

Fiber Optics vs. Coaxial Cables. (2015). *The Beacon*. Retrieved from <http://fios.verizon.com/beacon/fiber-optics-vs-coaxial-cables/>, accessed on September 29th, 2016

Gordon, K. (2016). The structure of a Marketing Plan, accessed on September 28th, 2016

Gomes, M. & Kury, G. (2013). A Evolução do Marketing para o Marketing 3.0: O Marketing de Causa. Intercom – Sociedade Brasileira De Estudos Interdisciplinares Da Comunicação. Retrieved from <http://www.portalintercom.org.br/anais/nordeste2013/resumos/R37-0945-1.pdf>, accessed on September 27th, 2016

Gundlach, G. (2007). The American Marketing Association's 2004 Definition of Marketing: Perspectives on Its Implications for Scholarship and the Role and Responsibility of Marketing in Society. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.583.5090&rep=rep1&type=pdf>, accessed on 28th, 2016

Há mais em nós - NOS. (2016). *Nos.pt*. Retrieved 13th October 2016, from <http://www.nos.pt/particulares/Pages/home.aspx>

Huq, R. (2014). *Analysis of Telecommunications Market in Portugal* (1st ed.). School of Information and Communication Technology. Retrieved from <http://documents.mx/business/analysis-of-telecom-markets-in-portugal.html>, accessed on 28th, 2016

Jezek, G. (2015). *The history of Television*. Retrieved 27th September 2016, from <http://www.thehistoryoftelevision.com/>

Jornal de Negócios,. (2016). Inflação em Portugal sobe para 0,7% em Agosto. Retrieved from http://www.jornaldenegocios.pt/economia/conjuntura/detalhe/inflacao_em_portugal_sobe_para_07_agosto, accessed on October 12th, 2016

Kast, F. & Rosenzweig, J. (1970). *Organization and Management: Systems approach* (1st ed.). McGraw-Hill education, accessed on September 27th, 2016

Kotler, P. (1988). *Marketing Management: analysis, planning, implementation and control* (1st ed.). Prentice-Hall., accessed on September 28th, 2016

Kotler, P. & Armstrong, G. (2012). *Marketing* (1st ed.). Retrieved from https://profdariomarketing.files.wordpress.com/2014/03/marketing_kotler-armstrong.pdf, accessed on September 28th, 2016

Kotler, P. & Keller, K. (2012). *Marketing Management* (14th ed.). New Jersey: Prentice Hall, accessed on September 29th, 2016

Lughlin, A. What is 3D TV?. *Wich.* Retrieved from <http://www.which.co.uk/reviews/televisions/article/what-is-3d-tv>, accessed on September 30^h, 2016

Lavinsky, D. (2013). Marketing Plan Template: Exactly What to Include. *Forbes*. Retrieved from <http://www.forbes.com/sites/davelavinsky/2013/09/30/marketing-plan-template-exactly-what-to-include/#20bdf503b82>, accessed on September 29th, 2016

Lindon D., Levendrevie J., Dionísio P. and Rodrigues V.J. 2004. *Mercator XXI: Teoria e prática do marketing* (10th ed.). Lisbon: Dom Quixote, accessed on September 29th, 2016

Lughlin, A. What is smart TV?. *Wich.* Retrieved from <http://www.which.co.uk/reviews/televisions/article/what-is-smart-tv>, accessed on September 30th, 2016

Marketing plans for startups: Create your marketing strategy and planning. (2013). *MaRS*. Retrieved 1 September 2016, from <https://www.marsdd.com/mars-library/marketing-plans-for-startups-create-your-marketing-strategy-and-planning-with-a-simple-plan-with-enough-structure-to-execute-essential-marketing-activities/>, accessed on September 29th, 2016

Marketing Plan Template: Exactly what to include. (2013). *Forbes*. Retrieved from <http://www.forbes.com/sites/davelavinsky/2013/09/30/marketing-plan-template-exactly-what-to-include/#1b0da0b43b82>, accessed on September 29th, 2016

MEO - Televisão, Internet, Telefone e Telemóvel. (2016). *MEO*. Retrieved 13th October 2016, from <https://www.meo.pt/>

Mitchell, H. (2006). *The 7 Benefits os Strategic Planning* (1st ed.). Retrieved from <http://www.strategicmgmtresources.com/pdfs/The%207%20Benefits%20of%20Strategic%20Planning.pdf>, accessed on September 28th, 2016

NOWO. (2016). *Nowo.pt*. Retrieved 13th October 2016, from <https://www.nowo.pt/>

Observador,. (2016). A população portuguesa está a diminuir. 10 gráficos para entender como. Retrieved from <http://observador.pt/2016/06/16/ine-a-populacao-esta-a-diminuir-em-portugal/> accessed on October 12th, 2016

Observador,. (2016). Mercado retalhista em Portugal com crescimento de 2,3% em 2015. Retrieved from <http://observador.pt/2016/05/03/mercado-retalhista-portugal-crescimento-23-2015/>, accessed on October 12th, 2016

Os vários meios de transmissão de TV. Retrieved 27th September 2016, from <http://www.tecnicontrol.pt/pt/wiki/item.html?id=81-os-varios-meios-de-transmissao-de-tv>

Parsons, E. & Maclaran, P. (2009). *Contemporary Issues in Marketing and Consumer Behaviour* (1st ed.). Oxford: Butterworth-Heinemann, accessed September 29th, 2016

Patterson, F. (2016). *The planning and Marketing Life Cycle*, accessed on September 27th, 2016

PORDATA,. (2015). *População Residente*. Retrieved from <http://www.pordata.pt/Portugal/Popula%C3%A7%C3%A3o+residente++estimativas+a+31+de+Dezembro+total+e+por+sexo-5>, accessed on October 8th, 2016

Portugal Telecom. (2016). *Telecom.pt*. Retrieved 13th October 2016, from <https://www.telecom.pt/pt-pt/inovacao/Paginas/abordagem.aspx>

Principles of sample size calculation. (2016). *National Center For Biotechnology Information*. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2993982/>, accessed on October 2nd, 2016

Público,. (2016). Desemprego na zona euro mantém-se nos 10,1% em Agosto. Retrieved from <https://www.publico.pt/economia/noticia/desemprego-na-zona-euro-mantemse-nos-101-em-agosto-1745684>, accessed on October 7th, 2016

Rouse, M. (2009). Digital Television. Retrieved from <http://whatis.techtarget.com/definition/digital-television-DTV>, accessed on September 30th, 2016

Rouse, M. Video On Demand. *TechTarget*. Retrieved from <http://searchtelecom.techtarget.com/definition/video-on-demand>, accessed on September 30th, 2016

Rouse, M. WebTV. *TechTarget*. Retrieved from <http://searchsoa.techtarget.com/definition/WebTV>, accessed on September 30th, 2016

Salário mínimo. (2016). *Economias*. Retrieved 10th October 2016, from <https://www.economias.pt/salario-minimo/>

Simkin, L. (2016). *Marketing: The Need to Communicate "How"* (1st ed.). Warwick Business School. Retrieved from <https://www.marketingscience.info/wp-content/uploads/2016/02/Marketing-The-need-to-communicate-how.pdf>, accessed on 28th, 2016

Sobre - Vodafone Portugal. (2016). *Vodafone.pt*. Retrieved 13th October 2016, from <http://www.vodafone.pt/main/A+Vodafone/PT/>

Stapleton, J. & Thomas, M. *Marketing Plan - A guide to Reaching the Consumer Market* (5th ed.). Gower., accessed on September 27th, 2016

Stapleton, J. & Thomas, M. (1998). *How to prepare a Marketing Plan* (5th ed.). Retrieved from https://books.google.pt/books?id=fnOrM9hGIHoC&printsec=frontcover&hl=pt-PT&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false, accessed on September 29th, 2016

Steeley, E. Types of Marketing Plans. *eHow*. Retrieved from http://www.ehow.com/list_7531451_types-marketing-plans.html, accessed on September 27th, 2016

Television. (2016). *Merriem-Webster*. Retrieved from <http://www.merriam-webster.com/dictionary/television>, accessed on September 29th, 2016

Universe of population. *OECD*. Retrieved from <https://stats.oecd.org/glossary/detail.asp?ID=2087>, accessed on September 11th, 2016

Video On Demand. *Webopedia*. Retrieved from <http://www.webopedia.com/TERM/V/VoD.html>, accessed on September 30th, 2016

What is Video On Demand (VOD) and how does it work?. Cogeco. Retrieved 27th September 2016, from <https://www.cogeco.ca/web/on/en/residential/support/48/312/faq-television/on-demand-pay-per-view/rental-and-purchase-options/what-is-video-on-demand-vod-and-how-does-it-work>

What is Video On Demand (VOD) and how does it work?. Cogeco. Retrieved 27th September 2016, from <https://www.cogeco.ca/web/on/en/residential/support/48/312/faq-television/on-demand-pay-per-view/rental-and-purchase-options/what-is-video-on-demand-vod-and-how-does-it-work>

Willcox, J. (2014). *Top 5 TV trends for CES 2015*. Consumer Reports. Retrieved from <http://www.consumerreports.org/cro/news/2014/12/top-5-tv-trends-for-ces-2015/index.htm>, accessed on October 1st, 2016

Appendices

Appendix 1 – Questionnaire Structure

Survey about TV consumption habits – Master in Marketing Thesis

I am a student of the Master in Marketing at ISCTE- Business School, and I am finishing my thesis. It consists on a Marketing plan for NOS *Comunicações*. The objective of this study is to have a perception about the consumption habits of the subscribed TV service of the Portuguese people and measure their level of acceptance for a new technology that is coming up to this market.

I sincerely ask you to have two things in mind:

- i) Only have into account your actual telecommunications service provider;
- ii) If you have more than one, only considerate the one that provides you the TV service.

Your collaboration is very important for the success of the investigation and all the answers are anonymous and confidential. Thank you very much for your time.

Demographics

Gender M F

Age Group <18 18 - 30 30 - 45 >45

Qualifications

<High School H. School Bachelor Degree Master D. >Master Degree

Are you your household decision maker? Yes No

Consumption Habits

1. Do you have TV service at home? Yes No
2. Telecommunications service provider
 NOS MEO Vodafone *Cabovisão*
3. Besides TV, which more services do you have with your provider?
 Fixed Phone Mobile Phone Fixed Internet Mobile Internet TV
4. What is your TV invoice amount?
 0 – 20€ 20-40€ 40 - 60€ 60 - 80€ 80 - 100€ > 100€

5. Do you usually buy contents through your TV set-box?
 Yes No
6. Do you have additional/premium channels (closed signal channels that have an additional cost, like SportTV, TVCine, etc)?
 Yes No

If your answer is “Yes”, do not answer to the next question, jump to the question n8.

7. Have you ever lost a certain program because you don’t have that channel on open signal?
 Yes No
8. How much is your additional/premium channels invoice amount?
 0 – 20€ 20-40€ 40 - 60€ 60 - 80€ > 80€
9. What type of Television contents do you like?
 Kids Documentaries Sports Reality Shows Soap Operas
 TV Shows Films
10. How many times per month do you watch the premium channels you have hired?
 <10 10 – 30 30 – 60 60 – 90 > 90
11. Did you ever feel you spent too much money in a channel for the times you used it?
 Yes No

Perception about Pay-per-view

12. Pay-per-view is a system where the consumer, while is watching TV, is allowed to acquire some specific program which wants to watch. For example, if you aren’t Sport TV subscriber, this technology allows you to pay a certain amount to have that channel on open signal during the football match transmission. In your opinion, from 1 (very useless) to 7 (very useful), how useful this would be for you?
- | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Very useless | 2 | 3 | 4 | 5 | 6 | Very Useful |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
13. In case you don’t/wouldn’t have premium channels, how willing are/would you be, from 1 (Not interested) to 7 (Very interested), to pay a certain amount to have that channel on open signal during a certain program of your interest?
- | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Not Interested | 2 | 3 | 4 | 5 | 6 | Very Interested |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Considerations about the adoption of the new feature

14. Having your TV consumption habits in mind, how do you evaluate, from 1 (Never) to 7 (Very frequently), the frequency you would use it?
 Never 2 3 4 5 6 Very Frequently
15. From 1 (Very Negative) to 7 (Very Positive), how do you think this would impact your TV invoice amount?
 Very Negative 2 3 4 5 6 Very Positive
16. How much were you willing to pay to have a sports channel on open signal during a match?
 3€ 5€ 10€ 15€ >= 20
17. How much were you willing to pay to have a sports channel on open signal during a match?
 2€ 4€ 6€ 8€ >= 10
18. From 1 (Not innovative) to 7 (Very innovative), how would you look at your TV service provider in terms of innovation if he had this feature available?
 Very Innovative 2 3 4 5 6 Very Innovative
19. From 1 (Very Negative) to 7 (Very positive), what impact would this tool have on the general quality of the service provided by the operator?
 Very Negative 2 3 4 5 6 Very Positive
20. In case your TV service provider had this tool, from 1 (Do not recommend) to 7 (Truly recommend), would you recommend it to your friends?
 Do not Recommend 2 3 4 5 6 Truly Recommend
21. If you know other TV operators had this tool available for their clients, from 1 (Not interested) to 7 (Very interested), how do you define your willing to change?
 Not Interested 2 3 4 5 6 Very Interested

Thank you for your collaboration!

Appendix 2 – Questionnaire Analysis

Table 28 - Distribution of frequencies and percentages of the variable *Age*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <18 years	27	13,2	13,2	13,2
18 - 30 years	152	74,1	74,1	90,2
30 - 45 years	20	9,8	9,8	100,0
>45 years	6	2,9	2,9	16,1
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 29 - Distribution of frequencies and percentages of the variable *Gender*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	83	40,5	40,5	40,5
Male	122	59,5	59,5	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 30 - Distribution of frequencies and percentages of the variable *Qualifications*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < High School	12	5,9	5,9	5,9
High School	35	17,1	17,1	75,1
College Degree	107	52,2	52,2	58,0
Master Degree	51	24,9	24,9	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 31 - Distribution of frequencies and percentages of the variable *Household decision maker*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	146	71,2	71,2	71,2
Yes	59	28,8	28,8	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 32 - Distribution of frequencies and percentages of the variable *Do you have TV service?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	3	1,5	1,5	1,5
Yes	202	98,5	98,5	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 33 - Distribution of frequencies and percentages of the variable *TVservice provider*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid CaboVisão	4	2,0	2,0	2,0
MEO	66	32,2	32,2	34,1
NOS	81	39,5	39,5	73,7
Vodafone	54	26,3	26,3	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 34 - Distribution of frequencies and percentages of the variable *Other services with the TV provider*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fixed Internet	23	11,2	11,2	11,2
Fixed Phone	1	,5	,5	11,7
Fixed Phone, Fixed Internet	59	28,8	28,8	40,5
Fixed Phone, Mobile Internet	1	,5	,5	41,0
Fixed Phone, Mobile Internet, Fixed Internet	3	1,5	1,5	42,4
Mobile Internet	7	3,4	3,4	45,9
Mobile Internet, Fixed Internet	3	1,5	1,5	47,3
Mobile Phone	4	2,0	2,0	49,3
Mobile Phone, Fixed Internet	3	1,5	1,5	50,7
Mobile Phone, Fixed Phone	1	,5	,5	51,2
Mobile Phone, Fixed Phone, Fixed Internet	42	20,5	20,5	71,7
Mobile Phone, Fixed Phone, Mobile Internet	2	1,0	1,0	72,7
Mobile Phone, Fixed Phone, Mobile Internet, Fixed Internet	49	23,9	23,9	96,6
Mobile Phone, Mobile Internet	2	1,0	1,0	97,6
Mobile Phone, Mobile Internet, Fixed Internet	5	2,4	2,4	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 35 - Distribution of frequencies and percentages of the variable *TV invoice amount*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	,5	,5	,5
0 - 20€	6	2,9	2,9	8,3
20 - 40€	79	38,5	38,5	46,8
40 - 60€	66	32,2	32,2	79,0
60 - 80€	34	16,6	16,6	95,6
80 - 100€	9	4,4	4,4	100,0
> 100€	10	4,9	4,9	5,4
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 36 - Distribution of frequencies and percentages of the variable *Do you usually buy contents through your TV set-box*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	,5	,5	,5
No	186	90,7	90,7	91,2
Yes	18	8,8	8,8	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 37 - Distribution of frequencies and percentages of the variable *Have premium channels*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	148	72,2	72,2	72,2
Yes	57	27,8	27,8	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 38 - Distribution of frequencies and percentages of the variable *Have you lost any program*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	29	14,1	14,1	14,1
No	82	40,0	40,0	54,1
Yes	94	45,9	45,9	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 39 - Distribution of frequencies and percentages of the variable *Premium channels invoice amount*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	127	62,0	62,0	62,0
0 - 20€	57	27,8	27,8	90,2
20 - 40€	19	9,3	9,3	99,5
40 - 60€	1	,5	,5	100,0
> 80€	1	,5	,5	62,4
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 40 - Distribution of frequencies and percentages of the variable *Preferred type of content*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Documentaries	4	2,0	2,0	2,0
Documentaries, Films	12	5,9	5,9	7,8
Documentaries, Reality Shows, Films	2	1,0	1,0	8,8
Documentaries, Reality Shows, Soap Operas, TV Shows, Films	2	1,0	1,0	9,8
Documentaries, Reality Shows, TV Shows, Films	4	2,0	2,0	11,7
Documentaries, Soap Operas, TV Shows, Films	1	,5	,5	12,2
Documentaries, Sports, Films	17	8,3	8,3	20,5
Documentaries, Sports, Reality Shows, Films	1	,5	,5	21,0
Documentaries, Sports, Reality Shows, TV Shows, Films	1	,5	,5	21,5
Documentaries, Sports, TV Shows, Films	13	6,3	6,3	27,8
Documentaries, Sports, TV Shows, Films, Canais de culinária (24Kitchen, Food Network)	1	,5	,5	28,3
Documentaries, TV Shows	1	,5	,5	28,8
Documentaries, TV Shows, Films	19	9,3	9,3	38,0
Films	26	12,7	12,7	50,7
Films, Culinária, Música	1	,5	,5	51,2
Films, Noticiário	1	,5	,5	51,7
Films, Notícias	1	,5	,5	52,2
Infant Content, Documentaries, Films	3	1,5	1,5	53,7
Infant Content, Documentaries, Reality Shows, TV Shows, Films	1	,5	,5	54,1
Infant Content, Documentaries, Sports	1	,5	,5	54,6
Infant Content, Documentaries, Sports, Reality Shows, Soap Operas, TV Shows, Films	1	,5	,5	55,1
Infant Content, Documentaries, Sports, TV Shows, Films	1	,5	,5	55,6
Infant Content, Documentaries, TV Shows, Films	2	1,0	1,0	56,6
programas asiaticos, kbs world por exemplo				
Infant Content, Films	3	1,5	1,5	58,5
Infant Content, Soap Operas	2	1,0	1,0	59,5
Infant Content, Soap Operas, Jornalístico	1	,5	,5	60,0
Infant Content, Soap Operas, TV Shows, Films, Música	1	,5	,5	60,5
Infant Content, Sports	1	,5	,5	61,0
Infant Content, Sports, Films	2	1,0	1,0	62,0
Infant Content, Sports, Films, Música	1	,5	,5	62,4
Infant Content, TV Shows, Films	1	,5	,5	62,9
News	1	,5	,5	63,4
Pornografia	1	,5	,5	63,9
Reality Shows	1	,5	,5	64,4
Reality Shows, Films, Notícias	1	,5	,5	64,9
Reality Shows, Soap Operas, Films	1	,5	,5	65,4
Reality Shows, Soap Operas, TV Shows, Films	2	1,0	1,0	66,3
Reality Shows, TV Shows, Films	2	1,0	1,0	67,3
Soap Operas	2	1,0	1,0	68,3
Sports	6	2,9	2,9	71,2
Sports, Films	21	10,2	10,2	81,5
Sports, Reality Shows	1	,5	,5	82,0
Sports, Reality Shows, Films	1	,5	,5	82,4
Sports, Reality Shows, Soap Operas, Films	3	1,5	1,5	83,9
Sports, Reality Shows, Soap Operas, TV Shows, Films	1	,5	,5	84,4
Sports, Soap Operas, Films	4	2,0	2,0	86,3
Sports, Soap Operas, TV Shows	1	,5	,5	86,8
Sports, Soap Operas, TV Shows, Films	1	,5	,5	87,3
Sports, TV Shows	1	,5	,5	87,8
Sports, TV Shows, Films	11	5,4	5,4	93,2
TV Shows, Films	12	5,9	5,9	99,0
TV Shows, Films, a tua mae v	1	,5	,5	99,5
TV Shows, Films, Animes	1	,5	,5	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 41 - Distribution of frequencies and percentages of the variable *How many times watch premium channels in a month*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	99	48,3	48,3	48,3
< 10 times	54	26,3	26,3	74,6
10 - 30 times	33	16,1	16,1	91,7
30 - 60 times	8	3,9	3,9	95,6
60 - 90 times	9	4,4	4,4	100,0
> 90 times	2	1,0	1,0	75,6
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 42 - Distribution of frequencies and percentages of the variable *Did you ever feel you spent too much money for the times you used it*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	77	37,6	37,6	37,6
Yes	128	62,4	62,4	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 43 - Distribution of frequencies and percentages of the variable *How useful is this new feature*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Useless	22	10,7	10,7	10,7
2	6	2,9	2,9	13,7
3	17	8,3	8,3	22,0
4	21	10,2	10,2	32,2
5	29	14,1	14,1	46,3
6	32	15,6	15,6	62,0
Very useful	78	38,0	38,0	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 44 - Distribution of frequencies and percentages of the variable *Willingness to spend money on this feature*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Interested	31	15,1	15,1	15,1
2,0	11	5,4	5,4	20,5
3,0	14	6,8	6,8	27,3
4,0	30	14,6	14,6	42,0
5,0	39	19,0	19,0	61,0
6,0	38	18,5	18,5	79,5
Very Interested	42	20,5	20,5	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 45 - Distribution of frequencies and percentages of the variable *How would you use it*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Never	24	11,7	11,7	11,7
2,0	18	8,8	8,8	20,5
3,0	23	11,2	11,2	31,7
4,0	39	19,0	19,0	50,7
5,0	37	18,0	18,0	68,8
6,0	30	14,6	14,6	83,4
Very frequently	34	16,6	16,6	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 46 - Distribution of frequencies and percentages of the variable *Impact on the TV income amount*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Negative	22	10,7	10,7	10,7
2,0	16	7,8	7,8	18,5
3,0	19	9,3	9,3	27,8
4,0	64	31,2	31,2	59,0
5,0	33	16,1	16,1	75,1
6,0	17	8,3	8,3	83,4
Very Positive	34	16,6	16,6	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 49 - Distribution of frequencies and percentages of the variable *How much are you willing to pay for a sports match*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 3€	134	65,4	65,4	74,1
< 5€	49	23,9	23,9	98,0
< 10€	16	7,8	7,8	7,8
< 15€	2	1,0	1,0	8,8
>= 20€	4	2,0	2,0	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 48 - Distribution of frequencies and percentages of the variable *How much are you willing to pay for a TV Show episode/film*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1,5	1,5	1,5
< 2€	123	60,0	60,0	66,3
< 4€	44	21,5	21,5	87,8
< 6€	19	9,3	9,3	97,1
< 10€	10	4,9	4,9	6,3
>= 10€	6	2,9	2,9	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 479 - Distribution of frequencies and percentages of the variable *How innovative would you see your TV service provider*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Innovative	6	2,9	2,9	2,9
2,0	8	3,9	3,9	6,8
3,0	15	7,3	7,3	14,1
4,0	41	20,0	20,0	34,1
5,0	46	22,4	22,4	56,6
6,0	32	15,6	15,6	72,2
Very Innovative	57	27,8	27,8	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 520 - Distribution of frequencies and percentages of the variable How innovative would you see your TV service provider

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Negative	7	3,4	3,4	3,4
2,0	5	2,4	2,4	5,9
3,0	16	7,8	7,8	13,7
4,0	43	21,0	21,0	34,6
5,0	34	16,6	16,6	51,2
6,0	51	24,9	24,9	76,1
Very Positive	49	23,9	23,9	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 511 - Distribution of frequencies and percentages of the variable How would you recommend the service to your friends and family

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Do not Recommend	9	4,4	4,4	4,4
2,0	5	2,4	2,4	6,8
3,0	15	7,3	7,3	14,1
4,0	35	17,1	17,1	31,2
5,0	40	19,5	19,5	50,7
6,0	47	22,9	22,9	73,7
Truly Recommend	54	26,3	26,3	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Table 50 - Distribution of frequencies and percentages of the variable How do you define your willing to change TV service provider because of this feature

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not interested	35	17,1	17,1	17,1
2,0	20	9,8	9,8	26,8
3,0	24	11,7	11,7	38,5
4,0	44	21,5	21,5	60,0
5,0	31	15,1	15,1	75,1
6,0	21	10,2	10,2	85,4
Very Interested	30	14,6	14,6	100,0
Total	205	100,0	100,0	

Source: Own elaboration on SPSS

Appendix 3 – Communication Actions Budget

Figure 22 - Moop price table

TABELA DE PREÇOS 2016 MULTIMEDIA OUTDOORS PORTUGAL

MUPIS - transportes/centros comerciais

REDE	MP REDES	MP FACES	TABELA/SEMANA
Nacional/Comerciais	3	1000	185.800€
Não Nacional/Outros Centros Comerciais	3	515	98.254,4€
Centros Comerciais	3	185	41.670€

AUTOCARROS - rua Lisboa/Gr. Porto/Braga

REDES AUTOCARROS	REDE	MP REDES	MP FACES	TABELA/SEMANA
LATERAIS ESQUERDAS - Entrada ao lado				
Nacional/Lisboa, Grande Porto e Braga	1	800	72.500€	

IMPACT OUTDOOR

BILBOARDS - REDES E ISOLADOS - Entrada à topografia	REDE	MP REDES	MP FACES	TABELA/SEMANA
A/B/C/D	1	100	115.000€	
B/B/C/D	1	100	117.000€	
C	1	100	148.000€	

Source: www.moop.pt

Figure 21 - “A bola” newspaper publicity

A BOLA PUBLICIDADE

ONLINE | JORNAL-10 COLUNAS | JORNAL-8 COLUNAS | JORNAL-2 COLUNAS | DEPARTAMENTO DE PUB.

JORNAL

Medidas do Jornal

Mancha útil: 259 mm x 302 mm (100 Módulos)

- 1 coluna: 47,8 mm
- 2 colunas: 100,6 mm
- 3 colunas: 153,4 mm
- 4 colunas: 206,2 mm
- 5 colunas: 259 mm

Ao jornal «A Bola» reserva-se o direito de alterar a qualquer momento e sem aviso esta tabela.

➔ Meia página - 127x302mm

➔ Quarto de página - 127x149mm

Source: www.abola.pt

Figure 20 - “Radio Comercial” publicity prices

Dayparts

	2ª e 6ª Feira	Sábado	Domingo
07H / 11H	730	143	83
11H / 14H	410	171	108
14H / 17H	425	161	130
17H / 21H	385	114	100
23H / 24H	60	60	61

Localizados

	2ª e 6ª Feira	Sábado	Domingo
00H / 01H	30	50	20
01H / 02H	20	30	20
02H / 03H	20	20	20
03H / 04H	20	20	20
04H / 05H	20	20	20
05H / 06H	20	20	20
06H / 07H	250	20	20
07H / 08H	600	60	20
08H / 09H	950	100	80
09H / 10H	840	130	130
10H / 11H	580	250	120
11H / 12H	520	250	120
12H / 13H	420	190	120
13H / 14H	350	100	100
14H / 15H	440	135	100
15H / 16H	450	190	130
16H / 17H	450	185	150
17H / 18H	500	180	130
18H / 19H	550	130	120
19H / 20H	350	100	120
20H / 21H	220	70	50
21H / 22H	70	70	50
22H / 23H	60	60	50
23H / 24H	60	60	30

Taxas para localizações específicas

Escolha de Break	10%
Abertura de Break (Spot)	15%
Fecho de Break (Tail)	10%

Índice para outras durações

30"	0,7
15"	0,8
20"	1
25"	1,2
30"	1,35

Valores apresentados para custo unitário de spot de 30", em euros.

Source: www.mediacapital.pt