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“How to achieve a profitable brand expansion of 24 Kitchen in Portugal”–

COMMUNICATIONS PLAN

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Note: Even though this communications plan concerns the aggregate concept of 24K World, specific techniques will be addressed to communicate and promote each of the brand extensions, through individual nonetheless interlinked marketing campaigns.

Marketing Objectives

Marketing objectives (MO) refer to what is to be accomplished by the overall marketing plan, thus leading the company in a clear direction, while providing a specific time frame for marketing activities and a complete set of mechanisms for measuring performance (Belch, 2003). As such, MO aimed a combined turnover of 70 465,51€ within the first year of the project. The latter consists of three brand extensions, while creating brand awareness and enhancing brand attitude towards the 24 Kitchen brand. Competitive investment of 97 397,53€ was set for the duration of this marketing campaign, as detailed in the P&L of the main report.

Target Audience Selection

Target audience distinguishes those to whom this AC&P campaign is directed (Rossiter & Percy, 1997). However, since the overall concept of 24K World comprises three distinct brand extensions, in order to successfully reach its full potential, each individual campaign must be adapted to different target audiences. Applying the Awareness-Behavior-criteria, 2 T4sty!'s target audience should mainly focus on New Category Users (NCUs) and Other Brand Switchers (OBSs). NCUs are individuals that will enter the online meal delivery service category by purchasing the brand, while OBSs correspond to those that already buy within the category other brands, once people are not yet aware that 2 T4sty! offers a differentiated option. Regarding the remaining brand extensions, 24K Live and 24K Product Line, OBSs and Other Brand Loyals (OBLs) – consumers who regularly buy another brand within these categories - will be the primary target audience. Specifically, for 24K Live, a secondary target audience was defined, including small retailers, chefs and sponsors, since high awareness levels within these groups are crucial to ensure valuable financial assistance for the event's execution. As regards other criteria, demographic, psychographic and geographic factors were used to further narrow down the target audience. Based

on data reported by Euromonitor (Consumer Lifestyles in Portugal, 2017) and the results of quantitative research carried out, 2 T4sty! should target young adults, aging 25 to 45 years old, with busy lifestyles, highly sociable and tech savvy that have in food a sophisticated hobby. For 24Klive, the primary target audience are adults within the age group of 30 to 50 years old, who enjoy socio-cultural events, value unique and authentic experiences and are food *connoisseurs*. Finally, 24K Product Line communication efforts will be directed to adult women (35 to 60 years old), corresponding to a major share of 24 Kitchen's channel audience, responsible for household cooking that value quality and aesthetics as major buying drivers. A common trend within the three campaigns' target audiences is that there will be an effort to reach the medium/high social class. Furthermore, a geographical delineation was also found appropriate for 2 T4sty! and 24K Product Line, once these brands will only provide their services in the two largest metropolitan areas of Lisbon and Oporto (PORDATA, 2017).

Action Objectives and Decision-Making Behavior

Action objectives (AO) are the specific, observable and measurable behaviors that result from the campaign (Rossiter & Percy, 1997). Accordingly, distinct AO are associated with each buyer group. Since 2 T4sty! is a new brand in a very recent service category, setting an initial action objective was challenging. Nevertheless, category trial for NCUs and brand trial for OBSs were set as initial goals. Therefore, taking into consideration the results from the quantitative research, a trial goal corresponding to a penetration rate of 1% (of Lisbon and Oporto households) was set for the first year. For 24K Live and 24K Product Line, action objectives are brand trial followed by increase repeat purchase - particularly achieving an unassisted first repeat purchase -, once the target audience is composed of OBSs and OBLs. Since dealing with already matured product categories, estimations were made based on benchmarks from similar brands. For 24K Live it was

expected the event to reach 12 320 visitors, in both cities, for the first edition. Whereas 24K Product Line is expected to reach a penetration rate of 0.06% of Portuguese households within the time frame of its marketing campaign. To further understand specific target audiences' consumer behaviors towards low and high involvement decisions, and how the marketing communications plan can influence brand choice, a Behavioral Sequence Model (BSM) was developed (Exhibit 1).

Communication Objectives

Five different communication objectives were considered to each campaign. **Category need** refers to the target audience's acceptance that the product or service is necessary either to remove or satisfy a certain need, with the main purpose of stimulating a primary demand of the category as a whole (Rossiter & Percy, 1997). Since the category of online meal delivery service is not yet firmly established in consumers' minds, advertising communications must positively sell the category need. For 24K Live and 24K Product Line, category need can be omitted from the communication efforts, since it is possible to assume that both gastronomic fairs and cookware are frequently visited and purchased. **Brand Awareness** is defined as the prospect buyer's ability to recognize or recall a brand in sufficient detail to buy it, and should be address as the universal and most important communication objective of a AC&P plan (Rossiter & Percy, 1997). For 2 T4sty! and 24K Live, brand recall should be the primary focus, once it is expected that the consumer bear in mind the brands prior to purchase, while the category need manifests itself, in such a way that each brand should be seen as a reference within the respective category. For 24K Product Line, brand recognition is key, because the success of this brand extension depends on a high level of visual and paired-verbal recognition, thus linking the existing category need to the specific purchase intention. Brand awareness is a necessary precursor to **Brand Attitude** – buyer's perception of the brand's ability to meet a relevant motivation - since at a brand level, a person cannot buy a certain

brand if he/she is not yet aware of it. As second universal communication objective, creating brand attitude must be the final goal for 2 T4sty!, considering the target audience has no prior brand attitude. For the remaining brand extensions, once transformational motives are behind the purchase, increase brand attitude is the objective, since the target audience has only a prior moderately favorable brand attitude towards the umbrella brand of 24 Kitchen, and the goal is to make consumers loyal to the brand. Regarding **Brand Purchase Intention**, i.e., the buyer's self-instruction to take a relevant purchase-related action, the strategy differ from each brand extension. 2 T4sty! and 24K Live require low-involvement brand choices, thus making a favorable brand attitude a sufficient requisite to automatically arouse brand purchase intention when the opportunity arises (Rossiter & Percy, 1997). Accordingly, brand purchase intention should be assumed and soft-sell techniques can be used to evoke positive emotional responses from consumers, which will be then associated with the brand. As for 24K Product Line, as it entails a high level of involvement in the purchase decision, an explicit brand purchase intention must be generated through advertising. Finally, **Brand Purchase Facilitation** content must be incorporated in all three campaigns, in order to assure that location, ease of payment and other marketing factors will not hamper the purchase of each brand.

Positioning Statement for Communications Plan

According to Doyle (2006), positioning strategy is the choice of the target market segments, that determine the environment in which the business competes, and the choice of the differential advantage that states how to do it. So that each brand extension can achieve a competitive advantage, it is of utmost importance to link them with the strongest motivations within the respective categories while ascribing them a differentiated and compelling positioning. Thus, 2 T4sty! positioning statement is as follows: **To** individuals between 25 and 45 years old with busy

lifestyles living in large urban centers, NCU and OBSs, 2 T4sty! is a *differentiated* brand of online meal delivery service (*product-as-hero*) **that offers** the benefits of an innovative solution for a richer and exceptional cooking experience (*sensory gratification*). Moreover, it allows more quality moments with loved ones (*problem removal*) and provide consumers the possibility to share those moments with their online community (*social approval*), **due** to the expertise and credibility associated with 24 Kitchen as a content producer and source of acknowledged chefs' know-how, possibility to choose delivery options, and freshness of ingredients for each of the permanently updated recipes. Then, **Advertising should:** *Emphasize* the extraordinary cooking experience (as primary purchase motivation), the service's easiness of use and the chance to spend more time with loved ones (as secondary purchase motivation) [attribute-benefit-emotion (a-b-e) model: dispel a problem with product characteristics and use them to create a positive emotion $e^- \rightarrow b \rightarrow e^+$]; *Mention* sharing experience (*social approval*) and app/website technical features as an entry ticket; and *Omit* price.

24K Live **target** are people between 30 and 50 years old, OBLs and OBSs that value unique and authentic gastronomic experiences, to whom 24K Live is a *differentiated* event-brand of gastronomic fair (*product-as-hero*) **that offers** an amazing “*eatertaining*” experience in a funny and friendly environment, through a contemporary approach to traditional Portuguese flavors (*sensory gratification* – primary purchase motivation), because of 24 Kitchen's celebrity chefs' endorsement and the possibility to try amazing dishes and gourmet ingredients from the best Portuguese chefs and producers. **Advertising should:** *Emphasize* the opportunity to engage with celebrity chefs' within the whole “*eatertainment*” experience [a-b-e model: delivery of a positive emotion e^+]; *Mention* the modern revisitation of traditional Portuguese flavors as an entry ticket; and *Omit* price.

Finally, 24K Product line will be portrayed as: **To** 35 to 60 years old women, OBLs and OBSs who are home-cooking chefs, 24K Product Line is a *differentiated* brand of kitchen utensils and cookware (*user-as-hero*, since it is targeted to a niche market and social approval is the primary purchase motivation – Percy & Elliot, 2016), **that offers** professional products that take consumers’ cooking ability to the next level (*mastery*), thus becoming their best chef version of themselves (*social approval*), **due to** chefs’ endorsement and professional product quality. **Advertising should:** *Emphasize* the celebrity chefs’ endorsement [a-b-e model: delivery of a positive emotion e^+]; *Mention* product quality as an entry ticket; *Omit* product price.

Creative Strategy

The advertisement strategy must be supported by a robust creative concept, aiming the idea displayed in the ads to be an attention-grabber and a relevant representation of 24 Kitchen’s positioning, generated in a way that is detailed enough to be executed by FNG and adaptable to multiple executions (Percy & Elliot, 2016). Since the three brand extensions have primarily positive-ended/transformational purchase motivations, emotional involvement campaigns would be set in motion. 2 T4sty! and 24K Live campaigns both focus Brand Recall as the universal communication objective, therefore similar brand awareness tactics would be applied. More precisely, the category need and brand name must be included in the ad’s visual sequence, while deliberate repetition would ensure *verbal-paired association learning*. A way to implement such strategy consists on using specific wording, as well as imagery in the tagline - “*O amor de volta à cozinha*” for 2 T4sty! and “*É muito mais que comer*” for 24K Live - so that positive emotions can be communicated and directly linked with each brand, thus entrusting empathy in the consumer-brand relationship. Furthermore, advertisement should also inspire personal connection with the brand, either through familiar story-line (in the case of 2 T4sty!) or by employing a celebrity

presenter tightly connected to 24 Kitchen (for 24K Live), thus leveraging from the positive connotations associate with the mother brand. Therefore, CESLIP presenter model was applied to decide which characteristics should the chosen spokes-person possess. The results suggest an individual with a celebrity status within the national gastronomic panorama, who is an expert-user with a respected opinion by the audiences, but also someone sincere, extremely liked by the public and a figure with whom consumers can relate. Given these criteria and considering the results of the qualitative and quantitative research carried out, either Tia Cátia or Filipa Gomes would match to feature on the ads, once they convey all the fore mentioned attributes. Moreover, since these two brands extensions are low-involvement/transformational, emotional authenticity must be portrayed in the ads, such that the Key Benefit Claims (KBC) of both ideas – “Celebration of life through food”-must be displayed in a positively extreme format through a unique execution to the brands, as suggested by Rossiter & Bellman (2005). For 24K Product Line, a slightly distinctive approach should be followed since its main communication objective is brand recognition and, according to the Rossiter-Percy grid, this is a high-involvement/transformational brand. Thus, sufficient exposure of the logo and pack shot that accurately depicts the brand must be ensured (for no less than two seconds), conveying visual brand recognition and uniqueness to the products. Furthermore, the category need should be inherent, so an ad featuring the same expert-user presenters, transpiring empowerment and aspirational identification to the target consumer, would be recommended. Despite emotional involvement being a key factor, 24K Product Line campaign should follow a more complex structure in which some rational/informational elements would be incorporated, namely the distinct product quality. Communications models that use emotional appeal (either through emotional involvement or more complex approaches) are more likely to produce better business results than simply rational and more informative models (Binet & Field, 2008). Moreover, emotional campaigns also outperform rational ones in almost every attitudinal

dimension. In fact, they perform better at generating awareness and commitment, while being able of creating more durable memories, which is critical to the success of smaller and newer brands, such as the ones described herein.

Integrated Communications Strategy

Once the creative process was drawn, a selection of the right mix of IMC activities is vital to the accomplishment of the outlined goals. In the following paragraph, some alternative options are described for delivering advertising communications, including Public Relations (PR), Product Placement and Content Marketing. PR would be used in a proactive way, such that food bloggers as social influencers would be selected (according to precise likeability and visibility criteria), aiming at getting access to their vast online community, thus attracting the attention to the brands while building a positive cumulative brand attitude. Besides, PR would allow 24 Kitchen to successfully reach extremely segmented markets as suggested by Percy & Elliot (2016). In terms of product placement, despite ethically controversial, there is some evidence that points out to its potential effectiveness. Likewise, product placement - specifically for 24k Product Line - would be proposed during 24 Kitchen shows, thus raising brand awareness and salience. Content marketing, via owned and earned media channels, might also have beneficial effects in terms of engagement levels, particularly if 24 Kitchen is able to create entertainment content, such as short videos, amusing posts, contest events, etc.

Media Strategy

Media strategy must be aligned with 24K World's overall plan. Therefore, a sensible decision about the trade-off between reach and frequency, without disregarding timing issues, must be realized. As the universal awareness objectives are twofold – brand recall for 2 T4sty! and 24K Live and brand recognition for 24K Product Line - primary media selection must be established on the need

to achieve relatively high levels of frequency and good visual content. Thereby, Television (TV) and Internet were selected as primary media. Regarding TV advertisement, for two low-involvement/transformational brands like 2 T4sty! and 24K Live, that require only brief processing time, a 30 second ad stressing the positive emotional motivations intrinsic to the brands would be proposed for each campaign. These full-ads would be displayed during prime-time in all FNG channels that have the same target audience, and then be adapted to 5 seconds' pop-up ads, to be aired during shows' breaks focusing on the KBC of the services and displaying purchase facilitation content. For 24K Product Line, visual content is decisive. Once this is a high-involvement/transformational durable product with longer purchase cycles, high frequency is not a requirement. Therefore, two 20 second ads would be projected, featuring Tia Cátia and Filipa Gomes as celebrity presenters in usage situations, to be displayed in prime-time on FOX Life and 24 Kitchen channels, since these have similar demographic and psychographic viewer-profile to the chosen target audience. Furthermore, magazines would be selected as secondary media, specifically for 24K Product Line's campaign to reach potential target audiences that might not be covered by primary media (older feminine audience). Accordingly, the recommended approach would be to send visually appealing press releases to particular lifestyles magazines, thus increasing brand visibility without any associated costs. In terms of digital media strategy, a primary internal website upgrade featuring the complete brand portfolio of 24K World would be the priority, since according to Nielsen (2015) this is one of the most trusted advertising formats. Specifically, for 24K Live and 24K Product Line, Facebook and Instagram pages of 24 Kitchen would be used to diffuse and promote these brands either through regular posts in the form of pictures and small videos with associated calls-to-action, considering that these are the formats users find most appealing (Havas Media Group, 2016). Additionally, for 24K Live, live Facebook videos and a strategic contest would be implemented to further reinforce the connection between

consumers and brand. Regarding 2 T4sty!, a broader strategy would be outlined. First, new official social media pages would be created for the service, not only to create brand awareness and engagement, but also to revitalize the online community through the development of a two-way relationship, to which consumers would respond by sharing their experiences. Then, before the service launch, personalized and authentic teaser videos would be posted on social media to create excitement and buzz around consumers, and to ride on viral marketing's wave, which would potentially create an exponential growth in the communications' message visibility and effectiveness. Furthermore, a programmatic buying strategy would be put in place, through Facebook display ads specifically targeting people from Lisbon and Oporto. More precisely, 24 Kitchen would bid for Cost Per Click (CPC), where it would pay for each action, to which Facebook would then commit to show the ads to individuals who are more likely to complete that action, thus generating a potential increase in sales volume.

Budget Breakdown and Campaign Schedule

Media budget was allocated between the several chosen media vehicles, considering the desired reach and frequency levels. Exhibit 2 outlines the media split per two large categories: content creation costs, which includes the costs of not only creating but also executing the creative concept; and media costs, which comprises the global budgets of owned, payed and earned media. In terms of split per cycle, the content creation phase (including the planning and execution of the ads and the creation of the new app and upgraded website) would take place during 2018. Then, each of the brand extensions would be launched in precise periods, considering several factors, such as consumer behavior and environmental elements. 24K Product Line is planned to be introduced in November 2018, to leverage from increased consumer spending's that overlap Christmas and New Year's Eve. Heavy frequency of TV ads, social media promotion, product placement on 24

Kitchen's shows and press releases would follow, for then the first to be suspended in January 2019, only being recovered at the end of the year. 2 T4sty's pre-launch campaign would begin on the second week of February 2019, with the leak of teaser videos on Facebook, some weeks prior to the actual launch of the brand in March. Spring was chosen as the opportune occasion to introduce the service due to the healthy consumer behaviors that tend to simultaneously resurface. TV ads on FNG channels, complemented with the previously discussed social media strategy would run throughout 2019. Social influencers contact and posterior content diffusion would occur within one month of launch. 24K Live would take place in the middle of May in Lisbon and on the first week of October in Porto. Advertisement would be broadcasted accordingly, a month prior to each event, running until its completion (Exhibit 3).

Campaign tracking

Despite highly effective, emotional campaigns are more difficult to track. For this reason, general and digital KPI's must be defined to manage the campaign effectiveness. Within the first group, increase in sales (measure of target audience action), increase in profits (percentage variation on profits due to the campaign efforts) and Return on Investment (ROI) - measures the ability of the marketing campaign to generate new revenues - should be the metrics chosen to track campaign's success. Furthermore, brand awareness should also be assessed through a Customer Tracking survey system. Another valuable metric that can be obtained using this method is Recommendation of the Brand to others (compounded measure of ads' likeability and spontaneous message comprehension). For digital, the measurement tools would be: Click-Through-Rate in paid advertising; number of organic searches (online branded search); landing page conversion rate; social media posts and interactions (number of fans and brand mentions); website traffic volume; and, specifically for the Facebook contest, response rate should also be measured.

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Appendices

Exhibit 1 – Behavioral Sequence Models

Behavioral Sequence Model for 2 T4sty!

	Need Arousal	Information Search	Choice/Decision	Purchase	Usage	Post-use evaluation
Individuals involved and decision roles	Self, family and friends as initiators and influencers	Self, family and friends as influencers	Self, family and friends as deciders	Self or companion as purchaser	Self, family and/or friends as users	Self or companion as user
Where stage is likely to occur	Almost anywhere	Almost anywhere with internet connection	Almost anywhere with internet connection	Almost anywhere with internet connection	Home	Home
Timing of stage	When thinking what to have for dinner	Immediately after Need Arousal	Until 6 hours before the delivery time	Until 6 hours before the delivery time	After delivery at dinner time	After dinner
How stage is likely to occur	As need arises, alone or while talking with friends and family members	Compare different available options in terms of meal delivery services	Choose from the available boxes	Use the app or the website to order the box(es)	Experience at home the possibility to try a new way of cooking	Share its own and companions' opinions about the service quality and functionality

Behavioral Sequence Model for 24K Live

	Need arousal	Information Search	Choice/Decision	Usage
Individuals involved and decision roles	Self, family and friends as initiators and influencers	Self, family and friends as influencers	Self, family and friends as deciders	Self, family and/or friends as users
Where stage is likely to occur	Home, friends	Almost anywhere with internet connection	Almost anywhere	At event's venue
Timing of stage	Some days before the event's beginning	When looking for information about the event	After assessing available information and before going to the event	When enjoying the event
How stage is likely to occur	Talk with friends and family members, sees related content either in TV or social media	Talk with family and friends, search online, see related content in TV ads	Assess findings with willingness to pay for such experience	Experience the event's multiple offers and entertainment activities

Behavioral Sequence Model for 24K Product Line

	Need arousal	Information Search	Choice/Decision	Purchase	Usage
Individuals involved and decision roles	Self, family and friends as initiators and influencers	Self, family or friends as influencers	Self, family or friends as deciders	Self, family member or friend as purchasers	Self as user
Where stage is likely to occur	Home kitchen	Almost anywhere with internet connection	Almost anywhere	Online website	Home kitchen
Timing of stage	When cooking, or talking with others	When looking for information about the products	After assessing available information	After decision, when purchasing the specific product	While cooking
How stage is likely to occur	As need arises, by seeing related content or while talking with others	Talk with family and friends, search online, see related content in TV ads	Assess findings with willingness to pay for such products	By going to the online store	Experience the product's functionalities while cooking

Exhibit 2 – Budget Breakdown

Total Campaign Budget	97 397,53 €	69,20%
Content Creation Costs	47 400,00 €	48,67%
TV	6 900,00 €	7,08%
2 T4sty!	2 300,00 €	2,36%
Spot	2 300,00 €	2,36%
Basic TV commercial	2 000,00 €	2,05%
Voice over 5"-30"	300,00 €	0,31%
Short ads	0,00 €	0,00%
Adaptation from original content	0,00 €	0,00%
24K Live	4 600,00 €	4,72%
Spot	2 300,00 €	2,36%
Basic TV commercial	2 000,00 €	2,05%
Voice over 5"-30"	300,00 €	0,31%
Short ads	0,00 €	0,00%
Adaptation from original with purchase facilitation content	0,00 €	0,00%
24K Product Line	0,00 €	0,00%
Short ads	0,00 €	0,00%
Adaptation & edition from original content	0,00 €	0,00%
Product placement	0,00 €	0,00%
Online (Social Media)	40 500,00 €	41,58%
2 T4sty!	6 500,00 €	6,67%
Video teasers x3	4 500,00 €	4,62%
Banners	2 000,00 €	2,05%
24K Live	2 000,00 €	2,05%
Adaptation & edition from tv promotion	0,00 €	0,00%
Banners	2 000,00 €	2,05%
24K Product Line	2 000,00 €	2,05%
Adaptation & edition from tv promotion	0,00 €	0,00%
Banners	2 000,00 €	2,05%
For all brand extensions	30 000,00 €	30,80%
App and Website development from scratch	30 000,00 €	30,80%
Media Costs	49 997,53 €	20,53%
Owned Media	12 000,00 €	12,32%
TV	0,00 €	0,00%
Online	12 000,00 €	12,32%
Social media pages maintenance	12 000,00 €	12,32%
Payed Media	37 997,53 €	8,21%
Display Ads for 2 T4sty!*	2 997,53 €	3,08%
Media investment in social media pages (programmatic buying)	30 000,00 €	30,80%
Public Relations (Food Bloggers/Social Influencers)	5 000,00 €	5,13%
Earned Media	0,00 €	0,00%
Magazines	0,00 €	0,00%

Assumptions:

*Facebook Display Ads costs

* Cost per click	0,17 € using as benchmark the Food & Beverage
Total CPC	2 997,53 €
Total Display ad costs	2 997,53 €

Costs provided by FNG	
Production costs per social media video	1 500,00 €
App and Website development from scratch	30 000,00 €
FB page maintenance costs per year	10 000,00 €
Spot costs	
Basic	2 000,00 €
Creative	3 500,00 €
Promotion card	1 500,00 €
Adaptation	500,00 €
Other costs	
Music	500,00 €
Studio	180,00 €
Voice over 5"-30"	300,00 €
Online Banners	2 000,00 €
Programmatic buying	30 000,00 €
Social Influencers	2 500,00 € (each)

Exhibit 3 – Detailed Campaign Schedule





