

A DIGITAL MARKETING PLAN FOR DONA LARANJA: CREATING
A NEW JUICE BRAND USING SOCIAL MEDIA

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Project submitted as partial requirement for the conferral of
Master in Management

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September 2019

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– Spine –

ACKNOWLEDGMENTS

First of all, I would like to thank my family, in special my father João Claudio de Carvalho Genú, my mother Claudia Gontijo Resende Genú and my sister Bianca Gontijo Genú. Their unconditional support and love made this project possible.

A Special thanks to Lorena Silveira Batista Genú for always being at my side, motivating me and supporting all my decisions. Thank you for all the advice you have given me during this thesis and for being there when I most needed.

You are the love of my life.

This master thesis would not be possible without the guidance and advice of my supervisor, Professor Susana Marques. Thank you for your availability to supervise my thesis and for all the support over the past months.

I want to thank the Dona Laranja company, especially to the Director Francisco Leal, for the support and motivation given to the elaboration of this thesis.

I also want to thank all of those not mentioned here, but who contributed in a direct or indirect way to the conclusion of this thesis.

ABSTRACT

Dona Laranja - Organização de Produtores de Citrinos Lda started producing over 30 years ago, in the Algarve, in Quinta da Lameira, and developed to concentrate the supply and placement of the citrines production of its members, in order to enhance openness in international markets. Our main objective is to be associated with our customer for the best quality, at an excellent price. It aims to be present in a broad spectrum of countries, always ensuring a sweet and juicy product. We intend to establish regular customers who value its offer and increase the number of orders at Quinta da Lameira's production.

The company has the objective to produce and sell a new juice brand, to be registered in the highest standards of production. Our family business management is based on unique experience and determination to create a product with added value for customers. The dynamism of its entire team allows it to upgrade our agricultural practices continually. Another critical success factor our company has, is our distribution system developed to reduce costs and increase delivery speed

In this master thesis we focused in create a digital marketing plan with an external, internal and competitive analysis and implementation proposal. This implementation proposal consists on the development of the marketing strategy (strategic options: segmentation, targeting and positioning) and operational plan. The operational plan is the set of recommendations in terms of the marketing-mix: product, price, place and promotion.

Key words: marketing plan, orange, juice market, marketing-mix

RESUMO

A Dona Laranja - Organização de Produtores de Citrinos Lda começou a produzir há mais de 30 anos, no Algarve, na Quinta da Lameira, e desenvolveu-se para concentrar a oferta e colocação da produção de citrinos dos seus membros, de forma a aumentar a abertura nos mercados internacionais. O nosso principal objetivo é estarmos associados ao nosso cliente pela melhor qualidade, a um preço excelente. A empresa pretende estar presente num largo espectro de países, assegurando sempre um produto doce e suculento. Pretendemos estabelecer clientes regulares que valorizem a sua oferta e aumentem o número de encomendas na produção da Quinta da Lameira.

A empresa tem como objetivo produzir e vender uma nova linha de sumos que serão produzidos e registados nos mais elevados padrões de produção. A nossa gestão empresarial familiar baseia-se na experiência e determinação únicas para criar um produto com valor acrescentado para os clientes. O dinamismo de toda a sua equipa permite-lhe actualizar continuamente as nossas práticas agrícolas. Outro fator crítico de sucesso da nossa empresa é o nosso sistema de distribuição desenvolvido para reduzir custos e aumentar a velocidade de entrega.

Nesta tese de mestrado nos concentramos em criar um plano de marketing digital com uma análise externa, interna e competitiva e proposta de implementação. Esta proposta de implementação consiste no desenvolvimento da estratégia de marketing (opções estratégicas: segmentação, targeting e posicionamento) e plano operacional. O plano operacional é o conjunto de recomendações em termos de marketing-mix: produto, preço, local e promoção.

Palavras-chave: plano de marketing, laranja, mercado de suco, marketing-mix

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I - EXECUTIVE SUMMARY

A presente tese de mestrado consiste na elaboração de um plano de marketing da empresa Dona Laranja, utilizando mídias sociais e marketing digital. A quinta situa-se no Algarve, mais precisamente na Quinta da Lameira, e promove como atividade principal a produção de laranjas e outros citrinos. Apresenta uma produção com mais de 30 anos de história, rodeada por um grande pomar e um armazém na qual será produzido o sumo da marca. O processo de distribuição é todo feito internamente, sendo estes os seus principais fatores de sucesso, importa também considerar os 180 hectares para agricultura, a qualidade das frutas produzidas, consequentemente a alta qualidade dos sumos e a tradição da família no negócio.

Um dos principais motivos para a escolha do tema em causa ficou a dever-se às mudanças que têm ocorrido em nossa sociedade. Hoje, cada vez mais pessoas têm acesso à Internet, o que origina um aumento do uso das mídias sociais. Tudo isto tem alterado o comportamento dos consumidores, que dão um valor incrível às redes, usando-as não só para partilharem opiniões e experiências, mas também para procurarem informação sobre marcas e produtos. No mundo atual, quando um consumidor quer investigar sobre uma marca, consulta primeiro as redes sociais. Como os consumidores estão sempre a mudar, as empresas e marcas precisam se adaptar a nova realidade. Há que tirar partido disso, pois cada vez mais se usam estes meios para influenciar terceiros e cada vez mais os consumidores se interessam por estas partilhas, já que acabam por confiar mais nas indicações e conteúdos virais, do que na comunicação das próprias marcas.

Assim, as empresas precisam de criar relações estáveis com os consumidores, precisam de ouvi-los e perceber o que querem e o que necessitam. O nosso projeto não se foca apenas nas mídias sociais e no mundo digital, mas está também relacionado com o mercado de sumos. Assim, depois de uma análise ao mercado, conseguimos perceber que este está em grande expansão, principalmente produtos relacionados a pessoas saudáveis.

Trata-se, porém, de um mercado com grandes concorrentes, com muitos tipos de sabores e ofertas diferentes. É uma indústria com um baixo nível de atratividade, mas que está a ser afetada devido à situação económica e política do país. Contudo, este facto não impede o aparecimento de outros negócios. Em termos de concorrência, existe bastante oferta, principalmente marcas brancas e outros produtos relacionados. Uma

forma que conseguimos nos diferenciar dos nossos concorrentes é através das mídias sociais. Portanto, é fundamental estar presente nas redes sociais, para se poder comunicar e interagir melhor com a nossa audiência.

A união de todos esses fatores nos levou a desenvolver um plano de marketing da Dona Laranja. O projeto inclui, assim, uma proposta de implementação contemplando um plano estratégico (segmentação, público-alvo/*target*, posicionamento) e um operacional, que consiste na elaboração do *marketing-mix* do negócio, incluindo os 4 P's.

A segmentação levou-nos à definição de 3 principais *targets*, o que, juntamente com o posicionamento, originou a estratégia de *marketing-mix*, tendo como principais objetivos interagir com os consumidores, incrementar a visibilidade do negócio e aumentar o número de clientes.

Para ajudar a desenvolver o marketing operacional foi, antes de mais, realizada uma revisão da literatura, de modo a adquirir conhecimentos científicos sobre planos de marketing, mídias sociais e o mercado de sumos. No sentido de complementar esta pesquisa, foram feitas análises externas do mercado e da competição, análises internas para estudar a fundo a história da Dona Laranja e ainda uma análise competitiva, incluindo uma análise SWOT.

Posteriormente, realizaram-se estudos quantitativos e qualitativos, respetivamente questionários enviados de forma digital, com o principal objetivo de estudar o comportamento dos consumidores nas mídias sociais e ainda entrevista com o diretor da Dona Laranja. Após a análise dos dados coletados, passou-se então à definição da proposta de implementação, que inclui o plano estratégico e o plano operacional para a quinta ao longo do ano de 2019/2020. Foram definidas ações de comunicação, de modo a promover e dinamizar o negócio, sendo que, para cada uma delas, foi realizado o calendário da sua ocorrência, assim como o orçamento. Também foram definidas algumas métricas para medir o nível de sucesso do plano e verificar se tudo está a correr como esperado.

Em resumo, desenvolvemos nosso estudo a partir da revisão da literatura, das análises externas, internas e competitiva, da metodologia seguida e da proposta de implementação apresentada. Possibilitando tirar algumas conclusões que nos levam a perceber tanto as limitações deste projeto, como os seus contributos para projetos semelhantes.

II – RESEARCH PROBLEM

This project has the purpose of developing a Digital Marketing Plan for Dona Laranja in order to support the launching of a Natural Orange Juice to be incorporated into the group in 2019. This product will be directed to healthy-minded consumers, mainly using the internet and social media to increase brand awareness and sales.

About Dona Laranja: It all began as a family business, with the first generation of farmers taking action in Quinta da Lameira–Algarve with a small orange farm, the company began to grow and develop for over 30 years. Nowadays, with a young generation in charge of the company, they decided to grow and incorporate more subsidiaries to assist in production, distribution, and product management, establishing the Organization of Producers of Citrinos Lda. A corporation established on 04-04-2015 to concentrate the supply and placement of its members' production in order to expand its brand and export to international markets.

Five founding societies are part of the Dona Laranja group in Algarve, producing one of Portugal's best orange. They are located in Quinta da Lameira and other smaller farms in the same region, covering an area of 180 hectares, where production currently stands at 3 500 000 kg, with an exponential increase in young farmers ' production. It will reach 6 000 000 kg in 2 years, even expected to exceed that number.

The results have proved very profitable after a year of promotion, and the number of orders has grown every year. Thus, the company quickly reached a saturation point in processing capacity where some fruits were not being correctly used and most of the time sold or even discarded at a lower price.

As a result, for the climatic changes and natural causes, some of the oranges produced are not considered to be a Category "1" fruit. Most of the time due to the shape (small or ugly) or taste (acid) and this is where we seek an opportunity to use this orange which is discarded or sold at a low price to produce a high quality fresh orange juice.

A digital marketing plan will be developed in this Master Thesis to introduce this new Natural Orange Juice product into the Portuguese market. Nowadays, Dona Laranja has a poor digital marketing strategy, and We are going to develop how we can reach more followers and increase sales. To better understand how a marketing plan can be created and developed, the research areas will be:

- Marketing plan development and framework;
- Digital Marketing x Regular Marketing
- Social Media Communication
- Social Media types, players and metrics
- Online Consumer Behaviour
- Health and obesity concerns;
- Fast Moving Consuming Goods (FMCG);

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

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

III – LITERATURE REVIEW

3.1. Marketing Framework

Although the word marketing can be extended back to 1561 (Shaw, 1995), the original definition of marketing appeared in 1935 according to Keefe (2004) and stated that "the performance of business activities directs the circulation of goods and services from the producers to consumers." In the early years, marketing was considered as a manipulative and unprofessional activity and was mainly linked to advertising and sales (Kotler & Bloom, 1990). Fortunately, this perspective is evolving, and many businesses have used advertising to assist them to cope with the modifications in this globalized world. So, "people now see marketing as an area of expertise that can help their companies to grow, because it can foster the relationship with current clients or even attract new clients and yet develop the business" (Kotler and Bloom, 1990).

A more modern and open concept has to do with defining and meeting personal and social demands because marketing includes "profitably meeting needs" (Kotler and Keller, 2012: 5). Peter Drucker says that advertising today focuses more on customers, intending to build relationships, and promote awareness in their minds (Kotler and Keller, 2012). As there are always people who need something, marketing aims to create a product or service that is fully fit for the client, but to do this; the business must know and comprehend customers very well. The American Marketing Association offers a formal definition saying that "Marketing 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 and Keller, 2012).

Kotler (1998) describes marketing as "a mechanism through which persons and organizations acquire what they need and want through the production, providing an exchange of valuable goods with others." However, the writer believes that there are two concepts for marketing: the first concept is the social definition "marketing is a societal process by which individuals and groups obtain what they need and want by freely generating, offering and exchanging quality goods and services with others." The second concept is the organizational definition—"marketing is the art of selling products."

As a consequence, Marketing plays a vital part in the achievement of businesses, as it promotes their products and services and offers them the opportunity to be recognized

by potential clients. It also creates relationships between companies and customers so that companies can understand their needs (Lendrevie *et al.*, 2015).

3.1.1. Evolution of Marketing

Since the first product exchange people felt the need to promote the products they had to discover someone able to offer back something, that is where marketing began to evolve. The concept and implementation of marketing may be summarized in five stages (Lindon *et al.*, 2004). The first is the artisanal phase (19th and the start of the 20th millennium). Marketing in this phase is intuitive, interactive, relational, and individualized. The second phase is the industrial era (until 1930). In this phase, marketing is concentrated on products, and their tasks are only centered on sales and promotion leadership. The third phase is the customer phase (between 1940 and 1950). As a result, the marketing-mix concept emerges at this point. The next step is the valuation phase in the 1970s and 1980s; this phase is about marketing differentiation. Marketing evolves from transactional to relational marketing, a type of personalized marketing. Lastly, the fifth phase is the relational phase that began in 1990, and it is the age of relational marketing, this specific stage is influenced by high technology and globalization.

On the other side, within three distinct periods of marketing evolution, Kotler (2010) defines marketing using 1.0, 2.0, and 3.0.

Marketing 1.0, which came into existence in the 1950s, is regarded as product-centered advertising in the product era itself. The industrial revolution was introduced, and the primary goal was to sell products. Companies used to view the industry as mass buyers of physical necessities and interact in one way with customers. The advertising idea was concentrated on product development at this time. Product specifications were promoted through campaigns, and the primary value proposition was its feature. The promotional instruments used during this moment were: segmentation of the industry, the product cycle, and the marketing mix. An excellent example of this marketing 1.0 is Henry Ford and his black vehicles. “The client can have the car in whatever color he wants unless its black” In the 70s Marketing 2.0 started to emerge. Companies have been more concerned about consumer satisfaction and retention. This new movement was allowed by IT, and businesses began to look at customers as intelligent individuals with mind and soul. To establish a new business-customer connection with a particular focus on

the functional and emotional specifications of products. Marketing idea focused on differentiation and product positioning, with a great deal of worry about how customers view them. At that time, other marketing instruments such as targeting, positioning, global marketing, local marketing, CRM, strategic marketing, and experiential marketing began to be used.

Marketing 3.0 started in the 1990s, influenced by high technology and globalization. This strategy was called marketing based on values, and now the main goal is to build the world better. The market is seen as the whole human with mind, heart, and spirit and, in the eyes of the consumers, the company also has to have feelings, heart, as being a person. There are many different ways of interacting with consumers, with marketing guidelines that present the corporate mission, vision, and values. This last era's value prepositions are functionality, emotionality, and spirituality. Also, some other concepts have gained power: ROI marketing, brand equity, consumer empowerment, co-creation marketing.

3.1.2. Marketing plan

The first step to understanding a marketing plan is to define planning, after searching through dictionaries, we can find that is: “an orderly or step-by-step conception or proposal for accomplishing an objective.” Strategic planning, according to Kotler and Armstrong (2012), 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 based on 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 a single event to continuous; organizational level; scope, ranging from functionally oriented activity to a total organizational endeavor; and distance in time into future.

Marketing Plans are usually prepared by companies based on the products they provide, the size of the business, and the resources they have available. However, it can be categorized in other ways. Stapleton and Thomas (1998) tell us that there are three types of Marketing plans: for a unique type 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 is included in the marketing plan of the category of products and on the brand marketing plan.

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 essential because it targets a specific area, like a country, neighborhood, amongst others, to introduce the product. This second type of marketing plan is the one which better fits our study, once we intend to release in the Portuguese market a new product, created by a brand that already exists but in another niche.

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 better 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 differently.

For Lindon *et al.* (2004), there are four 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 environmental 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, amongst others. 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, and according to Kotler and Keller (2009), there are two levels of Marketing Plans: strategic and tactical. The Strategic Marketing Plan is the one that: *“lays out the target markets and the costumer-perceived value offerings the firm will offer, based on an analysis of the best market opportunities.”* While the Tactical Marketing Plan *“specifies the marketing tactics, including product features, promotion, merchandising, pricing, sales channels, and service.”*

3.1.3. Elements of a Marketing Plan

There are many different types of Marketing Plan's, and elements may vary based on the organization and its industry. Gordon (2000) defends a Marketing Plan only needs to incorporate five sections:

- 1) Situation analysis, with a unique study at the company's competition;
- 2) Target audience, who are the people that are going to buy the company's products;
- 3) Goals, a concise list of the objectives they want to achieve in the future;
- 4) Strategies and tactics, how the company is going to manage its resources to reach its goals;
- 5) Budget, what is the money planned and where are they going to apply it.

On the other hand, Lavinsky (2013) argues that the Marketing plan should have other elements that reinforce the idea. His type of Marketing Plan has 15 key sections: 1) Target customers, 2) Unique selling proposition (what differs from competition), 3) Pricing strategy, 4) Position strategy, 5) Distribution plan, 6) Company offers, 7) Marketing materials, 8) Promotions strategy, 9) Online marketing strategy, 10) Conversion strategy (techniques to turn prospective customers into paying clients), 11) Joint ventures & partnerships, 12) Referral strategy, 13) Strategy for increasing transaction prices, 14) Retention strategy, and, finally, 15) Financial projections. Different authors defend different structures of a Marketing Plan. However, the exciting parts still expect to see certain common elements. Therefore, a Marketing Plan is organized in:

3.1.3.1. Situation Analysis

The Situation Analysis topic studies all the aspects that may influence a company sales. It examines the macro-environmental factors that affect many firms in the same environment and market, and also the micro-environmental factors that only have an impact directly to the company. The aim of the Situation Analysis is to specify the organizational and product position of the firm. The main topics to be analyzed and studied are External Environment, Corporate Review, Competitive Analysis, Consumer analysis, and SWOT analysis.

3.1.3.2. Strategic Planning

This Strategic Planning intends to explain the company expectations through the implementation of the marketing plan. These goals may be stated in terms of profits, market share, or sales increase, for example. On this topic, the organization states the desired target, competitive advantage, and positioning. The elements of this topic are Marketing objectives, Segmentation, Target, Identification, and Positioning.

3.1.3.3. 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 scenario 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, including the Marketing Mix.

3.1.3.4. 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. It includes Forecasting, Budgeting, Scheduling, Timing, and Evaluation.

3.1.4. Marketing Plan Importance

A marketing plan is essential for every single company that wants to expand and understand the ecosystem around them. Whether you are a multi-national corporation, or a freelancer working from home, you must have a detailed, structured, and practical marketing plan for your business. A Marketing Plan helps the company to define its strategy, organize the tasks, and turn that strategy into practice to reach the purposed goals.

Having an organized and well-done Marketing Plan can help the business in some different ways: Objectives and Focus, where it should set accurate and realistic goals for the marketing and promotion of the business which will help to focus on the activities performed and reaching the objectives;

Being prepared for causalities 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 thesis

is also a proof that the activity is being thoroughly planned and is running well when the company is trying to get financial help.

Besides these points, a Marketing Plan is beneficial, once it gives the company a very detailed analysis of the market where it is operating, the competitor's presence, and the consumer's needs. As well, the operational programs of the marketing plan help to ensure the implementation of the strategies defined. (Dibb, Simkin and Bradley, 1996)

3.1.5. Advantages

According to 2kS, a British consultancy company, there are many 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 people are 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 to raise 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, the involvement of management in all aspects of the process, improved allocation of resources, consistency of organizational approach, and increased market-focused orientation." Mitchell (2006), would add the ability foresee situations in order to be proactive instead of reactive, the precise definition of the organization's purpose, create longevity of the business by making wise decisions and avoid "competitive convergence."

3.1.6. How to develop a marketing plan

After studying the reasons, motivation, importance, and advantages of a marketing plan is vital to know how to develop our own; there are two frameworks considered more evident and better structured. The first author Luther (2001), believes that there are seven crucial components to include in a marketing plan, namely:

- 1) The fact book – a book where you analyze the current market regarding economics, competitors, your business and customers;
- 2) The strategic or business plan – a plan that consists of selecting markets with good profit potential and critical business strengths in order to be competitive;
- 3) The operational plan – a plan that develops business strengths that can deliver competitive products or services;
- 4) The positioning statement – a statement showing how the company wants the business strengths to be perceived by their target or potential customers;
- 5) The marketing plan – a plan showing how the positioning statements can be translated into recognizable and preferable brands;
- 6) The action plan - the detailed execution of strategies;
- 7) Feedback – the use of controls and research to monitor existing and future conditions to be included in the Facebook.

On the other hand, it is crucial to have a personalized framework, once every company has its particularities. As a result, we decided to use the following model to develop our marketing plan, the topics to be explored are as follows:

- 1) *Executive Summary* – It summarizes the main objectives and recommendations and explains to the readers why they are reading this marketing plan;
- 2) *Company Overview* – The company is briefly described, including its mission statement, background, and competitive advantages;
- 3) *Goals* – It is a part that tells readers precisely what the business intends to accomplish, sets objectives and a timetable for achieving them;
- 4) *Situation Analysis* – 1) in this chapter the company analyzes the macro environment (PEST – political-legal, economic, social-cultural and technological) and micro (Porter's 5 forces – company, suppliers, buyers, competitors, and substitutes), the competition and the SWOT analysis to explain the strengths, weaknesses, opportunities, and threats facing the business;

- 5) *STP Analysis* – Examine the market in which the company operates, the products which it currently offered or plans to offer in the future, and the characteristics of existing or potential customers;
- 6) *Marketing Strategy* – Choose the best and most effective strategy for achieving the defined objectives;
- 7) *Financial Projections/Budget* – Focuses on potential developments and returns connected to marketing investments outlined in the marketing strategy; includes the costs of the activities and actions planned to achieve the objectives;
- 8) *Implementation Plan* – It includes the timing of promotional activities, and when they will be monitored;
- 9) *Evaluation Metrics and Control* – Provides how the marketing plan can be evaluated, that is, the measures which will reveal whether it is progressing towards the objective.

3.2. Digital Marketing

3.2.1. Digital Marketing Concept and Evolution

In the past, companies have adopted strategies to promote, sell, and profit their products and services, no matter how simple they were. However, both the world and customers are continually changing so that companies need to keep up with this pace of change and try to adapt to new consumer behavior. That is why marketing is always changing. It belongs to a dynamic area that needs to follow consumers in order to maintain a relationship with them. Once the goal of every company or brand is to sell their products to clients, the concept of marketing has always existed in the business world. What has changed is the way people look at it and how the companies use their tools (Lindon *et al.*, 2004).

The concept of marketing has evolved and can be summarized in five different eras. The first is the simple trade era, which has lasted from the early days to the mid 19th century. It is an era where marketing was seen as “the set of means that a company disposes to sell their products to their clients in order to make a profit” (Lindon *et al.*, 2004: 24). It is the purest era because it was counted as marketing by the own selling activity. Companies did nothing in particular; they only sold their products to customers. However, companies saw selling as an accessory activity because they needed to produce as much as they could. Marketing was necessary to drain production

at this time, but it was also considered an accessory activity. That is why the production era replaced it at the time of the industrial revolution (White, 2010). This era holds that consumers favor products that are available and highly affordable (Kotler and Armstrong, 2008 in Solomon, 2012). Consumers were mostly interested in product availability at low prices, so its implicit marketing objectives were cheap (Solomon, 2012). Consumers were mostly interested in product availability at low prices, so its implicit marketing objectives were cheap (Solomon, 2012). However, since goods were rare, companies focused mainly on manufacturing and intensive distribution, as long as someone else would like to buy them. The result is the concept of supply and demand, where “supply creates its own demand” (Solomon, 2012: 175).

After the First World War, the era of sales came, competition grew, and sales became a significant concern for most companies. The consumer became the focal point instead of the company itself. There was the need of taking the products to consumers to drain them (Lindon *et al.*, 2004). As the guru Peter Drucker says: “There will always, one can assume, be a need for some selling. However, marketing aims to make selling superfluous. Marketing aims to know and understand the customer so well that the product or service fits him and sells itself. Ideally, marketing should result in a customer who is ready to buy. All that should be needed then is to make the product or service available”. (Marketingmri.net, 2019).

In the second half of the 20th century, therefore, companies realized that marketing influenced the success of the whole company. We started a new marketing era, where there was a change in the market’s philosophy (Lindon *et al.*, 2004). It assumed that the starting point for any marketing process was the needs and desires of the customer, not hard selling. There was a shift from seller and product needs to buyer needs and wants (Solomon, 2012). Thus, business orientation shifted from product to market (Solomon, 2012). In this era, the key to achieving organizational goals is to be more effective than your competitors in integrating and coordinating marketing activities. Although selling is linked to cash, Theodore Levitt says that marketing is concerned with meeting customer needs (Marketingmri.net, 2019). Kotler (2009) states that "the cost of attracting a new customer is estimated to be five times the cost of keeping a current customer happy." This concept has evolved, and the focus is no longer just the needs and desires of consumers, but instead, it has shifted to building customer loyalty and maintaining a relationship with those customers. This led to a marketing relationship that aims to build a long-term, mutually profitable relationship with the customer.

There is another era that completes the timeline; it's the social marketing era. The focus is on consumer interaction, but a social interaction that implies a connection with consumers in real-time. It is a new way of communicating with customers, hence a new way of marketing. Digital marketing is the result of this era. Digital marketing enables closer relationships to engage with customers, as engagement is a critical success factor in creating a business (Morethanbranding, 2019). We do not think it is the end. Other marketing concepts will always exist because the world, communication channels, and consumer behavior are continually changing. Indeed, what we consider the fastest way to reach customers today may be obsolete tomorrow.

3.2.2. Transformation of the Marketing practice due to digital strategy

Over the years, the concept of marketing has evolved, and we have realized that communications between individuals are no longer the same. Companies need to adapt and evolve in that direction, as well. The variations can be seen in every aspect of the advertising method relative to previous years. Customers are now developing connections with brands that nobody had years earlier.

If a company want to increase brand awareness and make sales, it has to be relevant for the audience to promote the product. Traditional advertising methods have in the past been used by businesses, such as magazine advertisements, newspapers, billboards, TV, and radio (Macraesmarketing.com, 2018). The fact is that people continue to be familiar with traditional advertising, read the newspaper or look at the outdoors, or even listen to an ad on radio (Digital Marketing Strategies, 2019). Comparably, some companies use a mixed system that brings together online and offline interaction instead of using only traditional or electronic methods (Lindon *et al.*, 2004). A traditional approach may include one or more of four types: printing, broadcasting, direct mail, and telemarketing. Print refers to newsletters, magazines, brochures, flyers, outdoor advertising, and other materials. Broadcast relates to advertisements for radio and TV. Direct mail concerns digital fliers, postcards, letters, catalogs, and e-newsletter. Finally, telemarketing means marketing via the telephone in order to persuade customers to purchase an item or service. It is considered hard-selling, and people do not see it as a successful business exercise (Marketing-schools.org, 2015).

Although companies still make use of certain kinds of traditional marketing, there has been an increasing shift to digital marketing. Instead, this typically relies on the Internet

to advertise and sell an item. According to Crelin (2013), digital marketing is "the marketing of products or services through digital technology such as the Internet, mobile devices, and video games." As we can see further on, digital marketing enables a shift from one-way to multi-way communication on the social media section. The emphasis here is on the communication between the business and customers, which offers countless possibilities to connect with them and foster a partnership (Wolny, 2015). As digital innovation has emerged and certain types of traditional media have declined, companies have been forced to create new ways to connect to its objective and to promote products and services to potential customers. Examples of digital advertising include websites, social networks, and every digital marketing campaign. Digital marketing is, after all, comparable to traditional marketing, but using digital devices. Because of its association with social media and the Internet, the primary objective of using digital advertising is to participate and establish a significant relationship with customers. Through this, it is possible to interact with customers, listen to their needs, and then become a stronger brand.

3.2.3. Comparison between Traditional Marketing and Digital Marketing

We can find some distinctions in comparing traditional marketing with digital marketing. In traditional marketing communication, one company communicates with a large group (the target audience) in one direction only. That is why it is not easy to measure traditional marketing results and often cannot be measured at all. While this form of communication sometimes exists in digital marketing, instead it focuses on multi-directional communication, whereby the business regularly communicates and interacts with customers. It is a targeted audience rather than a mass audience (Rowley, 2008). One of the positive aspects of digital marketing is the interactive way to reach an audience as it uses social networks and the Internet. It enables immediate customer contact with the business, which implies that the business can receive some very precious customer feedback. Traditional advertising, on the other side, is static, which makes it impossible to communicate with customers. It is as if the business gives individuals data and hopes they will take action. Consider it as the form of marketing that pushes products or services to customers (Digital Marketing Strategies, 2019).

Another difference is that traditional marketing is always well-planned, with the campaign covering a long time and following a specific schedule. Although digital marketing involves such long-term scheduling, there is much more space for adaptation

and adjustments. Once released, it is almost impossible to change the traditional campaign, it is non-versatile, which is considered a barrier because if something incorrect occurs and the ad has to be changed, it will cost the company much cash. Another significant aspect that enables us to compare both kinds of marketing is the amount of investment (Rowley, 2008). Digital marketing has an asset because it requires lower investment since it requires few resources. Thus, by incorporating this type of marketing, measurable results can be obtained at a reasonable cost. (Castronovo and Huang, 2012).

According to Huang (2009), three main characteristics differentiate traditional from digital marketing (Dembowski, 2015). The latter has high efficiency, penetrating power, which means that it is easier to communicate with potential customers, and it allows much interactivity between the brand and the consumers (Dembowski, 2015).

To sum up all these distinctions, we believe that combining online and offline communication seems to be a great approach. Although digital marketing is growing in popularity, most businesses still use both, but with a small emphasis on digital advertisements. Having a website and using the internet as a means of interacting with clients seems like common sense; it is almost imperative (Digital Marketing Strategies, 2019). There are certainly some effective traditional marketing strategies, especially if companies reach a massive local audience, but it is essential to take benefit of digital marketing to keep up in today's society.

3.3. Social Media Communication

3.3.1. Introduction to the new internet era

We are currently living in an era of infinite possibilities and alternatives for companies that want to achieve their target audiences and increase their results.

The ever-evolving and growing effect of the internet universe on corporations are evident in everyday lives. The overwhelming majority of businesses are currently implementing internet elements to adapt to recent online developments. The popular thread in all these trends is how businesses can profit themselves while also adapting to the customer. The idea of mutual benefit is focused on the effectiveness and accessibility obtained from internet technology. Technological systems and tools are much more evolved and enable several different actions and results. We are already experiencing Web 3.0 nowadays, which utilizes instruments to search and offer

customers precisely what they want in a concrete and personalized alternative, rather than a list of possible solutions such as web 2.0 used to do.

The usage of the Internet and online tools has improved the capacity of people and potential clients to interpersonally communicate with each other, providing a reliable means by which consumer information can be rapidly disseminated and products more cost-effectively adopted by the market (Trusov, Bucklin and Pauwels, 2009). As a result, marketers can use these benefits of interpersonal networks and online communities to encourage their products and services using electronic forms of word-of-mouth. (Castronovo and Huang, 2012). According to Gershoff and Johar (2006), cited by Castronovo and Huang (2012: 118), word-of-mouth data exchange is one of the main components of the marketing process, as customers often rely on other words of advice when making purchase decisions, thinking that people with product/service experience are better sources of information.

The word goes by, person-to-person, expanding this network of individuals in a blink of an eye. Thus, as expected, internet users are growing at an incredible rate, whereas in Portugal, this forecast rose to 7.18 million customers in 2019 (Statista, 2019). Also, the total amount of worldwide internet customers up to now is 3.9 billion (Statista, 2018).

3.3.2. Communication using Social Media as a Marketing Tool

We can define Social Media as a “group of internet-based applications that build on the ideological and technological foundations of Web 2.0, permitting for the creation and exchange of user-generated content” (Kaplan and Haenlein, 2010 in Campbell, Ferraro, and Sands, 2014: 432).

The growth of social networks in the 21st century has considerably changed the way companies and clients communicate (Mangold and Faulds, 2009). Deighton (1997) argues in support of this view that the "technological shock" and the increasing use of social media will completely reshape the way marketing is done (Schlegelmilch and Sinkovics, 1998: 163). That is why marketing in the social web is finding a new way of communication with the public in a digital environment (Weber, 2009). Companies are not aimed at transferring messages to consumers, but rather at being more open brands, engaging in social networks and encouraging their customers to use them to engage and create meaningful relationships. The use of social media permits companies to eliminate the one-way communication model and embrace simultaneous communication between various possibilities of all stakeholders in a business environment (Bonson and Flores,

2009). However, organizations need to understand how to construct and sustain these messages to promote powerful partnerships. Therefore, the real challenge for businesses is to find the most effective way to reach online consumers (Evans, 2008).

As stated earlier, an efficient strategy is to use alternative marketing methods that can be especially advantageous for small to medium-sized companies in the consumer products and services industry due to the lack of resources needed to employ traditional types of advertising. Integrating them through a social media platform can also produce measurable company results at a reasonable price. This enables businesses to communicate their messages to their target audiences, cultivating significant relationships with their customers (Castronovo and Huang, 2012).

3.3.3. Integrated Marketing Communication

For many years, companies and customers believed it was essential to use specific communication mix tools to send specific messages to specific audiences. They believed that it was necessary to use specific tools to achieve the effect they wanted on buyers through their communication (Fill, 2009). For example, clients were recommended to use advertising to increase awareness, as well as sales promotions to create instant sales uplifts. However, this specialization was expensive, time-consuming, and inefficient (Fill, 2009). Thus, businesses changed their communications away from mass media methods in order to interact more with clients (through social media). This new re-oriented approach is focused more on "personalized, customer-oriented and technology-driven methods and is often referred to as Integrated Marketing Communications (IMC)" (Fill, 2009: 257). IMC is the coordination and integration of all marketing communications tools. It bundles components of advertising blend together, so they look and sound alike (Kitchen et al., 2004). IMC attempts to "combine, integrate and synergize elements of the communication mix as one's strengths are used to offset the weaknesses of others" (Kitchen et al., 2004: 19).

This integration can be studied in terms of media. It means that IMC is conducted through the combination of traditional media and digital media (Rakic and Rakic, 2014). As mentioned previously, businesses should adopt a policy that uses different kinds of marketing to achieve stronger results. They need to consider "social and traditional media as part of an ecosystem where all elements work together towards a common goal" (Rakic and Rakic, 2014: 189).

According to Jackson (2010), new media technologies (such as the Internet and social networks) are changing how people interact with each other and the world (in Rakic and Rakic, 2014). Consumers now expect to be active participants in the media process. They are not satisfied if businesses talk to them, which typically happens through traditional media. Instead, they want to talk directly to one another as an expansion of traditional word-of-mouth communication. However, besides that, they want to speak to businesses. This needs new solutions to media strategy, involving media that not only substitute traditional media, but expand media choices to capture reach, intimacy, and engagement (Rakic and Rakic, 2014). Communications must be carried out integrally "by combining traditional promotion mix (advertising, personal selling, public affairs and publicity, direct marketing, and sales promotion) with social media (blogs, social networking sites, video sharing sites, amongst others.)" (Rakic and Rakic, 2014: 190). Consumers are always changing their consumer behavior nowadays, and they use different media. That is why businesses should use a combination of media and create messages for these distinct media. Although customers are moving from traditional to digital media, they still use traditional media. One of the traditional media that has a significant impact on consumers and can even surpass digital media is packaging. Consumers can stop viewing advertisements on TV; they can choose not to listen to radio messages, not to look at billboards, not to be active on social networks, and thus avoid typical media influences. "However, when they are in a shop, efficient packaging can attract more attention than any other media" (Rakic and Rakic, 2014: 191).

3.3.4. Possibilities for an Integrated Communication

Integration in terms of communication and interaction possibilities means that IMC is a mix of traditional and static communications ("monologue" to the target audience) and dynamic communications ("dialogue") in real-time. The traditional organization's monolog "to" customers and stakeholders through traditional media is accompanied by digital media that allows for two-way communication and dialog between customers and organizations, but also between customers themselves (Rakic and Rakic, 2014).

In specific, new digital-based techniques and the Internet provide a chance for communication and dialog with clients, due in particular to the role of social media and its tools. However, with traditional press, the inclination is to have a monolog or at best "delayed and inferred dialog" (Fill, 2009: 47).

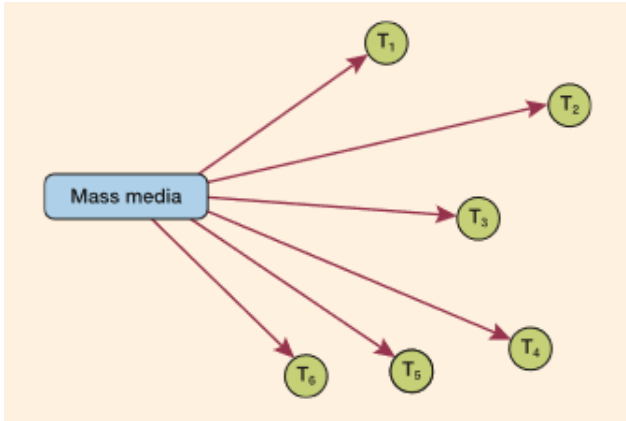


Figure 1: One-step model of communication (Fill, 2009: 49)

Through communication models, we can study the amount of interaction. The traditional perspective of communication holds that the process consists primarily of a one-step communication model (Figure 1).

According to this model, data is provided and shot at audiences. Each audience member's decision to act on the signal or not is the result of a passive role or participation in the process. This model is linear and unidirectional and suggests that the receiver plays a passive part in the system. The sort of media that connects with this model is the traditional static media, with no possible interaction (Fill, 2009: 49).

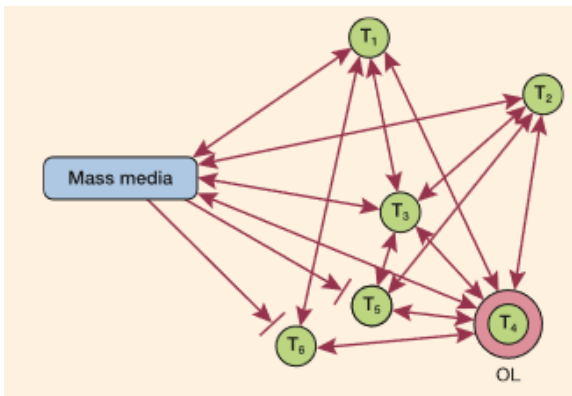


Figure 2: Multi-step model of communication (Fill, 2009: 50)

On the other hand, the multi-step communication model (Figure 2) suggests that the process includes the interaction between all sides (Fill, 2009: 50).

Consumers are always engaged in the communication process here. It is not just in one direction; there is communication between the brand and customers, and all this is caused by the increased use of social media that change consumer behavior and how they interact with companies. So, this model tries to take into consideration the interactive nature of communication. Within an interactive marketing communication

situation, businesses are trying to engage customers with messages that are delivered through internet and electronic channels that give both the chance to react and interact. Obviously, this communication allows communication to switch from the one-step model to the multi-step model, which is interactive (Fill, 2009: 50). Therefore, there is a shift in the way marketing communications have developed, particularly in the online environment. If companies desire to keep up with the actual world and maintain a connection with their customers based on shared relationships, being available on social media is a must.

3.4. Marketing Plan using Social Media

A marketing plan using social media is an overview of everything a company plans to do and hopes to accomplish through social media for their business. This plan should include an audit of where the company's accounts are today, goals of where you want them to be short future, and all the tools you intend to use to get there (Hootsuite Social Media Management, 2014). As Lee Odden says, "the first and most important step in creating your plan is to clearly identify your goals" (Shandrow, 2013). The company may want to use social media to gain exposure to the brand, interact directly with customers, or promote specific products and services. He goes on to say the next step is to "understand the goals of your customers, and then figure out how your social media strategy will connect both" (Shandrow, 2013). Thus, if implemented correctly, the role of a social media marketing plan in the overall communications of the company can have significant business results (Castronovo and Huang, 2012).

According to Moran and Gossieaux (2010), quoted by Castronovo and Huang (2012: 122), "a successful social media strategy must begin with an understanding of consumer conversations and characteristics." Clients are more likely to react to a social media strategy when they can interact and engage with others and help others. As far as Castronovo and Huang (2012) are concerned, the ability to foster a social relationship between consumers and business is the essential component of a social media strategy. Moran and Gossieaux (2010) explain that "a firm must first listen to what existing online communities are reviewing about their products and services before a social media strategy can be developed" (Castronovo and Huang, 2012: 122).

An important issue when developing the strategy is to decide whether the company should be present on all the popular social media networks. If it is a small business as a

starting point, it should start with a presence on a few social networks or perhaps just one blog. However, the most important thing is to find out which platforms your customers use the most. Another critical topic is the periodicity that a company should post new content. If the company wants to reach more followers more frequently, it should stagger its posts consistently throughout the day, perhaps 2 to 5 times a day, in order to better communicate and engage with them (Shandrow, 2013).

According to Lindon *et al.* (2004), the presence on social media should be taken strategically in three steps: 1–Select the types of social media where the company wants to be active with a dynamic presence; 2–Communicate with consumers using ads and brand campaigns and therefore exploit word-of-mouth communication; 3–Lastly, manage the brand in such a way that it can be shared.

However, if businesses want to appear relevantly in certain kinds of social media, they should create blogs on the field of study of the company covering problems related to their principal business. Brands should encourage the business on social networks such as LinkedIn or Facebook, where businesses are generally present to share their products and services with their customers. Companies should communicate through their picture, for instance, by posting videos on YouTube, which is the second most significant browser. Finally, businesses should interact on Twitter to listen to what individuals are speaking about them, exchange data and also foster a connection and encourage the buzz effect through word-of-mouth interaction (Lindon *et al.*, 2004).

However, before participating and communicating with clients, businesses should set objectives to evaluate whether those objectives were accomplished as they were meant to be. The way the strategy's outcomes are measured depends on the sort of social media that the business uses, as we can see below.

3.4.1. Social Media Types, Players and Metrics

Companies need to carefully map a straightforward and efficient social media strategy by choosing the correct kinds to attract and participate in social media supporters and ideally transform them into clients.

According to Marketo –the business leader in digital marketing software and solutions– there are three kinds of social media that we can use when developing a social media marketing plan (Marketo, 2015). The power of the network, however, results from the inclusion of multiple social media tools. The social media mix is hugely dependent on

the strategy's goals and trends in the use of social media in the target market (Castronovo and Huang 2012).

A) Blogs: Are a way to communicate information and opinions in a short, web-based form, rather than in more traditional forms of print publications. It is a powerful and universal way to use the content a company publishes to drive positive word-of-mouth recommendations (Castronovo and Huang, 2012). A blog is a kind of social media that allows companies to create significant interactions and to increase customer loyalty.

For instance, there are lots of fashion blogs or food blogs that become a hit because they give tips and tips, organize competitions, answer questions, collect stories from clients, and display relevant articles. When the discussion on the blog transforms into an internet buzz for the company, it is regarded as an excellent promotional instrument (Niederhoffer *et al.*, 2007).

B) Social networks: The social network is an 'application generated and maintained through' means of human interaction' (Platon and Orzan, 2012, cited by Whiting and Deshpande, 2014: 75). It aims to establish relationships between persons with similar interests and activities. Marketers can reach specific client groups by merely using particular social networks or by participating in more significant, less homogeneous networks with particular groups.

Several social networks emerged from the era of the internet in which we live, but Facebook, LinkedIn, Twitter, Google+, and Pinterest are the most used by customers. However, we can recognize that Facebook/Instagram, LinkedIn, Twitter, and Google+ are the most common and famous (Yang and Lin, 2014). Facebook is a leader in the industry, with more than 1.415 million active users and 750 million visitors a month ahead of Twitter (250 million visitors a month), LinkedIn (110 million monthly) and MySpace (70.5 million monthly) (Yang and Lin, 2014). LinkedIn is focused on a more skilled public with 347 million active consumers (Castronovo and Huang 2012). Twitter is called a micro-blogging tool, with posts containing only 140 characters (Castronovo and Huang, 2012: 124). The number of active users is 288 million. They are measured by different metrics depending on that (Table 1):

Social Networks	Key Metrics
Facebook	<ul style="list-style-type: none"> • X number of posts per day • Page follows • Likes • Engagement and comments • Referring traffic • Shares • Lead generation/new customers
LinkedIn	<ul style="list-style-type: none"> • X number of posts per day • Page follows • Comments, likes and shares • Group participation • Referring traffic • Lead generation/new customers
Twitter	<ul style="list-style-type: none"> • X number of posts • Followers • Mentions • Retweets • Number of lists • Hastag usage • Influence of twitter followers • Lead generation or customer acquisition • Referring traffic • Favorited tweets
Google +	<ul style="list-style-type: none"> • X number of posts • Google + circle adds/follows • Google + mentions • Google +1 • Referring traffic
Pinterest	<ul style="list-style-type: none"> • Pins • Repins • Followers • Purchases from pin referring traffic

Table 1: Crucial metrics of social networks (Marketo, 2015)

C) Communities of content: Online video sharing, picture sharing, and presentation sharing These kinds of social networks—internet video sharing, picture sharing, and presentation sharing—belong to groups of content. These sites are less about interacting

and more about content sharing, including videos, pictures, text, or even presentations from PowerPoint (Walaski, 2013).

Online video enables consumers to upload video content, with YouTube, Vimeo, Vine, and Instagram video being the most popular sites (Walaski, 2013). Photo sharing websites include Instagram, Tumblr, Flickr, and snapchat and are platforms for sharing pictures with friends or customers (Marketo, 2015). In turn, sharing presentations is very helpful for sharing presentations on PowerPoint. Slideshare is a platform that has made it possible (Marketo, 2015).

3.4.2. Measurements of Social Media Marketing Plan

In order to determine which tactics and types of posts work and which do not, it is essential to track social media marketing metrics continuously. (Shandrow, 2013) It is necessary to measure the strength of an efficient social media marketing plan. According to Castronovo and Huang (2012: 124), "the effectiveness of a program for social media marketing must be evaluated in terms of its capacity to create a favorable buzz about a company and its products and services." This, in turn, should be converted into measurable company outcomes for the company, whether through increased awareness, increased sales, or increased loyalty (Table 2). These are the three objectives that social media should achieve (Castronovo and Huang, 2012):

Goals	Related Metrics
Build Awareness	• Web traffic and web traffic referrals
	• Search volume trends and volume of followers
	• Social mentions
	• Share of voice
Increase Sales	• Web traffic and time spent on site
	• Bounce rate and content acceptance rate
	• Repeat visits and volume of followers
	• Social mentions
	• Share of voice
Build Loyalty	• Time spent on site
	• Repeat visits and volume of followers
	• Content acceptance rate
	• Repeated social mentions
	• Share of voice
	• Recommendations and reviews
	• Social connectivity among purchases

Table 2: Social media strategy goals and related metrics (Castronovo and Huang, 2012: 125).

However, the most suitable achievement measurement methods rely on a particular objective achieved through the marketing plan for social media. So, before measuring any marketing plan for social media, we should define the objectives earlier identified to see if appropriate metrics accomplished them.

Some social platforms offer metrics of their own. For example, Facebook and Instagram provide page administrators with free access to information on page insights. These inform the company how many individuals interact with the posts. All the information can be used to plan future posts better and decide how to communicate with followers and fans in the most efficient way. For business websites, LinkedIn offers a similar analysis.

The following table (Table 3) organizes the different social media metrics by classifying them according to social media apps, according to Hoffman and Fodor (2010).

Social Media	Brand Awareness	Brand Engagement	Word-of-Mouth
Blogs	<ul style="list-style-type: none"> Number of unique visits Number of return visits Number of times bookmarked Search ranking 	<ul style="list-style-type: none"> Number of members Number of RSS feed subscribers Number of comments Amount of user-generated content Average length of time on site Number of responses to polls, contests, surveys 	<ul style="list-style-type: none"> Number of references to blog in other media (online/offline) Number of reblogs Number of “likes” Number of times badge displayed on other sites
Social Networks	<ul style="list-style-type: none"> Number of members/fans Number of installs of applications Number of impressions Number of bookmarks Number of reviews/ratings 	<ul style="list-style-type: none"> Number of comments Number of active users Number of “likes” on friends’ feeds Number of user-generated items (photos, threads, replies) Usage metrics of applications/widgets Impressions-to-interactions ratio Rate of activity 	<ul style="list-style-type: none"> Frequency of appearances in timeline of friends Number of posts on wall Number of reposts/shares Number of responses to friend referral invites

Content Communities	<ul style="list-style-type: none"> • Number of views of video/photo/text 	<ul style="list-style-type: none"> • Number of replies • Number of page views 	<ul style="list-style-type: none"> • Number of embeddings • Number of incoming links
	<ul style="list-style-type: none"> • Valence of video/photo/text ratings (+/-) 	<ul style="list-style-type: none"> • Number of comments • Number of subscribers 	<ul style="list-style-type: none"> • Number of references in mock-ups or derived work
			<ul style="list-style-type: none"> • Number of times republished in other social media and offline
			<ul style="list-style-type: none"> • Number of “likes”

Table 3: Relevant metrics for social media applications organized by key social media objectives (Hoffman and Fodor, 2010: 44).

3.4.3. Viral Marketing and Word-Of-Mouth

Electronic peer-to-peer referrals have become a significant phenomenon with the development and evolution of the Internet, and marketers have attempted to leverage their potential through viral marketing campaigns. Viral marketing is described as "any strategy that encourages individuals to communicate a marketing message to another person, thus creating the potential for exponential growth in message exposure and influence" (Kataria and Hasan, 2014: 739). His process is simple—one individual sends a message to others because he/she enjoyed it and decided to send the message to others using the well-known 'word-of-mouth' communication. Word-of-mouth (WOM) is, according to Solomon (2015:523), "product information that individuals transmit to other individuals."

Nowadays, the Internet more than ever enables this sort of customer connections. The goal of viral marketing is to use consumer-to-consumer communications to disseminate product or service information, resulting in faster and more cost-effective market adoption (De Bruyn and Lilien, 2008). Businesses should, therefore, create a buzz effect around their products. In order to create this buzz impact, businesses need to begin with

a contagious product that evokes an emotional reaction, produces visual curiosity and become more useful as more people use it (Kataria and Hasan, 2014).

Indeed, all this buzz about a product nowadays makes it a hit. Consumers can communicate information much more accessible than ever before through e-mail referrals, social media, as well as new technologies. The spread of both positive and negative word-of-mouth is indeed easier (De Bruyn and Lilien, 2008). However, marketers need to understand that viral marketing is a double-edged sword, as the word it spreads can either be positive or negative (Kataria and Hasan, 2014). Also, it is a real problem not easily regulated by marketers and brands. If a brand wishes to be spread all over the world, individuals could speak negative things as well. So companies need to be ready and, above all, brands need to plan everything in detail and take care of their behavior to prevent adverse word-of-mouth. They have to take the rough smoothly. Some bad news can travel as quickly as great news, and online spreading contrary word-of-mouth is incredibly simple. Dissatisfied customers are worse than satisfied customers—to make sure everyone knows their negative experience with a brand or something they have not liked about a product they create websites only to share their experiences with others (Solomon, 2015).

Dunking Donuts is an example of this. A man developed a website because he was unable to get skim milk for his coffee. So the website for people to complain about the chain got to be so popular that the company bought it to control the bad press it got (Solomon, 2015). Another problem that happens with a message being disseminated is that it tends to alter as we transmit information to one another. So usually the final result does not look like the initial one at all. A story never loses in telling because everyone likes to customize their message and add something to it, or even sometimes there are significant facts that are forgotten or lost by the way (Solomon, 2015). Consumers can disseminate information for a variety of purposes, such as extreme satisfaction or discontent, company commitment, length of relationship with the company and product novelty, or bad brand experience (De Bruyn and Lilien, 2008). However, of course, these are occupational hazards that businesses must bear, because the positive word-of-mouth is an excellent instrument that can also occur, and businesses should take advantage of it.

The key driver in viral marketing is the effectiveness of unsolicited, digital references to generate awareness, interest, and sales or product adoption. The message that people transmit to the consumer can be intentional or involuntary. Intentional message happens

when clients voluntarily become a product or service promoter and spread the word to their colleagues. Consumers do this due to the incentives or willingness to share the benefits of the product with colleagues (De Bruyn and Lilien, 2008). An example of an unintentional message is Hotmail, where every e-mail sent through this website contained a business promotion line. Therefore, every individual who sends an e-mail promotes the service automatically.

The role of professionals in the flow of data and influence through social networks is another significant problem in the word-of-mouth process. Consumers are more likely to search for advice and be influenced by expert sources than by non-expert sources, and there are reasons to believe that this finding will be in the context of viral marketing (De Bruyn and Lilien, 2008). Because we get recommendations from people we know, word-of-mouth tends to be more accurate and reliable than messages from more official channels of marketing. Most of the time, people rely more on the opinions of other customers who have already attempted the product than on other sources of data. They are looking for blogs and experts to understand their product opinions and experiences. These people are known as leaders of opinion and are often able to affect the attitudes and behaviors of others. Leaders of opinion are highly useful sources for having social and expert authority (Solomon, 2015). Word-of-mouth is particularly strong when consumers are unfamiliar with the product category when there is a serious perceived danger in decision-making, when it is associated with an expensive product or when individuals are deeply engaged in the buying decision (De Bruyn and Lilien, 2008). People attempt to seek specialist advice in these specific circumstances or even act on the advice of friends or family. Word-of-mouth not only influences the choice and purchase decision of customers but also shapes consumer expectations, attitudes of pre-use, and even perceptions of a product or service after use.

We can, therefore, conclude that the ideas of viral marketing and word-of-mouth assume that peer-to-peer communications are an effective means of converting communication networks into networks of impact, capturing the attention of recipients, triggering interest and eventually leading to adoption or sales (De Bruyn and Lilien, 2008).

3.5. Health and obesity concerns

The world is getting more and more concerned about people's health, especially when it is related to obesity. The World Health Organization (WHO) has already decided that obesity is a disease in which the excess of body fat accumulated can reach levels that can probably affect health. The increase of pre-obesity and obesity in the world is so high that the WHO declared the disease one global epidemic of the XXI century, WHO recognizes that in this century, obesity has prevalence equal to or higher than malnutrition and infectious diseases. For that reason, if we do not take drastic measures to prevent and treat obesity, over 50% of the world population will be obese by 2025. Thus, obesity is a chronic disease with enormous prevalence in developed countries, affecting men and women of all races and all ages being, after smoking, considered the second more significant cause of death.

When talking about overweight, which includes pre-obesity and obesity, is apparently the leading public health problem in Portugal. This problem is affecting more than 50% of the adult population and having severe implications for the origin and development of different diseases related to overweight, such as diabetes, brain and cardiovascular disease, osteoarticular diseases, and cancers. Those diseases, as a whole, represent the primary health investment of the Portuguese state and the primary responsibility of the National Health Service. Although this dangerous situation is occurring, the therapeutic approach to obesity is marked by an apparent failure and is organized throughout of the country in a variety of ways, without having been discussed at national level recently a basic, minimally consensual strategy. (Saúde, 2017)

As obesity growth in recent years, people are getting more stressed and worried about their future. Usually, they have no time in their workday to have proper nutrition and regular exercise, so they are getting more concerned about having health care. Thus, as consumers have little time and much work, they seek efficient and practical solutions that are good for their health, especially regarding food, so the consumer is getting more conscious about health and well-being. In a study made by Delloite in order to analyze the buying habits for food in supermarkets, a total of 61% of consumers choose healthier products over regular ones and 49% check if they contain chemicals. (Hipersuper, 2009)

Due to the increasing user demand for healthy goods, companies are investing in creating new products adding natural and healthy features to follow this recent trend.

Besides, many companies are changing their positioning to have an image of health and daily well-being, fitting customer's seeking values. Therefore, all communication made by these companies has the concern of showing the healthy quality embedded in their products. Another changed feature is nutritional information that is getting more and more complete being nowadays a vital issue in the decision-making process by customers.

This new scenario of people getting more and more concerned with the welfare and health has emerged as a new opportunity for these companies to explore new formulas and new ways to interact with consumers and position themselves.

3.5.1. Sugar-Sweetened Beverages Taxes and the Portuguese Government

Sugar-Sweetened Beverages is a big concern to some countries around the globe, they have applied an extra tax to drinks that have a higher concentration of sugar, in order to prevent the further increase in the levels of obesity, diabetes and correlated sicknesses and. As a consequence, the money earned on this taxes would be able to transfer some of the consequent financial gains to the health care or education systems, which represents an essential parcel of the public expenses.

A common concern about taxing food is that it can be inelastic and have a tiny contribution to the reduction of consumption because these products are a basic need, without which survival is threatened. The food category and its inelasticity can be further divided into the most needed goods, such as cereals and meat. Those who are not essential and that need to be consumed in moderation, such as excessively sweet and salty foods that must be considered occasional treats, so its demand is still inelastic but with a value much closer to -1. (Andreyeva, Long and Brownell, 2010)

When it comes to sugar-sweetened beverages, studies have shown that the demand-elasticity level is approximately between -0.8 and -1, or that an increase in 1% in price will lead to a reduction between 0.8% and 1% in demand, which indicates that this tax can be a significant toll in the battle against obesity. (Andreyeva, Long and Brownell, 2010)

Another advantage is in the financial reinforcement (Jacobson and Brownell, 2000) that can be injected in the respective national health system to alleviate a possible negative balance or the increased costs of obesity-related illnesses. As well as improving the allocation of public goods, for example, the water supply in more isolated and impoverished regions, as it happens in Mexico (Colchero *et al.*, 2016).

Taking a look into Portugal situation, the doubt resides in the fact that the consumption of sugary drinks in the first place is below average and obesity levels over the average, which may indicate that these products probably are not the main contributors to the excessive caloric intake of the Portuguese population.

The Government was attracted to implement this sugary tax as the prevalence of excess weight and obesity have increased throughout the years and it affects now 50% of the population (DGS, 2015) and also due to the fact that high BMI levels were responsible for 13% of the total of potential years of life lost. (Institute for Health Metrics and Evaluation, 2013)

The reality is even more alarming when it comes to childhood obesity, with one in three Portuguese children, between the ages of 2 and 12, being overweight and obese (Rito *et al.*, 2012). Not to mention also that these obese children, compared to normal weight ones, are twice as likely to be obese adults (Serdula *et al.*, 1993) and that, when parenthood arrives, if one of them suffers from obesity, their offsprings will have 40% more chances of growing up.

3.5.2. Portuguese Taxes and Results

In 2017 the Portuguese Government implemented a sugar tax at the beginning of the year; as a result, the consumers reduced their sugar intake by 5,500 tonnes in one year. The Government stated that consumption of the most sugary drinks has decreased by half, both because of the decline per year and the change in the formula of some products. With the new tax, around €80 million was raised, which has been used to reduce the debt in Portugal health service.

Beverages with more than 80g of sugar per liter are, usually, taxed at €16.46 per 100 liters, while beverages with fewer than 80g pay a tax of €8.22 per 100 liters. Now the Portuguese Government is cooperating alongside the industry to provide healthier food and new formulas for products that exceed the levels of fat, salt, or sugar. (Foodbev, 2018)

In the first four months of 2018, Soft Drinks recorded a volume decrease of 5.1%. Which led producers, such as Sumol, to change their formulas, while Coca-Cola has adapted its advertising campaigns, placing a more significant promotional effort on its sugar-free variety, Coca-Cola Zero.

As a result, we can see that this tax created a new trend to healthy-minded consumers, even taking big players such as Coca-Cola and Pepsi to change their market strategy.

Creating the possibility to other companies start to develop sugar-free products that attend to this new niche market.

3.5.3. Fast Moving Consuming Goods (FMCG)

The Consumer Packaged Goods, also known as the CPG Industry, this multi-million-dollar sector is made of a vast range of famous brand names – the kind that we use every single day. This FMCG is essential items purchased when shopping and used in everyday lives. They are the household items picked when buying groceries or visit local chemist or pharmacy. FMCG are referred to as 'fast-moving,' quite simply because they are the quickest items to leave the supermarket shelves. They expect to have low-cost items and high volume.

Cleaning and laundry products, over the counter medicines, personal care items, and food products make a vast bulk of the goods in the FMCG arena, but it does not end there. Paper products, pharmaceuticals, consumer electronics, plastic goods, printing and stationery, alcoholic drinks, tobacco, and cigarettes can all be considered fast-moving consumer goods too. (About FMCG, 2013).

Online FMCG in Portugal grew by 3.4% between March 2016 and March 2017, thus maintaining the share of 0.9% in total of this market. In other words, the Portuguese still make 99.1% of their purchases of FMCG in traditional retail, according to the report "The Future of E-commerce in FMCG" (Fast Moving Consumer Goods), produced by the consultant Kantar Worldpanel. (Hipersuper, 2017)

3.5.4. Soft Drinks market

Soft drinks were one of the most dynamic categories in the fast-moving consumer goods industry (FMCG). Innovation and diversification were frequently applied in a sector characterized by beverage variety. Even so, this market was facing a decrease in consumption since 2008, especially with carbonated and functional soft drinks.

We can define a soft drink as a non-alcoholic beverage, composed by 90% water, usually but not always carbonated, with natural or artificial sweetening agent (usually sugar), natural or artificial flavors and sometimes with fruit juice, occasionally containing minerals. With different tastes and combinations, soft drinks were present across several product categories, such as carbonates, bottled waters, fruit juices, functional drinks, fruit flavors, concentrates, or even smoothies.

With such diversity and variety, companies developed products according to consumer's needs, lifestyles, and preferences, making the consumption adaptable to each occasion. There were energetic beverages, like Gatorade or Redbull, which were usually consumed during sport or focused activities. There were available fruit juices, as Compal, flavored waters, as Vitalis Sabores and carbonates, like Coke, Pepsi, 7up, and Sumol, appropriated for family and friend occasions. There were also flavored or plain sparkling waters, as Água das Pedras, and teas, such as Ice Tea and Pleno, served every time someone needed a refreshing and light drink.

In a society extremely concern with health, weight, and well-being since the beginning of the century, most companies were trying to follow this trend by introducing products that could meet their target consumer since this market valued 630 millions of liters every year (Hipersuper, 2018).

IV - EXTERNAL ANALYSIS –

4.1. Analysis of the Market

4.1.1. Macro Environment – PEST Analysis

PEST 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 continually changing.

Political/Legal Environment

The macro-environment is composed of several variables that the company cannot easily control. However, its knowledge is crucial to avoid some situations.

At first, we need to understand the political and legal situation of the country, Portugal is a developed country that belongs to the European Union, 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 of 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.

Although the Portuguese state is not very interventionist regarding political constraints that restrict our activity, there is a set of imposed rules in order to regulate the proper functioning of the sector.

Regarding legality, some legal requirements regulate the food products, in Europe by EC and in Portugal by ASAE. In table 4, it can be found some of the most important legal regulations when producing, distributing, and selling beverages, especially Natural Juices.

Law	Subject Regulated
Dec-Lei nº 225/2003, de 24.09	General principles and requirements of food law, established by the European Food Safety Authority laying down procedures in matters of food safety.
Declaração de Retificação nº 18/2003, de 21.11	Regulates the delimitation, features, packaging and labelling of soft drinks intended for human consumption.
Dec-Lei nº 101/2010, de 21.09	Defines the technical rules regarding their names, definitions, packaging and labelling of Fruit Juices.
Dec-Lei nº 145/2013, de 21.10	Designations, definitions and characteristics of products

Table 4: Legislation. Source: Adapted from European Commission (2018) and ASAE (2018)

Economic Environment

To analyze the macroeconomic indicators and aspects of the Portuguese economy and realize that the most significant element for our business, a better understanding of the

economic environment is essential. Portugal's economic crisis is still in the process of ending. Since 2009, when the nation came into the Great European Crisis, numerous attempts were made to overcome the severe financial decline. In May 2014, the Government announced the termination, without extra external economic help, of the Economic and Financial Assistance Program (PAEF) (agreed with the European Union and the International Monetary Fund in May 2011) to gain access to the global market for debt.

After three years, a lot has been done to correct these macroeconomic imbalances and to implement interventions in some fields. According to the Portuguese Bank (2016), the increase in net external funding ability, IMF primary structural adjustment, on-going budget consolidation and resource transfer from the non-tradable to the tradable sector have contributed considerably to the sustainable growth system.

The economy, as we can see from the Portuguese GDP (Great Domestic Product), is recovering, according to INE—the National Statistical Institute. The Portuguese economy recorded the most significant recession in 2012, with GDP dropping by 4% (INE, 2018). However, from 2013 to now, GDP has shown favorable growth and risen by 1.5% in 2015 (INE, 2018).

In 2017, the Portuguese GDP grew by 2.7% in real terms, 1.1 percentage points above the rate of exchange recorded in 2016, reaching approximately EUR 193 billion in nominal terms. The contribution of national demand to GDP development rose to 2.9% (1.6% in 2016), primarily owing to the speed of investment. INE, 2018]. Another significant factor is the unemployment rate of 16.2 percent in 2013 (INE, 2018).

Fortunately, since that era, it has decreased and showed values of 7.9 percent in the first quarter of 2018 (INE, 2018). It is resulting in 0.2% of the past quarter and 2.2% of the past quarter. From 2017 in the same quarter. The unemployed, estimated at 410.1 thousand, reduced in the last quarter by 2.8 percent (11.9 thousand) with annual declines since the second quarter of 2016. The year-on-year rate decreased by 21.7 percent, slightly lower than the past quarter (INE, 2018) (113.8 thousand fewer individuals). As more individuals begin working, this may affect our company, increasing the purchasing power of the family and, as a result, trying a fresh and costlier brand on the market instead of saving cash or selecting the regular brand.

Social and Cultural Environment

The social/cultural environment involves data on external environment population and cultural elements. Regarding demographics, Portugal's resident population decreased by -0,37% to 10,211,901 in 2018 (Countrymeters, 2018). Countrymeters indicate that 48,5% are male and 51,5% are female. Showing a reduction in the number of females compared to 2011 when it was 47,78% compared with 52,22% respectively.

Furthermore, we are also helping to reduce population density in Portugal. In 2010, it was on average, about 116 people per kilometer, while in 2018, it fell to 112 people (Worldometers 2018). The Portuguese demography also has two significant trends: the decline in the fecundity index, from 1,45 children per woman in 2005 to 1,27 in 2018, added by the increase in the number of fatalities and the negative migration balance in 2018 (-14,942 individuals).

These variables increase the demographic aging. The data from INE show double aging between 2005 and 2015, with an increase of 316.000 elderly individuals and a reduction of 208.000 youth under the age of 15. As a consequence, the number of active individuals, between 15 and 64, dropped by 278 000.

In recent decades, Portuguese demographic habits have altered. Access to data, education, globalization and, most of all, technology have changed the way people live. Consumer expenditure affected by low salaries dominate the new consumer trend. With the latest crisis and the loss of buying power in those years, Portuguese families had less and less consumption and always tried to discover the highest possible value for cash.

A few years ago, all this crisis-enhanced habit produced a more educated client who questioned price, quality, differentiation, and the values of simplicity, sustainable development, and solidarity. It is a customer who favors savings to avoid and prepare for another crisis.

There is a fresh trend in a healthy lifestyle, on the other side, not just in food but also in sports. We have participated in a boom of gourmet restaurants, fitness facilities, running events, and TV programs. The health and well-being concerns have brought individuals into the streets to practice sports, establish running groups, and spend more on sports facilities. Besides this, the culture of the bicycle is increasing. More people use the bike to move inside the town, go to the job, and tourism. They are demonstrating concern not only for the wellness but also for the surroundings and the quality of life. This good trend is the focus of our company once we explore and connect with our brand with these new habits.

The third trend is the customization. By share a view of its goods on social networks, blogs, etc., the customer is a co-creator of value, and data sharing enables businesses to shape it according to customer decisions. Today, all businesses are committed to product and service customization in order to favor differentiation and satisfy the more demanding requirements of clients.

Technological Environment

Our society has altered over the last 50 years, mostly influenced by new technologies. As mobile networks have expanded, the internet has become the primary way to promote and sell services and products by developing digital advertising campaigns using social networks. In addition to the development of the free wifi areas in government areas, culture is progressively democratized based on internet content access and distribution.

Consequently, it is essential to know how our company will develop over time and what the clients are asking for new requirements, solutions, and services.

Consumers use all new techniques to refer to their favorite brands. After listening to what clients want, some businesses create different products. They must, therefore, develop and maintain pace with new techniques if they are to be updated and gain a strong reputation on the market. The internet gave us the chance to interact and maintain contact with our customers. With this boost, our company can also be advertised, particularly on social media.

Focused on the soft drinks industry, we can see that the introduction of new techniques can lead to higher profitability for our manufacturing procedures. In Dona Laranja we intend to use high-pressure processing (HPP), which is the fastest-growing non-thermal technology nowadays, is one new technology we want to adopt for our product. This new technology is a cold preservation technology consisting of the use of food previously sealed in flexible, waterproof containers, for a few seconds to a few minutes at a high level of hydrostatic pressure up to 600 MPa/87,000 psi. It enables excellent durability in cooling without preservation while maintaining the best quality sensorial and nutritional conditions.

4.1.2. Microenvironment

In order to study the industry, it is essential, first of all, to create a general analysis in order to carry out an in-depth evaluation of the Juice sector, the sub-sector we are studying.

Once the Portuguese sugar taxes took over the activities of the sector, the soft drinks market had to create new approaches. Even Juices, which is a healthier drink, experienced a contraction of 5% in its value in 2012 compared to most soft beverages. However, most companies have taken advantage of this scenario to match consumer consumption with their savings. By offering "concern alternatives" and investing in home-based consumption, most brands have reversed their performance in this critical situation.

The juice and nectar category accounted for 10.7% of the total market value, more or less EUR 146 million. This industry category consisted of nectars (30% -99% juice), fruit beverages (0% -29% juice), which included light and vitamin juice, 100% fruit juice (concentrate or not) and vegetable juice. Nectars and fruit beverages were the market leaders in revenues at 43.4% and 39.9% respectively, with a total market value of € 182 million. There were two primary players, as in any other category: producers and retailers. In most of the sections mentioned above, brands and product types were fundamentally distinct. Distributors were mainly represented by retail chains offering private labels at competitive rates. In order to understand the buying process, we need to have a behavior analysis.

Consumer Behaviour Analysis

Since the beginning of the Portuguese crisis in early 2012, consumers have been moving on to change behavior, shipments to low-cost products and private labels, leaving branded quality products, and leading market brands behind. Sumol+Compal, a company leader in the juice and nectars (J&N) segment and one of the most influential Portuguese soft drinks companies on the market, struggled to compete with private labels for the very first time. It was a war faced by every branded product, and any move could be catastrophic to their retailer relationship.

Since this market has an annual value of 630 million liters, including appetite control products for drinks that act against consumer body problems, most brands have been focused on delivering the right drink to help consumers meet their needs. Also, Portugal

faced a higher decline in GDP since the start of the economic recession in 2012. GDP declined by 3.2 percent (Countryeconomy, 2019), mainly because most people had less money to spend, and private consumption levels declined as a result.

Consumers had to change their consumption habits considerably by reducing their shopping units, choosing to buy the same amount but at a lower price, or choosing different brands from those they used to buy. As a result of the economic situation, in order to reverse the deficit of the Portuguese state budget, the government increased taxes on the beverage market. Without helping to reverse the low levels of private consumption, the VAT applied to soft drinks (except juices) increased from 6% to 23% (Expresso Journal, 2018) and changed to 13% in waters. The VAT applied was the same for restaurants and supermarkets.

The apparent result was a significant reduction in out-of-home consumption sales, followed by the mass market's opposite trend. Consumers started to be more careful about their options, and businesses began offering more competitive market solutions in terms of price and quantity. In addition to being a competitive market, juices and nectars were consumed mainly at breakfast or in small and light meals. Portuguese consumers asked about juices or nectars if they were having breakfast, small meals, or a sunny evening with friends. However, at lunch or dinner, it was almost impossible to drink, allowing natural carbonated soft drinks to act.

Since the beginning of the crisis, private labels were revolutionizing the way consumers purchase, at a significantly low price, they offered a similar quality, making them a compelling competition. While such products gain market power, it was fascinating to note that natural and healthier branded products, as Juices and nectars, still played a significant role in the mind of the consumer as we can see in the table below:

	2008	2009	2010	2011	2012	
Fruit Juice					Volume	%
Total Fruit Juice	27	28	27	24	21	-
Branded	17	14	12	9	7	33,2%
PrivateLabel	11	14	15	15	15	67,9%
Nectars						
Total Nectars	84	86	89	81	74	-
Branded	70	63	63	56	50	67,2%
PrivateLabels	14	23	26	25	26	34,8%
Total	111	114	116	105	95	-

Table 5: Juice consumption. Source: AIJN, European Fruit Juice Association *Volume: Million Liters

Regarding the crisis in Portugal and the EU in 2012, the market changed a lot. People look for healthier alternatives and consumption developed over those seven years. Some institutions, such as the World Health Organization (WHO), recommend that 400 grams of fruit and vegetables be consumed daily; but only 6% to 24% of European children meet this requirement.

In other nations these models may be distinct: Consumers should consume up to 150 mL of fruit juice daily in the UK, and this is classified as one consumption of fruit on a suggestion of 5 portions per day. That is 62 kcal, or about 3 percent of the daily energy, relying on a regular diet of 2,000 kcal. The suggested amount in Italy is 200 ml of fruit juice.

The United States Dietary Directives 2015-2020 apply a "glass equivalent" measure of 237 ml for whole fruits and fruit juice. The rules suggest that two measures equal to a glass of fruit should be daily consumed, less than half of which should be non-sweet fruit juice. For the American Heart Association, the portions of fruit and fruit juice coincide, each of which represents a half glass, i.e., 4 oz. (Approximately half a fruit or 115 ml a drink). One of the recommended fruit parts can be substituted with 100% fruit juice intake. While not equal to a whole piece of fruit, 100 percent fruit juice can assist in meeting dietary suggestions. Individuals who drink 100% fruit juice also consume more fruit. Studies also show that 100% fruit juice complements the fruit rather than replaces it. (fruitjuicematters, 2019).

This healthy client leads to a new trend, which can be seen in soft drink consumption like cola and flavored sodas which decreases worldwide due to elevated sugar, phosphoric acid, caffeine, artificial coloring and artificial sweeteners, which can cause damage to the human body. As a consequence, many customers move from carbonated beverages to natural fruit juices.

Changes in lifestyles and changing patterns of consumer eating have led to enhanced intakes of affordable, healthy, and quick nutrition sources such as packaged fruit juices that catalyze market growth. Manufacturers introduce a wide variety of aromas and produce preservative-free and sugar-free fruit juices to expand their customer base. Furthermore, growth in the food and beverage sector boosts worldwide demand for fruit juices. With an increase in the number of organized retail outlets, several players,

including Dona Laranja, are now willing to invest in these healthy markets, which is expected to boost the growth of the fruit juice industry during the next years.

Porter's 5 Forces

The analysis of Porter's 5 Forces is a useful tool because it helps to study the attractiveness of the industry. It also helps to understand the strength of the current brand competitive position and the strength of the position to which it is considering moving. For Porter's five forces we have:

- **Competitive rivalry:** the existing juice companies are in an intense rivalry. There are a large number of brands in this industry, small price differences, and some differences in quality. We are talking about a high price sensitivity business that our customer can easily change the juice brand when shopping in the markets.
- **Supplier Power:** there are a wide variety of suppliers, so the price is primarily affected by the market and competition, but some big players may have quality and price changes. Thus, medium supplier power is present. **Buyer Power:** there are a large number of buyers—people who want to consume juices. There are many competitors on the market, and it is a low-value / price business. The buyer power is, therefore low.
- **Substitution threat:** there is a massive list of substitutes for juices, including water, tea, carbonated drinks. We considered them to be direct competitors because they can provide easily selectable beverages. As a result, we consider the substitute threat to be high.
- **New Entry Threat:** The threat of new entry is low because entering the juice market is difficult. Becoming part of this industry is expensive as it is necessary to acquire a farm production, warehouse, distribution, and assembly of products that are directly affected by bureaucratic difficulties, legal barriers, and technology obstacles.

We can conclude that the juice industry's level of attractiveness is low, as there are many competitors with small differences. The power of new entrances is low because if you need to start from the beginning, it is an expensive business. Due to the many other options available on the market, the power of substitutes is high. While this fact lowers the attractiveness, the low power of buyers reduces it again. The market and competition primarily influence the price.

4.2. Juice Market Competition:

On this topic, we analyzed the Portuguese juice market using the Nielsen annual report (2017). The first trend we encountered was a growth of 11% in refreshing beverages, representing a 411 million Euros market as we can see in chart 1.

RANKING DAS VARIAÇÕES (%) EM VALOR DE BEBIDAS

Total Portugal INA+LIDL

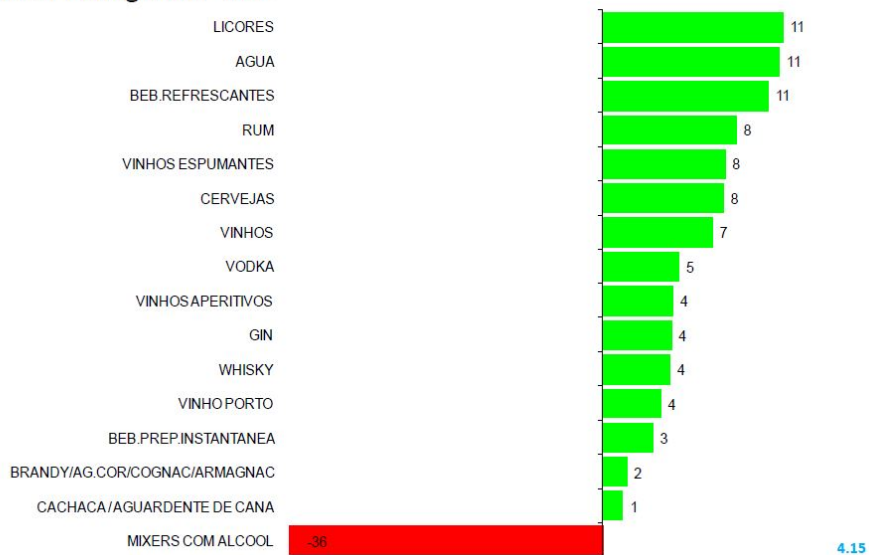


Chart 1: Beverages ranking in Portugal (%). Source: Nielsen, 2017

The refreshing beverages market includes all the non-alcohol industry. However, Dona Laranja is competing in a subgroup named “100% Juice”. In this category, we can easily see that this market is composed by strong brands that represent 98% of the volume in sales, being represented by the following products: Compal Classico, Frutis Natura, and Santal Juice. It can be seen in figure 3 below.

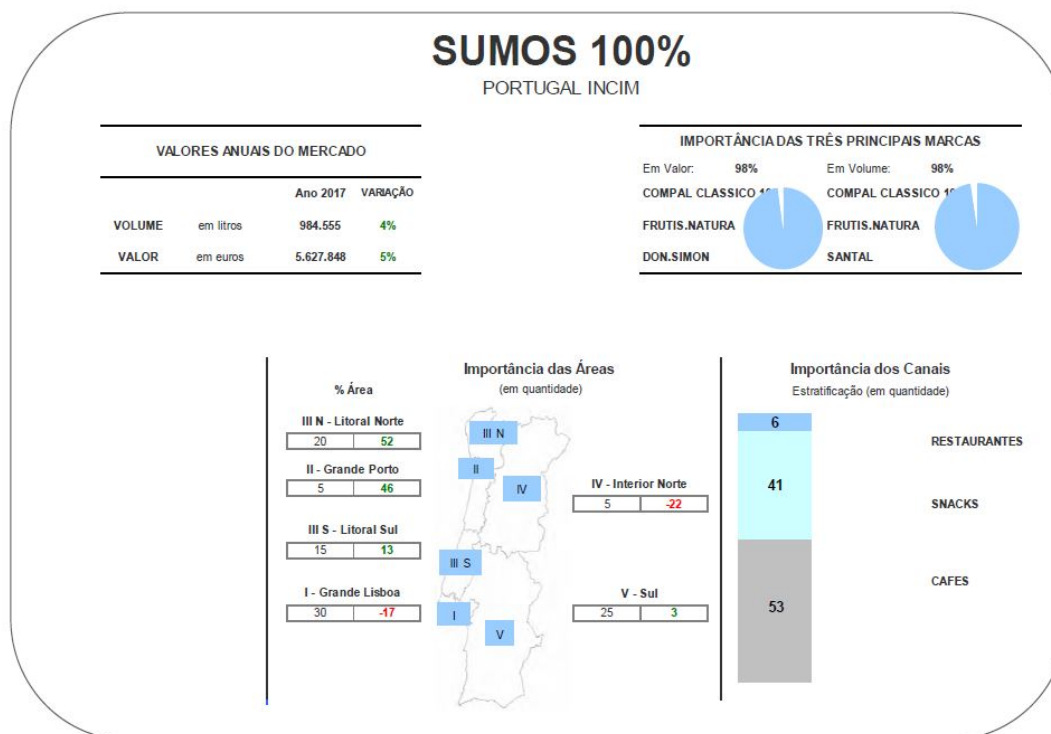


Figure 3: 100% Juices market. Source: Nielsen, 2017.

Taking into account the manufacturers of those products described in the Nielsen report, the leading brand players involved are Sumol+Compal, Unicer, and Parmalat.

1) Sumol+Compal: The market leader has a portfolio concentrated mainly on juices and soft drinks. As we could see in the Nielsen annual report, Compal, a national brand of juice and nectar, was primarily acknowledged in this category. The brand has improved its approach by innovating and developing its brand equity. It is brand recognition, and awareness levels were vital for customers to choose their product and grow their company.

2) Unicer: was a multinational company identified by its beer and water portfolio in the beverage sector. Although its reputation was primarily due to Super Bock and Carlsberg, the company was placed in the juice category using the brand Fruits. The portfolio of the brand consisted primarily of juices and, considering its low-price approach, was more active on the in-home channel than on the out-of-home channel.

3) Parmalat: with a market share of 0.4%, was a dairy and milk pioneer in Portugal, with an extensive portfolio on the beverage market, competing with Santal in the juice

and nectar industries. Santal reinforced its approach by investing in product development while offering extra dietary components to products such as milk, vegetable juices, and herbs for juices and nectars.

The three players had to deal with private labels and the other non-alcoholic beverage players, apart from competing with each other in brand terms. More and more, they have been innovating in product terms, looking at providing healthy alternatives to customers. The second group of players mainly included mass retail chains such as hypermarkets (as Continente, Jumbo or El Corte Inglés) and supermarkets (as Pingo Doce, Lidl or Mini Preço). While large distributors worked with general price levels, advertising campaigns were performed every once in a while. On the other side, supermarkets had a daily low-price strategy aimed at more sensitive customers. Most distributors had their own "branded" products, whether or not with advertising operations or high or low-priced products. The benefit here was that they provided products of comparable quality compared to the products of the producers, while at the same time selling them at a more competitive price. This strategy has resulted in branded players to take part in promotions to attract consumer attention. Besides, it was retailers who chose which products would be accessible on their shelves. As a result, in addition to competing in cost and product quality, companies had to give the highest circumstances to match their distributor approach. With this in mind, an era of deliberate purchasing started, while companies became desperate to sell, they also had to meet the financial limitations of customers, without prejudice to retailers' operations.

Competitive prices and customers concentrated more on handling their income, while private labels overran the juice and nectar industry in 2012. From the beginning of the crisis, the way customers are buying has been revolutionized by private labels. They provided comparable value at a very inexpensive cost, making them very competitive. Although these products have gained market power, it was interesting to note that branded natural and healthier products such as nectars still play a significant part in the minds of customers. Brand confidence and loyalty have been essential components to promote the survival of branded products. Therefore, these kinds of products competed primarily in terms of cost and promotion, considering the critical advantage that customers had in the purchase of private labels. In this sense, trade promotions have also been another way of capturing customer attention and thus improving the

company's revenues. The more attractive the promotion, the more desirable it is for customers and the more revenues it generates.

V - INTERNAL ANALYSIS

Dona Laranja - Organização de Produtores de Citrinos Lda was created in the Algarve, in Quinta da Lameira, and developed to concentrate the supply and placement of the citrines production of its members, in order to enhance openness in international markets. There are five founding companies behind Dona Laranja, with a production area of 180 hectares, and at the moment production stands at 3,500,000 kg, with an exponential increase in the production of the associated young farmers, within two years, it will reach 6 000 000 kg.

After one year of sales, the results were very profitable, and the number of orders has been growing. Thus, the company quickly reached a saturation point in the processing capacity, not giving an outflow of 5% of its production.

Dona Laranja is now building a warehouse, acquiring machines for grading and fruit preparation, and is expected to start expanding in 2019. It is already present in the national market with the opening of its kiosks in the urban center of Lisbon, and the first export experiences begin.

There has been an effort over 30 years of production, to acquire and continuously improve the production of high-quality fruit with respect for the environment and safety for the end consumer. We made a constant investment in all procedures, infrastructure, and equipment, as well as in planting and grafting of new varieties, with enormous appetite and commercial value, considering us now prepared to present the best varieties for the export market.

The most critical phase was in September 2014, when, due to the size they already represent in terms of tonnage, new varieties and value, the potential buyers of fruit on the tree became involved in a cartel to reduce the value of their fruit. One year later, the solution we found is the creation of a producers' organization (Dona Laranja). This project ensures that the distribution of its members' citrus fruits can play a role in the value chain.

A rigorous traceability and qualification system was implemented, which allows us to certify our fruit in the Global GAP system - the highest standard of world production. A

600m² warehouse was built from scratch, fully equipped for the cleaning and packaging of citrus fruits, with a flow rate of 4 tons per hour.

Our company already started picking, processing, and exporting approximately five tons of citrus fruit to customers based in Denmark. The fruit was widely praised, and the interest of such demanding customers was guaranteed. The quality of the product has been and will continue to be the main focus of production, as this is the only way to maintain long-term commercial ties.

However, the lack of experience for the entire logistical operation has resulted in heavy product losses, reducing invoicing, and compromising the achievement of the product with customers. Even so, it allowed essential lessons to be learned about the whole process involved, especially in the way the fruit is chilled, the type of packaging and the moisture it carries. These events were duly discussed and recorded in order to build a track record for exports.

Our commercial team will inevitably need to study new business relationships and find customers for a variety of its products. Given that it operates 20 types of citrus fruit with different characteristics and harvest seasons, it will have to allocate its sales to the best markets. It is not at all feasible to rely on a small number of customers who are subject to very specific or time-spaced demand.

Dona Laranja arises from a strategic vision that integrates the downstream circuit of the fruit produced. By default, individual growers and small fruit and vegetable producers sell their produce to local stores who often mix it without significant concern. The quality is diluted, and the merit of the production does not pay off. Depending on the type of contract they conclude, they are more or less subject to fluctuations in the market. Also, profit margins are practically non-existent, and most of the buyers are inflexible, often not covering the costs essential to production. With the construction of a warehouse, Dona Laranja begins a path of self-determination, which eliminates intermediaries from production to the final consumer. Large retail outlets, catering establishments, grocery stores, and single customers become the engines of the entire operation.

The unification in the management of resources that Dona Laranja represents allows an increase of undeniable results that links what is produced to those who buy it. The control over the product becomes authentic and completely traceable, showing results of high quality. The few companies in the Algarve that are now established are the only ones that achieve considerable annual growth.

Vision: Dona Laranja intends to bring the best orange on the market to consumers all over the world.

Mission: The mission of Dona Laranja is producing and selling the best citrus fruits, registered in the highest standards of production. Our family business management is based on unique experience and determination to create a product with added value for customers. The dynamism of its entire team allows it to upgrade our agricultural practices continually.

Objectives: Dona Laranja aims to be associated with the consumer for the best quality, at an excellent price. It aims to be present in a broad spectrum of countries, always ensuring a sweet and juicy product. We intend to establish regular customers who value its offer and increase the number of orders at Quinta da Lameira's production next year. We want our brand to be present and remarkable in 5 countries of the European Union in the next three years.

Competitive advantages: Dona Laranja competitive advantage is divided into two main topics: A rigorous qualification system, which allows us to certify our fruit in the Global GAP system (highest standard of world production quality). Also, the second competitive advantage is our distribution system developed to reduce costs and increase delivery speed

VI – COMPETITIVE ANALYSIS

6.1. SWOT Analysis

Competitive analysis is where Dona Laranja should be put into view by evaluating its strengths, weaknesses, opportunities, and threats (SWOT) and extracting the Critical Success Factors from that assessment.

<p>STRENGTH</p> <ul style="list-style-type: none"> - Brand idea and design - More than 30 years of market experience - Quality product - Full chain control from production until retailer - Production and collection area - Only well-known Orange Brand in Portugal - Low Calorie and healthy products 	<p>WEAKNESS</p> <ul style="list-style-type: none"> - Social media strategy - Interaction with target audience - Online engagement - Easily replaceable product, Orange is a commodity - Other Juices Flavors can substitute - Almost no structure for Juice Production
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Start Producing our own Orange Juice brand - Possibilities to expand and increase production - People new Healthy minded - Sell to more countries - Increase market share - Smartphone usage rising - Digital marketing opportunity - Invest in Sponsorship and Influencers 	<p>THREATS</p> <ul style="list-style-type: none"> - Global Market Competitors (China, Us, Brazil) - Several Climate Changes - Larger companies dumping competition for new players - Transportation - Market Crisis - Fungus and plagues - Very low expiration date (orange juice oxidates)

Table 6: Swot analysis. Source: Own elaboration

6.2. Dynamic SWOT Analysis

A dynamic SWOT analysis can be obtained through the SWOT analysis. It is an analysis where we combine the possibilities with the strengths and weaknesses and the threats with the strengths and weaknesses in order to discover strategies that enable us to be prepared and prevent any issues. This dynamic SWOT has the following components: challenges, alerts, constraints, and dangers. When we combine business opportunities with the strengths of the business, we generate a challenge; the connection between strengths and threats presents an alert; the combination of opportunities and weaknesses results in a constraint; and, lastly, there is a danger when weaknesses and threats are interrelated (Table 7).

	STRENGTH	WEAKNESS
OPPORTUNITIES	<u>Challenges</u> <ul style="list-style-type: none"> - Increase production and distribution while keeping the product quality - Explore the Juice market for healthy minded persons using digital marketing as a strategy 	<u>Constraints</u> <ul style="list-style-type: none"> - Develop a social media strategy in order to promote the brand and interact with target audience - Differentiate our orange from other brands in the market
THREATS	<u>Alerts</u> <ul style="list-style-type: none"> - Expect that climate changes can affect the orange business in a global scale due to fungus and plagues, so we need to be prepared - Transportation should keep the orange quality and flavor during the trip 	<u>Dangers</u> <ul style="list-style-type: none"> - Customers need to understand our digital brand awareness strategy and change old buying habits - Cost reduction by choosing to invest more on digital advertising rather than offline advertising

Table 7: Dynamic Swot. Source: Own elaboration

Challenges:

Generate strategies that use strengths to take advantage of opportunities.



Figure 4: Challenges. Source: Own Elaboration.

Constraints:

Generate strategies that take advantage of opportunities by overcoming weaknesses.



Figure 5: Constraints. Source: Own Elaboration.

Alerts:

Generate strategies that use strength to avoid threats.



Figure 6: Alerts. Source: Own Elaboration.

Dangers:

Generate strategies that minimize weakness and avoid threats



Figure 7: Dangers. Source: Own Elaboration.

6.3. Critical Success Factors

The Critical Success Factors for Dona Laranja market were extracted using the SWOT analysis and strategies suggested in the dynamic analysis, the critical success factor is:

Full Chain control from production until retailer: As Dona Laranja controls the whole process it is easier to add a new product and distribute it in more countries

Orange Quality: Algarve is well known for orange production. We assure that our product follows all the healthy and quality standards.

History and Tradition: Dona Laranja started as a small farm and developed to a considerable producer after more than 30 years in the market

First Orange Brand in Portugal: Since 2015, we are trying to differentiate our product in the market using a branding strategy.

VII – METHODOLOGY

This section will include the methods of research and the techniques of data collection and evaluation used to extract conclusions and complement the information gathered in the literature review. The choice of a research methodology must be in agreement with the purpose and object under study (Crabtree & Miller, 1999; Denzin & Lincoln, 2000). The primary objectives of this marketing plan are to increase the awareness of the brand and the number of potential customers by developing effective and continuous action on social networks, therefore improving the brand on the market and keeping it in the minds of the customers.

To reach the main goals of this thesis, we need to implement both quantitative and qualitative methods. Qualitative research performed in the natural setting of the phenomenon allows an interpretation and analysis of the processes under study (Collis, Hussey & Hussey, 2003). Although it can be perceived as more refutable than quantitative data, qualitative research can provide the necessary context and reasoning of an event as long as trustworthiness, credibility, applicability, and consistency are ensured in data evaluation (Leininger, 1994).

Thus, the data acquired will complement the prior information from the review of the literature. They handed us some understanding of the most reliable marketing techniques for promoting a brand, the methods we need to implement as well as the behavior and habits of the industry, social media, and consumer.

By doing this marketing plan, we obtained primary data. However, there are research projects that require some combination of secondary and primary data in order to meet the objectives. Primary data consist of new data that we collect by ourselves, specifically for a purpose (Saunders, Lewis and Thornhill, 2009).

7.1. Data Collection

There are two distinct sources to all the information gathered in this work: primary and secondary. Primary data refers to information collected by the author and suited to the study's requirements, while secondary data refers to pre-existing data collected by different other sources.

7.1.1 Primary Data

The primary data used in this marketing plan is collected through quantitative and qualitative methods.

Qualitative: This research is conducted through qualitative analyzes to study the company and to check what they are doing to improve their strategy. That being so, an in-depth interview with pre-defined subjects was conducted through a script.

The structured interview was performed with Francisco Leal, the company's director. The primary concerns were analyzing their methods, learning more about the background of the business to see what they are doing and how they are performing on social media. Gustavo Genú personally applied the interview in Lisbon, at a meeting in August in 2019, starting with a set of pre-defined questions that were previously defined.

Quantitative: A survey was conducted on quantitative analyzes through online questionnaires. The questionnaire is one of the most widely used data collection techniques because each person is asked to respond to the same set of questions in a predetermined order and to provide an efficient way of collecting responses (Saunders, Lewis and Thornhill, 2009).

The primary purpose of carrying out these questionnaires was to collect data on social media about the consumer behavior of our target. This study allows us to analyze which sort of social media is the best choice and to identify the material that is most suitable for posting. In order to collect all the necessary information, the questionnaires (Appendix 1) were conducted in an organized manner and split into three study subjects:

- Sample description (age, gender, place of residence);
- Consumer behavior on social media (consumer habits on social media);
- Reaction to social media advertising campaigns;

These online surveys include mainly closed questions, as it is simpler to analyze this sort of question statistically, enabling some patterns to emerge. They also include other kinds of questions (simple to analyze and enable for the perception of some trends), such as questions of multiple choices, verification questions, scaled questions, and yes/no questions. The questionnaires were accessible online between September 19, 2019, and September 29, 2019, and individually performed online by people using google forms.

Population: Since studying the entire universe is impracticable; it is necessary to determine a sample. The population or universe is the whole group of units that are the focus of the study, consisting of our target population (Directorate, 2016). It is thus composed by Dona Laranja customers, Facebook friends, visitors or non-visitors. However, this is a social media marketing plan, so gender, age, or location of residence is not limited.

Dimensions of the sample in our study: In order to understand our sample, some techniques provide a range of methods that enable reducing the amount of data we need to collect, by considering only data from a sub-group, rather than from all possible elements of the population (Saunders, Lewis and Thornhill, 2009).

As a result, we needed to select a sample considering all research questions where it would be impracticable for us to collect data from the entire population (Saunders, Lewis and Thornhill, 2009). For our study with Dona Laranja, we chose the "sample of convenience" method. "Convenience sampling is a non-probability sampling technique where subjects can be selected because of their convenient accessibility and proximity to the researcher" (Castillo, 2009). Thus, we decided to select participants because they were simpler to recruit for the research.

One of the reasons for choosing this technique of sampling was due to economic limitations and constraints. Sometimes collecting information from the entire population may be theoretically possible, but the overall cost would prevent it (Saunders, Lewis, and Thornhill, 2009). Another key convenience sampling point is that we can save time.

If we have tight deadlines, it is an essential factor. As fewer individuals are engaged, information collection organization is more manageable (Saunders, Lewis and Thornhill, 2009). The results will be available faster if we have a small quantity of data. As 82 questionnaires were applied, the results of this research are merely indicative and not representative of the universe.

VIII - DATA ANALYSIS

8.1. Primary Data

Some questionnaires (quantitative analysis) and in-depth interview (qualitative analysis) have been performed regarding the primary data. Techniques of quantitative analysis, such as graphs, charts, and statistics, allow us to discover, present, describe and examine relationships and trends in our data. On the contrary, qualitative analysis focus on words-expressed meanings. Finally, it is necessary to evaluate this data and comprehend the meanings. The analysis is conducted using conceptualization (Saunders, Lewis, and Thornhill, 2009).

8.1.1. Interview

The interview with Dona Laranja Director Francisco Leal highlighted significant elements of the company's market positioning, marketing objectives, brand image, and competitive advantages.

Dona Laranja is positioned as a B2B and B2C company on the market, with home-made orange production and family farming tradition. "We have always tried to create a brand from the start to distinguish our orange in the industry, design visual communication, create a logo with a nice image, slogan, and symbol to reach more clients." As a company with more than 30 years on the market, promotional planning activities needed to be carried out. Dona Laranja has now developed a completely new design from most orange boxes; our business is easily identifiable in fruit shops or supermarkets, which leads our customers to distinguish our product from the competition.

During our interview, Francisco revealed that Dona Laranja had some waste in the warehouse with perfect oranges in terms of taste, but outside the fruit, there were problems with peel, fungus, or epidermal defect. This type of fruit can not be sold on the market in Northern Europe; as a consequence, nearly 20% of our fruit is left out because it is not category 1. However, new methods to take benefit of this orange need

to be found. There were several options in the table; we could produce juices, sweets, and even flour to feed the animals. Since we already have the raw material to start production, after analyzing all the alternatives, juice production is the most lucrative and with the most significant chance for profit.

When asked about the barriers to the new juice market, Francisco said that there is a risk in every business, the most significant of which is the fragmentation of the company's nuclear core business. A separate juice manufacturing department will be developed in this situation. We will need to spend several resources in this new segment of the business to expand. Legislation needs to be adjusted, new machinery purchased, and people recruited to manufacture juices. As a consequence, the main barriers are time to invest, purchasing new equipment, legislation, physical standards on-site, lack of product knowledge, digital marketing, and sales.

When asked about the competitive advantages, Francisco expressed that it is essential to point out that our product is of extremely high quality. Our customers always give us very positive feedback, which is above the market average. Another difference is that we control the entire operation from start to finish, we know everything that happens to orange during the whole process, including no use of pesticides, and we know how to deal with very demanding markets. I know that in this particular regard, Dona Laranja has an economic advantage through vertical integration in logistics, and we also intend to explore the healthy trend in Portugal.

When asked about the digital marketing strategy, we found that our company uses only a few market options (Facebook and Instagram), and the last update occurred in 2016-2017, in those years we created a vast amount of pictures and posted every week, but over time we stopped investing in marketing, as soon as the budget fell, we stopped making social network updates around 2017. Our biggest problem is the lack of an e-commerce platform for direct sales of orange since our sales are made by pallets in large quantities and usually by B2B. The final customer (B2C) can only buy smaller packs in local supermarkets or kiosks all over the Lisbon area.

However, it is necessary to create a better strategy for the promotion Dona Laranja has already tried to launch marketing campaigns to encourage street food kiosks with orange juice. However, the idea to create these kiosks was bringing the brand closer to the end customers as a form of open-air marketing, to be seen as outside marketing experience in the city, but this branch ended up not having the expected result because the cost was too high.

The kiosks were an attempt to raise brand awareness with the final customer through direct sales, but we concluded that our orange is a little more expensive for our competitors. Orange, however, is a commodity and a highly replaceable product. As a result, the final consumer always prefers a cheaper product. The way to distinguish our product has been to create boxes with different looks and to make customer experiences, to place a dish with free oranges to taste so that people can get to know our product and try the fruit.

Considering that in the first stage of the Juice production, we could reach around 33.000 liters of juice per month, and consider spending proportionally 10.000 Euros according to the ROI (return over investment).

By the end of the interview, Francisco admitted that online advertising is a crucial strategy for Dona Laranja to develop, "but today we're not working on any sales-focused approach, but we see an excellent opportunity to scale up the company by using paid advertising through social media to reach as many people as we can". The scalability must be enormous in order to reach the market as a whole once everything started as a small business and now we need professional advice for the continuous improvement of our company.

As a final consideration, we concluded that the future of Dona Laranja relies on the global market for new alternatives, methods, and sales. It all involves many risks, but if we build a brand like Nespresso on the coffee industry, so we can become a reference in the orange sector and suffer less from the oscillations of other producers. Luckily, there is no consolidated brand in the niche of oranges, as there are other fruits such as the pink lady apple or the rose valley grapes. Our vision is to create a brand and to consolidate ourselves the industry in order to sustain the company.

8.1.2. Questionnaires

In order to study the quantitative data, the online questionnaires were carried out using google forms (Questionnaire available in appendix 1) and then converted to an excel document. This analysis splits into three components: sample characterization, social network consumer behavior, responses to social media marketing campaigns. First, the questionnaire's descriptive analysis of the three components is provided.

8.1.2.1 Descriptive Analysis

a) Sample Characterization

Q1: The age variable shows that, out of 82 respondents, the most significant part 42 (51,2%) is between 26 - 35 years. Followed by the age group between 18 and 25 years, 16 (19,5%) and finally by the age group between 36 and 45 years 13 (15,9%). The less significant age groups were the respondents between 46 and 55 years 6 (7,3%), the group from 56 to 65 years 4 (4,9%), and the ones over 65 years old 1 (1,2%). By analyzing these data, we took the conclusion that younger people tend to use more online tools, As the questionnaire was applied using google forms and promoted using Whatsapp and Facebook, we can conclude that people under 30 years old are more active in the social networks.

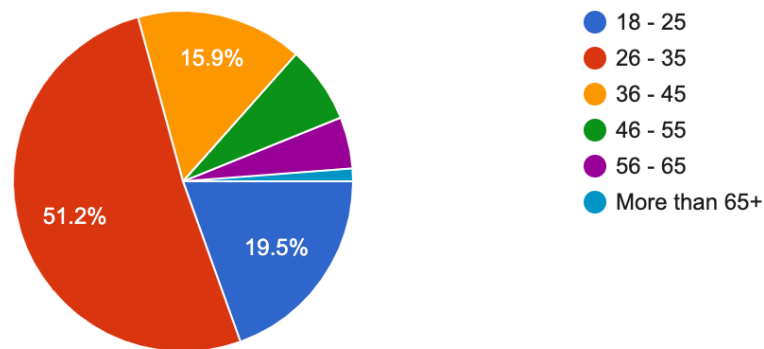


Chart 2: Age, Source: Own Elaboration

Q2: On this second chart, the number of males respondents was 49, which overcome the number of females with 33. As a result, the percentage for each one represented 59,8% for males and 40,2% for females.

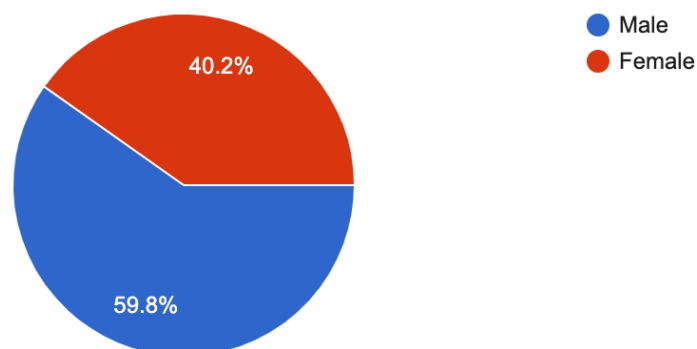


Chart 3: Gender, Source: Own Elaboration

b) Social Networks Customer Behavior

Q3: This part of the analysis of the questionnaire investigates the consumer behavior of individuals involved on social networks. First, participants were questioned if they were present on social networks. There have been only one ' No ' responses; all 81 respondents left are on social networks.

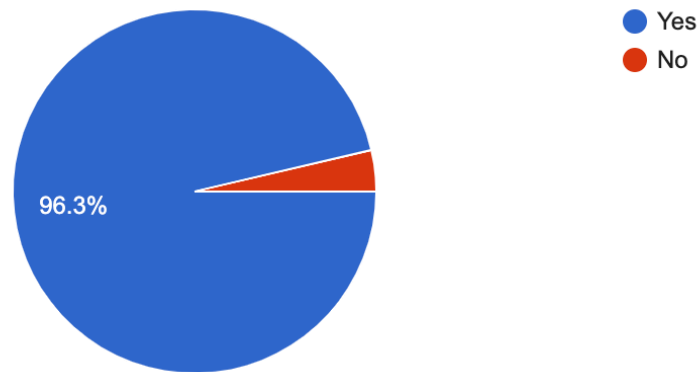


Chart 4: Are you present in social networks?, Source: Own Elaboration

Q4: In order to test which social networks people are registered nowadays, we asked a fourth question with Facebook, Instagram, YouTube, Pinterest, Google+, LinkedIn and Twitter as possible answers. It allowed the participants to select more than one choice. As a result, Facebook is the social network in which most participants replied ' Yes,' 71(86,6%) out of 82 participants, the second was really near, Instagram had 70(85,4%) out of 82, which means that Facebook and Instagram are the most acceptable social networks for our audience. Followed by LinkedIn, with 47 (57.3%), Youtube 44 (53.7%), Twitter 26 (31.7%), Pinterest 21 (25.6%), and lastly google+, with only 11 participants (13.4%).

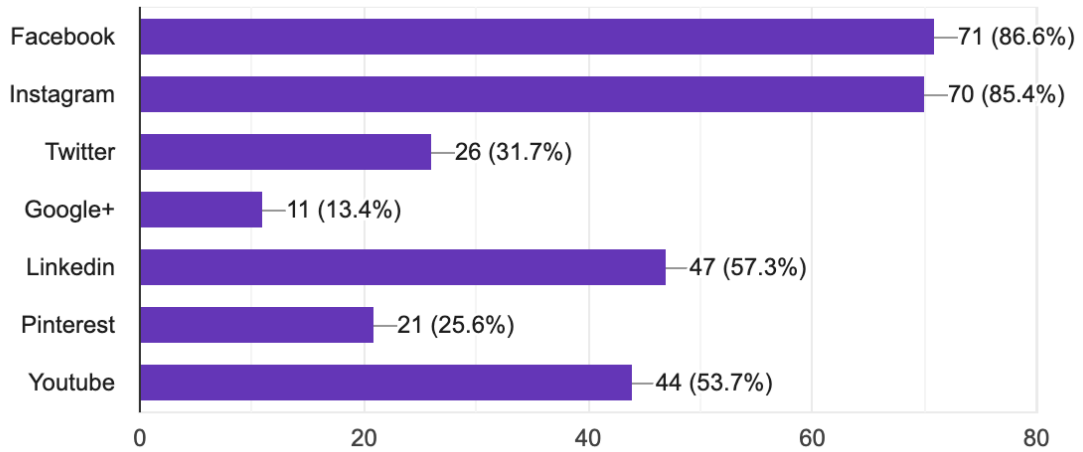


Chart 5: Which social networks are you in?, Source: Own Elaboration

Q5: Most participants said they use social media, 68 participants (82.9 percent) every day, taking into account the social networks chosen in the previous question. Only nine individuals use it 3 times a week (11%), two individuals (2.4%) use it 2 times a week and 1 time a month, and only one individual (1.2%) uses it 1x a week. As a consequence, over 82 percent use every day, demonstrating that our audience is an active social media user.

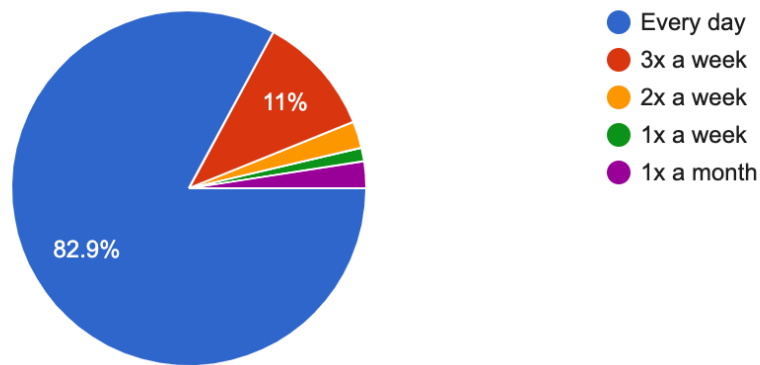


Chart 6: How often you use social media?, Source: Own Elaboration

Q6: To study which social media is more efficient, we asked which one is most used, in the sense that because of its frequency of use it reaches more people. Among the 82 respondents, it was unanimous that Instagram and Facebook are the social network

they use the most, gathering 39 (47.6%) and 19 (23.2%) respectively, corresponding to 58 (70.7%) out of 82. Youtube took third position with 12 (14.6%), while Twitter and LinkedIn bot had 5 respondents (5,1%). Google+ and Pinterest only had 1 respondent.

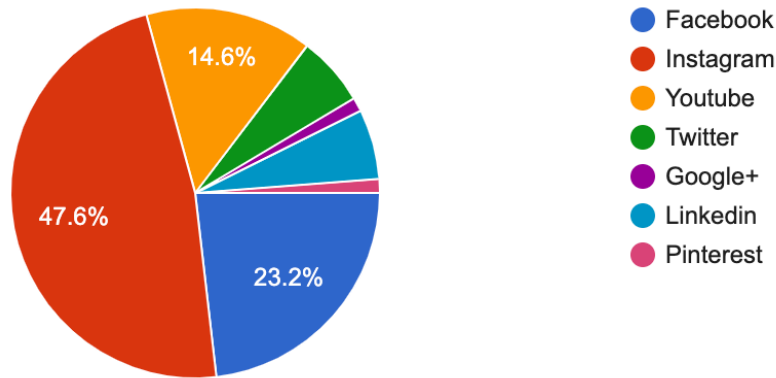


Chart 7: Which social media you use the most?, Source: Own Elaboration

Q7: When asked in which platform people use to access their social networks, we can see a massive trend in smartphone usage 80 out of 82 participants (97,6%) prefer this option. On the second place we had a desktop or computer with 28 (34,1%) and on the last spot tablets with 4 (4,9%).

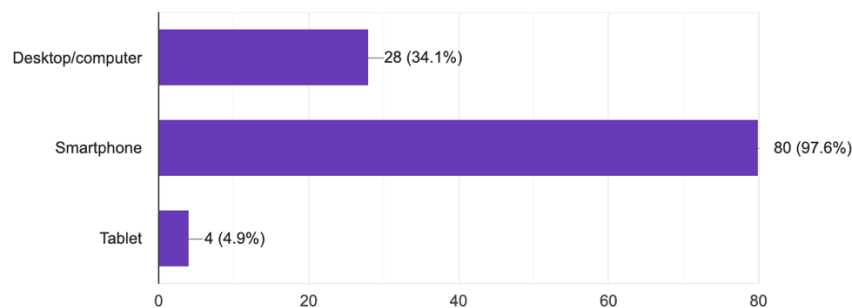


Chart 8: How do you access social media?, Source: Own Elaboration

Q8: Our participants choose from four options for the best tool when searching for a brand, and the most popular was Search Engines such as Google, Bing and Yahoo, with 54 votes (65.9%). However, the social networks appear in second place with 33 votes (40.2%) followed by the brand own website 28 (34.1%) and finally video content searching 14 (17.1%). The outcome we can see here is that people tend to search on more than one platform and social platforms overcome own brand website, proving you need to create a friendly and welcoming home page for all of your online media.

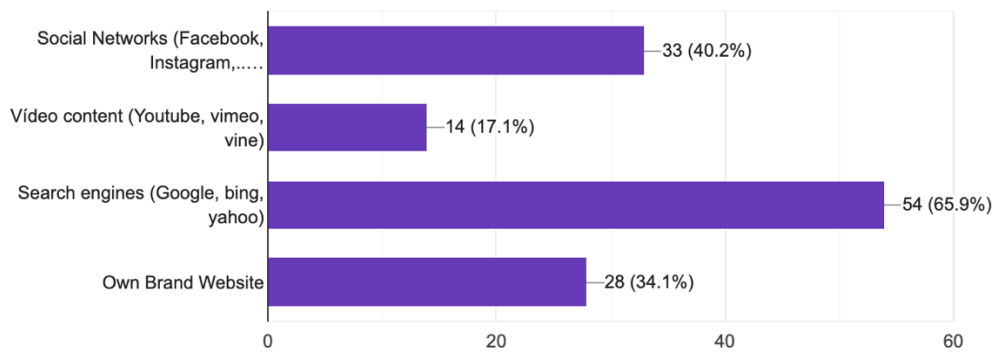


Chart 9: Where do you look for brand information?, Source: Own Elaboration

Q9: The three main reasons why people want to be present on social media are to Entertain Themselves with 60 participants (73,2%), keeping in touch with family and friends with 47 people (57,3%), and the third is to keep up to date with what brands are doing in real-time, 26 participants (31,7%). Some respondents chose other methods to be present in social media. However, they were less relevant.

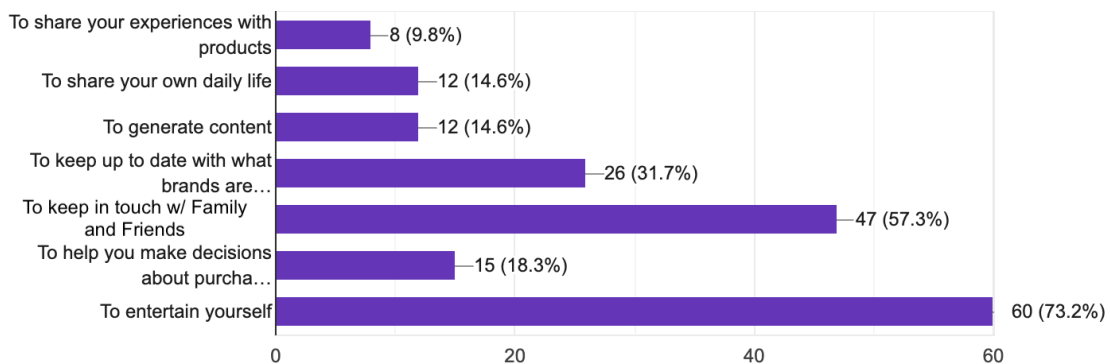


Chart 10: Why do you want to be in social media?, Source: Own Elaboration

Q10: Nearly every respondent, 71 out of 82 (86,6%) follows brands on social media, as we can see in the chart below.

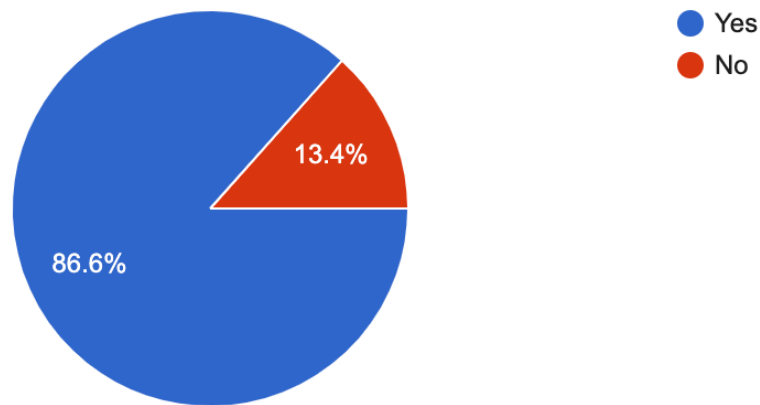


Chart 11: Follow any brand on social media?, Source: Own Elaboration

Q11: Considering those 71 people who answered "yes" on the previous question, we asked what type of brands that respondents most follow. As a result, the most chosen was Entertainment related brands, such as music bands and famous tv shows, with 39 people (54,2%). The other types of brands have similar importance in their choices. We are including to fashion brands, influencers, food, events, with the votes ranging from 31% to 41%.

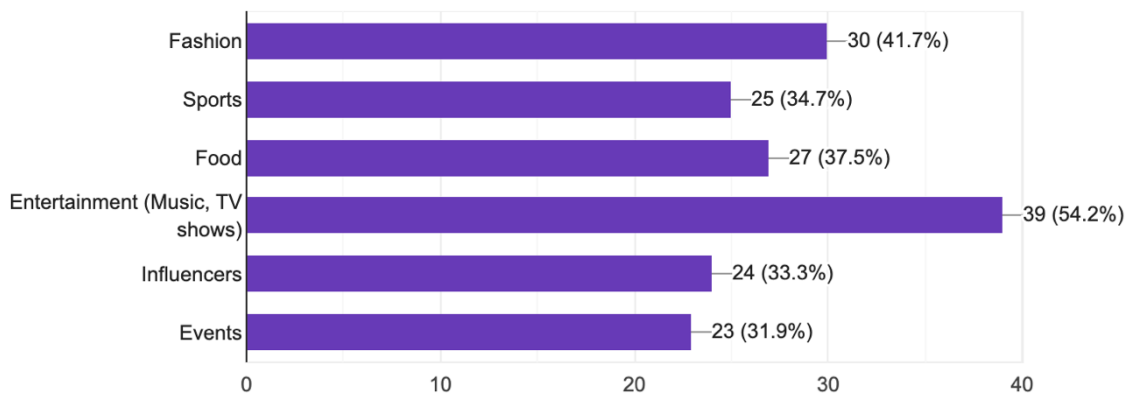


Chart 12: What type of brand?, Source: Own Elaboration

Q12: On this part, the reason most people follow brands on social media is to know about sales, discounts, and promotions with 39 people, representing 47,6%. Another reason is that they like or admire the brand, counting 32 people (39%), followed by new products and services 27 (32,9%), entertaining content 25 (30,5%) and to know about the latest products 24 (29,3%).

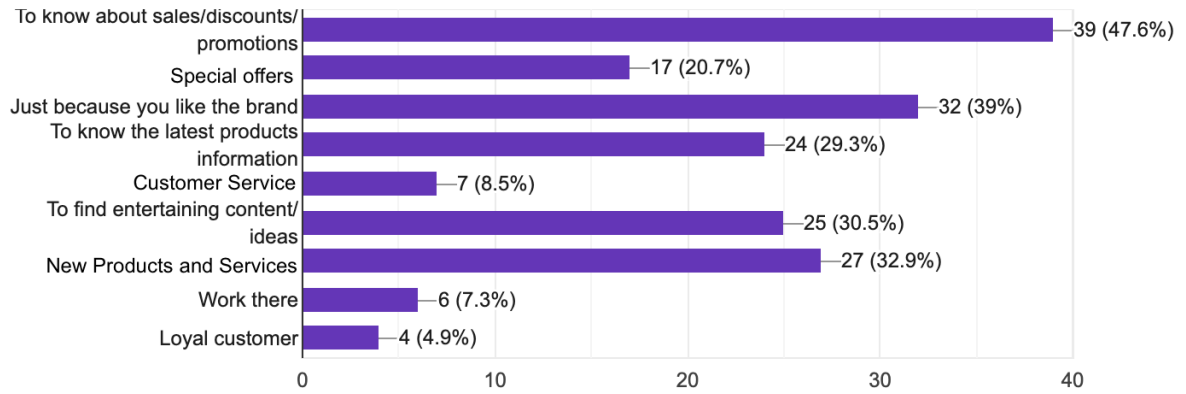


Chart 13: Why do you follow brands on social media?, Source: Own Elaboration

Q13: About half of people have the option "1 to 5 brands" in this question. It means 39 respondents follow 1 to 5 social media brands, which corresponds to 47.6%. Similar results ranged from 14.6% to 19.5% for the other three options.

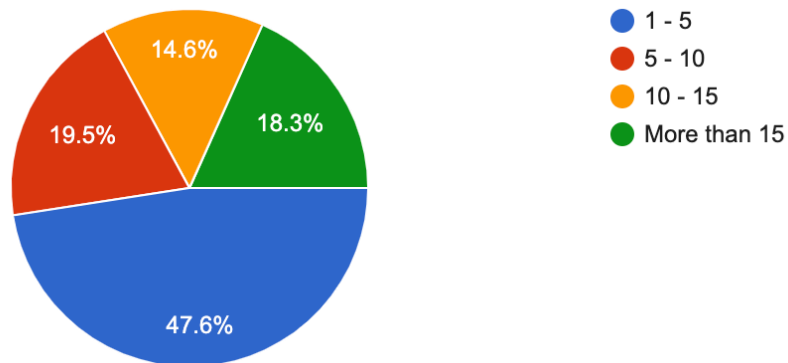


Chart 14: How many brands do you follow?, Source: Own Elaboration

Q14: Regarding this question, only two respondents think brands should not be on social media, which corresponds to 2,4%. On the other hand, the majority of people accounted for 97,6%, think brands should be in social media.

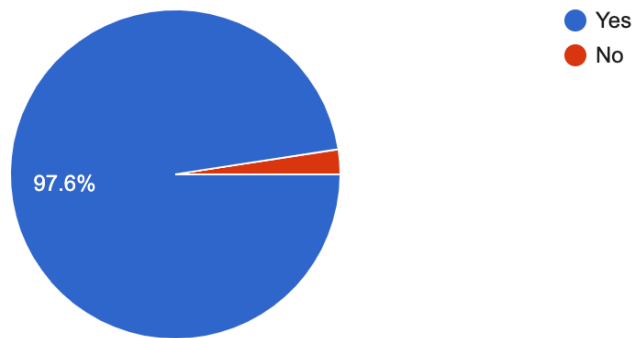


Chart 15: Brands should be in social media?, Source: Own Elaboration

Q15: On this chart, Instagram is the social network that most influences people's buying decisions. 43 of them chose this social media, corresponding to 57% of the answers. The second social network that most influences respondents is Youtube, with 15 answers, corresponding to 19%, followed by Facebook with 9 people and 9,4%.

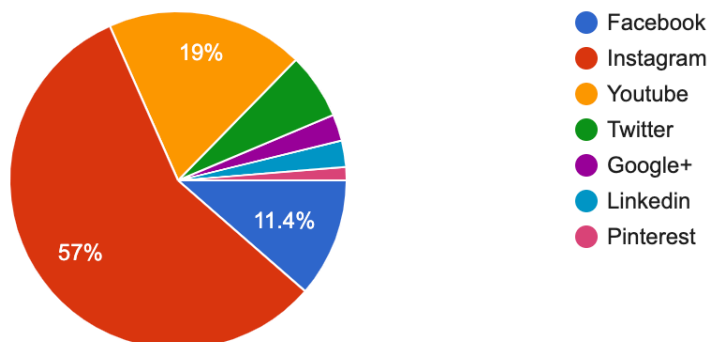


Chart 16: Social networks that influence buying decisions, Source: Own Elaboration

Q16: Most people answered that they do not usually share brands or their content with friends, counting 45 and 54,9%, while 37 (45,1%) share content with their friends.

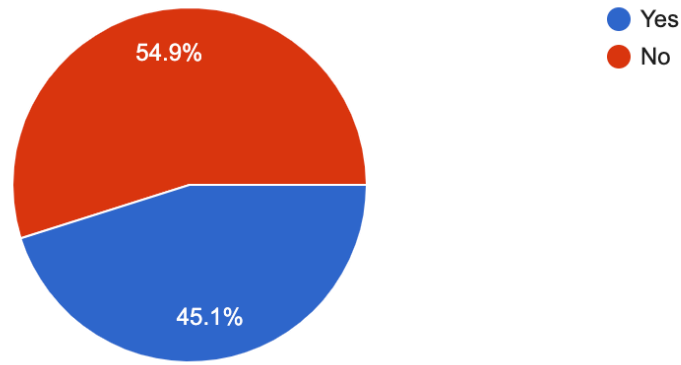


Chart 17: Do you share brands or their content on social media?, Source: Own Elaboration

Q17: On this question, most people answered that images and videos are the type of content they prefer a brand to post, with 59,5% (47 persons) and 49,4% (39 persons) respectively. Followed by 35 persons who prefer to see new products informations (49,4%) and 18 prefer events content (22,8%).

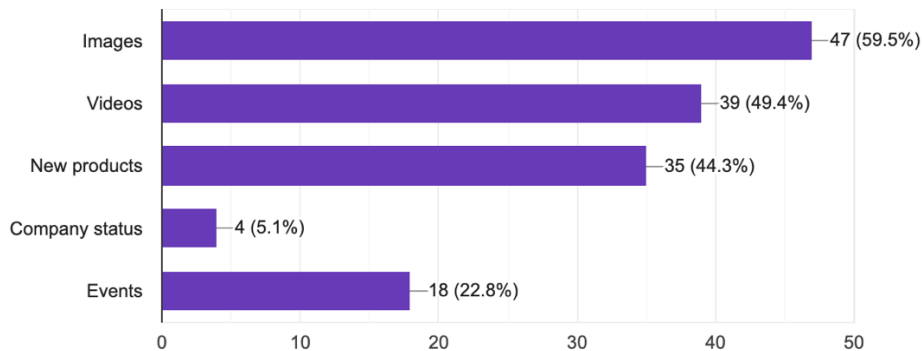


Chart 18: Which type of content do you prefer a brand to post?, Source: Own Elaboration

Q18: On this question, Brands need to be careful with the number of posts per day, according to Chart, 57 persons (69,5%), said they have already unfollowed a brand due to their excessive number of posts.

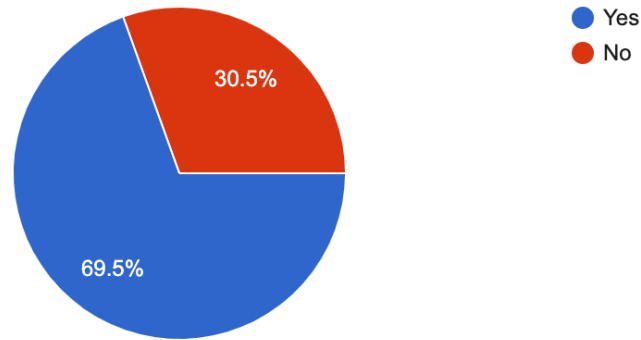


Chart 19: Have you already unfollowed a brand because it posted too much content?, Source: Own Elaboration

Q19: As a consequence for the previous answers, 57 respondents (63, 4%) think that 1 post per day is the maximum number of post a brand should have. However, 17 persons (20,7%) claim that two posts per day is the best option Just a small percentage of 1%, that is 1 person, thinks a brand should have more than 5 posts a day.

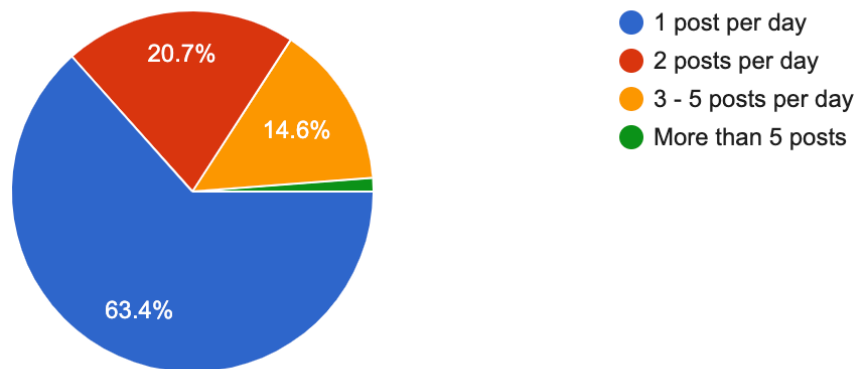


Chart 20: Maximum number of posts a brand should have, Source: Own Elaboration

8.2 Secondary Data

Secondary data analysis includes external analysis and internal analysis. While the external analysis focuses on the market, competition, and consumer behavior, the internal analysis covers the organization and its portfolio. The content of these analyzes

is not only endorsed by the data collected in preceding sections, but also with personal knowledge and experience on topics about digital marketing.

IX - Objectives for the Digital Marketing Plan

The primary goal of this master's thesis is to create a digital marketing plan using social networks for Dona Laranja, a large citrine producer and distributor company located in Quinta da Lameira, Algarve.

The objective of this project is to raise brand awareness as well as the number of prospective customers by creating compelling and consistent work on social networks. This marketing plan will strengthen our brand in the industry and keep it in the minds of the clients.

To accomplish these goals, however, it is crucial to define which kinds of social platforms should be used, taking into account their distinctions, as well as Dona Laranja primary objectives. Thus the most appropriate type of media to be published becomes evident once these critical elements have been identified. It is also essential to explore the behavior of European customers, particularly concerning our target, to identify the types of social channels that they use most.

Furthermore, this strategy is intended to generate higher profits for the company by raising the number of customers within a similar objective. Our knowledge of the best marketing practices to develop a brand is also expected to improve during this thesis.

X – Marketing Plan Implementation

The present chapter is the most practical one. Strategic and operational marketing proposals will be developed here so that they can be implemented in the context of the marketing plan. The marketing plan explicitly defines how the business, taking the client as the starting point, will achieve its strategic goals through particular marketing strategies and techniques.

The plan contains segmentation, targeting, positioning, and branding in terms of strategy, and in terms of the operational mix will include the seven “P’s”: product, price, placement, promotion, physical evidence, process, and people.

10.1. Strategic Marketing Plan

The strategic marketing plan is sometimes referred to as a method, first segmentation, then selection of one or more target markets and, finally, positioning. The objective of the STP method is to guide the company in the development and implementation of an adequate marketing mix—an effective marketing strategy.

10.1.1. Segmentation

Market segmentation is a strategy that includes splitting the broad target market into subsets of customers with frequent demands and objectives, and then creating and applying strategies to target them. The segmentation process consists of two steps: the first segmentation variables are identified, and the market segment; the resulting segment profiles are then developed (Dibb et al., 2012).

In order to identify our industry, the most significant segmentation criteria for Dona Laranja is:

- Demographic variables: age, earnings, family size;
- Geographic variables: Country, region, city;
- Psychographic variables: lifestyle, mindset;
- Behavioral variables: price sensitivity, benefits expectation.

Segmentation requirements must be informed of the new paradigms of customer behavior: as a result of the internet revolution, customers are always communicating with each other on social media. In order to target the marketing mix, it is essential to mix all these segmentation requirements in order to have clearly defined segment groups. Each particular target will have particular features, which means that the sections must respond differently to the different marketing mixes.

The geographical and demographic criteria are easy to comprehend and evaluate as they are quantitative factors, while the other two are more subjective as they are qualitative. By combining all criteria, it is possible to comprehend the targets and objectives to be achieved.

10.1.2. Targeting

A target market is a market segment intentionally chosen in order to focus marketing efforts on it. It is a way to focus not on the general market but the needs of a specific market segment.

Dona Laranja is a company that intends to reach sales in B2B and B2C channel. Following this conception, the segment profiles are residents in Europe, with age ranging from 1 to 99, mostly families with children, or financially independent people, that enjoy drinking juices, with healthy-minded individuals that want to have a quality product with fewer chemicals. Due to the logic of the previously presented segments, it is possible to extract the following target groups:

- Families, residing in Portugal or Europe, that already know the quality of Algarve's orange, focusing on healthy-minded persons that might be more open to test and share our products, usually this customer is looking for a high-quality product with no use of chemicals during the production process.
- Regular person, residing in Europe, that can be, or not, healthy-minded but is a juice lover and wants to try a new brand option in the market; This customer focus in having the best flavor at a reasonable price.
- Large Companies, specially Supermarkets, groceries chains, or small local business that intend to purchase our products in reasonable quantities and sell to their customers.

10.1.3. Positioning

Positioning is how the target audience views the brand. It is the place in the customer's mind that a brand occupies in comparison to their present competitors. Identification and differentiation are the two main dimensions of positioning (Dibb et al., 2012). To establish the desired positioning:

- Identification (Which type of brand?): Dona Laranja is identifiable by being a large citrus producer and distributor, located in Algarve. It is a farm accessible engage in new activities related to their business, such as Juice producing.
- Differentiation: Dona Laranja is the first orange brand created in Portugal (besides company names), and now is about to start producing juices using organic oranges that were going to be wasted or sold at smaller prices to big corporations (sustainability).

Usually, this strategic component is defined by a triangle where the edges are: customers' expectations; brand strengths, and position of competitors.



Figure 7: Triangle. Source: Own Elaboration

The positioning of a brand, product, or service influences clients buying decisions. As a result, we must define it in order to be seen by the market the way we want and not the way clients perceive it.

Our brand believes that excellent citrus can be made in our production farm, delivering incredible taste, quality, and nutritional value to our customer. As we have been working in the past years with northern European markets, we developed agricultural techniques that allow us to have close to zero residues and no post-harvest treatments. For that reason, we are developing the best orange juice aligned with our strategy, specially designed for healthy-minded persons who care about their families and friends and want to have a juice made with natural fruit and no chemicals.

10.2 Operational Marketing Plan

The operational part of a marketing plan is the marketing mix. The marketing mix contains the product (which includes the actual offer), Price (the value-added for that offer), Place (referred as Distribution, the means of having the product offer accessible to the target audience) and Promotion (the means of transmitting that offer to the target audience and the promotional mix).

10.2.1. Product

10.2.1.1. Description

In the product section, we already know that Dona Laranja produces several types of citrus fruits, but let us focus on the essential product, which is Oranges. Therefore, our products can be divided into fruits for sale and Orange juices.

Offers:

Orange and Citrus Fruit - B2B

Our focus is on major European companies placing large amounts of fruits in their orders. The sale based on the number of pallets, and we are responsible for shipment and distribution to the final destination. We also sell citrus to some groceries, snack bars, and local shops around Lisbon.

- Orange Fruit - B2C

We sell small amounts of oranges in some distribution points, those sales are directed to the final customer and sold in bags or small boxes, usually from 1 to 5 kilograms of Orange

- Orange Juices (B2B and B2C)

The new orange juice should be the focus for Dona Laranja in the coming years, a product aimed at people with a healthy mentality, who seek a product without preservatives at a competitive price in the market, here are some advantages of our juice:

- Juice composition:
 - Natural Oranges as the main ingredient
 - Low calories product (no sugar added)
 - Without chemicals during production(no dyes or preservatives)
- Performance:
 - Healthy performance (Orange benefits, low calories, hydration)
 - Pleasure (fresh and smooth flavor)
- Design:
 - Packaging only made with 100% recyclable PET plastic

Branding

Name: Dona Laranja name was created by the founder, which correspond to the central business (Laranja means Orange) but keeping a family touch (Dona means Lady or Mrs.).

Type of Brand: It is crucial to differentiate a company from its competitors, especially when the product is a commodity, and it is easily replaceable. Therefore, the brand Dona Laranja was the first in the Portuguese market to position itself as a significant producer of healthy, freshly made orange juice.

Slogan: “From our farm to your table” With this Slogan we emphasize the home-made type of product.

The tone of Voice: The tone of voice will be informal, direct, and sometimes humoristic.

Logo and Symbol: The Logo has an Orange as its symbol. People can easily associate the symbol with our core business. The logotype consists of the company name, using bright and sharp lettering, keeping the minimalist design.



Figure 8: Dona Laranja logo, source: donalaranja.pt

10.2.1.2. Recommendations

To improve our portfolio, these are the new products and services that will be offered to our clients:

- **Create new Juice types and flavors**

The first product recommendation for Dona Laranja is the creation of a new brand of healthy and natural orange juices. During the market study that we did in this thesis, we can affirm that there is a worldwide need for healthy products. Several countries have

regulations and booklets recommending a better diet, mainly focusing on childhood obesity and health problems that may occur due to poor diet. The orange juice currently produced has no added sugar but has a low shelf life because it ends up oxidizing and losing quality and flavor after three days.

The idea of creating a product to be sold in supermarkets is to increase the period of validity while maintaining the same quality, analyzing the options of the market we found a method that resorts to high pressures to preserve the juice without using chemical components. However, it will need an investment in machinery, workplace, and staff training inside the production area, mainly because Portuguese law and regulation for food products are stringent and need to be followed.

The main idea is to use other Fruits we already produce in the farm, such as mandarine, lime, lemon, and grapefruit, and create new Juice flavors.

After this setup stage, we will be able to scale the business and take advantage of our distribution channels, increasing our capillarity in a large number of countries. As a result, Dona Laranja will increase brand awareness and revenue.

· **Farm Tour and Visitation**

Mainly during spring and summer, a new guided tour program can be introduced to Dona Laranja, mainly because Algarve receives a considerable number of tourists that can become potential clients during this time of the year and none of our competitors have a program like this one.

Located in the heart of the Algarve, Quinta da Lameira is the perfect place to take a break from the city and try local Portuguese traditional food; our customer can visit the production center, the warehouse, and the fields. On this tour, we unveil the secrets of how we make our delicious orange, and by the end, test your senses with a unique fruit tasting experience.

We can offer a premium tour, including lunch or dinner for customers that want to be part of the whole experience and try our delicious food.

· **Partnership with Schools and Universities**

We can partner with schools and universities to educate and illustrate how sustainable agriculture can be a real business.

With the schools, we can take the tour through the farm with the kids, raising consciousness about sustainable agriculture and promoting healthy food consumption, always using fruits as the primary target.

We can do academic research with the universities to improve the performance of food-producing, plague eradication, and climate changes. It also can be used to promote the brand in universities for science purposes.

This win-win situation will help increase brand awareness while studying new solutions for their business.

- **Orange Day**

The Orange day will be a date selected during the harvest period so that clients of Dona Laranja can explore the farm and harvest oranges themselves while having fun with their friends. The intention is to create an experience where clients come into touch with nature and enjoy a quality product, concluding with a dinner at the end of the tour, using only products made in the farm and harvest during the day.

It is a different action from today's competitors and can eventually become a tradition for frequent customers.

- **New uses of facilities and spaces**

Quinta da Lameira has several facilities that can be used for different purposes to generate profit. Some spaces can be used for corporate events, private events, universities, or even industry-related events. Another possible use of space is to create an outdoor cinema near the fields. Promoting different events would create interest in the visitors from the Lisbon area since outdoor cinemas are no longer conventional. The unique events help to create a better reputation for the company outside the Algarve area.

10.2.2. Price

Dona Laranja is an organized corporation with over 30 years on the fruit market, but we are at the beginning of the product lifecycle on the juice industry. The price strategy is defined in terms of price competition or non-price competition. The strategy of price competition is the one where the business works at the same or smaller price than the competition. Price competition is the sort of price strategy that Dona Laranja follows in the beginning. This strategy is when the organization differentiates its offer from the

competition focusing on the lower price for the customer. There are a variety of factors that must be considered by Dona Laranja to set the cost: competitive pricing with other healthy juices, operational costs, transportation, and storage costs.

Based on previous studies, our target market considered being price-sensitive for the project. Economic factors such as the crisis and the family's decrease in buying power have made customers spend less on non-basic expenditures. Dona Laranja's prices are consistent with its image and positioning, but we sure need to use some discount strategies, in the beginning, divided into B2B and B2C customers:

- On the B2C: — Lower price for the final client to retain national customers who are likely to try and repurchase our juice, expecting to boost client loyalty.
- On the B2B, specifically for companies operating in Europe: — Free transportation, as we already have an orange shipping system that can be adapted for the distribution of juice.
- On both B2C and B2B: — Special prices and launch campaigns to increase brand awareness.

Products	Orange Juice 330ml	Orange Juice 1L
B2B	0,80	1,80
B2C	1,50	3,00

Table 8: Prices. Source: Own elaboration

10.2.3. Place

In topic Place, we focus mainly on distribution, and this is a competitive advantage that Dona Laranja has over its competitors. We have developed our distribution system for more than 30 years. The process of distributing our products begins in Silves, a municipality that produces the best orange in the country. They are located in the surrounding area of Quinta da Lameira, with a production area of 180 hectares, where they are produced and distributed to countries all over Europe. The current distribution channel system of Dona Laranja for the new orange juice is as follows:

Producer -> Warehouses -> Retailers -> Consumers.

The retailers will be primarily Hipers, Supers, and local markets, where all package sizes will be accessible:

- Small Orange Juice 0,33 Lt (6 packs or individual);
- Large Orange Juice 1 Lt (4 packs or individual).

As far as in-store placement is concerned, it will be in the beverage area right next to our main competitor, Compal, promoting product features comparison. There will also be two shelf tops, one near refrigerants where our main competitors are located, and the other in the so-called “Área Viva,” an area of natural and organic products, nutrition, health, and wellness. A complementary location to encourage consumption will be close cash registers at the end of customer shopping, where they will be mini freezers with for last-minute buy.

Therefore, it is essential to notice that, in its majority, it is a B2B (business to business) distribution. Nonetheless, sometimes, we make a B2C (business to consumer) distribution which has consumers/clients as the final target. Usually, people find our Juices inside kiosks located in different spots in the Lisbon area, using social media as our greatest ally to “sell” our “product.” It is through Facebook that people know about us, that they see our juice photos and that they also interact with us. Although people do not buy real products on our Facebook’s page, they see the location and come to try our product.

10.2.4. Promotion

The last P in the marketing mix, promotion includes all activities that involve communicating with the customer about the product and its benefits and features. Through means of promotion, the company aims to attract the attention of its customers and to provide them with sufficient information about the product, in order to promote enough interest to motivate them to purchase it.

In order to define a promotion strategy, we need to set the target, the objectives, the message, the type of strategy, the promotion mix (the variables to be adopted) and finally the timetable for the actions, the budget, and the evaluation.

We first have to define its primary audience when creating a promotion strategy. We must consider not only those who buy (purchase) or consume (consumer) the product, but also those who influence the purchase/consumption of the product. Those who

influence the purchase might be those who initiate the decision-making process (initiators) or those who directly influence the consumption of the product (friends or family and prescribers). We must also consider those who effectively have a final opinion on which product (decision-makers) must be purchased and consumed.

According to the targeting previously defined in the strategic marketing plan, the communication audience selected is the same as the one already defined (it can be the buyer, the consumer and the decision-maker at the same time).

The target of the communication will be:

1. People between the ages of 18 and 35, single (but with boyfriend/girlfriend), healthy-minded, often go to the gym, and are interested in nutrition and concerned about their body;
2. Married couples, between the ages of 30 and 55, with children, seeking a healthier family juice choice without chemicals;
3. Older people between the ages of 60 and 99 who care about their health and need a better option in the market;
4. Companies seeking a quality product to be sold in their markets;
5. Influencers and professional consultants

Taking these into account, the communication strategy action plan defined for Dona Laranja, to be applied from November 2019 to November 2020, starts with the primary objectives of this promotion plan:

- Raise brand awareness;
- Boost the number of customers (to increase revenues in B2B and B2C) ;
- Strengthen the brand on the market ;
- To keep the brand in the minds of the customers ;
- Invest in promoting the relationship between the brand and consumers (to build loyalty)
- Generate buzz around (word-of-mouth);
- Positioning of the business within the market (communication verbalizes the positioning and shows it);
- Create a more dynamic business.

The communication strategy's development focuses mainly on two strategies: pull and push. In order to increase brand awareness and reputation, the pull strategy is used to attract customers or end-users and go directly to them, It consists of direct communication between the producer and customers, with the primary goal of creating a trustful and closer relationship with the final consumer. The push strategy is used to raise awareness of the brand and to establish and develop partnerships since it is related to direct communication with consumers on the point of sale.

In our digital marketing plan, we are going to focus on the **pull strategy**, so we can reach our customer using social media. However, we need to use some of the **push strategies** to communicate with our customer inside hyper and supermarkets.

Actions	Presence inside points of sale (kiosks, markets, cafes and restaurants)
Communication Tools	<ul style="list-style-type: none"> - Kiosks all over Lisbon area - Merchandising - Banners, boxes and product design
General objective	<ul style="list-style-type: none"> - Establish and develop partnerships - Increase brand awareness and sales
Target	<ul style="list-style-type: none"> - B2B players that want to sell our product - B2C final customer that want to obtain our product
Detailed Actions	<ul style="list-style-type: none"> - 20 Dona Laranja Kiosks for direct sales (In Portugal) <div data-bbox="592 1335 1283 1850" data-label="Image"> </div> <ul style="list-style-type: none"> - Partnership with Chefs and high rated restaurants:



- Deliver great product communication using colorful and fun imagery



- Partnership with hyper and supermarkets for a special area inside the stores



- Exclusive communication for small cafes in Portugal.



Specific Objectives

- Increase brand awareness
- Increase sales
- Create an authority

KPI

- Analyze the number of partnerships reached
- Analyze the number of sales per month
- Analyze the brand reach and recognition
- Analyze if the partnership is profitable

Table 9: Push strategy: presence inside points of sale. Source: Own Elaboration

After developing a strategy for a better presence on the points of sale, we are going to focus on the **pull strategy**, so we can reach our customer online using Facebook, Instagram, Youtube, Linkedin, Website, SEO, Blog, and Newsletter.

· **Facebook**

The Facebook fan page of Dona Laranja has the potential to become a good connection between the company and its clients. However, to better interact with customers and also become a more competitive tool, its presentation and dynamics should be improved.

Therefore, we need to upload new activities to the Facebook page. As we can see with the business owner on the questionnaires, there is a growing interest in some social networks. Facebook is still the one with more registered people and the most used one. It builds a relationship and promotes engagement, so it is essential to spend time improving this useful asset that we have at our disposal. It is used every day by consumers and many times a day. When someone wants to search for a brand, they do it through social networks, making it enjoyable to invest in it.

There is a need to be more dynamic to improve the Facebook page. We need to change the consumer interaction. For that, we need to get more followers, communicating with existing ones while having regular posts. This way, this page will be progressively present on their pages ' feed news. Facebook is a viral tool—the more we are interacting with customers, and the more we are posting, the more they are going to engage with us, putting on a similar page or sharing it. They are going to take us to their friends, and by doing this, we are acquiring new followers.

Dona Laranja's Facebook page demands to be interactive and, since the last post was produced in 2017, it wants to have more frequent posts to communicate with customers. One employee must be responsible for frequently updating the page and receiving the requests and suggestions of customers. It should have more frequent product pictures, daily quotes to communicate with clients, orange production information, funny fruit memes, among other posts. Another content to be shared is the website and blog that Dona Laranja will develop (more detailed below). On this section, the blog will be shared to inform clients about its existence, and new posts from the blog will also be transmitted here. This social media channel could be used to host exclusive contests. A

proposal for a competition is to invite our supporters to submit artistic photos serving our orange juice, and the most voted one (with "likes" on the Facebook page) would receive a trip to the Algarve to explore the Quinta da Lameira farm and have a free Orange Day experience. Another procedure within this social network is to encourage customers to post photos on their social networks with the hashtag #DonaLaranja when they purchase our product, and we will repost it on our page.

Another strategy is to take benefit of Facebook paid advertising. It is possible to promote our Facebook page or create an ad by paying for custom sponsored ads. First, we need to decide on the goal to create the ad and then assemble whom we want to reach, location, and schedule.

Actions	Facebook Presence
General Objectives	<ul style="list-style-type: none"> - Generate interest in the brand inside Portugal - Inform about special events on special prices for B2B and B2C channel - Increase the number of sales and partnerships of Dona Laranja
Target	<ul style="list-style-type: none"> - B2C: Customers for Hyper and Supermarkets and Bring more clients for the kiosks - B2B: Companies operating in Portugal and International players
Detailed Actions	<ul style="list-style-type: none"> - Have more frequent posts to communicate with customers, specially showing product pictures, daily quotes to communicate with clients, orange production information, funny fruit memes, among other posts - Blog posts will be shared to inform clients about its existence, and new posts from the blog will also be transmitted in the facebook - Exclusive contests. A proposal for a competition is to invite our supporters to submit artistic photos serving our orange juice, and the most voted one (with "likes" on the Facebook page) would receive a trip to the Algarve to explore the Quinta da Lameira farm and have a free

	<p>Orange Day experience</p> <ul style="list-style-type: none"> - Encourage customers to post photos on their social networks with the hashtag #DonaLaranja when they purchase our product, and we will repost it on our page - Create an special ad to attract more people from our audience by paying for custom sponsored advertisement
Specific Objectives	<ul style="list-style-type: none"> - Reach 5.000 followers on the page till the July 2020 - Conquer 5.000 likes on the page till June 2020
KPI	<ul style="list-style-type: none"> - Follow the evolution of the page followers per month - Follow the evolution likes per month and per picture <p>Analyze the number leads received</p>

Table 10: Facebook strategy. Source: Own Elaboration

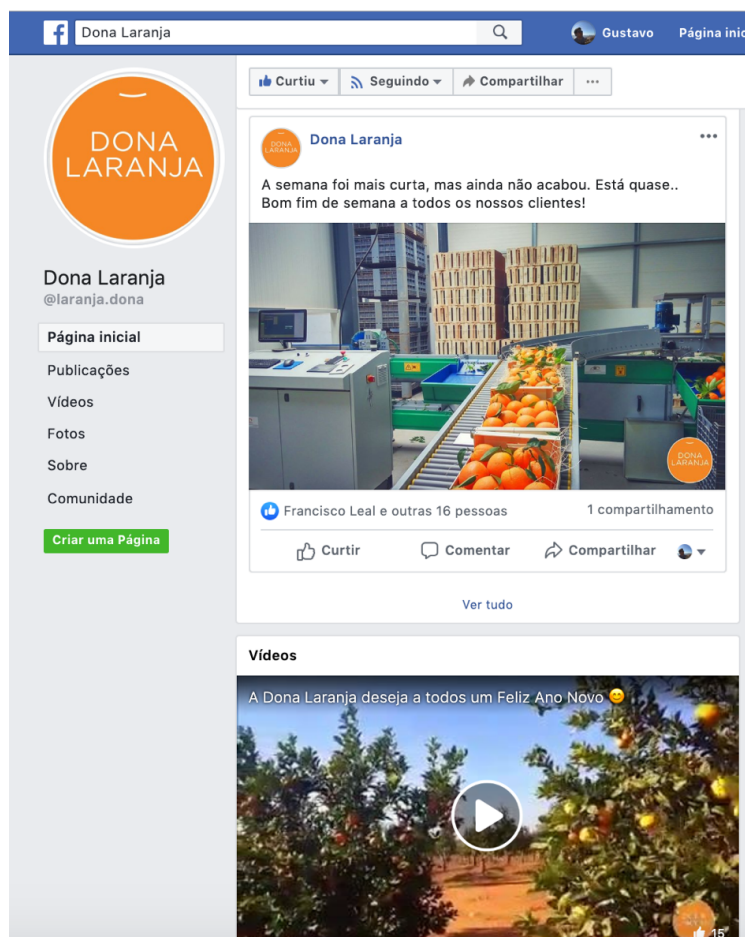


Figure 9: Example of Facebook page for Dona Laranja. Source: Own Elaboration

· **Instagram**

Dona Laranja has an Instagram account since 2016. However, the results in the questionnaire prove that Instagram is the most engaging social media our company can have. We need to explore more of this tool. The content increased more and more in 2016 and 2017 and had more followers. Currently, Dona Laranja does not have a post since 2017, and being active on Instagram is essential because people are becoming obsessed with the universe of pictures inside the social media. They take pictures of everything everywhere, they always post them and update their gallery, while seeing pictures of other people.

Consumers choose Instagram to see pictures; it is simple to post pictures of our production, transportation, fruits, and juice images. However, there are some months during the year, without fruit production, during this period other types of photos can be published, such as inspiration pictures of home-made juices, recipes, parties, and videos, always with up #DonaLaranja, as described above, in the Facebook segment. Consumers can send direct messages on Instagram and start a conversation with the brand to express their concerns or even suggest to our products. We can do some partnerships and giveaway. For example, we can partner with the concerts and festival to offer our products at the event. Also, create a particular contest to giveaway a full kit with oranges, juices, and t-shirts for the person with the best picture inside the event. Consumers simply have to follow our Instagram page, comment on the post (Dona Laranjas picture) created on the Instagram of Dona Laranja and tag five colleagues, put a like on the post and share it on their friends, with the label @dona.laranja, #DonaLaranja Some other contests can also take place on the Instagram page, whenever partnerships are established with other influencers we can have viral content easily spread inside the web. As a result, this action is an excellent way to become a brand on Instagram that is more viral and recognized.

Actions	Instagram Presence
General Objectives	<ul style="list-style-type: none"> - Generate interest in the brand inside Europe - Picture of special events and partnerships - Increase Brand Awareness
Target	<ul style="list-style-type: none"> - General audience that have interest in our products and services

Detailed Actions	<ul style="list-style-type: none"> - Be active on Instagram is essential because people are becoming obsessed with the universe of pictures inside the social media, as a result we need to have more frequent posts showing product pictures, recipes, partnership and contests - Promote Instagram posts using our Facebook page - Exclusive contests. Show Insta Stories during production, real-time harvest and special events - Use popular hashtags with #DonaLaranja, such as #Juicy, #TBT, #Sextou, #Carpediem, amongst others - Identify locations and persons in the pictures posted - Create real valuable content
Specific Objectives	<ul style="list-style-type: none"> - Reach 10.000 followers on the page till the July 2020
KPI	<ul style="list-style-type: none"> - Follow the evolution of the page followers per month - Follow the evolution likes per month and per picture - Analyze the number direct messages - Create pools to rate customer satisfaction

Table 11: Instagram strategy. Source: Own Elaboration

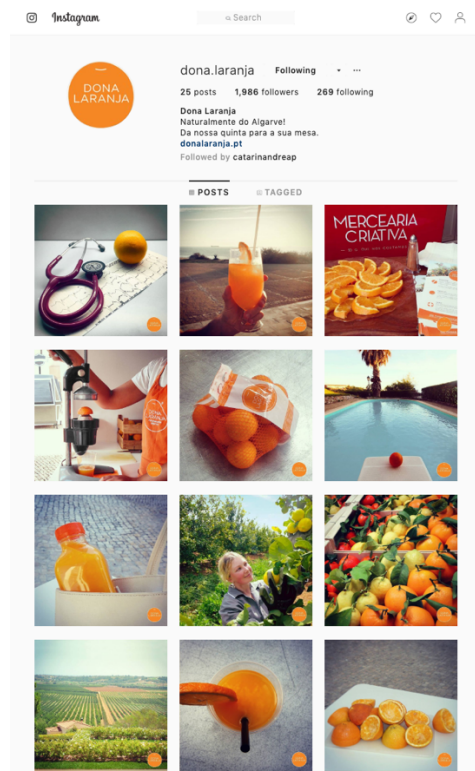


Figure 10: Exemple of Instagram page for Dona Laranja

· Youtube

YouTube is an online video social network that allows users to upload content either live or edited videos. Most people search for a product online before purchasing for the first time in our society. Usually, a video reveals every information needed to purchase the item and learn about the business.

As a result, those videos uploaded to the channel need to highlight the company history, brand benefits, manufacturing process, shipping, storage, interviews, events, among others. We are speaking about a vibrant recording of 5 to 10 minutes, summarizing the subject we have chosen, of course, Dona Laranja has to work out an agreement with the guests for the video, so we are allowed to post their material on social media, blog, and website.

The YouTube channel is therefore made up of quality content with excellent storytelling for people who do not understand about us and to introduce our business. The videos will be shared with the pictures and articles of the events on Dona Laranja's Facebook and Instagram page and on the blog.

Actions	Youtube Presence
General Objectives	<ul style="list-style-type: none"> - Create content about our business - Show vídeos about events and partnerships - Present the company history with movies
Target	<ul style="list-style-type: none"> - Our regular customer - Any other person that has interest in our brand
Detailed Actions	<ul style="list-style-type: none"> - Create, develop, and promote meaningful videos for our audience - Video introducing our business to new customers - Interviews recorded with chefs, owners and main clients - Videos showing the productive process, quality and benefits of our products
Specific Objectives	<ul style="list-style-type: none"> - Increase visibility - Deliver valuable content - Position ourselves as authorities
KPI	<ul style="list-style-type: none"> - CTR (Click Through Rate) - Watch time length - Thumbnail - Title/headline

Table 12: Youtube strategy. Source: Own Elaboration

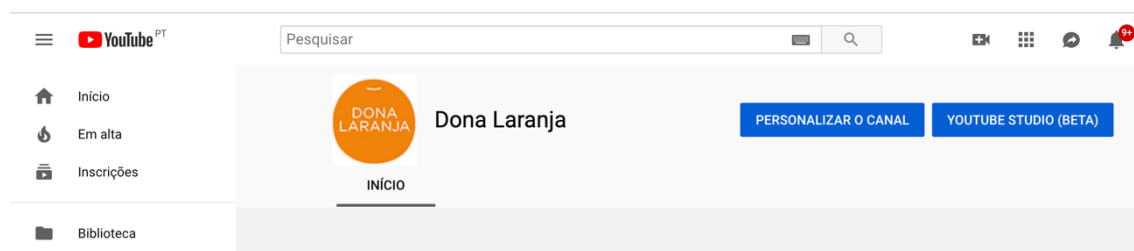


Figure 11: Exemple of Youtube page for Dona Laranja

· **SEO and Blog**

Since Google was created, users are always searching for new blogs and different topics. The efforts for search engine optimization (SEO) consist of actions to maximize the number of times that Dona Laranja appears on Google searches. The goal is that every time a person searches for Dona Laranja, it appears in a good position on the ranking of results.

When our audience search for our company, they are interested in seeing what we have to offer and become followers if they like it. The creation of positive word-of-mouth recommendations is a powerful marketing tool. The primary objective of this strategy is to create, develop, and promote meaningful connections with customers to improve their loyalty. Also, of course, the company has to inform and advertise our products.

The blog's title will only be Dona Laranja, as it is a way to maintain the brand's uniformity and consistency. It has the same name as the brand's other online pages – Facebook, Instagram, YouTube, and blog. The blog will talk about the orange world, and every event Dona Laranja is involved. The articles will include tips, recipes, how to's, and DIY (do it yourself), including pictures, as well as videos for food and beverage classes, using a text to describe the activity. Also, it will include interviews with chefs, tips on juices, unique events we are participating, production and storage posts, market trends, among other posts.

Actions	Blog Presence
General Objectives	<ul style="list-style-type: none"> - Create content about our business - Inform about events and partnerships - Increase Google search engine optimization (SEO)
Target	<ul style="list-style-type: none"> - Our regular customer - Any other person that has interest in our niche
Detailed Actions	<ul style="list-style-type: none"> - Create, develop, and promote meaningful content for our audience - Develop articles with tips, recipes, how to's, and DIY (do it yourself) - Pictures and videos teaching about food, beverages and drinks - Regular interviews with chefs, unique events, and tours

Specific Objectives	<ul style="list-style-type: none"> - Promote our brand - Increase Sales - Increase visibility
KPI	<ul style="list-style-type: none"> - Number of clicks and visits - Level of engagement, comments and shares - Number of references inside social media

Table 13: SEO and Blog strategy. Source: Own Elaboration

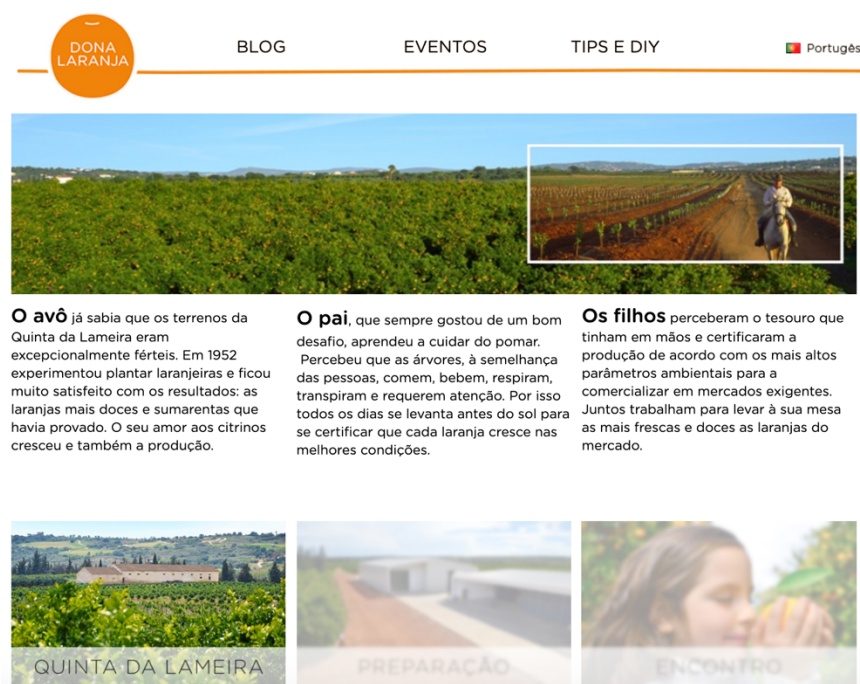


Figure 12: Example of Blog for Dona Laranja

Website

The website must be changed as Dona Laranja is outdated and has almost no content in it. Its primary objective is to provide more critical information about the available products and services, their prices and other contacts, serving as a hub for all the other social networks. It can be said that this is a complement to our social media, as the goal is not so much to create and foster the relationship between consumers and the brand, but mainly to provide more information to consumers in order to improve that connection.

Its design and graphic design must be clean and straightforward, in line with what we want to transmit, like the websites of any other company, it will also contain some company information, such as its background, mission, vision, and location. Customers will also be allowed to provide feedback on their experience with Dona Laranja and leave their e-mail to earn the e-newsletter we are going to discuss further below.

The website will be continuously updated in the shape of a limited portfolio with pictures of the activities, as all images are accessible on Facebook and Instagram pages.

Actions	Website Presence
General Objectives	<ul style="list-style-type: none"> - Create a new website - Provide more information about the company - Show our vision, mission and objectives to our clients
Target	<ul style="list-style-type: none"> - Our regular customer - Any other possible customer that need more information about us
Detailed Actions	<ul style="list-style-type: none"> - Serve as a Hub for our other Social Networks - Show our portfolio and previous events - Communicate our Vision, Mission and Objectives - Activate the e-newsletter and provide several information about us
Specific Objectives	<ul style="list-style-type: none"> - Increase visitors and have more leads - Deliver better information about Dona Laranja - Be a hub to other social media
KPI	<ul style="list-style-type: none"> - Number of clicks and visits - References inside social media

Table 14: Website strategy. Source: Own Elaboration



Figure 13: Example of Website for Dona Laranja

E-Newsletter

Every two months and sometimes after significant events, the e-newsletter will be issued, serving as a small journal documenting what happened during that period. It will consist of the most significant and beautiful pictures published on Facebook and Instagram, plus a descriptive written text posted on our blog.

It is a compilation of the monthly news and activities that occurred during that particular month and what is written about us online, it will serve as a digital reminder of those moments. This e-newsletter will be sent by e-mail through our website's database. As we have already said, there will be a spot on our website to get e-mails from customers, and we will also recommend it through all social networks to promote this initiative even more.

Therefore, those who are interested in receiving it leave their e-mails there. It is a tool to interact with customers and always be remembered. Through it, customers can get the brand's news and updates and learn about what is going on in Quinta da Lameira as well. The first edition of the e-newsletter, presenting our marketing mix suggestions, will be a short report of our new approach and strategy.

Actions	E-newsletter Presence
General Objectives	- Create a E-newsletter - Increase loyalty and relationship with our customer
Target	- Our regular customer - Any other possible customer that need more information about us
Detailed Actions	- Show our company and important events - Communicate news and basic information - Compilation of monthly news
Specific Objectives	- Send information about Dona Laranja - Increase sales and customer trust
KPI	- E-mails registered in our data base - Number of replies

Table 15: Facebook strategy. Source: Own Elaboration

· **Budget and Chronograph**

To define the scheduling of the communication actions, we need to consider the objectives described for each one and also the seasonality. Thus, actions are scheduled to take place throughout the year, others need to take place daily, others are scheduled monthly, and other particular actions are scheduled to take place just on a specific day or time of year. The chronograph below provides the communication plan, including all the activities considered for 2019 and 2020.

The budget was proportional to what the Director, Francisco Leal, thought it would be appropriate for the begging of a scalable business, as described during the interview. The amount for the entire project will be around 10.000 euros, as we can see in table 14.

Actions	Nov /19	Dez /19	Jan /20	Fev /20	Mar/ 20	Abr /20	Mai /20	Jun /20	Jul/ 20	Ago /20	Set/ 20	Out/ 20	Nov/ 20	Dez /20	Budget
Facebook															4.200€
Instagram															2.660€
Youtube															1.700€
SEO/Blog															750€
Website															690€
E-newsletter															N/A

Table 16: Budget and Schedule. Source: Own Elaboration

The chronograph also provides the budget of the activities in addition to the planning. In order to promote the site, the value listed for the Facebook and Instagram action concerns paid ads. Some budget scores are 'N/A,' either because the cost is not applicable or because it could not be obtained.

XI – CONCLUSION

The main objective of this master's thesis is to develop a Dona Laranja Digital Marketing Plan. There are a few steps to be followed in order to achieve this goal.

First, there was a literature review to gather proper and scientific background information related to the project. The main topics related to a marketing plan, marketing evolution, digital marketing, the new era of the Internet, social media, integrated marketing communications, consumer behavior on social media, word-of-mouth, health and obesity concerns, sugar-sweetened beverages and fast-moving consumer goods (FMCG) was previously studied. A market and competition external analysis, an internal analysis of the organization and its portfolio and competitive analysis were undertaken to complement the previous study. The market analysis, in a macro environment, concluded that the Portuguese juice market is being affected due to political instability and the current economic situation once the EU has decided to create strict laws for sweetened beverages. We can see, however, that the unemployment rate is dropping, and the purchasing power is increasing, on the contrary. Nevertheless, healthy-minded people tend to buy more products following this concept. The good news is that natural and healthier branded products, as nectars, still played a significant role in the consumer's mind, allowing this niche market opportunity to explore.

Concerning the technological environment, there is an opportunity to take advantage of this new Internet and social media era, to interact with our customers and to maintain contact with them. On the other hand, the healthy juice market is growing at a high pace in a microenvironment. This healthy customer leads to a new trend that can be seen in soft drink consumption.

Some major players in our market, such as Coca-Cola and other flavored sodas, decreases worldwide sales due to high sugar content, artificial coloring, phosphoric acid, artificial sweeteners, and caffeine that can damage the human body. As a result, many customers are moving from carbonated drinks to natural fruit juices.

As far as external analysis is concerned, Dona Laranja has some competitors who offer similar products. Its competitors split into four leading players: Sumol+Compal, Parmalat, Unicer, and Schweppes. Compal with a considerable market share is the most significant and most consistent competitor, and these two other companies are competitors with a market share of less than 2 percent.

In terms of internal analysis, Dona Laranja headquarters takes place in Quinta da Lameira, an Algarve Portuguese farm with over 30 years of production of orange and other citrines. The main objective is to provide the end consumer with a high-quality fruit with respect for the environment and safety. Its competitive advantage is a rigorous system of traceability and qualification that allows us to certify our fruit in the Global GAP system together with our distribution center developed to reduce costs and increase delivery speed. The main opportunities for this project thesis on the market are the healthy trend in Europe, increasing social media use and changing consumer behavior. Its main threats are climate change that can affect the global orange business, shallow expiry date for orange juice, fungus, and plagues. For Dona Laranja, the most important critical success factors are full chain control from production to retailer, high-quality fruit, tradition, and branding to distinguish our products from the competitors.

Considering the previous studies, along with the interview and the questionnaires, is a valuable part of this thesis because, based on it, we can take decisions concerning the marketing mix and implementation plan. The questionnaire analysis showed that almost every respondent is present on social networks, and the ones with more people registered are Instagram and Facebook. These two are also the ones that respondents most use; However, Instagram has a much more significant percentage of use. People usually use them every day, mainly through their smartphones. They even declared they use social networks when searching for a brand.

One of the main reason to be present on social media is to entertain themselves and keep in touch with friends and family. The fact is that almost everyone (86,6%) does follow brands on Facebook and Instagram; these people follow between 1 to 5 brands, including mainly entertainment brands and fashion brands. They think a brand only should do one post per day, if possible, showing pictures, but mostly they consider brands should be on social media mainly to communicate and engage with customers.

As a result, frequent users of social networks follow brands mainly to know about their new products, promotions, sales, and discounts. Concerning the interview applied to Dona Laranja Director, we can realize that we have an excellent opportunity to explore in the orange juice market. Dona Laranja is already a company that has full chain control from production until the retailer, high-quality orange, tradition, and a brand. These characteristics are also what they consider to be the main critical success factors.

The implementation proposal developed in this thesis has a strategic marketing plan and the operational marketing plan. On the first part, the strategic marketing plan permitted

us to make decisions about segmentation, positioning, and targeting. The segmentation process led to the definition of four primary targets. In the topic positioning, Dona Laranja wants to position ourselves as the first orange brand created in Portugal, Now focused in producing juices using organic oranges that were going to be wasted or sold at smaller prices to big corporations (sustainability).

The operational plan covers the progress of the marketing mix, and so we decided to work based on the existence of the 4 Ps. The main recommendations for Dona Laranja are to develop more juice types and flavors, farm tour and visitation, partnership with universities, a special orange day for harvest, and finally new usage for facilities and spaces. Concerning the second topic, prices were defined according to competition; our target market considered being price-sensitive, so we need to adapt and have competitive offers for B2B and B2C. In topic Place, we focus mainly on distribution, and this is a competitive advantage that Dona Laranja has over its competitors, once we make our distribution from the producer, to the warehouse, followed by the distributor or even the final client in our kiosks located in Lisbon area. However, we also need to develop an online distribution channel, since social media are our greatest allies in what concerns the promotion of our product.

In the topic promotion, we notice that it is through Facebook and Instagram that most people see our photos and also interact with us. As we proved in the questionnaire, we need to develop other online social media resources in order to create brand awareness and be present to our customer. Therefore, our communication efforts are concerned, so the main objectives are: create a new website, improve Instagram and Facebook content, create a Blog using SEO (search engine optimization) strategies, a YouTube channel and elaborate an E-newsletter.

The main goals of this communication plan are to gain exposure, increase brand awareness, to increase the number of potential clients, to build loyalty, and to create some buzz around the brand. The information provided on this communication plan has the objective of making customers more involved with Dona Laranja, using a storytelling, informal, direct, and sometimes the humoristic tone of voice. In order to start this project, a budget and a schedule were defined. Dona Laranja tends to implement these actions during 2019 and 2020 using some metrics defined in this thesis.

11.1. Limitations of the project

During the construction of this project thesis, we found some limitations. Once we started searching for scientific papers in the literature review, it was a difficult task to find relevant content on the orange juice market. However, we had to surpass this difficulty and find useful articles regarding the topic.

Besides that, when developing the data collection of the primary data, that involves questionnaires and interviews, we found some financial and time limitations. Those conditions restricted the number of questionnaires distributed. As it was not possible to collect data from the entire population, we chose a sample and used the convenience sampling method. By doing this action, it enabled us to decrease the time limitation and the overall costs. Another limitation due to this sampling method was that the results of this research are not representative of the universe, being merely indicative of this situation.

On the current data about the competition analysis inside the juice market, we had some limitations, because the leading players do not expose their strategies and internal operations for anyone. So, we did not find the amount of information we wanted for a more in-depth study.

Concerning the implementation project, the main limitations we found are related to the prices of the products and services which are defined based on the market. Also, we cannot change it so much from our competition. For the communication plan be developed and implemented, Dona Laranja needs to hire new employers and create a routine in the marketing team.

11.2. Limitations of the project

The primary goal of this project thesis is to develop a digital marketing plan for Dona Laranja. The operational strategy and the implementation proposal that includes marketing-mix policies were created for a time horizon of one and a half year, from 2019 to 2020. This digital marketing plan intends to help future researches about the creative process for a digital marketing brand, using mainly social media. It provides guidelines concerning how to develop a marketing plan focused on the online strategy.

Before this project, Dona Laranja was not concerned about digital marketing actions. The business was limited to basic things and offline sales. However, this project is going to be implemented in the next few months. We intend to create a competitive

advantage in the market, expecting to improve our business, in order to become closer to our customer and interact more often with them, leading to better results every year.

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XIII - Appendices

13.1. Appendix 1: Questionnaire

a) Sample characterization

1. Age:

- 18 - 25
- 26 - 35
- 36 - 45
- 46 - 55
- 56 - 65
- More than 65+

2. Gender:

- Male
- Female

b) Customer Behavior in Social Media

3. Are you present in social networks?

- Yes
- No

4. Which social networks are you in?

- Facebook
- Instagram
- Twitter
- Google+
- LinkedIn
- Pinterest
- Youtube

5. Considering the ones selected, how many times you use?

- Every day
- 3x a week
- 2x a week
- 1x a week
- 1x a month

6. Which one you use the most? (choose one)

- Facebook
- Instagram
- Twitter
- Google+
- LinkedIn
- Pinterest
- Youtube

7. How do you access social media?

- Desktop/computer
- Smartphone
- Tablet

8. When searching for a brand, where do you look for information?

- Social Networks (Facebook, Instagram...)
- Video content (YouTube, Vimeo, vine)
- Search engines (Google, Bing, Yahoo)
- Own Brand Website

9. Why do you want to be in social media?

- To share your experiences with products
- To share your own daily life
- To generate content
- To keep up to date with what brands are doing in real time
- To keep in touch with friends and family
- To help you make decisions about purchases

- To entertain yourself

10. Do you follow any brand on social media?

- Yes
- No

11. If yes, what type of brand?

- Fashion
- Sports
- Food
- Entertainment (Music, TV shows)
- Influencers
- Events

12. Why do you follow brands on social media?

- To know about sales/discounts/promotions
- To be notified about special offers
- Just because you like the brand
- To know the latest products information
- To be aware of customer service
- To find entertaining content/ideas
- To learn about new products and services
- Work there
- Loyal customer

13. How many brands do you follow?

- 1 – 5
- 5 – 10
- 10 – 15
- More than 15

14. Do you think brands should be in social media?

- Yes
- No

15. Which type of social networks do you think influences your buying decisions most?

- Facebook
- Instagram
- Twitter
- Google+
- LinkedIn
- Pinterest
- Youtube

16. Are you used to sharing brands you like or their content with friends (on social media)?

- Yes
- No

17. Which type of content do you prefer a brand to post?

- Images
- Videos
- New Products
- Company status
- Events

18. Have you already unfollowed a brand because it posted too much content?

- Yes
- No

19. Which is the maximum of posts you think a brand should do?

- 1 post per day
- 2 posts per day
- 3 – 5 posts per day
- More than 5 posts

13.2. Appendix 2: Interview with Francisco Leal, Dona Laranja Director

1) How did the brand Dona Laranja was born?

A1: The name Dona Orange was born 30 years ago in a kiosk company created by the father of the family who runs the business, and the title refers to the home-made orange production and the tradition of the family. Since the beginning, we always wanted to build a brand to differentiate our orange in the industry, designing visual communication, creating a logotype with a good picture, slogan, and symbol to achieve this goal.

Dona Laranja has now created an entirely new layout from most orange boxes; our business is easily identifiable in fruit stores or supermarkets, which leads our customers to distinguish our item from rivals.

2) Some oranges are not perfect and cannot be sold, what is the final destination of the defective oranges?

A2: We have some waste in the warehouse with perfect oranges in terms of flavour, however outside it has some problem in the peel, fungus or epidermal defect. This type of fruits cannot go for sale in northern Europe market; as a result, almost 20% of our orange is left out because it is not of category 1. However, it is necessary to find new ways to take advantage of this orange. There were several options in the table; we could use in the production of juices, sweets, and even flour to feed the animals. After analyzing all the options, juice production is the most profitable, and with the most significant opportunity for profit, as we already have the raw material to start production. In our market, it is essential to focus on the diversification of products.

3) What are the barriers to the new orange juice enterprise?

A3: There is a risk in every business, the most significant being the fragmentation of the nuclear core business of the company. In this situation, a separate department of juice production is going to be created. On this new part of the company, we will need to invest a couple of resources to grow. Legislation must be adjusted, new equipment bought, and people have to be hired to manufacture juices. That is why Dona Laranja is

excited about this thesis, as it gives an external view of the entire process. The main barriers are time to be invested, buying new machinery, legislation, on-site physical specifications, lack of knowledge in production, digital marketing, and product sales.

4) What is Dona Laranja's competitive advantage over similar companies?

R4: As a producer, I can say that our product is of extremely high quality. Our customers always give us very positive feedback, which is above the market's average. Another differential is that we control the whole operation from start to finish, we know everything that happens to the orange during the whole process, including the no use of pesticides and we know how to deal with very demanding markets. I know that in this aspect, I gain economic advantage through vertical integration in logistics, and I also intend to explore the trend of healthy in Portugal.

5) Which social media is Dona Laranja present?

A5: We only use Facebook and Instagram

6) How often are they updated? What is the most considerable difficulty in social media?

A6: We updated our social media during 2016-2017, through this era, we created a bank of images and posted every week, but over time we stopped investing in marketing, once the budget decreased we stopped making updates on social networks around 2017. Our biggest problem is the lack of an e-commerce platform for the direct sales of orange since our sale is made through pallets in large quantities and usually B2B. The final customer (B2C) can only buy smaller packs in local supermarkets or our kiosks all over Lisbon area.

7) Has Dona Laranja already promoted any marketing campaign? How much would you be willing to invest?

R7: Dona Laranja has already tried to make marketing campaigns to encourage the street food kiosks of orange juice. We had the idea to create these kiosks and bring the

brand closer to the end customers as a form of open sky marketing, being seen as outside marketing experience in the city, but this branch ended up not having the expected result because the cost was too high. Dona Laranja has already invested in marketing was around 2,000 euros in 2017, including cards, logo, boxes, and kiosks. Considering that in a first stage, we could produce around 33.000 liters of juice per month, and consider spending proportionally 10.000 Euros per month according to the returns.

8) Has the company ever done any brand awareness campaign with customers?

A8: The kiosks were an attempt to create brand awareness with the final customer through direct sales, but we concluded that our orange is a little more expensive concerning our competitors. However, the orange is a commodity and a highly replaceable product. Consequently, the final consumer always ends up preferring the cheaper product. The way to differentiate our product has been creating boxes with different looks and performing customer experiences, placing a plate with cut oranges so that people can get to know our product and taste the fruit, in Sintra, there is a grocery store that people wait in line to buy our orange. Another strategy was to put stickers on juice machines inside small cafes, so our customers could see that the juice they were drinking was certified with the Dona Laranja brand.

9) Do you consider digital marketing as a strategy for brand promotion? Does Dona Laranja use any digital strategy?

R9: Online advertising is an essential strategy for Dona Laranja to develop, today we are still not working with any sales-focused approach, but we see an excellent opportunity to scale up the company by using paid advertisements through social media to reach as many people as we can. The scalability must be enormous to reach the entire market once everything started as a small business and now we need professional advice for a continuous upgrade of our company.

10) How important is a digital marketing strategy for the company? (0-10)

R10:10, like any company, our future is also in the digital marketplace.

11) How do you see the future of the company?

R11) The company's future relies on a worldwide market seeking new alternatives, methods, and sales. It all includes many risks, but if we build a brand like Nespresso on the coffee industry, we can become a reference on the orange sector and suffer less than other producers' oscillations. Fortunately, there is no consolidated brand in the niche of oranges as there are other fruits like the pink lady apple or the rose valley grape. Our vision is, therefore, to create a brand and consolidate in the industry to be prepared to resist market fluctuations and to be safe to sustain the company.