

A Work Project, presented as part of the requirements for the Award of a Master Degree in
Management from NOVA – School of Business and Economics



CONNECT TO SUCCESS MASTERS CONSULTING PROGRAM

RENASCIMENTO – GESTÃO E RECICLAGEM DE RESÍDUOS, LDA.



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A project carried out on the Masters in Management Program, under the supervision of:

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Executive Summary

The present project was developed by a group of three students, currently pursuing the Masters in Management programme at Nova SBE, under the supervision of PhD. Carlos Alberto Marques. The project was conducted with the intent of providing a clear marketing analysis for Renascimento, with a special emphasis on repositioning Renascimento's brand, while increasing brand awareness around the several business areas, aligned with a reinforcement of the company's image around current and potential customers.

Renascimento - Gestão e Reciclagem de Resíduos, Lda, is a global waste management company, established in the waste management industry, for twenty years now. In order to develop a Marketing Analysis, the "5 Cs", "PESTLE" and "SWOT" models were used, complemented by a Qualitative Research, to get some insights on companies' waste management practices. By segmenting the market, four main industries were considered as the most attractive to be targeted by Renascimento - Manufacturing, Construction & Demolition, Agriculture & Livestock and Services (Retail and Distribution). On this note, a Marketing Mix analysis was conducted, explaining the broad range of solutions Renascimento offers and how they are made available to its customers. In addition, a pricing strategy was set and as a latest point, a communication plan for the year of 2017 was developed, through which a communication strategy and message for the target audience were conceived. On this note, several KPIs were identified and the largest amount of the media budget (53,5%) was allocated to Outreach activities (mainly events). In order to understand the viability of these campaigns, the NPV was calculated based on the estimated incremental cash flows. Since for each scenario, the NPV was positive, the proposed campaigns should be undertaken. As a conclusion, additional recommendations were proposed and a contingency plan to measure the riskiness of the campaigns was developed.

Glossary

BL: *Brand Loyal*

C2S: *Connect to Success*

DGAV: *Direção Geral da Alimentação e Veterinária*

EBITDA: *Earnings Before Interests, Taxes, Depreciation and Amortization*

ELV: *End-Of-Life Vehicles*

EU: *European Union*

EV: *Enterprise Value*

GDP: *Growth Domestic Product*

KPI: *Key Performance Indicator*

KSF: *Key Success Factor*

NCU: *New Category User*

QES: *Quality, Environment and Safety*

QMS: *Quality Management System*

RCDW: *Recycled Construction and Demolition Waste*

RDF: *Refuse Derived Fuel*

SME: *Small and Medium Enterprises*

WEEE: *Waste of Electric and Electrical Equipment*

OBL: *Other Brand Loyal*

OBS: *Other Brand Switcher*

ONGA: *Organização Não Governamental de Ambiente*

P&L: *Profit and Loss*

STP: *Segmentation, Targeting and Positioning*

Keywords: AutoRenascimento, Awareness, Business Areas, Business Units, Communication, Customers, Demolition, Environment, Recycling, Renascimento, Sustainability, Vehicles, Waste.

“Marketing is still an art, and the marketing manager, as head chef, must creatively marshal all his marketing activities to advance the short and long term interests of his firm.”

(NEIL H. BORDEN)

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1. Introduction

Founded in 1995, Renascimento - Gestão e Reciclagem de Resíduos, Lda, is a recognized family-owned waste management and recycling company. Its founders, Elsa Nascimento and Paulo Nascimento, rely on a young, qualified and mature team of about 200 employees and partners who unceasingly participate in job-training services in the areas of waste and quality management, environmental concerns, health, hygiene and safety at work in order to ensure the effectiveness and efficiency of the company's services.

The Co-founder Elsa Nascimento and the Marketing Responsible, Ana Monteiro, signed up to C2S initiative by September 2016. This a program supported by the American Embassy, originally developed by Kim Sawyer, the American Ambassadors in Portugal, to support entrepreneurial women in the development and growth of their businesses. By joining this program, two major challenges arose, described below.

1.1. The First Challenge

Many different business areas and companies, from several industries, are part of Renascimento's operating, logistic, and strategic sets. By following its mantra, i.e. "Doing more, better and profitably", the company foresees the best and most efficient environmental and business opportunities. On this note, a new business challenge, in the field of by-products of animal origin, has risen in the last decade. The initial aim of this project was, then, to address the short-term viability, long-term potential and profitability of this business area. To do so, a thorough analysis on best practices, in both Portugal and Spain, was conducted. It was simple to understand that this is a very specific market, where statistical and financial information is not available for public consultation. By the time the group was prompted to look for quantities and business volumes, a decision to begin the research in DGAV's website was taken, under the supervision of Renascimento's marketing and financial teams. Within this website, the group looked for companies that had a license to legally manage by-products from category M3. It is important to mention that there are three different categories of by-products according

to the level of risk they portray to humans. By-products of category M3 are the ones with the lowest risk and thus, lowest probability of spreading diseases. After an exhaustive and extensive research in DGAV's website, a consolidated database with around 200 companies was built. Two filters were applied throughout the research, i.e. only companies with a capital structure of at least €100,000 and with a contact, either mobile, skype or e-mail, were considered. During the month of October, other industries up during the research, increasing the sample size to 300 companies. Although it was easy to understand how some parts of the business work, the potential in this business area was not that clear. Apart from the fact that no statistical nor financial information was available, no positive feedback was given from the companies contacted, either because they simply had never heard of this business area or because they were not the actual producers but rather importers.

1.2.The New Challenge

Given all restraints faced, Rinasimento suggested a different approach and a different problem they needed to see solved. In spite of its twenty years of activity, the company never had a Marketing Plan. Goals and strategies are planned, but everything is built and defined as time and necessity strike. Therefore, a new challenge, to create a Marketing Plan for Rinasimento, with a specific emphasis on the development of a Communication Plan, arose. The point here is to reposition the perceived image of the largest business areas, and at the same time to create brand awareness around the ones with less exposure. The company desires potential and current customers to be aware that it is offering a diversity of services in many different areas, thus being a versatile and differentiated company in the global waste management and recycling sectors.

2. Theoretical Framework

Companies may have excellent products and services, but if they do not communicate it right, they will not be successful in the long run (Tennessee Small Business Development Centers, 2011). Having said this, considering the competitive and intricate environment in which we live

in, having a concise plan of all marketing activities to follow is crucial to every business organization, as *“marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals”* (Fisher, 2009). When developing a Marketing Plan, an analysis on both internal and external issues must be conducted, followed by an analysis on the company’s position on the market. This is of crucial importance, as companies need to understand the market in which they operate, against whom they are competing, and finally, how they can benefit from their PODs, thereby overcoming weaknesses and threats. *“At the strategic marketing plan level, marketers are scanning the environment, pondering what is happening and looking for emerging or robust market segments which they could consider as target markets”* (Fisher, 2009). Additionally, a Marketing Mix was developed, to describe not only the current portfolio of offerings of the company but also its pricing and placement strategies. On this note, a Communication Plan was designed, within the Promotional component of the Marketing Mix, whereby a communication strategy and several campaigns were proposed with the overall objective of repositioning Renascimento in customers’ minds as the solution for any type of waste management needs. *“A communication plan is the planning and execution of all types of advertising-like and promotion-like messages selected for a brand, service, or company, in order to meet a common set of communication objectives and to support a single positioning”* (Percy, 2008).

2.1. Methodology

In order to develop the project, several tools and models were used and analyzed. On a first stage, in order to develop a Marketing Analysis, the “5 Cs”, “PESTLE” and “SWOT” models were used, complemented by a Qualitative Research. By resorting to the first three models, a complete firm and industry analysis were made. Moreover, by resorting to a Qualitative Research, several insights and behaviors on waste management practices were obtained. These were essential to conduct a detailed analysis to improve Renascimento’s brand awareness and

image. On a second stage, to reach and interpret conclusions on this analysis, an STP (Segmentation, Targeting and Positioning) strategy was pursued, complemented by a Marketing Mix (Product, Place, Price and Promotion) model. Finally, to develop the Communication Plan, several branding concepts and models (Rossiter-Percy Grid and IMC 360° approach (Rossiter & Percy, 1997)) were used. The main branding concepts portrayed were brand awareness, image, interest, preference, purchase, and loyalty.

3. Marketing Analysis

Due to the interactive era in which we live in, marketing operates in a complex and changing environment and not in a vacuum (Kotler, Wong, Saunders, & Armstrong, 2005). This being said, to implement effective marketing strategies and to create customer value and satisfaction, Renascimento must understand not only how and where it shall operate but also the environmental context in which it operates. Having an internal analysis will allow the company to get a deeper knowledge about itself, thereby creating a well-established image of the current offer (which products and services are new on the market and the ones that are more mature), as well as understand the relationship built with the various intervenients on the processes. In this sense, the purpose behind this approach is to find out which are the main strengths and weaknesses of the company in order to accurately plan actions to address market necessities and thereby exploit existing competitive advantages. Moreover, there are forces and trends on the external environment which were worth to consider and analyse, taking into consideration the impact they may have on the company's operations, on both the short and long run.

3.1. The 5 C's

In order to define a suitable marketing strategy for the company to harvest the market and to support effective decision making strategies, a deep analysis on the 5 C's should be conducted. The main goal of this analysis is to understand what are the existing needs on the market, and how prepared the company is to satisfy them, always taking into account the external factors that can affect the flow to meet customers' expectations (Dolan, 2000).

3.1.1. Context

There is no material in this world, which is not useful in one-way or the other. Also there is no material which is created out of nothing. *Throughout most of history, the amount of waste generated by humans was insignificant due to both a low population density and to low societal levels of the exploitation of natural resources. Common waste produced during pre-modern times was mainly ashes and human biodegradable waste, and these were released back into the ground locally, with minimum environmental impact* (Crowell, 2014). To this day, it is still hard not to find landscapes, streets, and the quality of life in general damaged by the huge amounts of waste left out and neglected by human beings. On this note, two main concepts of waste management arose in the modern era. On the one hand, Resource Efficiency, which reflects the understanding that current economic growth and development, cannot be sustained with current production and consumption patterns. Globally, we are extracting more resources to produce goods than the planet can replenish. (United Nations Environment Programme, 2013). On the other hand, Integrated Solid Waste Management, which is a set of methodologies envisioned to reduce not only the generation and disposal of waste, but also to prompt a better monitoring throughout their production cycle. Moreover, it aims to reduce the generation of waste at its source, and to manage the production of waste in order to achieve a balance between the necessity for waste generation and its environmental impact. It is a transversal and holistic management of the entire production cycle (European Commission, 2006). Taking into account the growth potential of the waste management sector, the societal impacts it comprises and all the directives companies must comply with, a PESTEL Analysis was conducted.

PESTEL Analysis

Political and Legal Forces

The constant scrutiny and tight legal control under which the company is, can indeed constitute a threat to the development of new products and penetration of new markets. Furthermore, EU regulatory constraints and legislations dictate operations and control within the waste management sector (Ministério do Ambiente e Ordenamento do Território, 2011). That is,

companies operating within this sector must comply with several legislations and directives and own certificates in accordance with the type of waste and residues in question. Having all this notions in mind, Renascimento unceasingly takes into account all the bureaucracy involved in all services and processes, regulations for competition as well as the protection of intellectual property rights. Furthermore, the company basis all operations in accordance to those directives and legislations and owns several certificates and environmental standards (please refer to appendix I).

Economic Forces

Portugal recorded a Government Debt to GDP of 129% in 2015, which combined with a high unemployment rate (12.2% as of 2016) presents a limitation to the government's ability to invest in this sector (Eurostat, 2016). Moreover, by resorting once again to this statistical database, it was possible to analyse that the percentage of special/selective collection of urban waste activities has increased from 3,3% to 13,6%, from the year of 2000 to the year of 2014, respectively. The percentage of recycled urban waste has also increased from 4,6%, as of 2002, to 16,2%, as of 2014, nonetheless, as it can be seen from the graphical illustration in appendix II, the collection of urban waste per habitant has not been matching such increment, which proves that there is still room for improvement concerning environmental awareness. Furthermore, the average number of associates per ONGA has also increased from the year of 2000 to the year of 2015, attaining values of 1,1512.8 and 1,937.2, respectively. In conclusion, autarchy and municipality expenditures on waste management have also increased between the year of 2000 and 2015, attaining values of €248.148 and €433.914 respectively (Eurostat, 2016).

Social and Environmental Forces

A critical component in any waste management program is public awareness and participation, in addition to appropriate legislation, strong technical support, and adequate funding. *W. Watch, What people think about waste, attitudes and awareness research into waste management and*

recycling, 1999NOP Research Group LondonStudies is a study conducted based on population's attitude concerning waste management practices. The following conclusions were retrieved. 89% of participants considered recycling as an acceptable method for disposing of their waste and 57% agreed with the idea of waste collection being charged per bin to encourage recycling. Only 34% recycled some waste weekly and 9% recycled four times a year or less.

Technological Forces

Adapting brands, products and services to technological advancements and a changing environment, so as to sustain the company's current efficiency in the market, is a key factor these days. For instance, Trade Association PlasticsEurope has created a new Plastics Packaging Circular Economy Group which will be working across the value chain to maximise the potential of plastics in delivering superior resource efficiency (PlasticsEurope). According to the organisation, society adds significant value in containing, protecting and preserving a wide range of products. However, more can be done. To this end, PlasticsEurope stated that it is important to further strengthen the engagement with all actors within the supply chain and work in a more holistic way. Additionally, in the Caribbean, the Saint Lucia Solid Waste Management Authority is using small scale funding Assistance from UNEP to develop a strategy for solid waste management.

Key Success Factors Analysis

Key success factors are defined as the basic planning, design, and implementation of how products and services will be presented for consumers and result in successful sales (Lake, 2016). The Key Success Factors for any organization are directly related to what an organization is, and how it operates in the world. However, *it is not just the existence of these factors that enables success -it's what you do with them.* (Lawrimore, 2011). Having said this, Table I, below, describes the five main KSFs of the waste management sector.

<p><i>Physical Resources</i> <i>(Logistics)</i></p>	<p><i>Finances, facilities and equipment are the big three physical resources. And one of the biggest expenses is providing adequate facilities and equipment for people to work in and with.</i> (Lawrimore, 2011). Companies in this industry must have the appropriate</p>
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	vehicles, containers, wrappers and presses, to collect, store and treat the several types of residuals produced.
Operations Management	<i>Effective operations ensure that customers get exactly what they want at the right time, at the right price and with the right quality.</i> (Lawrimore, 2011). Companies in this industry must have effective operations especially focused on product cycle time, cost and quality control.
Customer Interaction	<i>Effective sales and marketing begins with asking existing and potential customers what they need and what problem they want solved.</i> (Buck, Lawrimore). This, is of course, applicable to the environmental and waste management industry, given the large amounts of operators and, ultimately, quantity of waste produced.
Vocational Training	<i>Effectively managing people requires balancing constraining forces (providing direction, structure, organization and some rules) with liberating forces (encourage personal growth, development and creativity).</i> Finding knowledgeable collaborators capable of adding value within this industry is not an easy task.
Waste Management Regulations	These govern the transport, treatment, storage, and disposal of all manner of waste, including municipal solid waste, hazardous waste, and nuclear waste, among many other types. Moreover, they are generally designed not only to minimize or eliminate the uncontrolled dispersal of waste materials into the environment but also to reduce the generation of waste and promote or mandate waste recycling. All companies in this industry must obey to such regulations.

Table I – Key Success Factors

3.1.2. Company

Being positioned next to the most diverse national industries and services, Renascimento's core business is based on aspects of global waste management. Since day one, the company's founders envisioned themselves reinvesting the earnings, not distributed as dividends, in the company's growth, aiming to improve its equity ratio, i.e. the proportion of the total assets that are financed by stockholders. As a consequence, Renascimento has been witnessing stupendous growth rates in the several business areas in which the company operates, has been working with suppliers and clients from numerous segments and it has been awarded with the following recognitions: PME excellence (2010-2012), PME leader (2013-2016), Entrepreneurial Merit Award for the years of 2013 (granted by Loures autarchy) and 2016 and finally, best centre for the demolition of ELVs (2007 - 2011). Currently, the company has three operating units in Portugal, one in Lisbon (Loures), a 70,000m² area, with approximately 160 employees, one in Faro (Silves), a 8000m² area, with 15 employees and finally, one in Porto (Santa Maria da

Feira), a 15,000m² area, with approximately 25 employees. In order to support its packaging services, collection and transportation of waste, the company owns a fleet of 50 vehicles (22 light and 28 heavy), three different types of machines to support its activities, 1500 containers ranging from sizes 6m³, 15m³, 25m³ up to 36m³, presses and big bags to carry trash and rubble (please refer to appendix III). Finally, according to the P&L account presented in appendix IV, the company's business volume, as of August 2016, is of €12,068,063, in contrast to €12,019,399, as of 2015. This represents a growth rate of approximately 0,4%. Moreover, the EBITDA, as of August 2016, is of €2,351,276, in contrast to €2,503,864, as of 2015. This represents a decrease of approximately 6,1%. Finally, the contribution margin, as of August 2016, is of €6,545,219, in contrast to €6,458,527, as of 2015. This represents a decrease of approximately 1,3%.

Organizational structure

Renascimento has a very well structured organization for its collaborators, to assure that all business departments have someone allocated to them, with all functions and duties very well split. The Direction team is composed by the two administrators and founders of the company, Elsa Nascimento and Paulo Nascimento. Aligned with the direction team, and influencing all the other departments, are the management advisory team and the legal department to assure that all procedures are made in accordance to legislation and aligned with the certifications the company owns. The next institutional layer is composed of four crucial departments and the correspondent professionals of each area, i.e. the QES, Financial, Commercial, Marketing & Development and finally, the Operations departments (please refer to appendix V for a more detailed explanation and respective organizational chart). On the other two business units, Porto and Silves, there is a clients' assistance unit with the responsibility of dealing with all the clients comprising that specific business unit.

Business Units (Porto and Silves)

Porto's unit was built in the year of 2009 and is located in Santa Maria da Feira. The potential, scope of action and success of this unit can be seen in both a qualitative and quantitative matter. Within a period of five years, the unit grew immensely as quantities received duplicated, the number of collaborators and infrastructures (e.g. equipment, vehicles and facilities) triplicated and revenues attained a value of €1.5M. The unit's portfolio of clients is already large, including companies such as Jerónimo Martins, Parfois and Mota-Engil, and the main challenge has been to get and keep clients from SME's, such as Mofitex, Cartonex and Panrico. This is due to the number of competitors around the districts of Porto and Aveiro, and to some unfair price competitive practices, e.g. illegal discounts, delivery of residues in unlicensed fields or in forbidden locations such as sanitation networks. Under the positive scenario that this unit is, producing almost at full capacity and with positive returns, giving up profit margins in order to practice lower prices to match competition, is not a priority. Since most competitors are present in this market for a longer period of time, they already possess the exact equipment and facilities needed to address the needs of a broader range of clients. As this unit only started to grow in 2012, it still needs to acquire new equipment and merchandise to provide proper solutions to clients and that is why, sometimes, monthly rents of €250 arise, in opposition to a large competitor's €100 rent. In conclusion, this unit's value proposition is aligned with the headquarters strategy.

Faro's unit was built in the year of 2009 and is located in Silves. The collection and receipt of scrap waste provided by private companies is the main source of revenue of this business unit. Moreover, just like Porto's unit, the main challenge of Faro's unit has been to get and keep clients from SME's due to client's' resistance to change, due to the number of competitors around the district of Faro, and to some unfair price competitive practices by companies such as Algar and Europontal. Algar (multi-municipal system), places and distributes equipment and collects waste without any associated cost, whereas Europontal places and distributes

containers in construction sites at a negligible cost. Silves’s unit faces a specific challenge, that the other two units do not, i.e. seasonality. On the one hand, during the summer season, the tourism sector is the one keeping the unit running, as hotels and hostels are on huge demand, and as a consequence, more waste is produced. On the other hand, during the winter season, the construction industry is the one keeping this unit running. In order to overcome all of these challenges, Faro’s unit shall present an appealing offer so that customers incur in low switching costs and feel attracted to the company.

3.1.2.1 Mission

The core mission of Renascimento is to ensure on a regular, continuous and efficient manner, the global management of waste, in particular, the receipt, collection, transportation, sorting, processing, recycling and treatment of waste from both customers and partners. By doing so, it aims to maximize the value created from the invested capital to not only the company itself but also to customers, shareholders and society in general.

3.1.2.2. Vision

The company’s ambition is to become a national leader in the waste management sector, whether in services or products provided. Renascimento’s vision guidelines and the growth strategy has undergone a major evolution in the environmental context in the past decade, somehow anticipating the future Portuguese environmental legislation and gaining the recognition of a sustainable company.

3.1.2.3. Values

Renascimento is a leading company in providing and implementing resources and means in the environmental area with added value and competitive conditions for its customers and partners. Having said this, four fundamental pillars comprise Renascimento’s marketing strategy and positioning. These pillars can be seen in Table II, below.

Pillar	Description
Customers	At the core of the company’s success are its customers. Thus, Renascimento strives to create, satisfy and add value to its customers, consolidate partnerships to stimulate interpersonal

	relationships and diversify the supply of goods and services. All in all, it aims to improve customer satisfaction, awareness and loyalty, by staying true to its roots and never over promising.
Business	Renascimento's financial mantra is as follows - "Doing more, better and profitably". Having said this, the company seeks to reduce costs in an efficient manner by negotiating and re-educating customers to meet payment terms.
Team	Preserving the motivation, passion and ambition of all collaborators and directors and hold them accountable for all successes and failures is crucial to create a healthy environment where everyone feels at home. Furthermore, the company rewards its employees, on a performance evaluation criterion, to sustain their motivation and eagerness to be the best.
Excellence	All employees of the company must work with an everlasting aspiration to achieve excellence in the global waste management market and to strengthen a culture of "Sustainability and continuous improvement". Besides, all employees must comply with all the rules and laws applicable to the company's business and maintain the certification of Renascimento's integrated management system. On this note, finding employees knowledgeable of the market and capable of adding value to it and protecting the business has been more of a challenge than expected.

Table II – Four Pillars

SWOT Analysis

A SWOT analysis is, in essence, a distillation of the findings of the internal and external analysis, in terms of the company's strengths and weaknesses, i.e. an organizational analysis and the company's opportunities and threats, i.e. an environmental analysis. (Kotler, Wong, Saunders, & Armstrong, 2005). This analysis can be seen in Table III, below.

<u>Strengths</u>	<u>Weaknesses</u>
<p><u>Market establishment:</u> The company is in the market for 20 years now with three business units, allowing it to develop new business areas that work as a complement to the core business area;</p> <p><u>Know-how and Expertise:</u> All employees have a coherent and deep understanding of the waste management market and capability to adapt their business to its necessities (Learning Curve);</p> <p><u>Recognition:</u> Renascimento was granted with several awards and recognitions from competent bodies proving the excellence of the services provided (as previously mentioned);</p> <p><u>Environmental concerns:</u> Very well-built QES department, counting on specialized technicians who constantly keep up with environmental practices and directives, which require specific and constant control;</p> <p><u>Proactivity and customer-centricity:</u> Renascimento strives to keep up and adapt to foreseen market trends always having in mind customers' needs and potential</p>	<p><u>Low exposure of some business areas:</u> Leads to a low awareness around the market and potential customers, especially because some of them are based on punctual activities;</p> <p><u>Low exposure of the company's versatility:</u> Although the company offers a large number of services and activities, customers are still not aware of how diverse and versatile the company is;</p> <p><u>Higher rental prices than competition:</u> Because it simply does not have the necessary quantities of equipment and machinery to sustain lower prices or even have them free of charge.</p>

<p>markets that can be profitable for the company in the long run;</p> <p><u>Financial Autonomy:</u> Allows the company to invest some of its returns on the growth of its infrastructures and facilities, by building and also acquiring new equipment and machinery.</p>	
<p><u>Opportunities</u></p>	<p><u>Threats</u></p>
<p><u>Environmental awareness:</u> Population is increasingly conscious about the environment and look for greener alternatives of waste management;</p> <p><u>Increasing quantities of waste production:</u> Especially within the demolition, construction and transformation industries;</p> <p><u>Value recreation opportunities:</u> Due to the distinctive and extensive offerings of the company, several opportunities for value recreation arise, such as in the case of electrical equipment (e.g. copper and other valuable materials from fridges and ovens);</p> <p><u>Value capture opportunities:</u> From existing national customers, from one business unit to the other ones, whenever customer activities match the geographical area of those units.</p>	<p><u>Heavy legislations concerning the waste management market and its sustainability:</u></p> <p><u>Unfair competition practices:</u> Such as illegal discounts, delivery of residues in unlicensed fields or in forbidden locations, like sanitation networks;</p> <p><u>Higher business know-how, of competitors, in some business areas:</u> This situation happens simply because these areas are their core business and so pose a threat to Renascimento due to their deeper business know-how and market position in those areas.</p>

Table III – SWOT Analysis

3.1.3. Customers

Renascimento's business model is so complex that the commonly defined notion of customers and suppliers goes beyond its common understanding. On this note, some companies like Jerónimo Martins are both a customer and supplier of waste. That is, Renascimento pays the company for materials like plastic and cardboard (supplier perspective) and then, after treatment, cleaning and processing activities, these materials can be resold to the company (customer perspective). The key idea here is that there are indeed some materials worth of revalorization, and thus, of resale, e.g. copper. Given the diverse portfolio of activities and offerings of the company, there are customers from different sectors operating with the company. Due to the strategic location of the three business units, the company has two types of customers, i.e. local customers, which are those located next to each of the three business units, and national customers, which are those acting in a national scale and therefore, present in more than one business unit. In many cases, companies initiate their relationship with

Renascimento in a given business unit and due to geographical opportunities may expand to other units. Actually, as it will be explained later in the STP strategy, Renascimento has customers from the three sectors of economic activity and correspondent industries. It is important to mention that companies can have different needs, and thus, associating industries to business areas won't be feasible. The solution found was to analyse each customer, individually, and understand which business areas match each customers' needs. Since waste management is indeed a competitive sector and services are customized, price, location and distance play a major role in the customers' decision making process.

3.1.4. Collaborators

This component of the 5C's analysis stands for "*who should we enlist to help us and how do we motivate them*" (Dolan, 2000). It is important to address this concept because, as Peter Drucker explains on the article (Shuman & Twombly, 2010) *as organizations start engaging with stakeholders and communities, they tend to specialize and develop relationships with other organizations that complement and extend their core expertise, and thus provide a more valuable and complete solution to the customers*. The collaborative network in which Renascimento is acting has a dynamic fit that has the ability to connect the procedures and partners, called collaborators, who relate to one another either on operations or legal processes. This has been found by organizations to position themselves on the market, to leverage on existing resources, and to create new value together with collaborators. Each industry and more specifically, each business area, may need different collaborators and approaches to address each set of needs and that is why the company distinguishes the different collaborators with whom it works with. This perceived ability to adapt the operations internally, assemble and manage collaborators, gives Renascimento a competitive advantage and a good position on the waste management ecosystem.

The collaboration per se, ultimately depends on the origin and typology of the waste material. Additionally, synergies might result from such collaborations as customers will be exposed to

more than one service at once. Having said this, Renascimento formed collaborations with the following waste management entities (Entidades Gestoras de Resíduos): Valorcar, a collaborator in the area of management of ELVs; SPV (Sociedade Ponto Verde); Valorpneu, a collaborator for the management of tires; Amb3e, an Integrated Waste Management system of Electrical and Electronic Equipment; Erp Portugal, Fimet; Sogilub and Ecopilhas; GVB (Gestão e Valorização de Baterias, Lda.).

3.1.5. Competitors

Since Renascimento is a global, industrial waste management company with three units strategically positioned on the country, the competition analysis was done taking into account direct and indirect competitors. The direct competitors are those companies that competitively supply services in the same geographical areas of Renascimento's three business units; that have a clear expertise in waste management practices and possess strong characteristics in one or more business areas that might influence and even change the strategic set of Renascimento. Two different groups of companies were identified to describe indirect competition. On the one hand, there are some waste management companies which lay on the geographical area between the three business units of Renascimento, and that, due to transportation and logistics procedures, can more accurately address the customers located on that territory. On the other hand, there are other companies that are not exactly on the waste management industry, but that dedicate their activity to one specific business area that do not affect Renascimento's activities so deeply. The next section will be devoted, on a first stage, to describe who these competitors are, and on a second stage, to compare them with Renascimento on several aspects.

- **Direct Competitors**

EGEO: This company was built in the year of 1949 as a small office, starting its activity in the industrial waste management in 1987. The company collects, transports, stores and treats industrial waste materials (non-hazardous and hazardous) and maritime waste. Moreover, it also offers industrial cleaning services, recover and regeneration of material and additional

public services, like cleaning the streets and lakes or collecting waste door-to-door. The company's business covers all of the Portuguese area, with a total of 658 employees working within the 9 business units the company owns in the Continent and with partnerships in Azores and Madeira. Moreover, it offers innovative skills, business know-how and a customized service. Therefore, and based on all the information provided, one can argue that EGEO is Renascimento's main competitor, with a total of €51 361 590 in business volume, and with three strong business units acting in the same geographical areas as Renascimento.

Correia & Correia: This is a waste management company with 20 years of experience. It started its activity with the collection of used oils, exclusively, but during the last decade, the company diversified its portfolio of services, by focusing its activities in the management of industrial waste by collecting, managing and offering services to its customers. The company has its main unit in Sertã, with three units for the treatment and storage of waste and a laboratory, and two small units in Venda do Pinheiro and Vila do Conde, which allows them to be present in the same territory of action of Renascimento.

Lumiresíduos: This company has been present on the waste market for more than 20 years and it is located in Póvoa de Varzim, Porto. Currently, the core business of the company encompasses the management of industrial and hazardous waste and manufacturing and demolition of vehicles and correspondent waste. Just like Renascimento, the company is prepared to collect, transport, store and process industrial waste, which in turn is sent to proper entities responsible for its recycling. Moreover, the company offers complementary services to its customers such as machinery cleaning and rental, and transportation of containers. Lumiresíduos can be seen as a competitor of Renascimento, especially within Porto's unit, as they are better positioned in the ELV business area, with exquisite facilities readily prepared for this activity.

Ecodeal: This company, founded in 2008, is dedicated to waste management practices, providing services such as full management of hazardous and non-hazardous waste, treatment of contaminated soils and management of environmental liabilities. The company holds the operating license of the integrated centre for the recovery and disposal of hazardous waste – Ecodeal Cirver, located in the municipality of Chamusca. Today, the total investment amounts to €25 million, with a waste treatment capacity of about 200,000 ton/year.

Baluarte: This is a portuguese company with a market experience of more than 30 years, owned by two European Groups with reference on the area of production of paper and cardboard, the Saica Group (Spain) and the Holmen Paper Group (Sweden), being competitive in prices on these specific areas. Notwithstanding, in terms of global waste management it is not perceived as a threat. The company works within all the national territory (with business units in Alcochete, Sintra and Maia), having specialized teams for the industrial, logistics and maintenance.

Ambitrena: This company is part of the Group Ambigroup, SGPS, offering several services on the waste management sector, covering all of the national territory. Ambientrena is able to set more appealing prices than Renascimento on the RCDW sector, however in terms of servicing quality Renascimento is one step ahead.

In order to assess the pros and cons of Renascimento relative to competition, Table IV below, was built. As it can be seen from this table, EGEO is indeed Renascimento’s fearest competitor, with a higher business volume, number of employees and fleet of vehicles.

Criteria	Renascimento	EGEO	Baluarte	Ecodeal	Ambitrena
Business Volume (as of 2015)	€ 17,481,233	€ 53,136,685	€ 26,503,063	€13,410,234	€ 21,203,948
Profit (as of 2015)	€411,188	€162,612	€134,384	€1,549,165	€490,045
# Employees	200	658	64	31	82
Fleet of vehicles (Light & Heavy)	Light: 28 Heavy: 22 (50 in Total)	Light 33 Heavy: 39 (72 in Total)	Light: 20 Heavy: 4 (24 in Total)	No Information available	No Information available

Financial Autonomy	36.40%	34.80%	64.10%	16.60%	30.80%
Recognition	High	High	High-Medium	Medium	Medium

Table IV – Competition Analysis

- **Indirect Competitors**

As previously stated, two different groups were considered to describe indirect competition. On the one hand, there are waste management companies that offer the same services of Renascimento, but whose major target is not on the same geographical area, such as Valnor. These companies are, usually, smaller, with less units, and act on a local level. On the other hand, there are companies that do not have their core activity in the waste management industry, but do offer similar services to some business areas of Renascimento. This being said, industrial cleaning companies and scraps are places that can receive car components for reutilization, resale or even destruction, and thus, can be seen as Renascimento's competitors.

Qualitative Research

In order to illustrate how Portuguese companies look for waste management solutions, and to depict what are their main necessities and drivers on the topic, a qualitative research was conducted. This research was extremely helpful to understand the key characteristics of the waste management market and as a consequence, to analyse the current positioning and image of Renascimento, which in turn will assure a sustained starting point in order to develop recommendations for campaigns adjusted to the company and the market in which it is inserted. This qualitative research was conducted through a questionnaire (please refer to appendix VI) handled through face-to-face interviews and by e-mail, whenever it was not possible for companies to schedule a personal meeting. The following issues and insights were addressed with this research: type and quantities of waste materials produced/sold by the companies in study, their waste management operator, what are the services that fit the best their necessities and, finally, what they value the most during the waste management process. Although the questionnaire was sent to 15 companies, from different sectors of activity,

(Telecommunications, FMCG, Construction, Metalworking, Manufacturing, among others), only 7 replied in time to be subject of an analysis. Notwithstanding, a pattern was found, and the main conclusions are present in Table V, below.

Q1. Description of waste management process.	Depending on their size and on the amount of residuals produced, companies either have <u>different waste management operators</u> for each type of residuals (storing them on specific containers and on strategic locations until collection takes place) or have the <u>same waste management operator</u> for all types of waste residuals, separating them on small specific containers, nearby each unit. The following materials were most frequently mentioned: oil, batteries, textile, filters, iron, wood residuals, cardboard, styrofoam, paint cans, paint varnish, general and undifferentiated waste
Q2. Current waste management operator	José Maria & Filhos; Oliveira & Pires; Fábrica Papel de Torres Novas; Recolha e Valorização de Resíduos, SA; Industria e Comercio Madeiras, SA ; Ambipombal; TratoLixo; Rentokyl; Taxa e Sousa, Lda; Renascimento – Gestão e Reciclagem de Resíduos, Lda.; Valorlis – Valorização e Tratamento de Resíduos Sólidos, Lda; Valorsines – Valorização e Gestão de Recicláveis, Lda.
Q3. Main factors that would make the company change its current waste management operator	Price reduction; broader offer of services and location (closer to headquarters).
Q4. Ranking of added value services (1 – 5)	1. Price; 2. Transportation; 3. Distance; 4. Collection frequency; 5. Collection schedule flexibility
Q5. Additional services that could add value for the company	Collection of electrical equipment; having different containers for each residual material; regular presence of a local technician to do the evaluation of the produced waste materials before sending them to the collection service.
Q6. Communication channel	E-mail and telephone
Q7. Opinion about social media presence	Essential to empower positive word-of-mouth and to create awareness. Web presence is very important when searching, however not that much for communication because a personal relationship is always preferred.
Q8. Additional services that could add value for the company and make it willing to switch operators (from a given list)	<u>List of options:</u> Cleaning and conditioning; consulting and re-structuring the operations area dedicated to waste management; Collection of WEEE materials; Environmental equipment (example: containers); Management of by-products of animal origin. <u>Answers:</u> Additional services are always welcome, especially if punctual necessities arise. Thus, Consulting and re-structuring the operations area dedicated for the waste management, collection of WEEE materials and environmental equipment are the services selected as the ones with higher potential to add value to the company. On the other hand, all of them mentioned they don't need nor value the management of by-products of animal origin.

Table V – Questionnaire Main Insights

4. Marketing Strategy

4.1. Segmentation

The imperative to divide the market into different segments in order to offer products that match different needs is at the very heart of both B2B and B2C marketing and is called market segmentation (Wright, 2004). The key point around this topic is that if all customers in all segments reacted in the same way to the same marketing mix, there would be no need for

segmentation. Thus, segmentation improves marketing efficiency and effectiveness as the company gets to know each segment's customers, provide a portfolio of services specifically designed in accordance to their wants and needs, build and/or maintain a competitive advantage and finally, identify new business opportunities. For the purpose of this project, a B2B marketing segmentation was conducted, keeping in mind that segments must be attainable, measurable, substantial, differentiable and finally, unique (Kotler, Wong, Saunders, & Armstrong, 2005). In fact, a Macro-Segmentation, i.e. one that uses factors that distinguish one sector from another, one industry and one type of organisation from another, was developed (Fill & Fill, 2005). Nonetheless, since needs cannot really be seen per se, one must use descriptors, which are observable characteristics of business customers in a given segment (Kotler, Wong, Saunders, & Armstrong, 2005). Within this approach, two segment descriptors were used, i.e. economic sector of activity and respective industries whose necessities for efficient waste management practices have been increasing. Having said this, modern economy can be divided into three sectors that reflect the economic development of society. Moreover, as an economy develops, improved technology enables less labour to be needed in the primary sector and allows more workers to produce manufactured goods and further development enables the growth of the service sector and leisure activities.

Primary Sector

This sector involves the extraction of raw materials from the Earth, which in turn results in raw materials and basic foods, such as coal, wood, iron and corn. In Portugal, as in most other modern world countries, there has been a decline in the proportion of the population that works in the primary sector. Within this sector, the agricultural and livestock industries are responsible for the largest share of revenues and sales and also for the largest amounts of waste. Agricultural waste, which includes both natural (organic) and non-natural wastes, is a general term used to describe waste produced on a farm through various farming activities, such as dairy farming, livestock breeding and grazing land. *Agricultural and food industry residues, refuse and wastes*

constitute a significant proportion of worldwide agricultural productivity. It has variously been estimated that these wastes can account for over 30% of worldwide agricultural productivity (Ashworth & Azevedo, 2006). Given that agricultural waste is not restricted to a particular location, but rather widely distributed, their effect on natural resources such as surface and ground waters, soil and crops, as well as human health, are of a huge dimension.

Secondary Sector

This sector involves the transformation of raw materials into goods (industrialization). This sector generally takes the output of the primary sector and manufactures finished goods or where they are suitable for use by other businesses, for export, or sale to domestic consumers. Only so much can be done in the primary sector before there is a natural limit on how much can be extracted. That is, when an economy moves into the secondary sector, new farm techniques are used, and industrialization changed how goods can be transformed, distributed and sold. These industries produce waste materials and waste heat that may cause environmental problems or cause pollution. Within this sector, the construction and manufacturing/transformation industries are responsible for the largest share of revenues and sales and also for the largest amounts of waste produced. Construction waste consists of unwanted material produced directly or incidentally by the construction or industries. This includes building materials such as insulation, nails, electrical wiring and bricks, as well as waste originating from site preparation such as dredging materials, tree stumps, and rubble. As it can be seen from the study “*Waste Prevention on Site. Mitchell Publishing, London*”: *Observational research has shown that wood, bricks and electrical wiring wastes can be as high as 10 to 15% of the materials that go into a building, a much higher percentage than the 2.5-5% usually assumed by quantity surveyors and the construction industry (Skoyles ER. Skoyles JR,1987).* Demolition waste is waste and scraps from destruction of a building, where the remains vary from insulation, electrical wiring, wood, bricks, among others. There is a large potential to recycle many elements of demolition waste, for instance rubble can be crushed and

reused in construction projects. It is important to mention that some hazardous materials may not be moved, or demolition begun, before authorities have ascertained that safety guidelines and restrictions have been followed.

Tertiary Sector

This sector involves the intangible aspect of offering services to consumers and businesses. That is, the basic characteristic of this sector is the production of services instead of end products. Services may involve the transport, distribution and sale of goods from producer to a consumer, as it may happen in wholesaling and retailing, or may involve the provision of a service, such as in waste management. *For the last 100 years, there has been a substantial shift from the primary and secondary sectors to the tertiary sector in industrialised countries. This shift is called tertiarisation* (Eurofound, 2014). The tertiary sector is now the largest sector of the economy in the Western world, and is also the fastest-growing sector, due to improved labour productivity and higher disposable income. Within this sector, the commerce, transportation, communication and financial service industries are responsible for the largest share of revenues and sales. Moreover, services like urban cleaning and recycling activities, terrestrial transportation of electric and nonelectric equipment, repair of vehicles, shredding services and tax write-offs are extremely necessary given the large amounts of waste produced by companies within this sector. The universal nature of cardboard packaging makes cardboard a commonly recycled waste product by companies that deal heavily in packaged goods, like retail stores, warehouses and distributors of goods. In fact, the focus of many recycling programs done by waste management companies is the cost-effectiveness and sales potential of recycling. Glass, lumber, wood pulp and paper manufacturers all deal directly in commonly recycled materials, however, old rubber tires may be collected and recycled by independent tire dealers for a profit. Actually, the construction industry recycles concrete and old road surface pavement, selling their waste materials for profit. Especially during the digital era in which we

live in, recycling and collection services for electrical equipment are on constant demand. Companies, factories and retailers all over the world, deal with huge amounts of this type of equipment, from microwaves up to laptops. The WEEE Directive is the European Community directive 2012/19/EU on WEEE sets the collection, recycling and recovery targets for all types of electrical goods (Parlamento Europeu e o Concelho da União Europeia, 2012). As one can see from appendix VII, the tertiary economic sector has been the one employing more population throughout the years. Actually, both the primary and secondary sectors have been employing a lower number of people since 2010, reaching a number of 1,1M and 342,000 employees in 2015, in the secondary and primary sectors respectively. These values show a larger necessity of assistance for industries within these two sectors. Considering the growth potential of this industries, the next section will be devoted to understand which benefits can be accrued by Renascimento if it were to target such industries.

4.2. Targeting

After setting the basis of the segmentation process, concerning the market, corresponding industries' necessities for waste management practices and potential customers, all necessary information to start defining Renascimento's target was gathered. Targeting involves evaluating each segment attractiveness and then choosing the one to address by designing offerings in line with those needs (Kotler, Wong, Saunders, & Armstrong, 2005). Given the complex alignment between the proposed segments and the extensive number of offerings of the company, targeting more than one segment was considered to be the most feasible to be pursued. These targets were then prioritized, according to their size (measured by sales potential) and profitability. By prioritizing the targets, Renascimento can on a first basis, pursue those that will accrue an immediate return on investment (ROIC), that can be further applied in brand awareness and image in order to attract the remaining targets. Table VI below, summarizes the information. It is important to mention that all information was extracted from (Eurostat, 2016); Tons (T) is the unit of measure and the data is of 2014. Moreover, the manufacturing segment

comprises wood, plastic, electrical equipment, textiles, paper and chemical products, all of which will be discriminated individually later on.

Criteria / Segments	Manufacturing	Construction & Demolition	Agriculture & Livestock	Services
Segment Size	1,494,555 T of recyclable waste	95,442 T of Recyclable waste	50,751T of recyclable waste	389,658 T of recyclable waste
	1,650 T of discarded vehicles	757T of discarded vehicles	686T of discarded vehicles	-
	945T of batteries and accumulators waste	298T of batteries and accumulators waste	61T of batteries and accumulation waste	9,086T of batteries and accumulation waste
	105,829T of sorting residues	3,928 T of sorting residues	-	9,252T of residues
	148,916 of Combustion wastes	4,987T of combustion waste	1,931T of combustion waste	35T of combustion waste
	105,829T of animal and vegetable waste	4,419T of animal and vegetable waste	444,613 T of animal and vegetable waste	-
Segment Profitability	High	High	Medium	Medium
Company Resources	As a result of the screening, manufacturing and processing activities, the company receives a wide range of waste products prepared for the recycling industry and subject of revalorization.	The company is licensed for storage, sorting, recovery and recycling of waste from construction and demolition and has 3 units for their treatment and processing.	The company possesses the necessary machinery (i.e. monoblocks and fridges) and business know-how to receive, store, process and treat waste of animal and vegetable origin.	In each of its three units (Lisboa, Porto and Silves), the company offers to its customers a service of cleaning, receipt and destruction of archives, documents and materials
Main Competition	EGEO, Baluarte, Ecodeal	EGEO, Ecodeal	SAVINOR, ETSA	EGEO, Lumiresíduos

Table VI – Segment Attractiveness

As it can be seen from the large quantities of recyclable waste, discarded vehicles, batteries and accumulation waste, from Table VI, all segments are indeed worthy of being targeted by Renascimento. Nonetheless, given the alignment between the company's resources and the segments' profitability and size, Renascimento should prioritize the segments by targeting on a first scale, the manufacturing, construction and demolition industries (higher profitability and sales potential), and then, on a second scale, the agriculture & livestock and services industries. It is important to mention that within the manufacturing segment, the 1,494,555 T of recyclable

waste are originated from textiles, leather and wearing apparel (68,325T); Wood, cork and plaiting materials (113,394T); Paper, printing and recording media (656,208T); Chemical, rubber and plastic (56,016T); Fabricated metal products (212,775T) and finally, Electrical and optical equipments (267,193T). With these quantities at hand, one can easily see that producers of paper, printing and recording media are the targets providing the largest amounts of recyclable waste. Furthermore, as it was previously stated, electronic and optical equipments are indeed on huge demand for waste management practices, amounting to 267,193T of recyclable waste in 2014, whereby the WEEE unit of Renascimento provides the necessary logistics and services to support such demand. The company's expertise in operations and logistics, which are present in each of the twelve business areas of the company, make any target feasible to be addressed. This being said, a given manufacturing (or any other) company may request from Renascimento a cleaning, processing, sorting or recycling service, but the composition of the materials per se may be of different natures. For instance, a print shop may deliver plastic, cardboard, fibres and ink-related materials, among others, at Renascimento, but given the different nature and composition of these materials, they will obey to different types of treatment, screening and processing from Renascimento. In conclusion, due to the extensive portfolio of services, the company has the capability to design offerings in line with its target needs.

4.3. Positioning

"Positioning is the act of designing the company's offering and image to occupy a distinctive place in the minds of the target market" (Kotler & Keller, 2012). It is not easy to state an exact positioning statement for a company working with as many business units as Renascimento, especially because since the growth and the maturity of each of them is different, the perception of its target market in each of them will be as well different. Nonetheless, there are several common practices to each business area favouring Renascimento's positioning on the market,

i.e. the company's historical background, customer relationship policies, logistics and the reputation it was able to develop through its operating years on the market. The fact, is that as years pass by, Renscimento has been showing signs of customer loyalty and satisfaction, by investing on innovation and on new strategies aligned with its customers' needs. In this sense, a clear positioning statement for Renscimento can be described as follows: "Renscimento is a global industry waste management company. A national leader in providing resources and services in the environmental area with added value and competitive conditions for its customers and partners. These entities can rely on a customer-centric company that guarantees a customized service in order to fulfil every need. Renscimento's supply of services and products is of no match, due to the company's exquisite logistics, customer-oriented and diverse portfolio of activities, all with a common objective, i.e. the promotion of a clean production, reducing risks to both humans and the environment, thereby reducing and even eliminating the production of hazardous substances" (Please refer to appendix VIII for a perceptual map).

5. Marketing Mix (4 P's or SAVE)

In this section, the action plan will take place, whereby strategies for each one of the four points in the Marketing Mix shall be defined. Neil H. Borden called the marketing managers a "*Mixer of ingredients*", as they would be the ones adapting the various components on the marketing sphere that will be part of the strategy the company wants to develop (Borden), putting into action the marketing strategic plan (Dolan, 2000). With the Product, Placement and Promotion components, the company is creating value to customers, as these "Ps" are connected with solutions to problems, how such solutions can be assessed and all the communication involved. Through the Price component, the company is able to capture part of the value created, to itself (Dolan, 2000). New studies started to be developed regarding B2B marketing mix, always having in mind the creation of a relationship between the company and all intervenients around it (customers, suppliers and competitors). On this note, the SAVE model was developed, as an improvement of the traditional 4Ps for B2B companies, to convey the message that companies

should see their offers as something that will be valuable and relevant to their customers, since they are looking for solutions to their needs (Ettenson, Conrado, & Knowles, 2013). Having said this, this model was considered to fit Rinasimento's vision because the company is, in fact, offering a range of different solutions that will satisfy customers' needs in a broad and valuable manner.

5.1. Product (Solution)

This topic of the Marketing Mix is related with the range of offerings that the company is able to provide to its customers. Traditionally, in consumer market products, companies believed that the features of the product were the most important part to communicate. However, customers do not care that much about the features, if the product or service does not solve the problem they need to see solved (Wani, 2013). Thus, more and more often, companies try to customize their products and services, to better meet individual desires and to be able to differentiate their offers from those of competition (Fill & Fill, 2005). For this reason, companies in B2B markets are not offering a Product; they are offering a Solution that will satisfy the individual needs of their customers (other companies). According to the new 4P's model, SAVE, one should *"define offerings by the needs they meet, not by their features, functions, or technological superiority"* (Ettenson, Conrado, & Knowles, 2013). Rinasimento can be classified as a full service company. The company offers a diverse portfolio of products and services, developed throughout the years, allowing it to be highly competitive in the market. Moreover, 120,000 Tons of waste are managed on a yearly basis. The company is offering, this way, a wide range of different solutions that complement each other and that are adaptable to each type of customer need. These solutions are described on Table VII, below.

Business Area	Description
Collection of Waste Electrical and Electronic Equipment (WEEE)	Every business or individual customer, who owns electronic equipment in the end of its life, can request Renascimento's assistance via a commercial proposal, or deliver it free of charge, with the assurance that it will be properly recycled and treated. WEEE comprises a large variety of bundles, such as large equipment (e.g. ovens, fridges), informatics equipment (e.g. laptops, keyboards), small equipment (e.g. coffee machines, MP3 recorders), medical equipment (e.g. machines, utensils), among others.
Recycled Construction and Demolition Waste (RCDW)	This business area main purpose is to serve and support its customers in the construction industry, so that they can properly manage their waste and recycle the materials that can be reused. To do so, the company owns three certified units and human and technical resources for these operations, prepared for the screening, processing and recycling of these types of waste materials.
Collection and Transformation End-of-Life Vehicles (ELVs)	Car owners can deliver on their own the vehicle at Renascimento's facilities or request, free of charge, for its collection. Customers' needs are addressed by scrapping and dismantling centres equipped with all the required technology for decontamination and dismantling of the vehicles such as the extraction of hazardous and harmful liquids and components to the environment. Furthermore, the company offers three reception centres and two car scrapping and dismantling centres, assuring environmental protection through the recycling and reutilization of used car parts.
Sale of Used Car Pieces	This business area is dedicated to an extensive offer of vehicles with pre-used pieces, from a wide range of car models and brands such as Renault, Opel and Ford. Moreover, Renascimento offers the opportunity of reselling the vehicles to any business customer such as specialized customers in this area.
Treatment of Hazardous Waste	This area is dedicated to the treatment of hazardous waste, such as contaminated wood, packages and absorbent materials. Most customers do not like to deal with this type of waste, even though they might in fact arise at any moment. Having this issue in mind, Renascimento acquired a license to screen, recycle and restore some dangerous waste materials. For instance, the company provides containers of various sizes that enable it to perform sorting activities on its customers' units.
Treatment of Industrial Waste	To fulfil the specific needs of the market, Renascimento acquired a license to screen, process, store and transport industrial waste (hazardous and non-hazardous) in its three business units (Lisboa, Porto and Silves). The key point here is to find the adequate final destination for these waste materials so that they can receive the best treatment and recycling process, always having in mind both environmental and human health protection. Additionally, Renascimento offers industrial cleaning services, and a collection and transport service, directly in customers' facilities, by providing containers and ecopontos.

<p>Shredding services and Tax write-offs</p>	<p>In each of its three units, the company offers to its customers a service of cleaning, receipt and destruction of archives, documents and materials. The fulfilment of this type of need is confidential, given the privacy policy of the company. As such, Renascimento ensures that the destruction of stocks, documentation, expired products or obsolete raw materials is carried out in a credible way.</p>
<p>Sale of Environmental Equipment</p>	<p>This business area allows Renascimento to maximize the recycling, environmental and economic appreciation of its customers' waste. Having said this, the company offers a wide range of services and materials to support waste management collection and transformation, such as, containers, presses, transportation vehicles and specific machines or equipment for waste treatment.</p>
<p>Reception and Recycling of used Tires</p>	<p>The reception of used tires is aligned with environmental directives, and may be seen as a complement of other business areas. Every business and individual customer, who desires to deliver its used tires, can do it free of charge if delivered in a collection point licensed by Renascimento, or request the company to collect them via a commercial agreement.</p>
<p>Recycling and Appreciation of Batteries</p>	<p>The recycling of batteries has the main purpose of reducing the volume of this material in landfill, thereby reducing the risk of soil contamination. Private and business customers can deliver the batteries free of charge or, if applicable through some agreement signed by both parts.</p>
<p>Sale of Products for Recycling</p>	<p>This area can be seen as the core business of Renascimento As a result of the collection, screening, process and treatment of waste in the several areas, Renascimento is able to produce a wide range of different materials, such as paper, metal, batteries, plastic, glass and wood. Subsequent to all waste treatment activities, Renascimento is able to resell them to recycling companies, so they could appreciate these materials and create value to other industries.</p>
<p>Services of Soil Decontamination</p>	<p>This is a business area of Renascimento that has been reinforced throughout the years, both in terms of expertise and quality. Within this activity, Renascimento is licensed to decontaminate large industrial areas and soil contaminated by transformer oil, to resolve environmental liabilities and it is also able to evaluate and characterize contaminated soil and water (both groundwater and surface water).</p>

Table VII – Description of the Business Areas

5.1.2. Renascimento’s Entities: Ambiway & AutoRenascimento

Ambiway: This is a firm owned by Renascimento, offering a broad variety of complementary services to the company’s activities. In order to address market needs in the QES area and, above all, sustainable development of enterprises, Ambiway offers three main services, i.e.

waste management as in global solutions or partial waste treatment, consulting services to several departments, and formation.

AutoRinascimento: Due to the extensive portfolio of areas and activities that Rinascimento has been developing since 1995, the company has decided it was time to create a major business area that comprises all activities that may be related with ELVs and its components. To do so, as of the beginning of 2016, AutoRinascimento was created. This is a business area inside Rinascimento's Group responsible for the collection, dismantling and revalorisation of ELVs, sale of used car pieces and treatment of Anti-Particle Filters. Due to some recent requirements from regular entities regarding emissions, all inspection centres need to introduce new procedures for gas emissions for vehicles with Anti-Particle Filters (APF). Since it is illegal to remove or eliminate a unit of APF, the Eco-filter is an innovative and ecological project Rinascimento has been developing in a partnership with Turbo Protect, in order to rehabilitate these filters. By combining Rinascimento's experience in the dismantling of vehicle and sale of used car pieces, and Turbo Protect's experience in repair and reconstruction of car components, the most accurate and complete service can be offered to customers. In summary, AutoRinascimento allows the company to combine all its services around vehicles, with specialized employees and proper spaces dedicated to this purpose.

5.2. Place (Access)

This topic of the Marketing Mix is related with all the processes involved in the way products and services are made available to consumers. In B2C markets, this process aims to facilitate consumers' purchase decision in the best way possible and it comprises distribution channels, how this distribution is made (extensive, selective or exclusive), and where should the product or service be present (Fill & Fill, 2005). In B2B markets, the idea behind this process is the same, i.e. make the product or service available to customers in the best way possible, facilitating their access to them. However, in these markets, since the relation between company and customer is much higher, the number of intermediates will be lower than in B2C markets.

According to the SAVE model, Place should be shifted to Access since it should “*develop an integrated cross-channel presence that considers customers’ entire purchase journey instead of emphasizing individual purchase locations and channels*” (Ettenson, Conrado, & Knowles, 2013). Renascimento must create an integrated and learning relationship among customers, so that the company may be able to help and support them throughout the entire distribution process, making it as short as possible. Having said this, the only component of placement on the entire process of Renascimento’s activities is related to collection and distribution. Besides, one note on the vertical dimension of the company’s channel design is that there are no intermediaries. Due to the high excellence of the company, specific customer support departments were created, so that they can have a tighter control throughout all the service. This department is responsible for making sure that the agreements previously defined are customized and that the service is delivered according to customer’s expectations and preferences. Although this might be seen as an extra expenditure for customers, the feeling that everything will be handled with no extra concerns for them, seems to be a good trade-off to be exposed to. As it was found through the qualitative research (and based on the sample used), most companies do not have logistic flexibility to take care of this processes, due to high investments on containers and transportation vehicles, and so, they will prefer their supplier to do it for them. On this note, it is paramount for Renascimento to consider this customer need. With the high growth rate of the business, the company increased its transportation fleet, more precisely the number of vehicles and machinery, allowing them to capture higher customer value. As previously mentioned, the company owns 28 light vehicles and 22 heavy vehicles, allowing it to meet customers in a more cost efficient way, since they can use the light ones for more local customers, or places with difficult access, and the heavy ones for longer distances. Additionally, the containers that can be included on some trucks have different sizes, ranging

from sizes 6m³ to 36m³, that can be used according to customers' needs in terms of the size and weight of the materials (please refer to appendix IX for detailed information on this topic).

5.3. Price (Value)

“Price is a measure of value that both parties assign to their contribution to an exchange.” (Fill & Fill, 2005). With this component, the company is able to capture part of the value created for the customer. In B2C markets, customers have no input on pricing decisions, as strategies are based on listed prices and discounts, so the offer would be perceived as more attractive for the consumers. Contrarily, in B2B markets, negotiations play a major role when setting prices (Fill & Fill, 2005). As the relationship between the customer and the company becomes tighter, new commercial agreements can be developed, making the price much more customizable than in consumer markets. According to the SAVE model, Price must be shifted to Value since it should *“articulate the benefits relative to price, rather than stressing how price relates to production costs, profit margins, or competitors' price”* (Ettenson, Conrado, & Knowles, 2013). Knowing that Renascimento acts on a B2B market, matching customer desires with Renascimento's offerings will, essentially, converge on a negotiation scheme. As such, all efforts are made in order to create a “win-win” situation and so, all the offered services are treated individually depending on each customer requirement. As the company acts in several business areas, with different growth levels and sizes, the price strategy must be developed according to each area's specificities. Furthermore, Renascimento's actions are developed around transparency and trust for their customers, as it can be seen by the usage of the stock exchange information as a basis for the pricing strategy of some materials, such as gold and aspaper (in the case of paper material). In the end, despite being a really complex process, the pricing strategy is, essentially, set according to two different transactions. One in which Renascimento pays its suppliers for valuable waste (that is further treated and monitored) and then profits on the transaction by reselling it to customers (such as in the case of ferrous scrap

and copper cable), and a second one, in which customers directly pay Renscimento for a given service. By analysing the price chart on appendix X, one can conclude that hazardous waste is the material to which Renscimento charges higher prices. This is, essentially, due not only to the high amount of environmental issues it may comprise onto society but also to the fact that it requires a very specific treatment such as its collection and transportation by knowledgeable employees, pre-prepared trucks, and its storage must be done in appropriate and conditioned areas of the company's facilities. Additionally, not only must the company incur in these costs but hazardous waste has no substantial market value because it cannot be reused or recycled, making its final destination a landfill. As an example, for a ton of contaminated absorbents and empty containers, Renscimento charges its customers a price of €700 and €280, respectively. Furthermore, the price set for the collection and monthly rental of a container, has at its core, the prices set on the market, i.e. €30 for a 6m³ container and €60 for a 36m³ container. Besides, all business units charge the same price for the collection service, which may not be the most feasible strategy due to the different market opportunities and size of the company's business in each one of them. Nonetheless, this pricing strategy stems from the consistent and transparent image the company aims to portray to customers and because of the synergies that have been emerging on the different locations. The material to which the company charges a higher price is copper cable, more precisely €750/ton. This is because copper cable is used in power generation, power transmission, telecommunications, and countless other types of electrical equipment sustaining the company's WEEE unit. The most volatile material is the ferrous scrap. As such, a price of €120/ton is grounded on the frequent changes the company has to incur to adjust to market necessities. Plastic as a high value for Renscimento because of the huge amount of market opportunities it portrays as it can be used in fibres, textiles, interior and exterior parts of cars, outdoor furniture, among others. In conclusion, Table VIII below,

summarizes the different pricing strategies set by Renascimento and its main direct competitors, where information was able to be found.

Criteria <i>(Per Ton, as of 2015)</i>	Renascimento	EGEO	Ambitrena	Ecodeal
Collection, Sorting and Treatment of residues	€50/Ton	€50/Ton	€80/Ton	€100/Ton
Treatment of construction waste	€50/Ton	€45/Ton	€50/Ton	€20/Ton
Monthly rent of a container (6m3)	€50/Ton	€25/Ton	€40/Ton	-
ELVs (stands: base price)	€195	-	€60	€100

Table VIII – Pricing strategies

5.4. Promotion (Education)

In B2C markets, since the target audience the company aims to reach is wide, the major objectives are to create awareness and to get consumers to relate with the brand, through simple messages, easily interpreted by all. As previously said, the relation on these markets is much distant, and there is no direct and systematic contact, where feedback is not seen in real time (Fill & Fill, 2005). Nevertheless, in B2B markets, the information shared needs to be much more detailed, since the involvement from customers in the purchase decision is much higher. The audience is much smaller than in B2C, and feedback occurs in real time and much more often (Fill & Fill, 2005). Therefore, communication in B2B markets is set to transform businesses into a relationship where both parties accrue benefits from it, i.e. a long-lasting and learning relationship, whereby trust, exchange of information and satisfaction become crucial. According to the SAVE model, Promotion should be shifted to Education, since the main goal of this component is to *“provide information relevant to customers’ specific needs at each point in the purchase cycle, rather than relying on advertising, PR, and personal selling that covers the waterfront”* (Ettenson, Conrado, & Knowles, 2013). The waste management market is intrinsically connected with environmental causes, which in turn is a sensitive topic for society. Companies want their corporate social responsibility to be known for its respectable

environmental practices, and so, it is not only important but also valuable for Renascimento to exploit this topic by leveraging on its environmental awards and on its expertise in waste management practices, thereby educating current and potential customers on this topic. In this sense, a two-way flow of communication needs to be developed and sustained to make sure customers understand Renascimento's solutions thereby creating a regular communication channel that will allow customers to adapt their actions to environmental concerns. Having in mind the two-way flow of communication of the company, an integrated marketing communication plan was developed.

5.4.1. Communication Plan

5.4.1.1. Marketing objectives & Budget

The ongoing challenge of the company is that many customers are still unaware of the broad range of services and offerings that they have at their disposal at Renascimento. As a consequence, the company's versatility in offered solutions is still not completely clear in customers' minds. In order to overcome this restraint, an integrated communication plan was designed with the main objective of repositioning Renascimento's brand, while increasing brand awareness around the several business areas, in each of the three business units of the company, aligned with a reinforcement of the company's image around current and potential customers. This should result on a first stage, in an increase on the demand for services used by less prominent customers, creating this way greater brand attitude, and on a second stage, on getting and growing new customers into its customer loop. The proposed communication strategy will be solely applied in Loures unit (test group), and if successful, extended to the remaining units, taking into account the resources and size of these units. Hopefully, in case the results reach or surpass expectations, the other two business units (control group) may leverage from such expansion to capture a broader range of customers and, where applicable, on an increase in the range of purchased services near current customers (cross-selling). The final marketing objective is related with AutoRenascimento, with the main purpose of

communicating the official launch of this new digital platform and to let current and potential customers know that Renascimento possesses the necessary requirements and expertise to address their problems. An overall campaign around this subject will be developed, so that Renascimento begins the year of 2017 with a proposed action plan.

The company has a maximum dedicated budget of €80,000.00 devoted to Marketing activities for the year of 2017, envisioning all business units. Currently, the company adjusts its budget as new activities and events arise, selecting those that fit the best their marketing necessities and then prioritizes them according to the budget they have at their disposal. This is known as an arbitrary budget allocation, i.e. not task based. *This is a top-down budgeting approach in which no systematic thinking has occurred, no objectives have been budgeted for, and the essence and purpose of advertising and promotion have been largely ignored.* (Koekemoer, 2004). This allocation can lead companies to incur in costly mistakes, as no statistical formula, per se, exists, and on a marketing perspective, there is no obvious advantage for the usage of this methodology, hence, another budgeting approach, based on percentage-of-sales, is suggested. *In this method, the advertising and promotion budget is based on past sales of the product with the amount determined in either of two ways: a percentage of the sales or a fixed amount of the unit product cost multiplied by the number of units sold.* (Koekemoer, 2004). The main reason behind this suggestion is the fact that it is financially safer and keeps advertisement spending within reasonable limits as it bases expenses on past year's sales or on what the company expects to sell in the coming year. Additionally, the method is straightforward and easy to implement, does not depend on extremely complex calculations and does not require very different managerial decision methodologies that are hard to implement or adapt to. Notwithstanding, defining the budget on sales brings an additional feature. That is, the level of sales determines the amount spent on advertising and promotion, resulting on a cause-and-effect

relationship between advertising and sales, not even taking into account the changes on strategy, market stability and competition.

5.4.1.2. Target audience selection and Action objectives

Target Market: The target market means *to whom the entire mix is directed* (Percy & Elliott, 2012). The fact is that waste management is mandatory for many businesses, either by the nature of their operations, or plainly by law. This means that all companies in all sectors will be considered potential customers, suppliers or both, for Renascimento, which will lead to a wide target market within the three sectors of economic activity, as previously described on the STP strategy. Therefore, and based on the objectives of this communication plan, the targets were defined based on their size (measured by sales potential) and profitability. By doing so, the manufacturing, construction & demolition, agriculture & livestock and services industries shall be considered, as in accordance to the proposed STP strategy

Target Audience: The target audience is *to whom a particular campaign is directed* (Percy & Elliott, 2012). Within each target, the needs of current and potential customers are going to be addressed. Furthermore, current customers were addressed as in most and less prominent customers to the company (defined as in sales and value created) and brand loyals.

Current Customers

Most and Less Prominent Customers: The most prominent customers are defined as those who had contributed the most for the positive results of Renascimento, whereas the less prominent customers are those who contributed with the lowest values by the end of the current year. On this note, and based on the proposed campaigns further explained on this project, there will be two different ways to communicate with current customers. On the one hand, the objective for the most prominent customers is to keep them loyal to Renascimento and give them the opportunity to discover other activities and offerings of the company that they may not be aware of. On the other hand, the objective for the less prominent customers is to motivate and grow them by cross-selling. For the purpose of the campaigns, and in order to be an exclusive activity,

the company should select from its 1,767 customers, the 20 with the highest results and the 20 with the lowest contribution.

Brand Loyals (BL's): Customers that accrue high economic value to the company and already work with it, thereby implying larger contracts and learning relationships. These are the ones *with the highest awareness and a positive brand attitude* (Percy & Elliott, 2012), i.e. the most receptive to the communication message. Therefore, the main purpose is to increase repeat purchase and service usage in business areas in which these concepts may be applied such as waste management agreements. This is because non-frequent and punctual services are intrinsically connected to this market, as for instance a given customer will not deliver a tire, a battery or a microwave every week or month.

New Customers

The acquisition of new customers is another goal of this communication plan, especially in industries in which the company's business areas are not that well-sustained and need a comprehensive boost in its activities. On the one hand, the objective will be to acquire new customers within the services industry, where AutoRenascimento is inserted, as it encompasses the business areas of the company with less prominence. Between 2015 and 2016, "oficinas auto", "stands e marcas", and "revenda de pneus" attained a growth rate of 0,2%, 0,1% and 0,05%, respectively. Moreover, the collection and appreciation of batteries and ELVs business areas, attained a negative growth rate in revenues, of 23,9% and of 20,6%, respectively, between 2015 and 2016. On the other hand, another objective will be to acquire new customers within the construction industry, as it has been attaining high growth rates. It is important to state that there are two different ways to distinguish these new customers, as described below.

New Category Users (NCU): These correspond to companies that have never entered or been part in this category. As such, they may or not be aware of the products and services offered and, as a consequence, there is no brand attitude (Percy & Elliott, 2012). Therefore, the main

goal of the communication plan's message will be to transmit an educating trial/try-out experience and subsequent repeat purchase and service usage, in all business areas in which these concepts may be applied. Having said this, these will, on a really positive scenario, work in one or more business areas of the company every time needed, and on a less positive scenario only resort to punctual and specific activities such as cleaning services.

Other Brand Switchers (OBS's): These are companies with a neutral attitude towards Renscimento's services and thus, *with a moderate or non-existing brand awareness* (Percy & Elliott, 2012). These companies do not pursue long-lasting contracts, as they are always looking for better alternatives. As Renscimento might not belong to the consideration set evaluated by these companies, the main action objective will be trial/try-out activities and subsequent repeat purchase and service usage in all business areas in which these concepts may be applied.

5.4.1.3. Communication Objectives and Positioning Statement

Renscimento's positioning is based on a differentiation strategy as the company aims to be perceived as the best possible customized solution in the market, with the broadest range of complement services and with the highest quality offered. Thus, the communication objectives are as follows.

Category need: As previously mentioned, the main objective will be to capture a broader range of customers and, where applicable, an increase in the range of purchased services near current customers (cross-selling). That is, the need must be extended to the entire waste management category, rather than single business areas or subcategories within it. For companies that have never used this type of services (NCUs), they are unaware of the category, thus, the communicated need must be sold to this target audience. That is, it must make a clear reference to the problem and show the solution Renscimento can offer with an informative purpose. For companies that already have this category present, i.e. OBS and BL, the need should be reminded for the first two, or omitted for the last one, as they already have it present (Rossiter & Percy, 1997).

Brand awareness: Brand awareness is the ability of customers to recognize the brand within a category in order to acquire the available products and use the services that brands offer (Percy & Elliott, 2012). This point is one of the main goals of this communication plan as Renascimento desires to be not only recognized but also recalled as the best solution in the market, offering the best quality and broadest range of products and services (both punctual and non-punctual) to its customers, within the entire waste management category. The goal is to help customers to clearly identify the different businesses of the company, and the awareness (recognition and recall) of Ambiway and AutoRenascimento as entities belonging to Renascimento's Group that can offer solutions in the waste management and vehicles activities respectively. Although the company is well established in the market, it still feels that customers may not be aware of the versatility of the business. Moreover, there is still room to increase the number of customers, especially in the business units of Silves and Porto, since those are more recent and still in the growing phase. Thus, the objective will be to increase brand awareness in two different ways. On the one hand, create awareness for those that are not aware of the brand (NCU and some OBSs). Companies should be able to recognize Renascimento as the necessity for the category need arises. On a second stage, and after the category need is established in the mind of customers (BLs, and OBSs), they should be able to recall Renascimento as a viable solution. Therefore, the campaign shall boost recognition as a priority and on a second stage, boost recall, so customers are able to match Renascimento with the category need. Aligned with brand awareness, the company aims to have a deep footprint on society's education as it is a common practice of companies to neglect waste management solutions, since it is typically not a value adding activity (enforced by law), and they are looking for cost efficiencies.

Brand Attitude: Brand attitudes are customers' overall evaluations of a brand and often form the basis for brand choice (Keller, 2013). This being said, attitude is related with the rationale and motivations that explain why people use the products and services of a specific brand (Percy

& Elliott, 2012). Companies feel the need to systematically dispose of waste and of materials that are no longer valuable for them, so, the main motives for the purchase, in Renascimento's case, are related, on a first stage, with problem avoidance (letting waste accumulate and having legal issues regarding waste disposal) and problem removal (disposing of waste in an appropriate manner while reducing the time spent on this non-core activity) and, on a second stage, incomplete satisfaction (there is an opportunity for customers to concentrate all waste management needs in Renascimento, but most are still unaware of it, even though there is an interest in doing so). Having said this, the overall objective for current customers will be to modify their attitude, in order to position the company in their minds as the most feasible solution for the entire category of waste management. For BLs, the goal will be to maintain the current positive brand attitude and to create a positive one on those services they are not aware of. For OBSs the goal is to increase (for those who already see Renascimento as a good solution for them) and create (for those who do not consider the company for their services) and above all, modify (for those who need a reposition of the brand on their mind, in cases it is not as clear as it could be) the current attitude to a more positive brand attitude. For NCUs, the objective is to create positive brand attitude, since they do not have used the category need so far.

Purchase and Service Usage Intention: Since Renascimento offers a wide range of products and services, it is crucial to conduct an analysis on the degree of involvement with the purchase or service usage. By involvement, one means the risk involvement in choosing one brand or another, which means that one should differentiate products and services that have low involvement from those with high involvement (Rossiter & Bellman, 2005). As previously analysed, one can observe that some business areas can have low involvement services, since they correspond to more punctual situations such as the demolition and construction services for private households and facilities, while other business areas can be considered to have a higher degree of involvement, since there is a need for a commercial purpose or long term

contracts, such as waste management agreements. This being said, for the ones with a low degree of involvement, since they are related with impulsive actions, one can omit the brand action intention, while in high involvement purchases, as they are more consciousness and rational-based decisions, the brand action intention needs to be generated.

Purchase and Service Usage Facilitation: For new customers (NCUs and OBSs), as they are not related with the brand yet, the communication plan should incorporate the purchase facilitation, so customers know where to find the information needed to make a decision, and where they can get into contact with Renascimento's products and services. For those who already are familiar with the company (BLs), since they already know where to look for information, and know where they should go to use the services or buy the products, purchase facilitation can be omitted.

Positioning Statement (Communication Plan)

The following positioning statement aims to clarify the category in which Renascimento's business operates, so that it can differentiate its services to accurately address the target audience, and make a communication plan according to their needs.

For any existing and new customer within the manufacturing, demolition & construction, agriculture & livestock and services industries (**Target**), Renascimento operates in the global waste management industry, providing services for both industrial and household waste (**Category Need**), offering a broad and customized range of services with a core expertise in logistics and operations, always having in mind environmental concerns and customer needs (**POD**). Renascimento's twenty years of experience in the business, owned quality and environmental certifications, consecutive awards recognized by public entities and financial autonomy (highest among main direct competitors) reflects customer preference and satisfaction (**Reasons to Believe**).

In the end, **the campaign should** use the prestige of the services provided as an entry ticket, relate the brand with “green sustainability” and finally, emphasize the value added to customers with the versatility of the offerings.

5.4.1.4. Integrated Marketing Communication (IMC) Strategy

Context

As it has been stated, Renascimento operates in the waste management market, which is a peculiar sector, comprising specific necessities. Therefore, one must choose the communication channel that fits the best the proposed communication objectives. To do so, the Rossiter-Percy Grid was used, as it can be seen on the Creative Strategy topic, explained further. Having in mind Renascimento’s services, one can argue that the motivational drivers of customers are mainly functional necessities and legal obligations (law enforcement), rather than emotional characteristics. Having said this, the communication must be done in a very cautious and detailed manner, so that the informational content of the offerings is well portrayed. That is, given the huge importance given by customers to the information, the message must be clear, concise and coherent to educate them as they are driven by functional benefits rather than emotional and appealing elements. Notwithstanding, although informational motivations (problem removal and/or avoidance) are the core driver of customers, visual content and sensorial stimuli need to be present, because the environmental context and subsequent “green image” in which Renascimento is embedded, must be always present in customers’ minds.

Creative Strategy

Rossiter-Percy Grid encompasses two main variables, i.e. motivation, which can be either informational or transformational, and involvement, which can be either low or high (Rossiter & Percy, 1997). Motivation is measured by how needs appear, and if they are negative (relief) or positive (reward) based. The first one (negative) requests the communicated message to be more informational, as customers derive utility from functional benefits and do not feel emotionally connected with the product or service offered, as in the case of the purchase of a

detergent to eliminate clothing stains. The second one (positive) requests the communicated message to be more transformational (emotional), since people feel some type of psychological reward (sensory or intellectual gratification or social approval), making emotional content much more relevant than an exhaustive communication of information, as in the case of the purchase of anti-aging cosmetics. Involvement is measured by the emotional and personal association with the purchase and the risk involved. When dealing with more impulsive purchases, risk is perceived to be lower, and so, people will need less time to think about the intention behind buying a product or using a service. Within rational decisions, risk is perceived to be much higher, and so, the time of consideration will be higher as well, as people will carefully analyse all options, and try to get as much information as possible about the product or service.

As previously described on the communication objectives, Renascimento's businesses are related with negative motivation, mainly in terms of problem avoidance and removal as companies want to dispose of waste materials that are no longer valuable for them. In these cases, it is important to provide customers with the information needed and benefits accrued to facilitate their choice. With respect to involvement, two options may arise. On the one hand, Renascimento offers some services in which an agreement needs to be established and signed between both parties, as in the case of waste management services provided to companies. In this case, the involvement will be high, since companies will spend a considerable amount of time looking for the best deal they can have and then select the one that suits them best. On the other hand, the company also offers other products and services that are more punctual and that do not require much time to decide among alternatives, such as the delivery of batteries. In this case, the level of involvement will be lower than in the previous case. Both situations are highlighted in green, in two tables, in appendix XI.

For the overall IMC Strategy, a 360° approach was devised. In accordance to the marketing and communication objectives, the strategy was conceived envisioning three major groups of topics, i.e. Digital, Above the Line and Below the Line.

Digital	
Channel	Description
Website	A restructure of Renascimento's main website, as well as both Ambiway and AutoRenascimento's webpages, should be conducted, so that they become more user friendly, with a larger emphasis on the most relevant parts. Moreover, an overall image around green activities should be emphasised and some recommendations on content will also be made.
Banners	Renascimento already owns a few banners in some websites related with environmental causes. Having said this, a reinforcement on this topic is going to be proposed, as it is a beneficial tool to increase awareness.
Web Presence	The company is present in some important waste management websites (e.g. NetResíduos). The objective here is for Renascimento to be present on these search pages, so it can foster its detectability and visibility around customers.
Social media	The objective is to highlight Renascimento's presence on social media (Facebook and LinkedIn) and align those channel's image with the website's message, in order to deliver consistent and coherent values to customers.
Search Engine Optimization (SEO)	A thorough analysis on the current SEO of the company should be developed, so one can understand where to focus and how to improve on Internet rankings and to measure the return of these activities.
Videos	The objective is to record a video portraying the evolution of Renascimento's business and facilities, thereby creating a storytelling for people to understand the identity of the brand. Moreover, this campaign will incorporate the recording of low-length videos to be included in the website pages with small demonstrations on the several activities of the company.

Above –the- Line	
Channel	Description
Argumentário Flyers	Recommendations on the design and type of information the company conveys on flyers will be done, so it can be clearer for customers that Renascimento offers solutions for the entire waste management category. These will be distributed in two ways, i.e. whenever the company is establishing agreements with customers and in specific activities such as fairs and events.
Labelling	Renascimento should always strive to be present in customers' minds, hence, all equipment rented, sold and transported, should exhibit the company's logo.
Magazines	Recommendations on the type of advertisement selected for this section will be made, so the company can identify in which magazines it should be investing resources.

Below-the-Line	
Channel	Description
Personal selling	The establishment of agreements is a major part of any B2B company. This being said, having specialized and knowledgeable people present in any type of event, whenever there is a direct contact with a given customer is one of the most important strategies in the activity.
Events	For external communication, Autorenascimento's launch, as well as two editions of the ReBorn event, will take place. One for the most prominent customers and another one for the less prominent customers, in different times of the year and with different objectives. For internal communication, a Christmas party will be developed, which is already a traditional event of the company.

Media Strategy and Tactics

- **Digital**

Renascimento's Website: Renascimento, as a leading waste management enterprise, shall inform and educate its customers (mainly companies) on best practices of waste management around environmental causes. This being said, it is important for customers to associate Renascimento with these causes so that the image of the company in customers' minds is of a sustainable solution for their businesses. Environmental concerns are an increasingly issue that affects people's decisions, mainly companies, and many other players on Global Waste Management are taking advantage of these concerns to call for customers' attention. Renascimento already possesses the "green" and environmental philosophy, however it is not delivering this image through its communication platforms, such as the website. Therefore, and in accordance to all recognized certificates the company owns, Renascimento's website should emphasise this "green" image by using pictures from plants, trees and water (explained in detail on the next topic). Another important issue is the layout of the website. The page is not exactly user friendly, as it is crowded with information that may lead to misunderstandings, as the information per se is not succinct nor well placed. To call the attention of the visitor for each one of the business areas of the company, the main page has several animated images,

constantly changing on both sides of the screen. As previously described, Renascimentos' activities require high levels of information for customers to analyse the potential of all solutions offered. However, this information should be clear, coherent and structured in a way that does not confuse the reader. Currently, the information provided is indeed useful, but it is repeated within the same topic, making it hard to understand the important points of that specific topic. Moreover, information regarding Ambiway and collaborator entities is not visible enough nor properly explained, which may lead the visitor, once again, to misunderstandings or even to give up on the investigation.

Design Proposal for the website: The initial page should reinforce the quality and environmental loop in which Renascimento is inserted. As such, this page should be revolved around images and symbols that portray “green” practices. The proposed recommendation is, then, to include three to four images covering the whole background and swapping from one to the other with an interval of 15 seconds, so that the movements on the page are slow and consistent. The images should incorporate natural elements, like water and leaves, as well as pictures of the company, like a picture of the factory and a picture of one of the company's activities. Moreover, green should be made the dominant colour of the website. Besides, the top of the page should have a horizontal bar with links that redirect the reader to the different types of information. These tabs could be, for instance, “The Company” (with relevant information about Renascimento, such as the company history, awards granted and values), “Business Areas” (with all the offerings of the company), “Ambyway” and “AutoRenascimento” (redirecting the reader to these webpages), and “Contacts” (with a phone number, e-mail and social media links, of the three business units). As the reader starts scrolling down, a small description of the company's units should be done, in order to welcome the visitor and to give a brief explanation on Renascimento's mission, vision and values. Furthermore, in order to make the website clear and user friendly, the business areas should be represented by icons or

by a real picture of the services. These symbols should have a direct link to the page of the respective offer. This page must give an explanation of what the area is about, it should contain all information on the area, including what *Renascimento* is able to do (based on the licenses it has) and also, how the customer can request the product or service. Moreover, the pages should include the partnership(s) the company has on that specific areas, and a direct link to the website of the partnership's website. At the end of the page, the location and contacts of the company must be present, as well as the most important (and most recent) awards of the company. The informational pages (company background and business areas), should be much more focused on the information per se, than on the image (although the green colour should always be present). That is, the information should be succinct, but at the same time must contain all necessary and important features, as it plays a major role (as the *Rossiter-Percy Grid* shows) on the company's offerings.

AmbiWay's Website: As previously mentioned, there should be a link on the main page to this website, so it can have the visibility it deserves. The website should be structured in the same way as *Renascimento's* website, so it can show consistency among all the activities of the company. The green colour should, once again, be present, as well as all the nature-driven images. All suggestions for the history of the company, the services offered, the contacts and the overall image of the main website should be applicable here as well.

AutoRenascimento's Website: This website is already aligned with all the suggestions previously described. There should be a clear link on *Renascimento's* website, so customers can be directly directed to this website. All suggestions for the overall image of *Renascimento's* website should be applicable here as well.

On another note, and applicable to all pages and websites, must be the language used. Any customer, either a company or an individual person, might look for information on any of these

websites. Thus, the language should be formal and concise, but at the same time clear and appealing to customers, due to customized and adaptable business agreements. Moreover, small-length videos portraying Renascimento's broad portfolio of offerings are a good way to show customers what the company has to offer. However, these should be different from the ones already present on the website, as they can be easily confused with pop-ads or with any other type of advertisement. These videos must create awareness and relate customers to the brand and show them Renascimento is indeed the best solution for them, by reinforcing the quality and the excellence of the company. This point will be further explained in this project.

Banners: Renascimento owns a few banners on some websites, such as in "AmbienteOnline", a website with a special emphasis on environmental issues. These banners are clear and well designed, as well as interactive, portraying the "green" culture of the company. On this note, the company should keep investing on these digital platforms for the year of 2017, as they allow the company to accrue special relevance and further detectability in key and known websites. In addition, during the week after the launch of AutoRenascimento (further explained in this section) an interactive banner should be posted on the main page on Standvirtual website, to create awareness around AutoRenascimento.

Web Presence: At the current time, Renascimento is present in some search webpages such as, NetResiduos and AmbienteOnline. As most of waste management entities are located on these pages, it is, then, crucial for the company to be there, so it does not get behind its competitors. Many people use these pages to search and compare companies on the same sector, and so, it is a great opportunity for Renascimento to increase awareness while connecting the company with the category need (very important for NCU) as previously described). Additionally, and with the launch of AutoRenascimento, it will be important for the company to be also present on search pages for the car industry. As such, the most feasible recommendation would be for Renascimento to be present on Standvirtual, with 10 "offer ads", on a monthly basis, with a

special emphasis, i.e. it shall appear in the first options when a given customer is searching. Finally, this presence should start on the month right after AutoRinascimento's launch.

Facebook As it is world-wide known, Facebook is a social network through which people communicate with their friends, family and peers. However, the potential of this social network goes beyond single individuals. Companies need to adapt the channels used to communicate with their customers, and nowadays, having a Facebook page is essential, especially for businesses highly dependent on online sales and on the strong perception people accrue from its interaction and adaptability to the target. For a B2B company as Rinascimento, Facebook may not be the most efficient channel for communication, nonetheless, not having it is not a solution either. That is, the company shall not spend too many resources on this network, but must continue to be present on it, with slight adjustments in order to enhance awareness and leverage on every additional benefit of this social network. On this note, a first step to improve Rinascimento's presence on this social network would be to change its profile and cover page. The suggestion is for the company to have its logo as the profile picture and a cover page with green, white, brown and blue colours to create awareness for the company's "green" waste management practices. The institutional information (history, location and contacts) is very well explained and the connection between the company's website and Facebook is also very clear and straightforward. All in all, the image of Facebook should be more aligned with the one used on the website, as well as the language used, i.e. a more formal but still clear language, given that the target are companies and individuals, rather than youngsters. Another recommendation that should be taken into consideration is the filter of the photos that should be used on Facebook, in the sense that as more professional and appealing the photos are, the more attractive and engaging people's presence on the page will be. Having said this, folders should be created in order to have the photos and respective content organized, allowing users to keep track of information while navigating on it. Finally, more information about

Renascimento's activities, awards and solutions should be included and shared more often, once a week preferably. Moreover, a photo contest to increase people's involvement and interaction with the company and a headline for "the tip of the month" should be made, where the company would share with visitors, best practices of waste management, around environmental causes.

LinkedIn: Renascimento is present on LinkedIn, the biggest business and employment oriented network mainly used for professional networking. Notwithstanding, although commonly used for job posting, LinkedIn allows companies to have a more institutional communication to the market. Renascimento's profile on LinkedIn is currently being used only to share national and international environmental news and policies, and rewards and recognitions granted. On this note, the proposed recommendation is for a "weekly post strategy" to be pursued in order to sustain the company's presence on the followers feed more often, and to increase website visits. The content of the posts should be more diversified, including not only the offerings of the company but also an explanation of what the products and the services offered exactly are and the potential added value. It is important to have a high quality profile picture with a brief description of the company, while making sure there is a proper distinction between the business areas to empower the idea of a diversified portfolio. The colours of the page should be aligned with the website, always having in mind an environmental engagement. Finally, another interesting input would be to develop a waste management best practices guide, having in mind the fact that all mid and big-sized companies are present on this network, sharing tips for the management of this residuals not on a commercial posture but rather on an engaging and responsible posture.

To conclude, it is crucial to mention that all improvements and recommendations suggested for the website and social media channels were in line with the insights retrieved from the qualitative research conducted (online presence of companies is crucial when it comes to awareness and interest).

Google Adwords: The company already invests in this digital tool as a metric of the developed campaigns. Moreover, it has been investing in a broad list of keywords to assure that it is highlighted and stands from competition, whenever any customer googles specific information regarding waste management and recycling activities (please refer to appendix XII). This list of keywords chosen has been thoroughly selected (in accordance to each business area), because the company knows the vital importance customers give to the first two pages of the used browser when searching for specific information. Taking into account the fixed cost for each campaign, leads are calculated as a function of the number of conversions generated for each business area. Furthermore, in some business areas, the total number of clicks changes depending on the number of visitors of each campaign because they originate telephone or e-mail contacts to request information. Finally, the recommendation proposed goes in line with everything that has been done so far on this topic but directed to AutoRinascimento. That is, given the importance and effort allocated to AutoRinascimento, the company should redirect any keyword related with car pieces, demolitions and filters to AutoRinascimento's website and not to the main website to ascertain that any campaign related with AutoRinascimento is treated separately, as its own.

Google Analytics: Every online campaign stems from Google Analytics to analyse key performance indicators, since both websites were built. The analyses is made regularly, with monthly reports, to extract every information needed for administrative meetings. Even though it has been properly used, this tool has a wider potential that goes beyond monthly reports. That is, Rinascimento should use google analytics results as an input for the development of future campaigns, by replicating best practices shown in past campaigns (proven by the KPIs) while avoiding mistakes.

Storytelling Video: The objective is to record a video portraying the history of the company and how it has been progressing throughout the years. The video should include not only the mission and vision of the company, but also all the values it seeks to stand for, which will, hopefully, be seen as a reason to believe by customers. Although the communicated messages should have informational motivations as the core driver, the main idea here is to focus on the emotional component, so people can be able to connect and understand the pure identity of Renascimento. Thus, the "green culture" should always be present, as well as all the awards the company had been granted throughout the years regarding its conscientious activity.

Low-length videos: It is really important for the company to create interactive platforms whenever people look for information on the website, as visual content is always an effective way to show the functional benefits of its activities, so that customers can feel connected and interested in the company. Therefore, it is important to invest in exquisite filming of the collection, transportation and treatment processes, so the high standards and excellence the company can be transmitted to customers, thereby enhancing not only brand awareness, as a first stage, but also brand interest. The more genuine and interactive the videos are, the easier will be to create a sustained image of the company in customers' eyes.

B-parts platform: This is an external platform created with the sole purpose of helping customers to choose any type of car components when needed. Customers have at their disposal an engine that allows them to fill in the car characteristics fields and subsequently the website shows the availability and correspondent images of the searched car pieces. By having a partnership with this platform, one is creating a sustainable manner of having Renascimento's car pieces sold faster and with more visibility. This is a start-up company that has been witnessing the growth of its business and nowadays is working with car mechanics and repair shops, which not only leverages Renascimento's business, but also enhances its image as it is partnered with another well-established company. The purpose of this recommendation is

aligned with the foreseen potential of this business area and because it will give a strong push to Autorenascimento's launch.

- **Traditional**

Print Invitations

ReBorn: For this event, the invitation should be made upon recyclable paper and delivered in a small wrinkled ball wrapped with a tie (inside a cardboard box), to portray the image of a residual. As growth is the core concept behind this event, on the left side of the invitation, a ruler will be designed as a shout out to this idea (please refer to appendix XIII). Moreover, it must include the name of the event "ReBorn" as well as the respective slogan, according to the edition: "Crescemos Consigo" for the most prominent customers, and "Cresça Connosco" for the less prominent customers. Finally, it must include the scheduled program of the event, as well as Renascimento's logo and the dominant colours must be green, blue, brown and white.

Christmas: Up until this point, the invitations for the Christmas event have been sent via e-mail and printed to be distributed and placed around the company's facilities. This time around, the proposal is for the company to design the invitation in a less formal way by incorporating the Christmas spirit. This could be done in a creative manner by writing the invitation as if it was to be sent to Santa Claus (please refer to appendix XIV).

AutoRenascimento's Launch: The invitation for Autorenascimento's launch will be delivered to stands, mechanics, car dealers and shops of car pieces (around Loures municipality), via personal delivery (estimation of one week needed to deliver all invitations). This was the target chosen because it comprehends, in fact, the potential customers of the ELVs business area. The invitation will be delivered only in Loures, because it is where the company possesses more relevance around locals. In case it turns out to be a success, the launch can be expanded to Porto and Silves's units. The invitation will be designed in a car format with the slogan "Juntos sobre rodas" (please refer to appendix XV). Additionally, it should incorporate a brief explanation of

the ELVs business area and the notion of eco-filters, the schedule of the event and finally, a contact of Renascimento so that invitees can assure their presence.

Print Argumentário: The main purpose here is for the company to resort to the “argumentário” every time a commercial agreement is developed. The idea is to have clearly showcased in it, all competitive advantages Renascimento possesses, in order to have in a compiled document all relevant selling arguments of the company when dealing with commercial agreements. It should also incorporate competitors’ information whenever possible, and the document should not exceed 6 pages in A5 format.

Flyers: Flyers must be done in a succinct and clear way and will be distributed throughout the construction and automobile fairs. The idea is to have a dominant focus on the specific business area related with those services (i.e. construction and automobile), while also incorporating a small description of the company and its offerings within the remaining business areas. The design of the flyers should portray the green image and the overall idea of being part of an environmental loop.

Magazines: Renascimento has been investing in this type of traditional media advertising as it is a non-intrusive way of communicating the company’s imagery. Having said this, Renascimento has invested a total of €7,266.96, in the year of 2015, on advertisement in the following magazines: “Ambiente Magazine”, “Jornal Água e Ambiente”, “Industria e Ambiente”, “Smart Cities and Pontos de Vista”. Additionally, the company can benefit from “non-paid” advertisements due to the several interviews and articles encompassing the achievements and recognitions of the company, such as the November 2nd article in “Revista Business Portugal” and the November 20th article in Público’s newspaper. Having said this, as a large percentage of the Portuguese population still read both magazines and newspapers (Jornal Meios e Publicidade, 2016), one can argue that it is still beneficial for the company to

be present on these media channels. Notwithstanding, despite enhancing the company's awareness around the public, Renascimento should not incur in large expenditures on this type of media advertisement, as online media has become a greater source of media communication. Thus, the proposed recommendations on this topic would be for the company to stay aware of potential beneficial interviews on several magazines and newspapers, related to different activities of the company, and try to engage in one, every 3 months. Renascimento could take advantage of the good relation it has with "Câmara de Loures", in order to gain some relevance on the local news. In addition, on specific occasions, there should be an investment on paid publicity, such as in the case of AutoRenascimento's launch.

Labelling: The objective with this element is to make Renascimento more visible and detectable while distributing products and providing services. The company has been labelling its working tools, such as its trucks, presses and containers, but it is still crucial to reinforce the importance of this matter. On this note, the recommendation proposed is for the company to use its logo on the car trailer that will be advised further on this project (for AutoRenascimento launch) and to keep some printed logos as a back-up for additional trucks or light vehicles. This should result in a point of reference and recallability.

Outreach: Description of the campaigns

- **ReBorn**

The overall purpose of this campaign will be to create and enhance awareness for the several business areas of the company, around its most prominent customers, to enhance repeat-purchase promotion, and less prominent customers, to enhance trial-promotion and to educate them towards waste management practices. Based on the insights retrieved from the qualitative research, companies value the personal and customized contact with waste management entities, hence, the creation of events will bring people together in a more effective way than just mass advertisement. On this note, two editions of the campaign will be devised.

First Edition: “Cresça conosco”

Target & objective: This edition is designed for the company’s less prominent customers as a way to motivate and engage them into Renascimento’s ecosystem, thereby enhancing trial-promotion. A cut-off point below €452,100 was considered to select these customers. Besides the CEO, the invitation will be sent to those working directly with Renascimento, namely from the Marketing, External Relations and Sales departments. A key point here is to find-out if the existent contacts are indeed the most effective ones or if there are other contacts and departments that should be addressed by Renascimento, to understand their lower prominence.

Time of the year: This edition will be held by the beginning of the year, because the idea is to engage and motivate these customers to be more active and present since day one. Since this activity requires a lot of resources and time, the month of February is the most suitable month to launch it. The information needed shall be analysed and prepared during the month of January, as during the month of December there will not be enough time to prepare it, due to the closure of the fiscal year and the Christmas event.

Resources: Define who are going to be Renascimento’s representatives, send the invitations, hire a catering company, prepare a presentation for the speech, purchase and design small books to be distributed, prepare the main courtyard for the welcoming session and schedule the tour.

Schedule: The event will take place from 5pm to 7:30 pm (please refer to appendix XVI for detailed information).

The welcoming session will be held at the main courtyard. It will be just like a coffee-break, where coffee, tea and water will be available to the guests while waiting for everyone to be present. Subsequently, the founders of the company, Elsa and Paulo Nascimento will convey a motivational speech, to engage them into Renascimento’s portfolio of offerings and to educate them towards waste management practices and environmental sustainability. By the end of the speech, the guests will be invited to take a tour around the company’s facilities, so that they get

to know the company's procedures and versatility. By doing so, Renascimento will be able to convey the values of transparency, quality and service excellence, thereby showing customers the potential added value of the company's several services and business areas and the cross-selling opportunities that may arise. Having said this, external word-of-mouth may be enacted, not just around companies but also around single individuals. As a wrap-up, the event will cease with a get-together moment, so that customers can interact with each other, understand that they are part of Renascimento's family, and thus, expand networking relationships supported by a tasty and delightful moment. To do so, Renascimento will hire a catering company. In order to materialize the event, gather the key moments of the day and to engage customers into Renascimento's loop, a small book will be distributed to each guest. This item will be designed with Renascimento's personal image and on the first pages, the portfolio of offerings of the company will be present as well as the company's eco-friendliness.

Second Edition: "Crescemos consigo"

Target & objective: This edition is designed for the company's most prominent customers as a way to reward and thank them for their continuous interaction and loyalty and to enhance repeat-purchase promotion. A cut-off point above €452,100 was considered to select these customers. Besides the CEO, the invitation will be sent to those working directly with Renascimento, namely from the Marketing, External Relations and Sales departments.

Time of the year: This edition will be held by the end of the year, because by then all figures concerning these customers will be gathered and the information can be properly analysed. Since this activity requires a lot of resources and time, and during the month of December, there is the closure of the fiscal year and the Christmas event, the month of November is the most suitable month to launch it. Furthermore, the information needed shall be analysed and prepared during the month of October.

Resources: Define who are going to be Renascimento's representatives, send the invitations, hire a catering company, prepare a pdf presentation for the speech, purchase and design small books to be distributed, prepare the main courtyard for the welcoming session and schedule the tour.

Schedule: The event will take place from 5pm to 7:30 pm and will be scheduled in the same way as the other edition.

The program dedicated to this edition is structured in the same manner as the previous one, being the only differences, the content of the presentation and the gifts handed in to guests. , The founders of the company, Elsa and Paulo Nascimento will convey a greeting speech, portraying the customers' contribution to the company's success. As in the previous edition, in order to materialize the event, gather the key moments of the day and to thank, a small book will be distributed to each guest. This item will be designed with Renascimento's personal image and on the first pages, the customer journey, results and interaction with Renascimento will be present.

- **Christmas Party**

Target & Objective: The overall purpose of this campaign will be to create a family environment around the company, where every single employee, and their peers, are invited to participate. By doing so, the company aims to reward employees for their hard-work and input and make them knowledgeable that their contribution is crucial for the yearly growth and success of the company. This is a yearly event, where everyone feels at home, where no hierarchical barriers exist, thereby creating a pleasant atmosphere where employees can interact with their peers from other departments, not possible during their daily routines. This is a traditional event of the company, present for several years now. For the year of 2017, the core purpose of the event must remain as it is, nonetheless, some adjustments will be proposed.

Having said this, by making such adjustments, the event will be more cost-effective, allowing Renascimento to save money that can be allocated to other crucial campaigns.

Proposal of adjustments: Concerning the rental of the facility and the respective catering service, the proposed offer is of €35 per guest, in contrast to the €66 that are going to be spent in 2016. This will take place in Quinta do Lumarinho, Sintra, by hiring “Prenúncio de Festa – Eventos, Lda”. Subsequently, in what regards the invited artist and speaker, a budget of €4,000 is proposed. These personalities are always present in the party as they are encompassed in Renascimento’s business culture. Moreover, given all costs associated with every remaining campaign, a €4,000 budget seems adequate for the company to choose a renowned artist and speaker in accordance to its culture. Having said this, it will be proposed on the “additional recommendations topic”, an artist and a speaker that might deviate a bit from the envisioned culture. Nonetheless, it was worth mentioning given the saved costs and the motivational driver foreseen. Regarding the merchandise that shall be distributed among employees, the proposal is to offer a Portuguese traditional cake, known as “Bolo Rei”, which will amount to €2,400, in contrast to the €5,215 that will be spent in the year of 2016, in calendars, pens, bags and pins. This will allow the company to save €2,815 and the cake is something that not only appeals to the Christmas season but it can also be shared among their families, rather than a pen or pin that can be easily forgotten.

Description of the event: As it was previously stated, the purpose of this event will be to create a family environment around the company, where every single employee, and their peers, are invited to participate. Having said this, the event will be held at the 16th of December, in Quinta do Lumarinho, Sintra, where a dinner and after-party will take place, at 7:30pm and 11pm, respectively. Quinta do Lumarinho accounts for both the rental of the facility, the catering service and the DJ. Subsequently, the chosen speaker and artist will perform, followed by a music entertainment given by a DJ. Implicit to all of the above, are the transportation and hotel

of some guests from Porto and Silves, the decoration of the place, encompassing Renascimento's image and the photographer.

- **AutoRenascimento's official launch**

Target & Objective: The overall purpose of this campaign is to officially launch AutoRenascimento, thereby creating awareness around the ELV's business area and the rehabilitation of antiparticle filters (eco-filter) recently developed by the company. The target group of this campaign are stands of vehicles, located in Loures, dealers, repair and maintenance shops. Appendix XVII includes a list of some Stands and Repair & Maintenance Shops in a 20min distance from Renascimento. The company should contact and invite up to 150 entities, among the ones described above. This is a sufficiently large number in case some invitees cannot show up to the event. Moreover, and to maintain a constant contact with Câmara Municipal de Loures, a special invitation to some representatives of that entity must be sent.

Time of the year: This event will be held during the month of May of 2017, not only because it requires some resources and time to finish the digital platform and restructure the website but also because the company will need to get a proper certificate for the usage of the car trailers. Having said this, the beginning of the year will be devoted to finish everything that has been done for AutoRenascimento, so that by the time of the launch of the event, everything is prepared. Moreover, Renascimento will still have half of the year left to acknowledge the results of this campaign.

Resources: Define who are going to be Renascimento's representatives, send the invitations, hire a catering company, prepare the speech, prepare the main courtyard for the welcoming session (line-cut), schedule the tour and organize the demolition exhibition and finally, prepare the video presentation (eco-filter).

Schedule: The event will take place from 4pm to 7:30 pm (please refer to appendix XVIII for detailed information).

Description of the event: This event will be of a great dimension and it will begin with a very brief welcoming speech, in which the founders of the company will launch AutoRinascimento through a line-cut, as a “memorable birth”. Following this speech, a tour around the facilities will take place, including a visit around the “car pieces auto” (the pieces will be stored as if it was an art exhibition), and around the demolition of the vehicles (a real time exhibition of a vehicle being demolished shall be executed). Subsequently to the tour, a video presentation of the eco-filter portraying the impact it can have in society’s health and well-being, will be presented. Finally, and to start the get-together moment, a catering service must be requested and the launch of a car trailer will take place. This moment will represent the launch of a new service that is recommended for Rinascimento so that it can collect and transport the ELV’s from its partners to its facilities. This is a really good moment to be comprised in the event since these guests are the target group of this service. This suggestion requests the purchase of a car trailer, which can be a high investment, nonetheless, it is necessary to leverage AutoRinascimento’s services.

- **Fairs**

Rinascimento has been present in fairs related to the environment which in turn are very much related to urban waste and thus, not related to the core business of the company. As such, the target present in these fairs are usually single individuals and schools with the purpose of educating society towards sustainable environmental practices. The problem is that this is not the target customer the company is looking for, since this is a B2B market rather than a B2C. Notwithstanding, being present in fairs is still a good channel to create networking relationships and to enhance the company’s awareness. Since Rinascimento acts in many different business areas, being present in only one fair may not be the best strategy to follow, as it is proven by the low exposure of the company in previous attempts on the environmental fairs. As such, one

of the solutions proposed is for the company to be present in specific fairs according to the several business areas comprising the company, mainly in construction and vehicle fairs.

Construction Fair: The idea behind this fair is to create awareness for Renascimento as an important player on this industry, due to the high number of construction companies and individual consumers looking for solutions on this specific area. It will make sense to include an island on this fair as the company's solutions are indeed part of the overall process of construction (end part of the process). Moreover, the company should visit the other islands, and introduce its solutions to the companies present on the fair, in order to get contacts and create a networking sphere on this area. On this note, the proposed recommendation is for Renascimento to be present in Tektónica's fair, in Expo (Lisbon), between May 3rd and 6th. Finally, the company is going to need to rent an island (stand with exemplars of the big bags for both targets.), distribute flyers and business cards and play a video portraying the solutions Renascimento is able to offer in the construction area.

Automobile Fair: The company's presence on this fair is merely of a commercial intention so as to get contacts of companies of the area. The idea is for Renascimento to visit the several islands on the fair and to introduce itself and its solutions on the business to anyone present, while distributing business cards and flyers. An investment on an island for this fair will not be necessary as the idea is to create awareness on AutoRenascimento and to collect contacts for future partners on these business. On this note, the proposed recommendation is for Renascimento to be present in Mecânica fair, in both Exposalão Batalha (Lisbon) and Salão Auto (FIL, Lisbon). There is no information available at the moment, concerning the date of these fairs.

Media Budget

Media budgets fall within overall allocations dedicated to companies' marketing efforts (Jeffery, 2010). As previously stated, Renascimento has a maximum dedicated budget of

€80,000.00 devoted to Marketing activities for the year of 2017, envisioning all business units. As it can be seen from appendix XIX, the largest amount of the budget is dedicated to Outreach marketing activities (53,5%), followed by Digital activities (33,02%), and finally, Traditional activities (1,16%). The remaining 12,32%, are estimates and allocated to Extra Marketing activities. These activities are not discriminated in the designed campaign as it is not possible to predict them at the current time, but are expected to be included in the overall marketing strategy of the company as opportunities arise during the year (included in the financial analysis). Furthermore, in the year of 2017, part of the amount allocated to extra marketing activities may be used by Renascimento to guarantee its presence in the environmental fair that the company is still considering. In case it does, it will have the necessary savings.

Media per cycle

This corresponds, ultimately, to the scheduled timeline for the creation, development and finalization of the proposed campaigns. As it can be seen from appendix XX, the timeline is designed for the year of 2017 on a monthly basis. During the month of January, the redesign of the webpages and social media networks, will take place. The two editions of ReBorn will take place on February 10th (“*Cresça Connosco*”) and on November 10th (“*Cresçemos Consigo*”). The recording of the videos will take place between March 6th and March 12th. Moreover, Tektónica’s fair will take place between May 3rd and 6th and AutoRenascimento’s launch in May 26th. Google Adwords’ fee will be paid on a monthly basis. Finally, the Christmas party will take place in December 16th.

5.4.1.5. Campaign Tracking and Evaluation

In order to analyse the impact of the designed campaigns onto Renascimento’s business, several KPIs were considered. These are present in Table IX, below. That is, this metrics will help the company to understand the communication effects on the target’s attitude to the brand. On this note, for every KPI, the main brand objectives were identified as well as the campaigns where such KPIs can be applied.

Key Performance Indicator	Impact and Objectives
<p>Click-Through Rate (CTR): Percentage of customers who click on the website.</p>	<p>This KPI will enable Renascimento to evaluate both brand awareness and interest. The higher the number of clicks on both Renascimento and AutoRenascimento websites, and especially clicks on informational content, such as information on business areas and offerings, the higher the interest shown.</p> <p>Campaigns: Renascimento and AutoRenascimento’s Websites.</p>
<p>Transaction Conversion Rate (TCR): Percentage of customers who purchase the service after clicking through the website.</p>	<p>This KPI will enable Renascimento to evaluate both brand preference and purchase. This KPI basically stands for the sales generated via the websites. That is, the quality, coherence, substance and appeal of the websites can be measured this way.</p> <p>Campaigns: Renascimento and AutoRenascimento’s Websites.</p>
<p>Customer Acquisition Cost (CAC): Resources that a company must allocate (financial or otherwise) in order to acquire an additional customer.</p>	<p>This KPI is, in its essence, the ultimate result of the campaigns. It is calculated as marketing campaign costs (related to acquisition) over the total number of customers acquired.</p> <p>Campaigns: Every campaign except the Christmas Event.</p>
<p>Conversion Acquisition Rate (CAR): Percentage differential in the number of customers prior and after the implementation of the campaign</p>	<p>This KPI will enable Renascimento to evaluate brand image, interest and brand preference. If the total number of customers increases with the implementation of the campaigns, it is a sign of success for the brand’s image and interest. However, customer retention must also be addressed.</p> <p>Campaigns: ReBorn, AutoRenascimento’s Launch, Fairs and Grande Reportagem</p>
<p>Evolution of Retention Rates: Percentage differential between the areas where the campaign was implemented (test group) and where it was not (control group).</p>	<p>This KPI will enable Renascimento to, essentially, evaluate brand awareness. This KPI will be of extreme importance to test whether exposure to the campaigns affects purchase decisions, keeping everything else constant.</p> <p>Campaigns: ReBorn, AutoRenascimento’s Launch, Fairs and Grande Reportagem</p>
<p>Feedback: #Likes #Comments #Frequency and number of shares</p>	<p>This KPI will enable Renascimento to, essentially, evaluate brand interest and loyalty. The higher the frequency and number of likes and the more positive the comments are, the higher will be interest and loyalty devoted by customers to Renascimento.</p> <p>Campaigns: Renascimento and AutoRenascimento’s Websites, Facebook and LinkedIn.</p>

Table IX – KPI Analysis

6. Financials

As a follow-up of everything that has been stated, it is paramount for the company to understand whether it should invest on the proposed campaigns or not. Having said this, an optimistic, realistic and pessimistic scenario analysis was developed, and an NPV for each of these scenarios was computed (Please refer to appendix XXI). In order to depict the appropriate discount rate to calculate the NPVs, an industry comparables approach was chosen. *Industry comparables are used to estimate the value of the target company based upon a ratio of price to a value characteristic of companies within a given industry (JMG, 2015).* The Industry-specific multiple used was the ratio EV/EBITDA and the discount rate, *r*, found for the environmental and waste management services industry, was of 10.8% (*Bloomberg source*). Before addressing the three different scenarios, an explanation for the estimation of revenues and costs must be given. Since the fiscal year of 2016 was not closed by the time this project was developed, the total revenues of 2016 were estimated based on the values of 2015 (under the assumption that the growth rate from 2015 to 2016, up to the beginning of this project, is the annual growth rate). It is also important to mention that there is a different estimation of growth rates, depending on the type of waste residual considered. The three scenarios considered are described on Table X, below.

Scenario	Growth Rate
Pessimistic	The estimated growth rate for the year of 2017 is the same as the one estimated for 2016 (constant growth rate), for every type of waste residual.
Realistic	<p>The 2017 estimated growth rate comprises two components. The growth rate used for the previous year and an additional growth arising from the campaigns. This additional growth varies depending on the type of residual. The ones affected by AutoRenascimento (i.e. tires, batteries and ELVs) and the RCDWs, have a higher additional growth rate than all the remaining residuals.</p> <ul style="list-style-type: none"> • The latter have an additional growth rate of 0,5%. • Tires have an additional growth rate of 7%. • Batteries have an additional growth rate of 3%. • ELVs have an additional growth rate of 15%. • RCDWs have an additional growth rate of 5%.

Optimistic	<p>The estimated growth rate of this scenario was computed with the same reasoning as the realistic scenario. However, the component stemming from additional growth is higher.</p> <ul style="list-style-type: none"> • Tires have an additional growth rate of 11%. • Batteries have an additional growth rate of 9%. • ELVs have an additional growth rate of 25%. • RCDWs have an additional growth rate of 10%. • All the remaining residuals have an additional growth rate of 0,7%.
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Table X – Scenario Analysis

In what concerns the discrimination of costs, the same reasoning is applied to every scenario. Having said this, three important items were considered, i.e. operational costs, campaign costs and extra marketing costs. The operational costs provided for the years of 2015 and 2016 encompass marketing costs. However, to depict the viability of the proposed campaigns, the marketing costs (of these years) had to be subtracted from the total costs. For the estimation of the values of the operational costs (for the year of 2017), the same reasoning as the one applied for the revenues, was used. On another note, the campaign costs were estimated based on the media budget, and were allocated to the months in which these campaigns will occur. Having said this, there are some costs that will be incurred every year, on a monthly basis, such as webpresence and adwords. Notwithstanding, there are also some costs that will be incurred only once (punctually) such as the ones allocated to AutoRenascimento. Finally, and as previously mentioned, extra marketing costs are those costs allocated to all activities not discriminated within the proposed campaigns (e.g. sponsorships), but that shall be included in the overall marketing strategy of the company.

The Net Present Value is the difference between the present value of the cash inflows and the present value of cash outflows (Investopedia). Having said this, in order to compute the NPV of each scenario, the cash-flows were calculated based on the difference between incremental revenues and campaign costs. The results obtained are described on Table XI, below.

Scenario	NPV
NPV _{Pessimistic}	€840,642.00
NPV _{Realistic}	€956,339.84
NPV _{Optimistic}	€1,078,684.59

Table XI - NPVs

As it can be seen from Table XI, above, the NPV of each scenario is greater than zero. Moreover, when comparing the realistic scenario with the pessimistic and optimistic scenarios, there is a decrease of 13,76% for the former and an increment of 12,79%, for the latter. In the end, given that the NPV of each scenario is positive, investing in the proposed campaigns will add value to the company, hence the recommendations should be applied.

7. Contingency Plan and Additional Recommendations

A contingency plan shall be developed in order to highlight possible risks and create a backup plan in case the campaigns run below expectations. By doing so, Rencimento can take corrective actions and improve marketing communications effectiveness in the long run.

Risk & Control Analysis

Rencimento should concentrate its strengths on creating alternative plans aiming at mitigating these risks, i.e. at either minimizing its probability of occurrence or reducing its impact severity (Table XII, below).

Risk	Description	Monitoring	Strategic Option
Low rates of participation on the events	<p>Invitations are not delivered;</p> <p>Inefficient way to communicate the campaign;</p> <p>Campaign simply isn't appealing enough for the target.</p>	<p>Delivery reports must be developed and communicated before the event takes place. These reports should include the presence of the invitee and a reasoning for its absence (in case it does not show up to the event)</p>	<p>Broaden the number of invitees;</p> <p>Send to missing invitees a video encompassing the key points of the event, while still showing gratitude for their collaboration with the company.</p>

<p>Loss of trust of Câmara Municipal de Loures</p>	<p>Change in the most personal and direct contacts with this entity;</p> <p>Past collaborations that went wrong;</p> <p>Miscommunication between both entities.</p>	<p>Keeping a regular and updated contact with this identity;</p> <p>Ask for feedback whenever a collaboration takes place.</p>	<p>Ensure that it is always the same person from Renascimento who gets in touch with the entity;</p> <p>Renascimento must always have the initiative to get in touch with this entity</p>
<p>Lack of leads generated by B-Parts and StandVirtual</p>	<p>Low exposure of AutoRenascimento on this platform</p> <p>AutoRenascimento's offerings are not competitive enough</p>	<p>Request for credentials to compare details of the leads (e.g. # clicks, time spent on the offer) with the average numbers for the whole website</p>	<p>Change to a platform that can more accurately fit AutoRenascimento's offerings</p>
<p>Lack of communication skills of technicians supporting personal sellers</p>	<p>Sales responsible has no availability to be present at the establishment of the agreement, hence, only the technician is present;</p>	<p>Develop a form that requires the signature of both the technician and sales responsible, to assure their presence</p>	<p>Create workshops to develop and enhance soft skills</p>

Table XII – Control Analysis

Additional Recommendations

The following recommendations encompass activities that are not defined, on the communication plan, for the year of 2017. Having said this, they are going to be addressed on this section, given their potential to enhance Renascimento's awareness and image around the target audience. In addition, an extra item was considered on the media budget to support this types of opportunities (that may occasionally arise during the year, such as Sponsorships).

“Minuto Verde - Quercus”: This a show airing on Portuguese television with “one minute daily headings” organized by Quercus with the main purpose of providing the target audience with cultural, societal, economic and political advises, on both a national and international framework. The recommendation is to use the program to promote best practices of waste management and to portray the positive impacts stemming from it. This is not a solution for “cheap” TV promotion nor a way to create company's awareness, this is channel that can be used to communicate the importance of waste management on the world's future and

Renascimento's contribution to it. The company's role would be to give "theoretical" opinions about real practices of waste management and to show real examples of what has been done so far regarding this topic. The following topics should be covered in the show, i.e. an intensive study on which types of waste have value, the losses companies incur in by not having an effective waste management operator working with them and what will be the consequences to the environment, in case companies underestimate the importance of waste management.

Christmas Party- Movimento Transformers: In what regards the invited artist and speaker, the proposal is to invite organization "*Movimento Transformers*". This organization was chosen because, on the one hand, it is inserted in the comedian, funny and interactive theme envisioned by the company, and on the other hand, it encompasses the social integration value that is portrayed by the company. Being a "transformer" means to be part of a movement where diversity is celebrated and where everyone collaborates by nature. It is a volunteering program about recognizing in each one a unique and particular intelligence. Through arts, music and social sciences, every street kid is welcomed into the organization. During the year of 2016 Renascimento will invite both a speaker and a comedian, which together amount to €10,400. With this organisation, Renascimento will spend €3,500, thereby saving €6,900 in contrast to last year, as its members will be able to convey an inspirational speech and at the same time, entertain everyone.

Sponsorships: This is a recommendation that, in its essence, can enhance awareness for Renascimento's brand. Sponsorships are not a new topic for the company, as it has already been a sponsor of LouresInss - Inovação, Sustentabilidade e Sociedade, and of some events regarding environmental activities coordinated by Câmara Municipal de Loures. As the company already has a very positive image around this government entity, sponsor events could be a good

opportunity for Renascimento to increase local awareness and thus, visibility. Moreover, these events must be settled between Renascimento and Câmara Municipal de Loures, to find the best fit for both. One proposed recommendation is for Renascimento to be the official entity in charge of every waste management service on this type of events. In return, the company shall have its image associated with the event (even if the event is not related with environmental causes), such as having its logo in containers, bags and trucks, which would create awareness for the brand and would, ultimately, align Renascimento with the category need (waste management).

Conclusion

Despite being well-established in the environmental and waste management industry, Renascimento cannot take for granted its competitive advantages. To sustain them in the long run, the company must keep track of market trends, and innovate every time possible. Based on the analysis conducted on this project and, assuming that the estimations for the growth of the business are verified, the proposed campaigns will be reflected in a positive return for the company, in Loures, and subsequently, in the remaining units, subject to an adaptation of the communication campaigns.

To conclude, in what regards the project per se, the proposed timeline was achieved (please refer to appendix XXII).

All in all, Renascimento - Gestão e Reciclagem de Resíduos, Lda, has all necessary resources and substance, to sustain its position as a national leader in global waste management and recycling.

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