HOW TO INCREASE CUSTOMER LOYALTY IN THE NEWSPAPER INDUSTRY IN PORTUGAL THE GLOBAL MEDIA GROUP CASE

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Abstract

Dissertation Title: How to increase customer loyalty in the newspaper industry in Portugal – The Global Media Group case
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The **Global Media Group (GMG)** is one of the major media groups in Portugal, being the owner of several brands in the Press, Radio and Internet sectors, namely Diário de Notícias, Jornal de Notícias and TSF, among others. In an industry that is now characterized by the increase in online formats as sources of information, in detriment of traditional media formats such as print newspapers, it is essential to understand how to still increase and maintain customer loyalty in this area. Therefore, this dissertation tackles concepts such as loyalty, perceived value and brand trust, and uses both primary and secondary research methods to answer the problem statement. Through a set of in-depth interviews with group management employees, a focus group among consumers, and a public survey, as well as information from the market and the company, this dissertation provides conclusions on what factors influence buying choice, perceived value and brand trust, how consumers can be characterized, and ultimately how to increase customer loyalty for the GMG and the industry in general. Moreover, the dissertation includes recommendations on specific initiatives the group can use to increase the mentioned variable. Finally, the dissertation includes a chapter with notes for using this dissertation for teaching purposes, with suggestions of questions to be made for students.

Keywords: customer loyalty, perceived value, brand trust, Global Media Group

Resumo

Título da Dissertação: Como aumentar a lealdade do consumidor na indústria dos jornais em Portugal – o caso do Global Media Group
Autora: Sofia Rebelo Pessoa e Costa

O Global Media Group é um dos maiores grupos de media em Portugal, detendo marcas nos sectores de Imprensa, Rádio e Internet, nomeadamente o Diário de Notícias, Jornal de Notícias e TSF, entre outras. Numa indústria onde o formato online se impõe cada vez mais como fonte de informação, em detrimento de formatos tradicionais como jornais impressos, é essencial perceber como continuar a aumentar e manter a fidelização dos consumidores nesta área. Como tal, esta dissertação aborda conceitos como lealdade do consumidor, valor percecionado e confiança na marca, e usa métodos de investigação tanto primários como secundários para responder ao problema apresentado. Através de entrevistas estruturadas a dirigentes do Grupo, um focus group a consumidores e um questionário público, bem como informação do mercado e da empresa, esta dissertação apresenta conclusões que ajudam a identificar que fatores influenciam a decisão de compra, o valor percecionado e a confiança na marca, como se podem caracterizar os consumidores, e como, em conclusão, se pode aumentar a lealdade dos consumidores do Global Media Group, e na indústria da imprensa como um todo. Para além disso, a presente dissertação inclui recomendações sobre iniciativas concretas que o grupo pode usar para aumentar a variável mencionada. Finalmente, o documento inclui um capítulo com notas de apoio a lecionar, com sugestões de perguntas que podem ser feitas a alunos.

Palavras-chave: lealdade do consumidor, valor percecionado, confiança na marca, Global Media Group

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Chapter 1 – Introduction

1.1. Topic Presentation

With the increasing online media consumption as a source of news, in detriment of the traditional media channels such as newspapers and magazines, it is essential to understand what factors still influence consumers to buy a newspaper, how they decide which one to buy, and what factors influence loyalty for a specific one.

In Portugal, as in the rest of the world, the increasing media digitization is clear: except for the Autonomous Region of Azores, every region in Portugal has experienced a significant decline in terms of periodical newspapers print-run per capita (INE, PORDATA, 2016). However, a study by the Portuguese market research company Marktest revealed that, on average, 57.1% of the population read or flipped through the last edition of a printed news medium in the period between September and November 2016 (Grupo Marktest, 2016). Since this accounts for approximately half of the population in continental Portugal, there is still a significant market size to reach and retain.

Furthermore, and giving that customer loyalty is influenced by perceived value (both functional and emotional) and brand trust (Journal of Targeting, Measurement and Analysis for Marketing, 2007), it is important to understand how to increase both parameters for the Portuguese consumers in order to then conclude on how to increase customer loyalty to the specific newspapers of Global Media Group (GMG).

1.2. Academic and Managerial Relevance

Although the declining of the traditional news media is a studied topic, the problem in the specific context of the Portuguese reality is still lacking research. As such, it is academically relevant to perform.

In terms of managerial relevance, it is essential for the managers of this type of news medium to understand how to retain customers and, most importantly, how to increase their loyalty, which may have a positive impact on sales.

1.3. Problem Statement

The problem this thesis strives to understand is how to increase customer loyalty in the newspaper industry in Portugal. Furthermore, it uses the case of Global Media Group and its newspapers as an example for studying and, at the end, gives suggestions based on research for how to proceed.

1.4. Research Questions

KRQ1: How can a newspaper consumer be characterized in terms of reading habits and general attitudes towards newspapers?

One key question to answer is how newspaper consumers be characterized, namely in terms of whether they read only physical newspapers, online ones or a combination of both, and whether or not this decision is influenced by sociodemographic variables such as age or geographical area, as well as whether or not it depends on the newspaper at hand. This understanding will be essential to later conclude on concrete measures for increasing customer loyalty.

KRQ2: What factors influence the choice of a newspaper for the Portuguese consumer?

To understand how to increase customer loyalty, it is important to understand what factors influence the decision making of what newspaper to read.

KRQ3: What factors influence the perceived value and brand trust in a newspaper for the Portuguese consumer?

As it is studied that customer loyalty is influenced by perceived value and brand trust, it is essential to comprehend what factors make customers perceive a newspaper as possessing it, and what makes them trust in the information in a newspaper, and how these variables are characterized by the consumers.

KRQ4: What type of concrete activities can the Global Media Group take to increase customer loyalty among its newspapers?

In order to give concrete recommendations for GMG, and for the industry in general, it is necessary to comprehend the activities that are being implemented by the company and if it matches the ones valued by customers.

1.5. Scope of Analysis

This dissertation focuses on the Portuguese context, due to the better ability to collect data, as well as the specific medium of newspapers, as it represents the majority of brands held by GMG.

Chapter 2 – Literature Review

In this chapter of the dissertation, the main concepts of customer loyalty, customer satisfaction, brand trust and perceived value will be addressed, with a focus on customer loyalty, to give a deeper understanding of the research questions. Furthermore, the chapter includes the application of the mentioned concepts to the newspaper industry, to provide a more concrete overview of the literature relevant for the case study.

2.1. Customer Loyalty

The Problem Statement of this thesis is "How to increase customer loyalty in the newspaper industry in Portugal – the Global Media Group case". As such, the first concept to define is customer loyalty.

Customer loyalty can be defined as "a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior" (Oliver, 1999). In terms of managerial relevance, "by creating and maintaining customer loyalty, a company develops a long-term, mutually beneficial relationship with the customers" (Pan, Sheng & Xie, 2012), which supports the need to fully understand the mentioned concept.

However, it is important to distinguish two types of loyalty: behavioral and attitudinal. The first one concerns the observation of the customer's purchase behavior to describe brand loyalty, making it equivalent to repeat purchases, but it overlooks the potential loyalty towards a specific loyalty program, instead of loyalty towards the brand itself (Dowling & Uncles, 1997). Furthermore, it does not take into consideration convenience or inconsistent purchasing to distinguish between repeat purchasing and loyalty (Oliver, 1999).

The second one, attitudinal loyalty, is referred to as "the relationship between the relative attitude toward an entity (brand/service/store/vendor) and patronage behavior" (Dick & Basu, 1994). This approach increases the predictability of loyalty because it takes into consideration the fact that subjective norms (Ajzen & Fishbein, 1980) and situational factors (Fazio, 1990), although influencing repeat purchasing behaviors, do not necessarily translate into relative attitude (Dick & Basu, 1994).

It is also important to address its antecedents, which can be divided in three main types: cognitive (informational antecedents such as brand beliefs), affective (regarding feeling states) and conative (related to dispositions toward the brand or product).

Cognitive antecedents are the ones related to dispositions toward a brand or product, for instance brand beliefs. The main cognitive antecedents are accessibility, confidence, centrality and clarity. The first one is related to how well an attitude is retrieved from memory, and there is a spectrum from irretrievable to “activated automatically upon the individual's encountering the attitude object” (Fazio, Sanbonmatsu, Powell & Kardes, 1986). Confidence is also an antecedent of brand loyalty, and it is studied that “perceived credibility and consistency of information enhance the confidence in a resulting attitude” (Dick & Basu, 1994).

Furthermore, in terms of centrality, it has been studied that “central attitudes appear to "belong" to an individual and are "intimately felt and cherished."” (Dick & Basu, 1994). The same authors also state that clarity is an antecedent of loyalty, and that “the effect of clarity on loyalty could be viewed in terms of determination of a competitive set that consumers invoke when making a purchase”.

Regarding the affective antecedents, emotions, moods, primary affect and satisfaction have all been proven to influence loyalty: emotions due to its relation to intense states of arousal (Mandler, 1976); moods influence loyalty because positive moods may strengthen attitude-behavior relationships (Mischel, Coates & Raskoff, 1968); primary affect relates to the physiological response to the presentation of an object (Zajonc, 1980) such as the use of a particular smell or music in a store, and it also influences the association to the object; satisfaction has been inevitably linked to loyalty as its antecedent (Bitner, 1990) since the probability of a customer becoming loyal will clearly increase for more satisfied customers.

Finally, the conative antecedents are switching costs, sunk costs and expectations, and they all influence loyalty in the sense that costs are considered when a customer is deciding to buy from one brand or its alternatives, and sunk costs in particular increase the likelihood of repeat patronage (Dick, 1991). Furthermore, expectations influence repeat purchases, which in turn influences loyalty. For example, if a customer expects that a substitute product is going to be launched at a lower price, he or she might stop purchasing the product from his or her most usual brand.

A deeper analysis on customer loyalty also includes the understanding of the loyalty ripple effect: “the influence, both direct and indirect, customers have on a firm through (1) generating interest in the firm by encouraging new customer patronage; or (2) other actions or behaviors that create value for the organization.” (Gremler & Brown, 1999). In this article, the main conclusion is that loyal customers may give recommendations to other potential consumers (attitudinal loyalty) and that the firm gains not only new customers due to those positive recommendations, but also has an increased likelihood that these new customers will become loyal as well. Furthermore, a company that has loyal customers who generate such ripple effect may be able to “decrease advertising and promotion costs”.

A study elaborating a brand loyalty measurement in the specific newspaper industry (Punniyamoorthy & Raj, 2007) reinforces the importance of being able to tie customers and to “deliver something that satisfies the customer, to give the customer incentives to be loyal”, and explains the relevance of the study with the lack of such a measurement applied to this specific industry. The study then concludes that newspaper loyalty is directly influenced by “involvement, perceived value (integration of functional value, price worthiness, emotional value and social value), brand trust, satisfaction, commitment and repeated purchase”.

In sum, there are antecedents to customer loyalty, for instance expectations or accessibility, as well as customer satisfaction, brand trust and perceived value, among other variables, that will directly or indirectly influence the likelihood of a customer becoming both behaviorally and attitudinally loyal. In the extreme state, the ultimate level of loyalty is reached, which requires a repeat purchasing behavior of a specific brand/product/service even when there are reasons not to stay loyal.

2.2. Customer Satisfaction

Customer satisfaction is the “customer’s overall evaluation of the performance of an offering to date” (Johnson & Fornell, 1991), and it has been studied to have a strong position effect on customer loyalty in several product and service categories (Fornell, 1992; Fornell *et al*, 1996). Furthermore, customer satisfaction is in itself influenced by corporate image, namely in the specific newspaper industry (Andreassen & Lindestad, 1998), as well as mediated by “the effects of product quality, service quality, and price or payment equity” (Bolton & Lemon, 1999; Fornell *et al*, 1996).

According to Cronin, Brady and Hult (2000), customer satisfaction has two main determinants: perceived quality and perceived value.

The first one is related to “the consumer’s judgment about a product’s/service’s overall excellence or superiority” (Tsiotsou, 2006) and, according to the author in another study (Tsiotsou, 2005), a threshold might exist. “When perceived quality passes this threshold, consumers will have the same (higher) intentions to buy a product regardless of their satisfaction and involvement level with it”. Furthermore, the author bases herself on previous studies (Rao & Monroe, 1989; Dodds, Monroe & Grewal, 1991; Dodds, 2002) to state that

“external cues such as price, brand name, warranties, and objective quality information have been found to be related to perceived product quality and consumer’s product evaluations”.
The second one, perceived value, is “the customer's overall assessment of the utility of a product based on perceptions of what is received and what is given” (Zeithaml, 1988), and will be later addressed in this literature review.
When addressing the newspaper industry, a study by William Pope (1994) states that it is important to understand what makes casual newspaper buyers into daily subscribers, because that is where much of the gain in circulation comes from. The author later concludes in the study that “a casual buyer’s level of satisfaction was positively correlated with the likelihood to subscribe daily in the current marketing mix”, meaning, when controlling for the other variables in the study.

2.3. Brand Trust

Brand trust is the “feeling of security held by the consumer in his/her interaction with the brand, that it is based on the perceptions that the brand is reliable and responsible for the interests and welfare of the consumer” (Delgado-Ballester, Munuera-Aleman & Yague-Guillen, 2003).
This concept is specifically important when there is uncertainty, “trust reduces the uncertainty in an environment in which consumers feel especially vulnerable because they know they can rely on the trusted brand” (Chaudhuri & Holbrook, 2001). Furthermore, the same article concludes that both brand trust and brand affect have a direct relation to both behavioral and attitudinal loyalty, as well as an indirect relation to market share and relative price.
A research done by Zboja and Voorhees (2006) indicates that “while brand trust and satisfaction do have an impact on retailer repurchase intentions, that impact is mediated through retailer trust and satisfaction”. This conclusion can be applied to the newspaper industry, for instance, in the sense that the newspaper points of purchase (e.g. stationary stores or kiosks) may have an impact on the customers’ evaluations of the brands they carry.
For newspapers, brand trust is studied to influence repeat purchase, which in turn increases the likelihood of customer loyalty. A research in this context (Meyer, 2004) states that “once a consumer finds a trusted supplier, there is an incentive to stay with that supplier rather than pay the cost in time and effort of evaluating a substitute”. It also indicates that increases in quality leads to “more public trust in the newspaper and not only larger readership and circulation but influence with which advertisers will want their names associated.”.

2.4. Perceived Value

As previously mentioned in this chapter, perceived value is “the customer's overall assessment of the utility of a product based on perceptions of what is received and what is given” (Zeithaml, 1988).

Many researchers define value as “the ratio or trade-off between quality and price (…), which is a value-for-money conceptualization” (Sweeney & Soutar, 2001). Perceived value is then the consumer’s perception regarding this measure.

Furthermore, the same study by Sweeney and Soutar (2001) concludes that “consumers assess products, not just in functional terms of expected performance, value for money and versatility; but also in terms of the enjoyment or pleasure derived from the product (emotional value) and the social consequences of what the product communicates to others (social value)”.

Moreover, perceived value “regulates behavioral intentions of loyalty toward the service provider as long as such relational exchanges provide superior value” (Sirdeshmukh *et al.*, 2002). Another research, by Yang, Jun and Peterson (2004) also researched about the influence of perceived value on customer loyalty, concluding that it is one of its key drivers. As such, and giving that behavioral loyalty is part of the focus of this dissertation, such concept needed to be defined.

In the context of the studied newspaper industry, one of the main conclusions of the study by Punniyamoorthy & Raj (2007) is that “building strong perceived value in the minds of customer is forming the foundation for brand loyalty”, namely in terms of functional and emotional value.

Chapter 3 – Case Study

This third chapter will include an overview of the Newspaper Industry, first at a global level, followed by a description of the specific Portuguese context.

Moreover, this chapter describes GMG in terms of structure, business areas and market key figures, as well as giving an overview of the main players competing in the industry, separated by the relevant markets in which the group is present.

Finally, it includes a description of the main actions currently being taken by GMG to improve customer loyalty, according to the in-depth interviews performed to members of the company.

3.1. The Newspaper Industry – Global Context

> *"The newspaper industry was hit by several convergence shocks in the past decades: in the 1980s, by the rise of cable and satellite TV; in the 1990s, by deregulation of related information industries; and, in the 2000s, by digitization. These developments fundamentally changed the preconditions for information production and delivery. While the core products of newspaper firms are news and advertising, the industry has traditionally defined itself also through its medium – paper. In this respect, it is an industry in decline with advertising and hard copy subscriptions dropping rapidly (Economist, 2006)."*
>
> *Muehlfeld, K., Sahib, Padma R. and Witteloostuijn, Arjen V., 2012*

As news consumption becomes increasingly digitized, top news groups worldwide try to understand how to keep improving the print newspapers and assure the attention it needs. In the "Report of the 2020 Group" by the New York Times (2017), it is mentioned that the company has more than one million print subscriptions, but that a change is required to make print sections "as imaginative, modern and relevant for readers as they could possibly be".

Moreover, the trend of display advertising on both print and digital newspapers, with the "Trends and Predictions 2018" study from Reuters Institute for the Study of Journalism reporting that the "digital leaders survey shows a clear but not universal view that advertising will become less important over time (62%), with than one in ten (10%) saying they are actively planning for a future with little or no display advertising". This corroborates the previously mentioned sources when it comes to the need to change and keep improving newspapers to meet consumers' needs.

However, it is inevitable to bring up the digital news delivery, and not only print editions, into the description of the global news landscape, as the increased digitization has completely changed how people consume news.

In the “Digital Media: the subscription prescription” article (Deloitte, 2018), the consulting firm predicts that by the end of 2020, half of the adults in developed countries will have on average four “online-only media subscriptions”. This report then concludes that “choice of newspaper has always been an important signal, and news organizations should consider what tangible objects (such as tote bags, pins and notebooks) could be bundled into a digital subscription to signal a reader’s preferred news supplier”.

One main question in the market is how to keep increasing the levels of paid news, giving the amount of free news available online in exchange for advertising. However, the same Deloitte Report indicates that there is an “increased willingness among consumers to pay for content online rather than consume ad-funded content. This is partly driven – especially for news – by rising awareness of the variations in caliber of news outputs”.

3.2. The Newspaper Industry – The Portuguese Context

When looking at the news consumption in general, the environment is “characterized by the offline dominance of private television channels (SIC and TVI) and online by television brands (SIC), telecom brands (SAPO), an internet-only brand (Notícias ao Minuto) and in the next three places newspapers (Jornal de Notícias, Público, and Correio da Manhã)” (Reuters Institute for the Study of Journalism, 2016).

In a report made by the Communication Observatory (2016), the analysis of the paid print-run, as well as the total run and its values, leads the authors to conclude that there are two specific periods that define the declines of the efficiency rates (paid print-run divided by total print-run): 2008, which collides with the beginning of the financial crisis, and 2011/12, which marks the beginning of the adjustments made to reinforce the austerity in Portugal.

However, the same report also concludes that the news consumption has in fact increased exponentially in the last decade in Portugal, if considered the digital sphere, as well as stating that “what would apparently be a rapid transformation, presents clues (especially in the last two years) of a reestablishment of a more progressive rhythm, since in the current reality, for every three pages of news read, only one is read with resource to online platforms”.

Giving the studies provided, the context presented is one of declining newspaper consumption, with increasing resource to online news, that led to the appearance of the first exclusively online newspaper Observador in 2014, that has received several awards such as the Universidade Nova de Lisboa/Banco Santander Totta Award for the Financial Markets news category.

Nonetheless, print newspapers still have significant market size, since, as mentioned in the Introduction chapter of this dissertation, 57.1% of the population read or flipped through the last edition of a printed news medium in the period between September and November 2016 (Grupo Marktest, 2016).

Taking the Portuguese case into deeper analysis, the Reuters Institute Digital News Report (2016) states that Correio da Manhã (Cofina Group) and Jornal de Notícias (Global Media Group) are the key reference brands, and that the trend is to abandon the print editions, as it is the case with Diário Económico. The same source also points out that TV channels “are seen as a more lucrative investment than either print or online”, which explains the initiative of several news media groups to enter such market, such as Correio da Manhã with Correio da Manhã TV or A Bola with A Bola TV.

In the same report, other interesting statistics regarding the Portuguese context are indicated: “payment for online news in Portugal remains low (9%), with slow growth in digital and bundled subscriptions”, while the population still has “high levels of trust in the news (60%) and journalists (47%)”. The authors then conclude that this has to do with “a strong tradition of press freedom”.

In Portugal, 2017-2018 is the Portuguese Year of Press, and the “Associação Portuguesa de Imprensa” had an exhibition in the Portuguese Assembly of the Republic entitled “Publicações Centenárias Portuguesas”, with the description of the 33 print newspapers in Portugal that have been created more than one century ago and that still exist. In this exhibition, it can be noted that, besides Diário de Notícias (created in 1864) and Jornal de Notícias (1888), all the other newspapers that still exist after more than 100 years of creation are of regional character, most of the delivering to emigrants.

Giving that the core of this dissertation is to understand how to increase loyalty for newspapers in Portugal, it is important to state that most of these newspapers have survived by being regional.

In the article “Marketers Need to Stop Focusing on Loyalty and Start Thinking About Relevance” by John Zealley, Robert Wollan and Joshua Bellin in Harvard Business Review (2018), it is stated that the future of many businesses “depends on serving a customer’s most relevant needs in the moment”, and that this is related to five concepts: purpose (shared values between company and customers), pride (customers feeling “proud and inspired to use the company’s products and services”), partnership (company relates and works well with customers), protection (feeling safe with the company) and personalization (feeling of having tailored experiences).

Furthermore, age groups completely influence the channels used to read the news. As it would be expected, younger age groups access mainly digital platforms, while older age groups mostly rely on print newspapers and magazines as sources of information (Marktest, 2017). The main conclusions of the mentioned study are that 2.7 million Portuguese consumers rely exclusively on print formats, which represents one third of the population living in Continental Portugal aged 15 or above. The following graph describes the tendency for each age group, leading to the conclusion that consumers between 15 and 34 rely mostly on digital formats, while all the other age groups prefer print formats (see Figure 1).

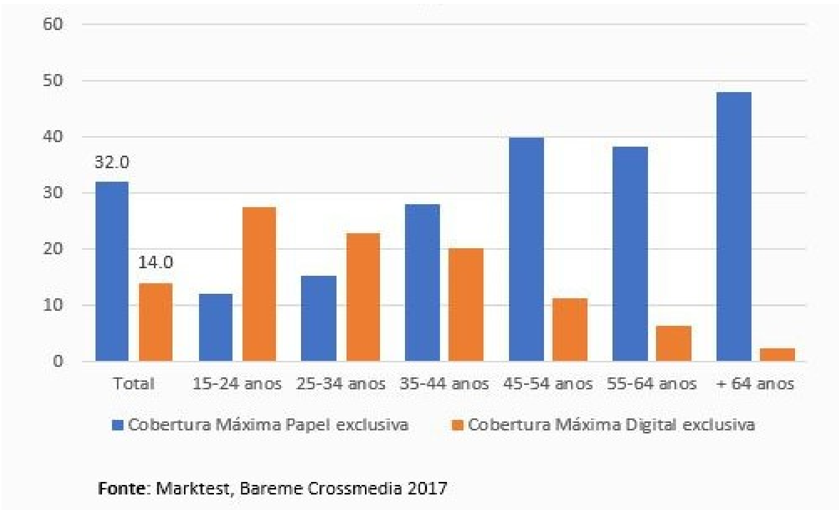

Figure 1 - Maximum press coverage per format: percentage of population that usually have contact with the format (exclusively print or exclusively digital)

3.3. The Global Media Group

Global Media Group is one of the major media groups in Portugal, with presence in the Press, Radio and Internet sectors.

Formerly known as Controlinveste Conteúdos (created in 2005 after the merger between Lusomundo Media and Olivedesportos), in 2014 the group went through a major restructuring to "face the demanding challenges faced in the media area in Portugal" (Dinheiro Vivo, 2013). Later in January 2015, Controlinveste permanently changed its brand to Global Media Group (Global Media Group official website).

The Group is currently divided into three main media areas (newspapers, magazines and radio channels), which is GMG's core business, as well as other related areas that include multimedia, distribution, printing and authors rights' companies, and one newspaper stores' network (e.g. kiosks in Guimarães Shopping or Braga Park), as shown in the figure below (Figure 2).

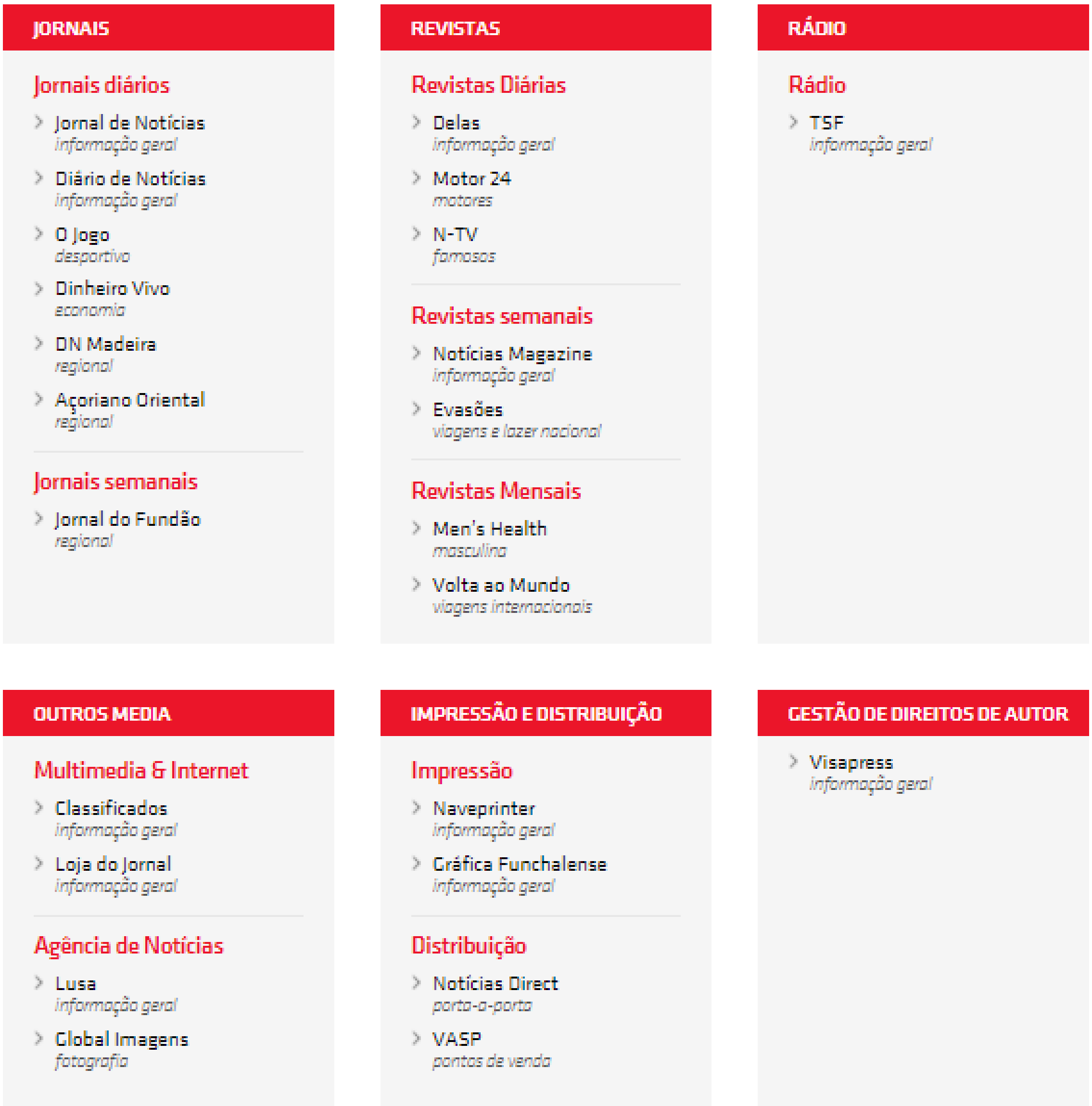

Figure 2 - Business areas and correspondent brands of the Global Media Group (Source: Global Media Group official website)

With the slogan "to create, to involve, to inspire", the Group has a defined challenge: "To create something new every day! To involve everyone that crosses paths with us – readers, announcers, listeners, users… To inspire everything that surrounds us." (Global Media Group official website).

In an annual meeting with announcers, Victor Ribeiro (CEO of GMG) states that the Group has now a clear focus for the next three years: "to continue guaranteeing a profitable growth, to keep the bet on the innovation and quality of the editorial product, to optimize the operational efficiency" (Dinheiro Vivo, 2016).

3.3.1. Key Market Figures

In terms of key figures, GMG ended 2015 with a total revenue of €58,5mio, and with a positive EBITDA of approximately €186k, representing an increase in revenue of 0,3% relative to the previous year. According to Victor Ribeiro (CEO of GMG) in an annual meeting with announcers, one of the main reasons for the positive EBITDA is also the reduction of the operational costs, that accounted for savings of approximately €58,3mio (decrease of 12% relative to 2014).

In terms of competition, Global Media Group as a whole has three main competitors when it comes to newspapers: Cofina Media (owner of Correio da Manhã), Impresa (owner of Expresso) and Sonaecom (has 100% of Público's capital, but they work separately). The following description of these three groups is based on a study of the main economic groups of media in Portugal, performed by the regulatory entity (Entidade Reguladora para a Comunicação Social, 2015).

Impresa

Founded in 1990, it currently holds all SIC channels (television), Expresso (newspaper), Courrier Internacional, Blitz, Ativa, Caras, Caras Decoração, Exame, Exame Informática, Telenovelas, TV Mais, Visão, Visão História e Visão Júnior (magazines), InfoPortugal and Olhares (other publications). In 2014, the business volume was 23,8 million euros.

Cofina

Founded in 1989, its business is decomposed in newspapers (Correio da Manhã, Record, Jornal de Negócios and Destak) and magazines (Sábado, Máxima, TV Guia, Flash, Vogue and GQ). In 2014, its business value accounted for 106,1 million euros (decline of1.7% relative to 2013).

Público

It was created in 1990 and had a business value in 2014 of 15,7 million euros, representing a decline of 6,4% relative to the previous year.

When analyzing the different groups of media, there is a need to split the analysis between the digital and the print spheres.

Regarding the digital sphere, the Netscope ranking for September 2017 indicates that GMG was the leader in terms of information brands' digital platforms, for the 16th consecutive month. Jornal de Notícias was the preferred brand for readers in the general information segment, Diário de Notícias was the preferred one in terms of news brand of reference and Dinheiro Vivo was the leader in terms of the Economics platforms segment, among others. According to Buzzmedia's analysis of the ranking, the group is "distancing itself more and more (…) from the remaining players in the market, including in the mobile access, where its leadership is uncontestable, with 46,9M visits and 191M page views" (Buzzmedia, 2017).
However, the scenario is different when analyzing the print newspapers' performance. As the core of this dissertation is regarding the print newspapers, the following subsections of this chapter will be focused on analyzing the competitive positioning of GMG in each of its relevant markets. Later in the Market Research chapter of the dissertation, a focus will be given to general information newspapers, and not sports newspapers, due to its importance for the overall performance of the group.

3.3.2. Relevant Markets

General nationwide newspapers

There is an overall decline of 8,96% of paid print-run from 2016 to 2017 when considering the group of four daily printed newspapers focused on general information (Correio da Manhã, Diário de Notícias, Jornal de Notícias and Público). When further analyzing these four newspapers, as well as the weekly Expresso, it is concluded that Correio da Manhã is the leader in terms of paid print-run, although being the one that suffered the biggest decline in terms of volume (10,13%) (Meios e Publicidade, 2017).
Nevertheless, the main newspapers of GMG also suffered significant losses: Diário de Notícias had a decline in the paid print-run of 16,46% (from 11.482 in 2016 to 9.893 sold newspapers in 2017), and Jornal de Notícias, although being the second most sold daily general newspaper in Portugal, suffered a decline of 7,93%.
According to the APCT (*Associação Portuguesa para o Controlo de Tiragem e Circulação)* data, almost every newspaper in Portugal has suffered continuous declines in terms of paid print-run. The following table (Figure 3) shows the monthly evolution of the major generalist nationwide newspapers in Portugal, from 2012 to 2017.

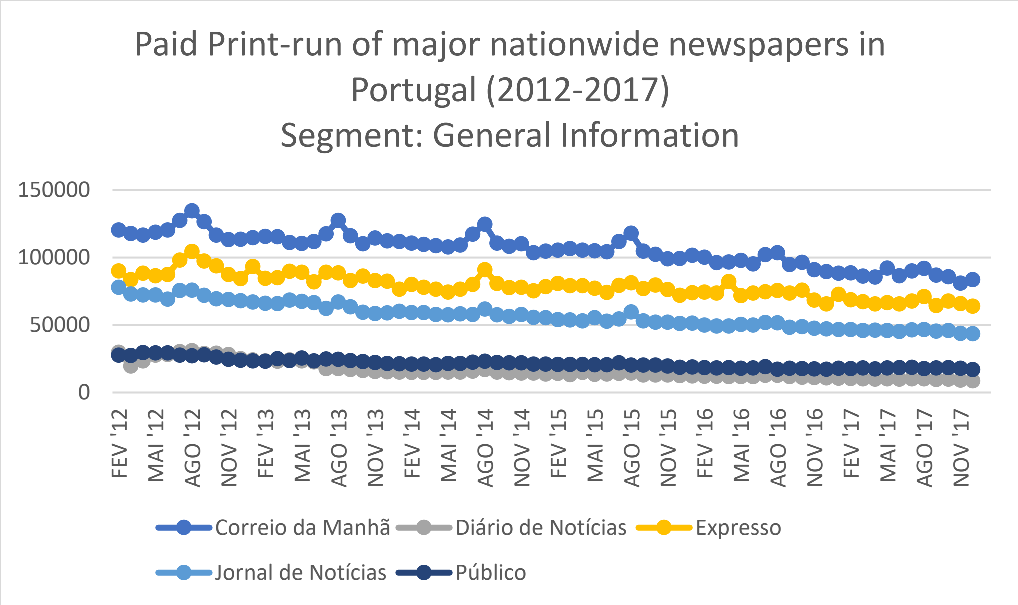

Figure 3 – Paid print-run of major nationwide generalist newspapers in Portugal (Source: self-made graph based on the data available by APCT - Associação Portuguesa para o Controlo de Tiragem e Circulação)

Taking only these five generalist newspapers, the data from APCT reveals the following market shares in 2017 (total of the year for the generalist newspapers industry): Correio da Manhã with 38%, Expresso with 29%, Jornal de Notícias with 20%, Público with 8% and Diário de Notícias with 4%.

As it can be seen, the newspaper with the highest level of paid print-run in Portugal is Correio da Manhã, followed by Expresso, Jornal de Notícias, Público and finally Diário de Notícias.

It is also noted that there used to be a tendency of peak print-run in summer months for the three newspapers with higher levels of paid print-run, but that this peak has been smother in the last two years.

Furthermore, and as can be noticed in the graph above, Diário de Notícias, held by Global Media Group, suffered a significant decline in print-run from the end of 2012 (when its levels were higher than the ones from Público) to 2014. The year of 2013 is precisely the year in which negotiations started to conduct a structural change and the group, that used to be called Controlinveste, changed its brand name and structure to Global Media Group in 2014.

The following graph (Figure 4) decomposes the readers of the five biggest generalist nationwide newspapers by format, in terms of maximum coverage (percentage of population that usually have contact with the format).

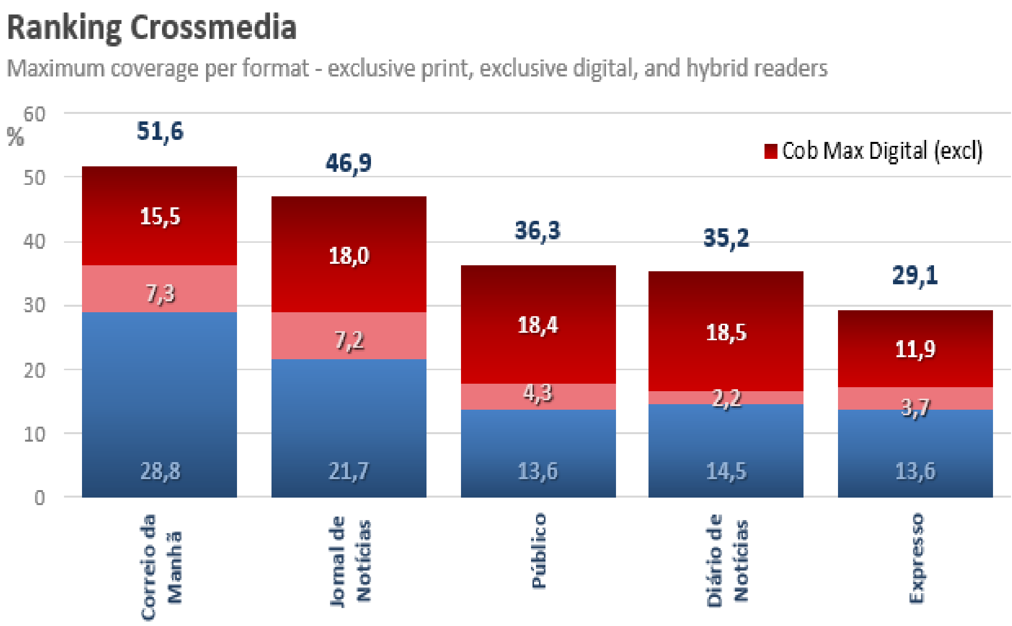

Figure 4 - Maximum coverage per format - exclusive print, exclusive digital and hybrid readers (Source: Global Media Group)

For Global Media Group, both graphs enlighten the fact that Público is the most direct competitor of Diário de Notícias, mainly in terms of print-only readers. Moreover, it becomes clear that Jornal de Notícias does not have one particular main competitor.

Another aspect concerns Expresso, that has the lowest levels of maximum coverage, but is then the runner-up in terms of paid print-run, meaning that most of the population that usually have contact with the newspaper (regardless of the format) end up buying it, demonstrating a high level of conversion rate.

General regional newspapers

The following graph represents the evolution of the major regional newspapers in Portugal, according to APCT (see Figure 5 below).

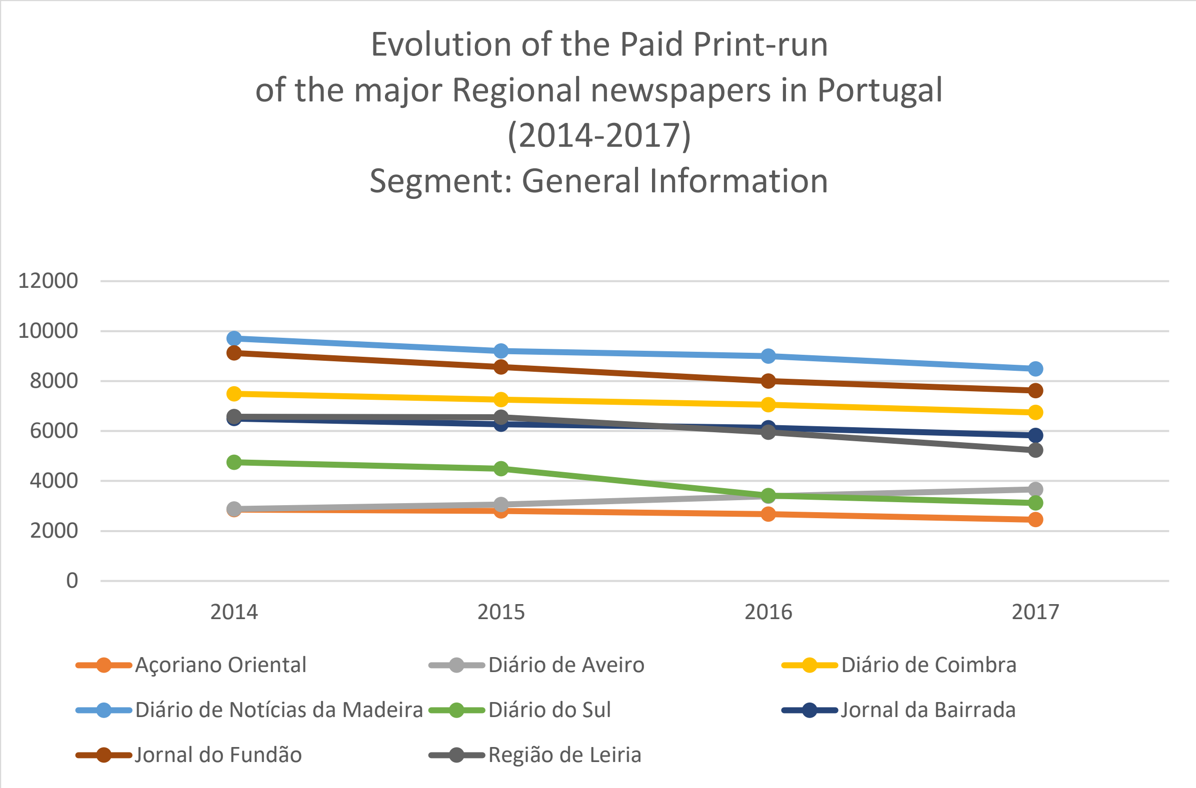

Figure 5 – Paid print-run of major regional generalist newspapers in Portugal (Source: self-made graph based on the data available by APCT - Associação Portuguesa para o Controlo de Tiragem e Circulação)

According to this data, Diário de Aveiro is the exception, being the only newspaper among the studied ones that presents a continuous growth from 2014 onwards. Furthermore, Diário do Sul is the one suffering a biggest decline in terms of paid print-run, especially between 2015 and 2016, in spite of being the only daily regional newspaper in the Alentejo region.

When analyzing the profile of the readers of regional newspapers, the report "Regional Newspapers: profiles of the readers of local and regional newspapers through traditional and online means" (Communication Observatory, 2017) concludes the following: there is a tendency for print readers of regional newspapers to opt equally for online content, but for online readers to not value print newspapers; there is a tendency for online readers to not pay for content online; there is a high level of mistrust regarding "the journalism and the influence of governmental, political or commercial factors that make (…) the journalistic process and the news media less independent".

Sports newspapers

Regarding the specific sports newspapers, APCT only has information regarding Record and O Jogo, as follows (see Figure 6 below).

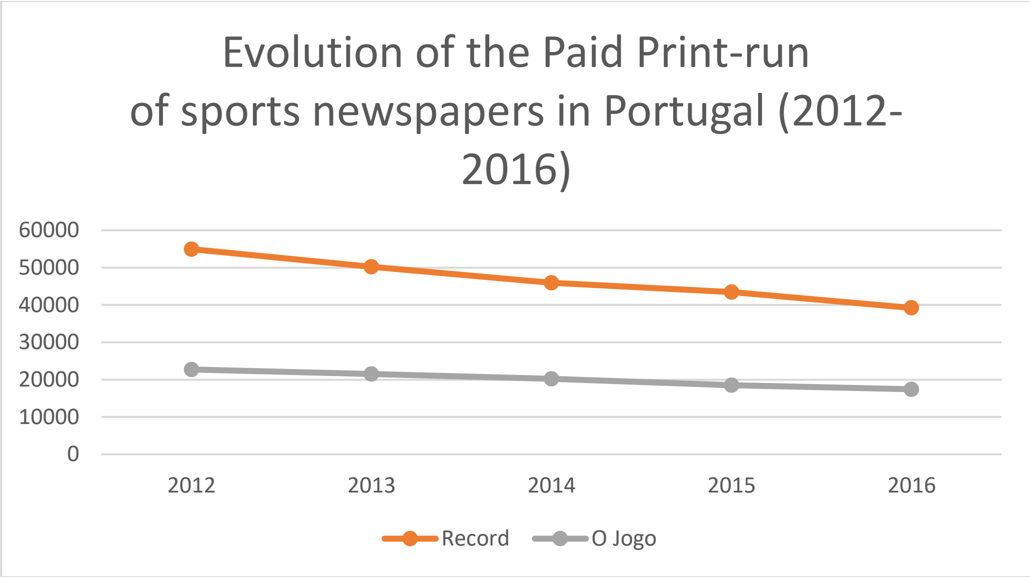

Figure 6 - Evolution of paid print-run of sports newspapers in Portugal (Source: self-made graph based on the data available by APCT - Associação Portuguesa para o Controlo de Tiragem e Circulação)

This graph discloses the uncontested dominance of Record versus O Jogo, although with a decreasing gap.

For an overview of the three players regarding both the digital and the print spheres, the graph below (Figure 7) decomposes the percentage of readers into print, digital and crossmedia (coverage coming from readers that use both formats), analogous to the graph made for the general nationwide newspapers.

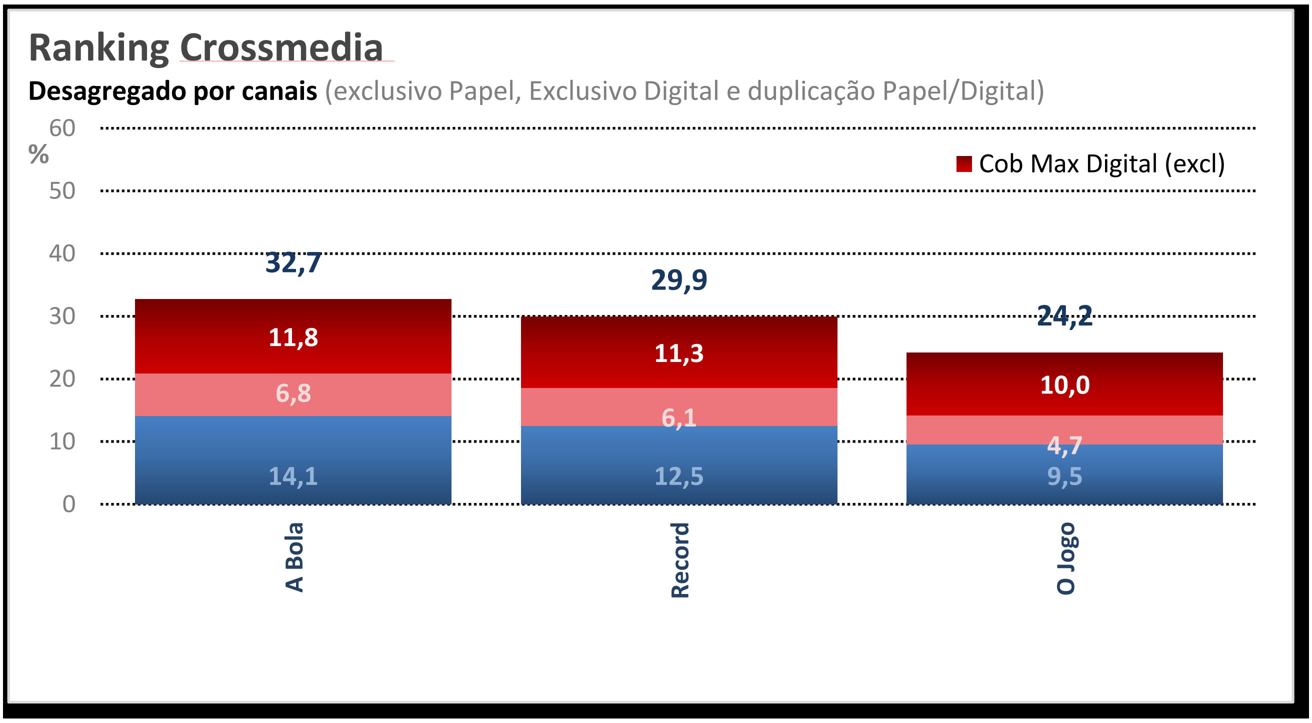

Figure 7 – Coverage per format (Source: Global Media Group)

O Jogo is, according to this data, the only one that has a higher percentage of online customers than print customers (although the gap is almost inexistent), but is also the one with lowest overall coverage. In addition, A Bola and Record have similar percentages of each type of reader, with the most decisive factor for the gap in coverage being the percentage of print-only readers.

3.3.3. Customer Loyalty in the Global Media Group

To better understand how GMG perceives the industry and how to tackle the challenge of customer loyalty in the newspaper industry, two in-depth interviews were conducted: with Nuno Ramos, Director of the Circulation and Production Office, responsible for the distribution and subscriptions, and Sabina Estreia, Associate Director of the Innovation and New Businesses Office, responsible for the market analysis and studies.

In these interviews, the goal was not only to address the challenge of customer loyalty and what influences it, which is the aim of the dissertation, but also to get insights on what variables and questions to include on the survey to the consumers, and what doubts rose that need to be investigated (see Appendix 1 for the complete interview guidelines).

Factors influencing Loyalty

There is a generalized idea that, if the digital format used to be a complement to the print news, it is now changing: digital news platforms are becoming more and more the main channel, and the print format serves as a mean to give a physical (tangible) identity to the brand, or for someone to read about a specific news theme in more detail. Therefore, there is the need to understand how consumers perceive the print and the online formats in terms of complementarity or substitutability.

Nonetheless, this will stop being as such in the nearby future, because the digital platforms are starting to learn how to write news in a more desirable way for the audience, and the younger generations don't have it in their mindset to read news in print formats. As such, there is a need to understand if demographic data such as age influences perceptions regarding the different formats used as well as the consumers' general reading habits. Furthermore, and to increase desirability, a challenge rises to get insights on concrete activities that GMG can implement to increase loyalty, or at least repeat purchasing.

Another key idea retrieved concerns the monetization of the industry, since people can now have free news anytime everywhere. However, the trend will be for all the major news brands to start locking content exclusive for paying customers. The way for making people be willing to pay is by giving subscribers the right to an exclusive and targeted pack of benefits, and not only the news themselves. There is therefore the need to better understand what are the most important factors that make people choose to buy a specific newspaper, what consumers are willing to pay for, and what are the most valued initiatives that increase the probabilities of a consumer becoming a paying subscriber.

In terms of factors influencing the choice of which newspaper to buy, the relevance and importance of the content in the newspaper are seen as key. However, other factors may also be important when choosing: being a socially valued newspaper, having a political vision aligned with the one of the consumer, having journalists that the consumer identifies himself with (including due to the journalist's political inclination) and having opinion articles that the consumer can identify with. As such, part of the challenge has to do with the level of importance given to each of these factors, to comprehend what influences the decision-making process of the audience.

The prices of the group's most important newspapers are strategically aligned with its direct competitors: Diário de Notícias is aligned with the price of Público, and Jornal de Notícias is aligned with Correio da Manhã. The main idea is that price helps the brand to position itself in the market, and that the price is associated to a newspaper possessing value. This idea is justified by a study made by the group, showing that if they decreased the price of one of their newspapers radically, to for example 0,60€, people would stop buying them because they associated it to a decline in value, quality and rigor. As such, it needs to be clearer what is the importance of price in the buying choice, and whether it is equally perceived by occasional and frequent buyers.

When thinking of a newspaper as an object, some items are thought to be relevant, namely: variations in the number of pages of a newspaper as a motive for negative impressions (it would be paying the same for less content); the existence of a cultural agenda; habit, especially in brands such as Jornal de Notícias, which has a significant number of loyal customers in the north of the country; the attractiveness of the cover page, although only being relevant for occasional buyers.

If so, consistency in the brand identity will influence choice: if consumers feel the brand is changing and start becoming "mischaracterized", consumers would stop buying. All of these factors and their correspondent levels of importance in the decision need to be validated.

Within the factors that may influence perceived value are the existence of opinion articles with identifiable journalists, analysts and opinion-makers, as well as social status. One example of this is the fact that several consumers buy the weekly newspaper Expresso on Saturdays and then show off the brand's bag with the newspaper inside, to give a socially valued impression. It is therefore important to identify the degree of influence of such parameters.

Concerning brand trust, the concept is thought to be related to the previous two (factors influencing choice and perceived value), even if subconsciously. As such, brand trust is in this industry influenced by price and its alignment with competition, the columnists that write in the newspaper and their own political views, as well as the overall political inclination of the newspaper.

Concerning this matter, and even though every newspaper is impartial, each journalist has his own political views and each article is inevitably slightly biased by them. The degree to which overall (even if minimal) bias is perceivable to the consumer, hence influencing the trust he has on the newspaper, needs to be analyzed.

Initiatives towards Customer Loyalty

In the past, the group has made several attempts to study what would retain clients, and the conclusion is that the customers' wants are radically changing, for instance regarding optional marketing campaigns. One example is the campaigns in which a consumer can, for an additional price, purchase a pocket-sized book. Although these items are not theoretically a gift (because the price is superior if the customer buys the item with the newspaper), in the minds of the customers it worked as a gift and sales would boost. Nowadays, however, the increase in sales is minimum, or even inexistent. As such, he additional willingness to pay for a gift needs to be quantified.

Currently, there are several actions being implemented by the group to increase customer loyalty, namely in terms of subscriptions, which are one of the most important outcomes of loyalty.

One of them is offering a gift or a significant discount when a customer subscribes, serving as an incentive to do so. Regarding this initiative, there are two types of consumers: the ones that go after the offer, and the ones that want to subscribe because they see the content offered as relevant and important to them. The reasoning behind this sort of initiative is that consumers, when subscribing, want to have access to news that no other brand provides, written in a way that has rigor and quality.

Furthermore, one of the main initiatives that Global Media Group is investing in is the members' club, in which the subscriber not only has access to premium-quality exclusive news segmented to his wants and interests, but is also invited to participate in events, concerts or theme-based dinners for example, that join subscribers with a specific shared interest. These initiatives will be exclusive for subscribers, creating the feeling that by becoming a subscriber, a consumer does not only have access to exclusive news, but mainly becomes part of a community.

Lastly, there is a need to validate what are the most valued initiatives for customers, how the newspapers of the group can improve its value and brand trust, and therefore how to increase customer loyalty.

Chapter 4 – Market Research

In this chapter of the dissertation, both qualitative and quantitative research methods were used.

Firstly, a survey was conducted among Portuguese adults, using the Qualtrics software. Following this method, a focus group was conducted, with the participation of eight Portuguese adults, to get a qualitative grasp of the perceptions of consumers.

After a description of the samples of each of the methods used, this chapter includes the methodology used in each research method and the results of both methods.

4.1. Samples Description

Survey

Based on the answers to the demographic questions, the respondents can be described as follows: 11.48% of the sample was between 18 and 24 years-old, as was for the range 25-34 years-old, 19.67% was between 35-44 years-old, 36.07% was in the range 45-54 years-old, 20.22% between 55-64 years-old, and 1.09% of the respondents were 65 years-old or older.

Concerning gender, 47% of the participants were male and 53% were female.

As it can be seen in the figure below (Figure 8), most of the respondents were from Lisboa (74%), and the other respondents were mainly from Leiria and Setúbal.

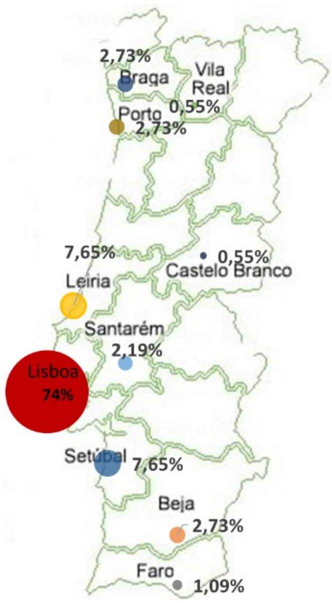

Figure 8 - Distribution of the survey respondents through the Portuguese districts

In terms of educational level, 1.09% of the sample had the 9th grade or below, 9.84% have a high school diploma, 41.53% have an undergraduate degree (76 respondents), 17.49% have a MBA or a post-graduate diploma, 27.32% have a master degree and 2.73% have a PhD.

When asked about the annual gross income of the household to which they belong, the following table (Figure 9) describes the answers of the survey respondents.

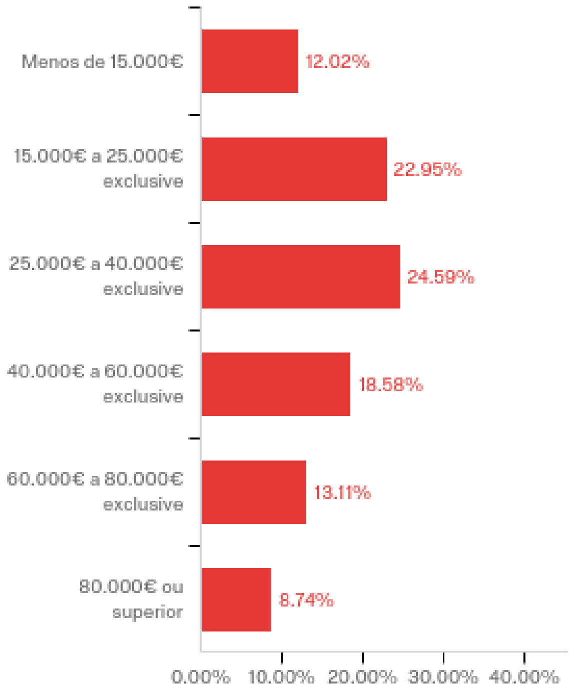

Figure 9 - Distribution of answers to Question 5.5 - Annual gross income of the household

In addition, the answers to the question "Number of people in the household" were as follows: 13.66% of the sample has a household of 1 person, 22.95% have two people, 24.59% have three people in the household (including the respondent), 31.69% have 4, 5.46% have 5, and 1.64% have 6 or more.

Finally, the sample is mainly comprised of people working for others (62.30%), with the remaining answers being: 6.01% are students, 5.48% are working students, 17.49% are working in their own businesses, 1.09% are unemployed, 4.92% are retired and 2.73% are in other situations (although, when analyzing these situations, it was a clear mistake, for example being an intern was answered as "other").

Focus Group

In the focus group, the participants were all from the Metropolitan area of Lisbon, all working for others, all earning more than 1.200€ per month (gross income) and all with at least an undergraduate degree. However, they differ in terms of gender and age: 4 males and 4 female respondents; two people with 26 years-old, two 45-year-olds, one 50-year-old, one 52-year-old, one 54-year-old and one 55-year-old respondent.

4.2. Methodology

Survey

The survey was comprised of multiple choice questions with both single and multiple answer, as well as pick, group and rank questions and slider questions using 0-100 scales, one 1-4 scale and a 0€-2€ scale. Furthermore, some open questions were included for additional information on the answers (e.g. Why?).

This method was distributed through Facebook, LinkedIn, email and several Facebook and WhatsApp groups, to ensure the maximum number of answers possible, and it was online for 20 days. The survey was anonymous to avoid social pressure bias, and it was pretested among five users to ensure the questions were perceivable and that the survey was functioning properly. After the 20 days, 183 were completed.

The survey was conducted in Portuguese to be more accessible to a wider audience, as well as to get spontaneous answers from consumers, namely in the open questions. It was comprised of a welcome message, where the aim of the study was disclosed, as well as assuring the confidentiality of the answers and its use, followed by 5 blocks: reading habits, perceived value, brand trust, Global Media Group and demographic questions (see Appendix 2 for the complete survey questions).

Focus Group

Regarding the focus group, and analogously to the survey, it started with a welcome message explaining the aim of the focus group and its use, and it consisted of 6 blocks of questions for discussion, to ensure a similar structure to the survey, as follows: reading habits, general attitudes towards the newspapers read, factors influencing value, factors influencing trust, concrete measures to increase loyalty and, to finish, the Global Media Group (see Appendix 3 for the complete focus group guidelines). All the questions were open-ended, to assure a qualitative and deeper discussion among the group that would complement the information taken from the survey.

4.3. Results

Reading Habits and General Attitudes towards newspapers

When asked about how much time per day an individual spends reading news, 88.52% answered until one hour (half of which only spend until half an hour), and mostly in the morning (51.91%). This sample is characterized by driving to work mostly (66.12%), with the second most answered option being the use of public transportation (22.95%), as seen in the figure below (Figure 10).

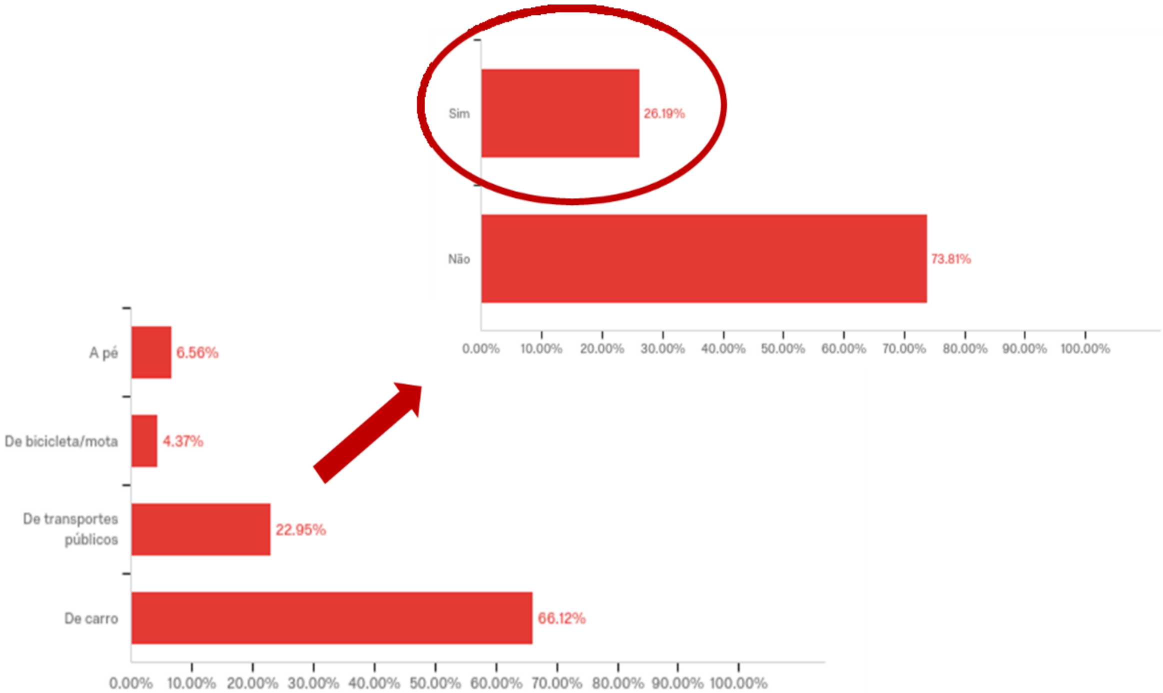

Figure 10 - Distribution of answers to questions 1.3 "Como se desloca para o local de trabalho/estudo/estabelecimento onde passa mais tempo?" and 1.3.1 "Lê notícias em formato de jornal impresso durante o trajeto no transporte público?"

Out of the ones using public transports, 26.19% answered that they read print newspapers while in the transport, which would lead to an opportunity to reach 6% of the population by easing the purchase of print newspapers to be read during the public transportation routes. However, later in the survey the question "would you buy your newspaper of choice if it was available in places like public transportation terminals, inside the platforms or in the entry or exit of parking lots?", respondents have a neutral opinion (from 1 – highly unlikely – to 4 – highly likely, the mean was 2.25), which indicates that this would not be a good investment.

In terms of the favorite channels that customers use to read news, 35.52% of the population chose websites or apps of newspapers that have a print version as their channel of choice, followed by online-only websites or apps (27.22%) and online platforms that do not belong to newspapers (e.g. Notícias ao Minuto or SAPO channels – 20.22%).

This leads to the conclusion of the online version as dominant to read news, and it reinforces the need for newspapers with online versions to focus their strategies in the online platforms. This conclusion was corroborated in the focus group, where the respondents mentioned online channels as the dominant source, using the email, the newspapers apps and websites and the SAPO channels as their main sources of information.

Concerning the channels associated to print or online newspapers, the conclusions were as follows: “being cheap”, “being fast”, “having an attractive design” and “being accessible” are characteristics more associated to the online version of newspapers, while “being credible”, “associating to status”, “having quality”, “allowing a deeper knowledge about a news or a theme” and “trusting the information” are characteristics slightly more associated to the print version of a newspaper, although not very determinedly (all values with a mean of approximately 54%, suggesting only a slight association). The focus group completely corroborated these results.

For a general opinion, the question “What format do you prefer to read news?” was asked, with the result being that the online version of newspapers is moderately preferred (41.13% on a scale of 0 – completely prefer the online format – to 100 – completely prefer the print format). Furthermore, the print and online versions of a same newspaper are slightly more complements than they are substitute products (44.86). Some of the reasons given for its complementarity were the difference in the way the news is written or the different level of detail.

However, a lot of respondents also mentioned the similarity of the news between the two formats, leading to the conclusion that there is no significant difference. In the focus group, respondents defined print and online formats as mostly substitutes, only using the print format if there is one specific news piece that they want to read in more detail (but only if they could not get enough detail from other online sources).

Continuing the analysis of the consumers’ reading habits, the majority of respondents never read a print newspaper in the last month (21.86%) or read it only once or twice (29.51%).

Medidas Simétricas

		Valor	Significância Aproximada	Valor	Significância Aproximada	Valor	Significância Aproximada
Nominal por Nominal	Fi	,399	,085	,421	,639	,391	,111
	V de Cramer	,200	,085	,211	,639	,195	,111
	Coeficiente de contingência	,371	,085	,388	,639	,364	,111
N de Casos Válidos		183		183		183	

Figure 11 - Significance levels for the cross-tabulations between the question "No último mês, com que regularidade leu jornais impressos?" and age, district of residence and education level, respectively

As it can be seen in the table above (Figure 11), this variable, according to a cross-tabulation analysis, is not influenced by age, district of residence or level of education (see the complete SPSS output in Appendix 4).

However, there is still 48.63% that read it more than twice, indicating a market for regular purchasers, even if only buying it biweekly. The main reasons for not buying print newspapers were habit, price and not feeling the need to do so, since the news are freely available online. Moreover, when they do buy print newspapers, the most common ways of obtaining it are its availability at work/university/an establishment they frequently go to, followed by the purchase at a point-of-sale.

Later in the survey, it was clear that there is an opportunity for print newspapers to be sold in work/study places, with 92.90% of respondents being interested in having print newspapers available in their work or study places, as a benefit for employees and students/staff. This option was also mentioned in the focus group, which leads to the conclusion that further research is needed to quantify whether B2B business opportunities with companies and universities/schools would be profitable.

Out of the newspapers presented, the sample pointed Público as its favorite daily newspaper (30.08%) followed by Diário de Notícias (23.65%), which corroborates the company's perception of having a positioning similar to Público. In terms of weekly newspapers, Expresso is the undoubtful dominant (68.11%).

Factors influencing buying choice, value perception and brand trust

When investigating the factors influencing the choice of which newspaper to buy, the conclusions are the following: the quality of the news is the most important factor, followed by the reputation of the newspaper and of its journalists; the opinion articles/chronicles section was the fourth most important factor, followed by habit and the consumer's identification with the newspaper's political orientation; the cover's attractiveness, price and design were only moderately important; the quality of the paper, the quantity of advertising and quality of images, followed by the quantity of images and finally the quality of the advertising were the least important factors (see Figure 12 below).

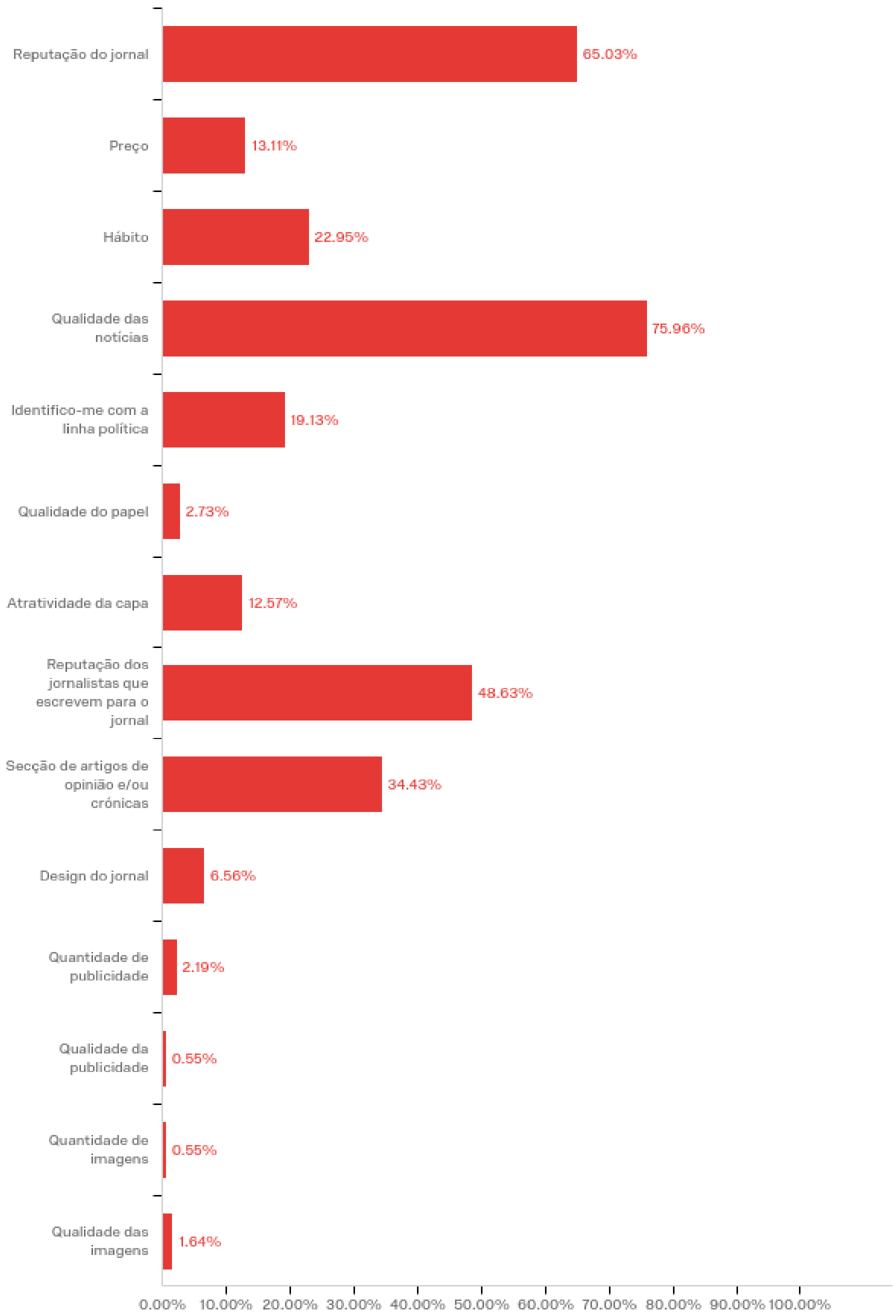

Figure 12 - Distribution of answers to Q1.12 "Quando compra um jornal, quais os fatores que influenciam a sua escolha?"

In the focus group, alignment with the consumer's political views, identification with the directors of the newspapers and habit were also mentioned as being very important. Furthermore, it was stated that the quantity and quality of advertising are only relevant as a negative aspect, meaning if there is too much advertising or of low quality, it is associated to a lack of overall quality of a newspaper. Moreover, one respondent mentioned that a newspaper cannot be too big (in terms of physical two-dimensional size), giving the example of Expresso being negatively big, and therefore not practical to carry.

In terms of the factors that influence value in particular, the conclusion is that the quality of the news is undoubtfully the most important factor (81.97%), followed by the reputation of the journalists that write in the newspaper (50.27%) and the opinion articles and chronicles existent (41.53%).

This leads to the conclusion that when a consumer buys a newspaper, the main factors influencing the choice are related to the level of quality associated to the newspapers, since the two most important variables for a newspaper to have quality are also two of the most important factors that determine choice. However, even for the consumer's print newspaper of choice, the odd of becoming a subscriber of are quite low (mean of 19.56%).

Moreover, the focus group answers also suggest that the news being highlighted in the cover page is important for overall value perception, in the sense that if the cover page seems sensationalist it is associated to lack of quality. However, the participants mentioned that this is as such due to their personal tastes, and that the majority of the population prefers a sensationalist cover, as seen by the sales numbers of newspapers that they define as sensationalists.

In terms of brand trust, the three most important factors influencing the trust in the information given in a newspaper are the same ones that influence buying choice, but in a different order: reputation of the journalists is now the most important factor, followed by the quality of the news and the reputation of the newspaper, as seen in Figure 13 below.

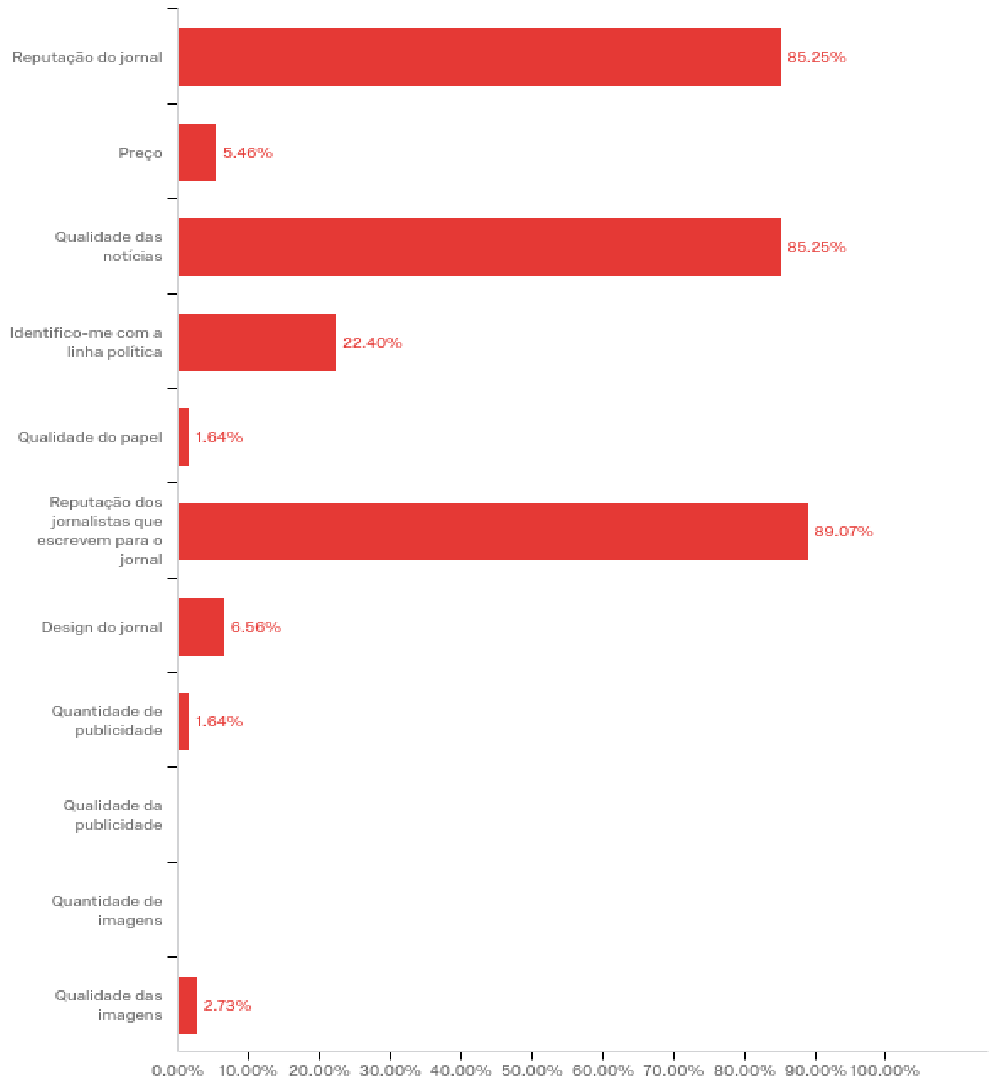

Figure 13 - Answers to the question Q3.1 "Quais os fatores que influenciam a confiança que tem na informação de um jornal"

This means that when a consumer decides on which print newspaper to buy, trusting it is always taken into consideration. In this matter, the quality of the advertising and the amount of images existent do not affect at all the level of trust in a print newspaper.

Regarding this matter, the respondents in the focus group added that the newspapers in which a person trusts and its characteristics is completely influenced by the level of education and socioeconomic context of each consumer.

When asked about concrete newspapers, respondents elected Expresso as the most trusted one (32.70%) and then Público (23.06%) and Diário de Notícias in terms of daily newspapers (19.08%). As expected, it follows the same favorites' trend as when it was asked about which newspapers were read in the last six months.

However, the print newspapers with higher probabilities of consumers becoming subscribers were Courrier Internacional (27.19%), Expresso (24.68%), jornal i (21.50%) and Público (20.27%). As these newspapers were also the ones presenting higher standard deviations, it can only be concluded that consumers do not think there is a high probability of subscribing to a print newspaper, regardless of which one.

Global Media Group

A fourth block in the survey was made to analyze the specific case of GMG.

As expected, most of the sample has read at least once Diário de Notícias (169 out of 183) and Jornal de Notícias (149 out of 183). Following this trend, Diário de Notícias is undoubtfully the favorite one, followed by Jornal de Notícias, as demonstrated in the graph below (Figure 14).

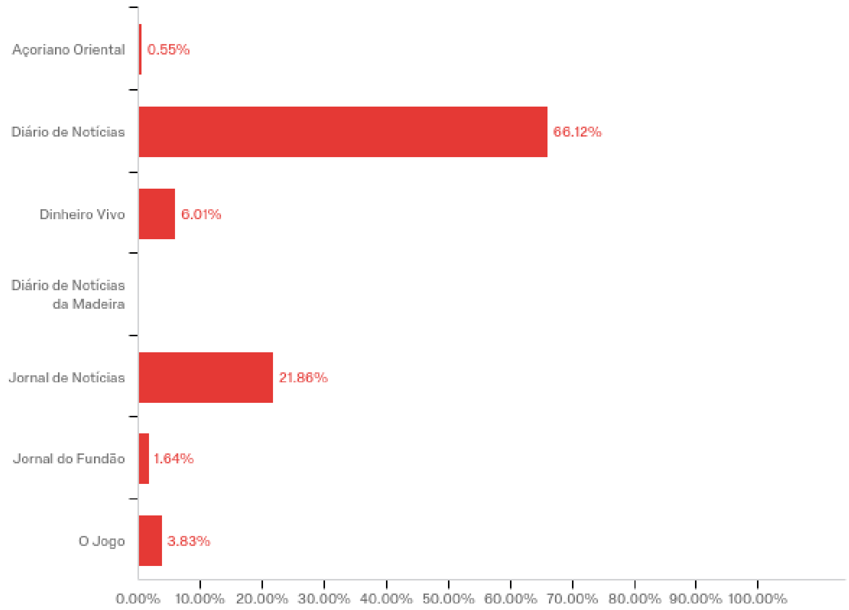

Figure 14 - Distribution of answers to Q4.2 "Dos jornais do Global Media Group, escolha o seu preferido."

When performing a cross-tabulation to understand if the district in which a consumer lives has a significant influence on the favorite newspaper of the group (see Appendix 4 for the SPSS output), the result suggests that there is a relationship between the two variables (chi square test lower than 0.05). More specifically, if in Lisbon 68.1% of the sample referred Diário de Notícias as being the favorite, in Braga the favorite newspaper is Jornal de Notícias (60%). However, as a lot of the districts did not have enough respondents to be able to draw relevant conclusions (the majority of the sample is from Lisbon), there is the need for a further analysis with a bigger and more heterogeneous sample to confirm such relationship.

Regardless of the newspaper of choice, most of the sample has not read a print newspaper in the last six months (59.56%), with an open question revealing the main answer to be due to the use of online channels to read news or, when reading print news, the reasons are because they have free access to newspapers, revealing the lack of willingness to pay for news content. To better understand, regarding the newspapers of GMG, if there was any concrete activity that would significantly improve the newspaper, it was asked to point out what was frequently missing in the consumer's favorite newspaper of the group, and that would make the consumer like that newspaper a lot more. Although most of the respondents did not answer any specific activity, some concrete suggestions were the existence of crosswords, less advertising or bigger news pieces for the Economy, World or Politics section. Furthermore, some respondents stated that they would like more opinion articles regarding politics.

In addition, it was asked for the respondent to analyze its favorite newspaper of the group in terms of different dimensions. The three newspapers with more answers were Diário de Notícias (121), followed by Jornal de Notícias (40) and Dinheiro Vivo (11), with the other newspapers having very few respondents (for the complete table with all the answers, see Figure 15 below).

		Diário de Notícias (121 answers)		Jornal de Notícias (40 answers)		Dinheiro Vivo (11 answers)	
#	Field	Mean	Std Dev.	Mean	Std Dev.	Mean	Std Dev.
1	Reputação do jornal	70.29	21.74	66.70	24.37	62.45	33.79
2	Preço	51.44	20.13	52.17	19.27	46.00	29.10
3	Qualidade das notícias	68.95	21.58	66.95	24.26	67.73	33.41
4	Identifico-me com a linha política	45.46	22.69	43.50	26.07	49.73	30.76
5	Qualidade do papel	46.40	23.62	47.67	18.00	38.64	28.02
6	Atratividade da capa	52.97	22.72	51.10	17.72	50.82	26.19
7	Reputação dos jornalistas que escrevem para o jornal	66.88	21.67	66.60	25.07	58.55	32.38
8	Secção de artigos de opinião e/ou crónicas	64.84	21.96	56.75	28.54	61.09	30.52
9	Design do jornal	53.64	22.00	48.38	18.70	49.55	24.68
10	Quantidade de publicidade	38.36	23.73	37.75	22.21	45.73	21.48
11	Qualidade da publicidade	38.51	22.63	37.30	24.11	37.27	19.87
12	Quantidade de imagens	47.40	22.45	45.48	18.50	44.09	21.77
13	Qualidade das imagens	51.45	22.92	47.23	20.67	45.82	21.68

Figure 15 - Answers to question Q4.5 "Avalie esse jornal (o seu preferido) nas seguintes dimensões" for Diário de Notícias, Jornal de Notícias and Dinheiro Vivo

In the first case, the highest values concern the quality of the news (68.95) and the reputation of the newspaper (70.29), followed by the reputation of the journalists (66.88). However, there is a negative opinion regarding the quantity and quality of the advertising (38.36 and 38.51 respectively). The same happens for Jornal de Notícias, with the following results: 66.95 for quality of news, 66.70 for the reputation, and 66.60 for concerning the reputation of the journalists. On the other hand, advertising scored 37.75 in terms of quantity and 37.30 in terms of quality. Dinheiro Vivo scored the highest in quality of the news (67.73) and reputation (62.45), but the third highest score concerns the opinion articles (61.09), having a higher value in this matter than Jornal de Notícias (that scores 56.75).

To understand what are the underlying constructs influencing the scores given to the different characteristics of one's favorite newspaper of GMG, a factor analysis was performed (see Appendix 4 for the complete SPSS output). Using a varimax rotation, the results reveal that there are three components explaining approximately 70% of the variation of the initial 13 variables.

These factors were named as follows: **visuals** (that include attractiveness of the cover, design, quantity and quality of advertising and quantity and quality of the images), **overall quality** (includes the variables reputation of the newspapers, quality of the news, reputation of the journalists and opinion articles' section), and **rational elements** (price, identification with the political views and quality of the paper).

However, the probability of subscribing to the favorite newspaper of GMG is low (17.53%), regardless of which newspaper that is, as well as the scores given to each of the dimensions of analysis. One of the reasons that explain this low likelihood for print subscriptions is, according to the focus group, time: a print newspaper requires time to be fully read, and the online channels offer a faster solution while allowing for the combination of different sources to have a more complete view on each theme. Time is thus the reason given for the peaks in sales during summer vacation.

In the focus group, one question was made regarding the key characteristics of an ideal (hypothetical) newspaper. Besides the national and international sections for politics, economy, sports and culture, it was mentioned that the ideal newspaper would have a cultural agenda, research journalism pieces, and news regarding innovative local and regional projects.

Finally, when addressing the willingness to pay of the newspapers with some improvements, the conclusions are: on average, people would be willing to pay 0.46€ more for a newspaper that does not get the hands dirty, 0.27€ for more images, 0.14€ for more advertising, 0.38€ for a more attractive design, 0.56€ for more opinion articles/chronicles, and 0.28€ for gifts. However, all of the variables have high standard deviations, which means that a study would need to be made to understand which ones, if any, would be good investments.

Some suggestions made to increase customer loyalty in the focus group were: to create a different subscription option, similar to one that Público has, where a consumer can unlock all premium news for an X period of time in exchange for watching and grading advertising campaigns for Y minutes; to create a free subscription option in exchange for fulfilling a survey, like Jornal i once had available.

The next chapter of the dissertation will summarize the findings and provide overall suggestions for further research.

Chapter 5 – Conclusions

The problem that this dissertation addresses is "how to increase customer loyalty in the newspaper industry in Portugal", providing GMG as a case study.

For answering such problem, a set of key research questions were thought, to help answering the overall question.

Using a set of in-depth interviews, GMG provided its perceptions on the challenge at hand. Furthermore, a survey was performed among Portuguese adult consumers, to be able to compare their perceptions with the company's ones. To complement the information retrieved from the survey, a focus group was conducted to give additional information on the topic.

As such, this chapter comprises the answers to each of the research questions, based on both the quantitative and qualitative methods used, as well as limitations of the study and suggestions for further research.

KRQ1: How can a newspaper consumer be characterized in terms of reading habits and general attitudes towards newspapers?

In terms of reading habits, a newspaper consumer will spend **up to one hour per day reading news regardless of the format**, (question 1.1 of the survey) **mostly in the morning** (question 1.2).

Even though there is only 22.95% of the population using public transportation to reach their work or study place (question 1.3), **26.19% of these consumers read print newspapers while in the public transportation route** (question 1.4). Since there is a neutral opinion about the likelihood of buying a print newspaper if it was available inside transportation terminals or parking lots (question 3.5), further research may be used to conclude on an alternative way to provide a solution for the 6% of the population in this situation.

According to both the survey (question 1.4) and the focus group (question 4a), the **online format is the dominant choice for consumers**, with websites and apps of print and online newspapers as well as other online platforms being the main channels for reading. Furthermore, when characterizing both formats, consumers perceive the **print versions as slightly more credible, possessing quality and status and allowing for a deeper understanding of a topic**. However, the online version is faster, cheaper, more accessible and has a more attractive design and, according to the focus group (question 4a), these characteristics make a consumer prefer the online format. This preference was also found to be true in the survey (question 1.6).

In terms of perceptions regarding the complementarity of the print and online formats, further research is required since the results of the focus group and the survey are contradictory.

Furthermore, **there is no statistical evidence suggesting that age, education level and district of residence influence how regularly a consumer buys a print newspaper** (question 1.8).

When reading a print newspaper, a consumer usually obtains it because it is **available at work/university/an establishment they frequently go to, or purchases it at a point-of-sale** (question 1.9). Regarding this availability in workplaces, 92.90% of consumers would be interested in having print newspapers available in their work or study places, if they do not already, as a benefit for employees or students/staff (question 3.4). Further research needs to be performed to understand if this type of B2B solutions is profitable. If so, this is an opportunity for GMG to reach a wider audience by having its print newspapers available in workplaces, universities and the HoReCa industry (Hotels, Restaurants and Cafés).

KRQ2: What factors influence the choice of a newspaper for the Portuguese consumer?

The most important factors influencing choice are the **quality of the news, the reputation of the newspaper and of its journalists**, followed by the opinion articles section, habit and the identification with the newspaper's political orientation. Cover attractiveness, price and design are moderately important; the quality of the paper, advertising and images are the least important factors, both in terms of quantity and quality (question 1.12 of the survey).

The focus group also stated quality of news and reputation of the journalists and of the newspaper as main factors for buying choice.

Although these factors are highly subjective and difficult to measure, they are related to customers' satisfaction, their needs and expectations about the product, and should therefore be taken into account when deciding which initiatives to implement to increase customer loyalty.

KRQ3: What factors influence the perceived value and brand trust in a newspaper for the Portuguese consumer?

From the survey answers (questions 2.1 and 3.1), value perception is influenced mostly by the same variables that influence choice: **quality of the news, reputation of the newspaper and reputation of the journalists writing in the newspaper**, as is brand trust. This leads to the conclusion that **when people chose which newspaper to buy, the main variables influencing their choice have to do with the quality associated with the newspaper, while at the same time considering the newspapers in which they think they can trust**, corroborating the existent literature that concluded that perceived value and brand trust influence purchase behavior, repeat purchasing and, ultimately, customer loyalty (see the Literature Review chapter).

Regarding this matter, the respondents in the focus group corroborated these results, adding that the newspapers in which a person trusts and its characteristics is completely influenced by the level of education and socioeconomic context of each consumer.

Furthermore, when analyzing the variables influencing the scores given to the favorite newspaper of GMG (question 4.5), three main factors affect the perceptions towards a newspaper: **visuals, overall quality** and **rational elements**. These are the main criteria that need to be taken into account for defining what strategies need to be implemented to improve customer loyalty.

For the consumer's print newspaper of choice, the **odd of becoming a subscriber is on average 19.56%**. To understand the relevance of this number and the degree to which it may consist on a good opportunity for investment in the subscription system, complementary studies in this specific topic would be important.

KRQ4: What type of concrete activities can the Global Media Group take to increase customer loyalty among its newspapers?

To analyze one's favorite newspaper of GMG, an open question was made to assess if there was anything regularly missing that would make the consumer like that newspaper significantly more. Although most of the answers did not point out any specific measure, the survey reveals some **suggestions for future analysis**, namely the existence of crosswords, less advertising or bigger news pieces for the Economy, World or Politics sections, as well as more opinion articles on politics.

In the focus group, other suggestions that also should be analyzed in terms of importance for the increase in loyalty are the cultural agenda, research journalism pieces, and news regarding innovative local and regional projects.

Taking into account the answers to question 4.5 in the survey, it is concluded that Diário de Notícias and Jornal de Notícias both **need to improve in terms of quantity and quality of the advertising in the newspaper**.

Another conclusion is that investing in **more opinion articles/chronicles** can be beneficial, since it is the fourth most important variable influencing choice and, according to the survey (question 4.7), people are willing to pay on average 56 cents for this addition.
Finally, the focus group indicates that there is a potential **alternative subscription system** that may be beneficial, for both the print and the online formats: free subscriptions in exchange for customers spending time to provide insights for the newspaper. However, further research needs to be performed to conclude on the profitability of such subscriptions.
In conclusion, and according to GMG case study, the answer to the problem "How to increase customer loyalty in the newspaper industry in Portugal" is: focus on providing news with quality, written by journalists that the target audience identifies with and building a trustworthy reputation for the brand; including more opinion articles with identifiable writers; providing a B2C solution for the people who read print newspapers in the public transportation routes, without it being a point-of-sale near the terminal; invest in the online platforms; consider visuals, overall quality and rational elements as the factors for supporting investment decisions; find an alternative B2C subscription that does not involve the normal payment system.

5.1. Limitations

Some main limitations were found in this dissertation.
The number of people answering the survey (183 valid responses) should, in future research be higher. Analogously, the respondents were not very heterogeneous in terms of age, educational level and district of residence, which may influence the results obtained. Furthermore, only people with internet access and within the researcher or relatives' network of contacts answered the survey, which leads to biases in terms of the sociodemographic data retrieved. In future research, a wider overall heterogeneity of respondents should be reached to provide higher accuracy in the generalizations made.
Finally, an ANOVA analysis was not possible to perform, giving that the distribution of the dependent variable was not approximately normal, with significant outliers in the sample. In the future, a more normally distributed audience would allow for this type of statistic test.

5.2. Suggestions for further research

As mentioned in the answers to each research question, further research is suggested to understand the potential feasibility and profitability of the initiatives recommended, in order to minimize potential risks and have a higher level of certainty, namely regarding the following measures: a solution to tackle the consumers who read print newspapers in their public transportation routes; the possible B2B solution with work and study places as a benefit for employees or students/staff; an alternative subscription system for customers who does not involve the normal payment system.

Finally, further research would also be beneficial in terms of the consumers perceptions regarding the level of substitutability or complementarity between the online and print formats, in order to better understand how to allocate the available budget in good investments for both formats.

Chapter 6 – Teaching Notes

6.1. Synopsis & Teaching Objectives

Global Media Group is one of the major media groups in Portugal, with presence in the Press, Radio and Internet sectors.
It holds the brands Diário de Notícias, Jornal de Notícias, O Jogo, Dinheiro Vivo, Diário de Notícias da Madeira, Açoriano Oriental, Jornal do Fundão (newspapers), Delas, Motor 24, N-TV, Notícias Magazine, Evasões, Men's Health, Women's Health, Volta ao Mundo (magazines) and TSF (radio), as well as having a participation in non-media brands, namely Classificados and Loja do jornal, Lusa and Notícias Direct, among others.
In times of crisis for print newspapers and magazines, the group is confronted with the need to better understand how to increase customer loyalty in this area, while simultaneously improving its efforts in the digital sphere, aligned with the company's strategy.
As such, this case study has the specific aim to better understand what are the factors influencing buying choice, perceived value and brand trust for its newspapers (biggest share of the group's business) to then be able to understand how to increase customer loyalty and be able to better analyze possible ideas in the future in terms of potential interest by consumers.
The teaching objectives of this case study are the following: make students be in contact with the concepts of loyalty, value and trust in the specific newspaper industry; understanding both global and Portuguese trends and recent evolution, as well applying theoretical knowledge acquired through reading literature on this topic and evaluating the environment; being able to discuss possible ideas for increasing loyalty, based on the results of both qualitative and quantitative methods; developing the critical thinking necessary to understand whether an idea is aligned with the company's strategy, given each brand's positioning; being able to apply the theoretical knowledge gained from Marketing, Strategy and research-related courses to tackle a real and practical case.

6.2. Target Audience

This case is adequate for the teaching of both Marketing and Strategy courses, for undergraduate, master or MBA students, since it tackles concepts such as customer loyalty, perceived value and brand trust, essential for any business to comprehend. However, it is required that students have basic knowledge of Marketing Research.

To be able to have a grasp regarding the theoretical knowledge of the mentioned concepts, it would be beneficial for students to read the following articles before class:

- Oliver, R. (1999). Whence Consumer Loyalty? *Journal of Marketing*, 63, 33-44. doi:10.2307/1252099;
- Dick, A. S. and Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework, *Journal of Academy of Marketing Science*, 22(2), 99-113.;
- Punniyamoorthy, M., and Raj, M. P. (2007). An empirical model for brand loyalty measurement, *Journal of Targeting, Measurement and Analysis for Marketing*, 15(4), 222-233.

6.3. Teaching Plan

Following the same order of chapters presented in the dissertation, the teaching of this case may be divided in four different parts: analysis of the existent literature to comprehend the most important theoretical concepts; understanding of both the global and the Portuguese context in the newspaper industry; presenting the main conclusions of both qualitative and quantitative research; discussing the concrete initiatives mentioned to increase customer loyalty and discuss possible new ideas, thus allowing students to give their own recommendations based on the application of the knowledge acquired.
Below is a set of possible questions for the teaching of this case study, with suggestions on the core ideas that need to be retained in each question.

1. Relating the information given in the Oliver (1999) and the Dick & Basu (1994) articles, create one single scheme that allows you to summarize the concept of loyalty and its relation to satisfaction, as well as its antecedents, phases and consequences. (Note: one suggestion for the scheme is in the image below).

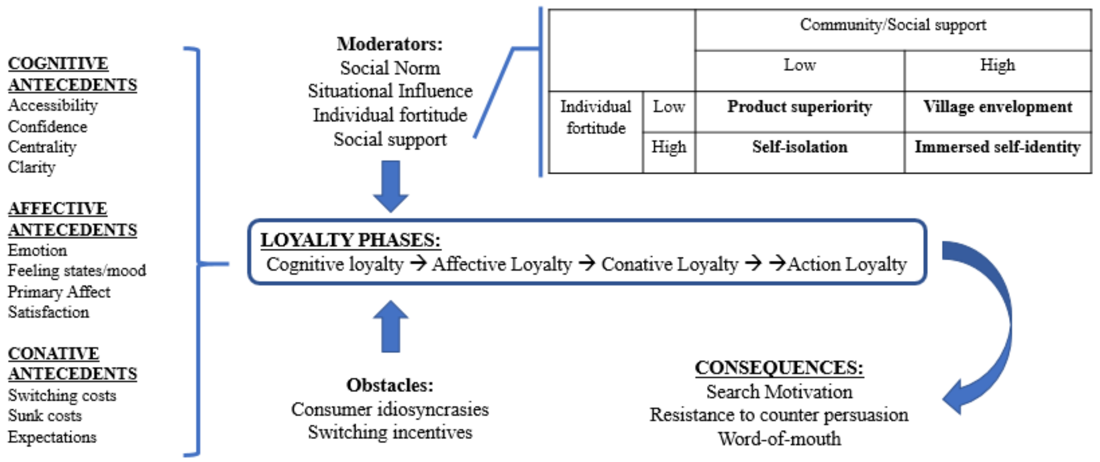

Figure 16 - suggestion of scheme to question 1 (Source: self-made scheme, based on the information of both articles and the layout of Figure 1 of the Dick & Basu (1994) article and table 2 of the Oliver (1999) article)

2. Taking into consideration the Punniyamoorthy & Raj (2007) article, qualitatively summarize the results found, and provide on single equation for any brand's Loyalty Index in the newspaper industry. (Note: the equation can be found in the article, as represented in the figure below).

$$Loyalty\ Index = 0{,}098B_{11} + 0{,}033B_{12} + 0{,}077B_{13} + 0{,}018B_{14} + 0{,}068B_{15} + 0{,}024B_{16} + 0{,}091B_{17} + 0{,}550B_{18} + 0{,}091B_{19}$$

Note: Bij is the relative weightage of Brand i with respect to atribute j, which will be given in the exercise.

Figure 17 – equation of the Loyalty Index (Source: self-made figure based on the article by Punniyamoorthy & Raj (2007))

3. Summarize the global challenges faced in the newspaper industry, and explain two trends that are mentioned as being important for increasing customer buying choice. (Note: students should mention an overall declining print newspaper industry, despite the situation in emerging markets; suggestions of trends are display advertising, online-only subscriptions, focus on reinventing print newspapers as more imaginative, or the trend to integrate tangible objects into a digital subscription).

4. Name the relevant markets for GMG and define each markets' main players. (Note: take chapter 3.3.2. as basis for teaching).

5. Discuss in groups the results obtained in each of the research methods used (interviews, focus group and survey), and create a "Conclusions" summary. (Note: take chapters 3.3.3. and 4.3. as the basis for discussing each method's results, and chapter 5 as the basis for evaluating the students' conclusions summaries).

6. Still in groups, elaborate two ideas that would increase customer loyalty and that would be beneficial for GMG to analyze. (Note: this question is aimed at promoting the students' ability to think of new ideas, and their ability to apply theoretical knowledge in a real case).

The goal of these questions is to assure the students understand the existent literature main findings, the current global and Portuguese context, GMG and the main players in each of the relevant markets. Furthermore, it is essential for students to understand the main conclusions reached, as well as promoting their ability to think of new ideas, by applying the theoretical knowledge gained into a real case.

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Appendices

Appendix 1 – Complete Interview Guidelines (in Portuguese)

1. Em primeiro lugar, gostaria de saber um pouco mais sobre os vossos consumidores. Quem é ou são os vossos targets? Como os descreveria a nível de idade, género, nível de escolaridade, classe social e áreas geográficas?
2. Considerando os principais segmentos que descreveu, como tem sido a sua evolução a nível de hábitos de leitura nos últimos 3 a 5 anos? Só leem jornais físicos, só leem online ou é uma combinação dos dois? Depende muito do jornal em questão? Como prevê esta evolução nos próximos 5 anos?
3. Quando um consumidor decide que jornal comprar, quais é que considera serem os principais fatores de decisão? É a reputação do jornal, a acessibilidade, o preço…?
4. Agora, tente pensar na perspetiva do consumidor. Quais são os fatores que influenciam a perceção de qualidade de um jornal?
5. Acha que esses fatores também influenciam a probabilidade de um consumidor se tornar fiel ao jornal?
6. O que é que faz um consumidor confiar num jornal? É o facto de ser imparcial, ou o de se identificar com as visões políticas do jornal? É o tipo de linguagem usado ou o design? É por ter jornalistas conhecidos ou por ter jornalismo de investigação por exemplo?
7. Acha que a confiança que se tem no jornal influencia a probabilidade de um consumidor se tornar fiel ao mesmo?
8. Está academicamente estudado que a lealdade do consumidor é influenciada tanto pela perceção de qualidade como pela confiança na marca, e falou-me agora sobre os fatores que influenciam cada uma destas variáveis. Considerando isto, como é que isto se traduz em termos práticos? Ou seja, que tipo de atividades ou iniciativas concretas pensa serem valorizadas pelos consumidores? Que atividades-chave devem ser implementadas pelos jornais para aumentar os níveis de lealdade/fidelização?
9. Que atividades já desenvolveram ou estão a desenvolver neste âmbito no Global Media Group? Que medidas estão a implementar?

Appendix 2 – Complete Survey Questions (in Portuguese)

Bem-vindo!

Este questionário faz parte da minha tese de mestrado "How to increase customer loyalty in the Newspaper Industry in Portugal", pela Católica Lisbon School of Business and Economics, e preciso da sua ajuda no preenchimento do mesmo.

Neste questionário ser-lhe-ão feitas perguntas sobre como se podem aumentar os níveis de lealdade do consumidor, e mais precisamente, os níveis de fidelização de clientes dos jornais do Global Media Group.

Para o contextualizar, o Global Media Group é um dos maiores grupos de Media em Portugal, marcando presença nos setores de Imprensa, Rádio e Internet. Algumas das marcas detidas pelo grupo são o Diário de Notícias, o Jornal de Notícias, o Jogo e a TSF.

Este questionário é em português, e irá demorar entre 8 e 10 minutos, aproximadamente. Por favor, responda de forma voluntária, pessoal e sincera, uma vez que não há respostas certas ou erradas em nenhuma das perguntas que lhe irão ser feitas, sendo-lhe apenas pedida a sua opinião.

Toda a informação recolhida é anónima e confidencial, e será apenas utilizada para fins académicos e/ou como material para lecionar.

Muito obrigada desde já pela sua colaboração.

Sofia Pessoa e Costa

Quaisquer questões adicionais poderão ser esclarecidas, enviando um email para sofiapessoaecosta1@gmail.com

Nota: Neste questionário infere-se a utilização de masculino/feminino.

Start of Block: 1. Antes de mais, gostaria de saber mais sobre os seus hábitos de leitura.

Q1.1 Quanto tempo por dia passa a ler notícias?

- ○ Até meia hora
- ○ Até uma hora.
- ○ Até uma hora e meia.
- ○ Até duas horas.
- ○ Mais de duas horas.

Q1.2 Em que altura do dia lê mais?

- ◯ De manhã
- ◯ Ao almoço
- ◯ À tarde
- ◯ À noite

Q1.3 Como se desloca para o local de trabalho/estudo/estabelecimento onde passa mais tempo?

- ◯ A pé
- ◯ De bicicleta/mota
- ◯ De transportes públicos
- ◯ De carro

Q1.3.1 Lê notícias em formato de jornal impresso durante o trajeto no transporte público?

- ◯ Sim
- ◯ Não

Q1.4 Quais os canais que utiliza para ler notícias? Ordene os seguintes canais em termos de frequência com que os usa para ler notícias, em que o canal que coloca em primeiro lugar é o que usa mais frequentemente, e o que coloca em último lugar é o canal que usa menos frequentemente.

______ Jornais impressos
______ Websites/apps de jornais que têm versão impressa
______ Websites/apps de jornais exclusivamente online
______ Revistas
______ Recebo as notícias no e-mail
______ Plataformas online que não pertencem a jornais (exs. Notícias ao minuto, SAPO)

Q1.5 Avalie as seguintes afirmações tendo em conta o canal com que mais as associa, numa escala que vai de 0 (associo a afirmação exclusivamente à versão online de um jornal), passa pelo 50 (associo a afirmação igualmente às duas versões) e vai até ao 100 (associo a afirmação exclusivamente à versão impressa de um jornal.
Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o.

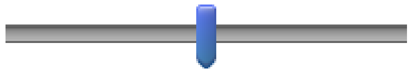
	Associo a afirmação exclusivamente à versão online de um jornal.	Associo a afirmação igualmente às duas versões.	Associo a afirmação exclusivamente à versão impressa de um jornal.
	0 25	50	75 100
É barato.			
É credível.			
Associo a status.			
É rápido.			
Tem qualidade.			
Permite um conhecimento mais aprofundado de uma notícia ou tema.			
Tem um design atrativo.			
Confio na informação.			
É acessível.			

Q1.6 Que formato prefere para ler notícias? Avalie a afirmação tendo em conta o canal, numa escala que vai de 0 (prefiro totalmente a versão online de um jornal), passa pelo 50 (gosto igualmente de ambas as versões) e vai até ao 100 (prefiro totalmente a versão impressa de um jornal).
Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o.

	prefiro totalmente a versão online de um jornal.	Gosto igualmente de ambas as versões.	Prefiro totalmente a versão impressa de um jornal.
	0 25	50	75 100
Que formato prefere para ler notícias?			

Q1.7 Como descreveria a relação entre jornais impressos e jornais online? Utilize a escala que vai do 0 (as versões online e impressa de um mesmo jornal são produtos perfeitamente complementares), passa pelo 50 (não são nem complementares nem substitutos) e vai até ao 100 (as versões online e impressa de um mesmo jornal são produtos perfeitamente substitutos).
Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o.

	As versões online e impressa de um mesmo jornal são produtos perfeitamente complementares.	As versões online e impressa de um mesmo jornal não são nem complementares nem substitutos.	As versões online e impressa de um mesmo jornal são produtos perfeitamente substitutos.
	0 25	50	75 100
Como descreveria a relação entre jornais impressos e jornais online?			



*

Q1.7.1 Porquê?

____

Q1.8 No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica.

- ○ Nunca
- ○ Uma a duas vezes
- ○ Três ou quatro vezes
- ○ Uma vez por semana
- ○ Mais do que uma vez por semana

*

Q1.8.1 Porquê?

____

*

Q1.9 E dos que leu, como os costuma obter? Escolha até três opções.

- ☐ Compro numa banca/posto de venda.
- ☐ Tenho assinatura do jornal impresso.
- ☐ Tenho assinatura do jornal online.
- ☐ Leio nas plataformas online do jornal.
- ☐ Está disponível (sem pagar) no meu local de trabalho/estudo/algum estabelecimento que frequento.

*

Q1.10 Dos diários generalistas impressos assinalados abaixo, quais leu nos últimos seis meses? Escolha até três opções.

- ☐ Correio da Manhã
- ☐ Destak
- ☐ Diário de Notícias
- ☐ i
- ☐ Jornal de Notícias
- ☐ Metro
- ☐ Público
- ☐ 24 Horas

---

*

Q1.11 Dos semanários generalistas impressos assinalados abaixo, quais leu nos últimos seis meses? Escolha até três opções.

- ☐ Courrier Internacional
- ☐ Expresso
- ☐ Ocasião
- ☐ O Diabo
- ☐ Sol

---

*

Q1.12 Quando compra um jornal, quais são os fatores que influenciam a sua escolha? Da lista de fatores abaixo, selecione os três fatores mais importantes (arrastando-os para a coluna do lado) e ordene-os, do fator mais importante na sua decisão, para o menos importante.

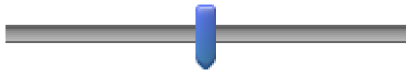
Fatores mais importantes
______ Reputação do jornal
______ Preço
______ Hábito
______ Qualidade das notícias
______ Identifico-me com a linha política
______ Qualidade do papel
______ Atratividade da capa
______ Reputação dos jornalistas que escrevem para o jornal
______ Secção de artigos de opinião e/ou crónicas
______ Design do jornal
______ Quantidade de publicidade
______ Qualidade da publicidade
______ Quantidade de imagens
______ Qualidade das imagens

Q2.1 O que é que faz com que um jornal tenha qualidade? Ordene os seguintes fatores, do mais significativo para o menos significativo.

______ Qualidade das notícias
______ Identifico-me com a linha política
______ Qualidade do papel
______ Reputação dos jornalistas que escrevem para o jornal
______ Secção de artigos de opinião e/ou crónicas
______ Design do jornal
______ Quantidade de publicidade
______ Qualidade da publicidade
______ Quantidade de imagens
______ Qualidade das imagens

Q2.2 Perante o seu jornal de referência, qual a propensão para se tornar assinante? Utilize a escala que vai do 0 (não é de todo provável que me torne assinante), passa pelo 50 (é igualmente provável

tornar-me ou não me tornar assinante) e vai até 100 (é 100% provável que me torne assinante) para escolher o número que mais se aplica no seu caso.
Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o.

	Não é de todo provável que me torne assinante.		É igualmente provável tornar-me ou não me tornar assinante.		É 100% provável que me torne assinante.
	0	25	50	75	100
Perante o seu jornal de referência, qual a propensão para se tornar assinante?					

Q3.1 Quais os fatores que influenciam a confiança que tem na informação de um jornal? Da lista de fatores abaixo, selecione os três fatores mais importantes e ordene-os, do fator mais importante na sua decisão, para o menos importante.

Fatores mais importantes
_______ Reputação do jornal
_______ Preço
_______ Qualidade das notícias
_______ Identifico-me com a linha política
_______ Qualidade do papel
_______ Reputação dos jornalistas que escrevem para o jornal
_______ Design do jornal
_______ Quantidade de publicidade
_______ Qualidade da publicidade
_______ Quantidade de imagens
_______ Qualidade das imagens

Q3.2 Dos jornais abaixo ilustrados, assinale os jornais em que mais confia. Escolha até três opções.

- [ ] Correio da Manhã
- [ ] Courrier Internacional
- [ ] Destak
- [ ] Diário de Notícias
- [ ] Expresso
- [ ] i
- [ ] Jornal de Notícias
- [ ] Metro
- [ ] Ocasião
- [ ] O Diabo
- [ ] Público
- [ ] Sol
- [ ] 24 Horas

Q3.3 Para cada um dos jornais que assinalou na pergunta anterior, qual a probabilidade de se tornar assinante de cada um? Utilize a barra que vai de 0 (não é de todo provável que me torne assinante), que passa pelo 50 (é igualmente provável tornar-me ou não me tornar assinante) e vai

até 100 (é 100% provável que me torne assinante) para escolher o número que mais se aplica no seu caso.
Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o.

	Não é de todo provável que me torne assinante.	É igualmente provável tornar-me ou não me tornar assinante.	É 100% provável que me torne assinante.
	0 25	50	75 100
Correio da Manhã			
Courrier Internacional			
Destak			
Diário de Notícias			
Expresso			
i			
Jornal de Notícias			
Metro			
Ocasião			
O Diabo			
Público			
Sol			
24 Horas			

Q3.4 Estaria interessado em que o seu jornal de referência estivesse disponível no seu local de trabalho/estudo todas as manhãs, a título de benefício para os colaboradores/estudantes?

- Sim
- Não

Q3.5 Compraria o seu jornal de referência se este estivesse muito acessível em locais como as plataformas de embarque de transportes públicos, dentro das carruagens dos transportes, ou nas entradas/saídas dos parques de estacionamento? Utilize a escala de 1 (é muito improvável) a 4 (é muito provável).
Nota: se quer escolher o valor 1, clique em cima do botão, ativando-o.

	É muito improvável.	É improvável.	É provável.	É muito provável.
	1		2	4
Avalie a situação acima descrita.				

Q4.1 Dos jornais do Global Media Group, assinale os que já leu pelo menos uma vez (independentemente do formato em que leu).

- [ ] Açoriano Oriental
- [ ] Diário de Notícias
- [ ] Dinheiro Vivo
- [ ] Diário de Notícias da Madeira
- [ ] Jornal de Notícias
- [ ] Jornal do Fundão
- [ ] O Jogo

Q4.2 Dos jornais do Global Media Group, escolha o seu preferido.

- Açoriano Oriental
- Diário de Notícias
- Dinheiro Vivo
- Diário de Notícias da Madeira
- Jornal de Notícias
- Jornal do Fundão
- O Jogo

Q4.3 Nos últimos seis meses, quão frequentemente comprou a versão impressa desse jornal? Escolha a opção com que mais se identifica.

- Nunca
- Uma a duas vezes
- Três ou quatro vezes
- Cinco ou seis vezes
- Uma vez a cada duas semanas
- Uma vez por semana
- Mais do que uma vez por semana

*

Q4.3.1 Porquê?

____

Q4.4 Na versão impressa desse jornal há alguma coisa de que regularmente sinta falta, e que o faria gostar muito mais do mesmo?

____

Q4.5 Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto).
Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o.

	Tenho uma opinião negativa sobre este aspeto.	Tenho uma opinião neutra.	Tenho uma opinião positiva sobre este aspeto.
	0 25	50	75 100
Reputação do jornal			
Preço			
Qualidade das notícias			
Identifico-me com a linha política			
Qualidade do papel			
Atratividade da capa			
Reputação dos jornalistas que escrevem para o jornal			
Secção de artigos de opinião e/ou crónicas			
Design do jornal			
Quantidade de publicidade			
Qualidade da publicidade			
Quantidade de imagens			
Qualidade das imagens			

Q4.6 Qual a probabilidade de se tornar assinante do jornal que mencionou (o seu preferido do grupo)? Utilize a escala que vai de 0 (não é de todo provável que me torne assinante), que passa pelo 50 (é igualmente provável tornar-me ou não me tornar assinante) e vai até 100 (é 100% provável que me torne assinante) para escolher o número que mais se aplica no seu caso.
Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o.

	Não é de todo provável que me torne assinante.	É igualmente provável tornar-me ou não me tornar assinante.	É 100% provável tornar-me assinante.
	0 25	50	75 100
Qual a probabilidade de se tornar assinante do seu jornal preferido do grupo?			

Q4.7 Quanto estaria disposto a pagar (adicional ao valor do jornal) por: (barra de 0 a 2€, com intervalos de 10 cêntimos).
Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o.

Jornal que não suja as mãos	
Mais imagens	
Mais publicidade	
Design mais atrativo	
Mais artigos de opinião/crónicas	
Brindes	

Q5.1 Faixa etária:

- De 18 a 24 anos
- De 25 a 34 anos
- De 35 a 44 anos
- De 45 a 54 anos
- De 55 a 64 anos
- 65 anos ou superior

Q5.2 Sexo:

- Masculino
- Feminino

Q5.3 Distrito onde reside:

- Açores
- Aveiro
- Beja
- Braga
- Bragança
- Castelo Branco
- Coimbra
- Évora
- Faro
- Guarda
- Leiria
- Lisboa
- Madeira
- Portalegre
- Porto
- Santarém
- Setúbal
- Viana do Castelo
- Vila Real

- Viseu

Q5.4 Nível de formação académica:

- 9º ano ou inferior
- 12º ano
- Licenciatura
- MBA / Pós-graduação
- Mestrado
- Doutoramento

Q5.5 Rendimento anual bruto do agregado familiar:

- Menos de 15.000€
- 15.000€ a 25.000€ exclusive
- 25.000€ a 40.000€ exclusive
- 40.000€ a 60.000€ exclusive
- 60.000€ a 80.000€ exclusive
- 80.000€ ou superior

Q5.6 Número de pessoas do agregado familiar:

- ◯ 1
- ◯ 2
- ◯ 3
- ◯ 4
- ◯ 5
- ◯ 6 ou mais

Q5.7 Situação profissional:

- ◯ Estudante
- ◯ Trabalhador-estudante
- ◯ Trabalhador por conta de outrem
- ◯ Trabalhador por conta própria
- ◯ Desempregado
- ◯ Reformado
- ◯ Outro (por favor especifique) ________

Appendix 3 – Complete Focus Group Guidelines (in Portuguese)

1. **Introdução e objetivos**
2. **Pequena apresentação de cada participante** (nome, idade, sexo, nível de educação, cidade)
3. **Hábitos gerais de leitura** → com que regularidade leem jornais impressos e quais leem, nomear três jornais principais em Portugal **(KRQ1)**
4. **Atitudes gerais em relação aos jornais lidos**
    a. Quais os canais que utilizam para aceder a notícias? Só leem notícias em jornais impressos, só em jornais online, uma combinação dos dois ou outro (ex. apps ou email)? Porquê? Em que momentos opta por uma ou outra solução? Utilizam as plataformas online com o mesmo objetivo/finalidade que os jornais impressos? Pensam estes dois meios como substitutos ou complementares? Em que medida? **(KRQ1)**
    b. Pensando apenas nos jornais impressos, com que regularidade os lêem? E com que regularidade os compram? Como os obtêm? Nas bancas, através de assinatura, ou porque lhes é disponibilizado por exemplo no trabalho ou na universidade?
    c. Quando pensam em comprar um jornal, quais os fatores que influenciam a escolha? Isto é, compram um jornal baseados na reputação, preço, hábito, qualidade editorial, informação em tempo real, convicção política/cor clubística…? **(KRQ2)**
5. **Fatores que influenciam a perceção de valor**
    a. O que é que faz com que um jornal tenha qualidade? Está relacionado com a reputação dos jornalistas que escrevem nesse jornal, com o design do jornal, com a forma como as notícias estão escritas ou com a quantidade de publicidade que o jornal tem, ou tipo ou qualidade da publicidade, quantidade ou qualidade das imagens…? **(KRQ3)**
    b. Perante o seu jornal de referencia, qual a propensão para se tornarem assinantes? Ou seja, é provável que subscrevam esse jornal, ou pensam que mesmo assim não procedem à assinatura do mesmo? Porquê? **(KRQ3)**
6. **Fatores que influenciam a confiança numa marca**
    a. O que é que faz uma pessoa confiar na informação de um jornal? É o facto de ser imparcial, ou o de se identificar com as visões políticas ou de facção do jornal? É o tipo de linguagem usado ou o design, por exemplo da capa? É por

ter jornalistas conhecidos ou por ter jornalismo de investigação por exemplo? **(KRQ4)**

b. Acham que a confiança que se tem no jornal influencia a probabilidade de um consumidor se tornar fiel ao mesmo? **(KRQ4)**

7. **Medidas concretas para aumento de lealdade do consumidor**
    a. Pensem numa situação imaginária/hipotética na qual são fiéis a um único jornal. O que é que este jornal tem, em termos de design, formato, tipo de notícias/secções, publicidade, onde o compram, preço…? **(KRQ5)**
    b. Como é que isto se traduz em termos práticos? Ou seja, que tipo de atividades ou iniciativas concretas é que um jornal deveria fazer para aumentar a probabilidade de se tornar fiel a esse jornal? Tem que ver com ofertas, cupões, campanhas de promoção, alterar o formato ou a qualidade das notícias…? **(KRQ5)**
8. **Apresentação do Global Media Group**
9. **Aplicação das perguntas anteriores ao caso do Global Media Group**
    a. Tendo em conta este grupo, leem algum dos jornais deste grupo? Quão frequentemente? Leem só a versão impressa, só online, ou ambos? Se ambos, em que condições usam cada um destes canais? **(KRQ1)**
    b. Quais os fatores que vos levam ou não a ler os jornais do grupo? **(KRQ2)**
    c. Quais os fatores que vos levam ou não a associar os jornais do grupo a jornais de qualidade? **(KRQ3)**
    d. Quais os fatores que vos levam ou não a confiar nos jornais do grupo? **(KRQ4)**

Têm alguma medida em concreta que pensam que os jornais deste grupo (ou algum em particular) poderiam tomar para vos tornais fieis? Há algo que sentem regularmente que falta nos jornais deste grupo, e que vos faria gostar muito mais destes jornais? **(KRQ5)**

Appendix 4 – SPSS output (cross-tabulations and factor analysis)

Crosstabs

Faixa etária: * No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29,167[a]	20	,085
Likelihood Ratio	33,822	20	,027
Linear-by-Linear Association	12,601	1	,000
N of Valid Cases	183		

a. 13 cells (43,3%) have expected count less than 5. The minimum expected count is ,31.

Directional Measures

			Value	Asymptotic Standardized Error[a]
Nominal by Nominal	Uncertainty Coefficient	Symmetric	,059	,016
		Faixa etária: Dependent	,059	,016
		No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica. Dependent	,059	,016

Directional Measures

			Approximate T[b]	Approximate Significance
Nominal by Nominal	Uncertainty Coefficient	Symmetric	3,595	,027[c]
		Faixa etária: Dependent	3,595	,027[c]
		No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica. Dependent	3,595	,027[c]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	,399	,085
	Cramer's V	,200	,085
	Contingency Coefficient	,371	,085
N of Valid Cases		183	

Distrito onde reside: * No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32,436[a]	36	,639
Likelihood Ratio	34,396	36	,545
Linear-by-Linear Association	,675	1	,411
N of Valid Cases	183		

a. 45 cells (90,0%) have expected count less than 5. The minimum expected count is ,15.

Directional Measures

			Value	Asymptotic Standardized Error[a]
Nominal by Nominal	Uncertainty Coefficient	Symmetric	,071	,017
		Distrito onde reside: Dependent	,089	,019
		No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica. Dependent	,060	,015

Directional Measures

			Approximate T[b]	Approximate Significance
Nominal by Nominal	Uncertainty Coefficient	Symmetric	3,888	,545[c]
		Distrito onde reside: Dependent	3,888	,545[c]
		No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica. Dependent	3,888	,545[c]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	,421	,639
	Cramer's V	,211	,639
	Contingency Coefficient	,388	,639
N of Valid Cases		183	

Nível de formação académica: * No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27,926[a]	20	,111
Likelihood Ratio	29,140	20	,085
Linear-by-Linear Association	1,118	1	,290
N of Valid Cases	183		

a. 15 cells (50,0%) have expected count less than 5. The minimum expected count is ,31.

Directional Measures

			Value	Asymptotic Standardized Error[a]		
Nominal by Nominal	Uncertainty Coefficient	Symmetric	,053	,018		
		Nível de formação académica: Dependent	,057	,019		
		No último mês, com que regularidade leu jornais impressos aproximadamente? Escolha a opção com que mais se identifica. Dependent	,050	,017		

Directional Measures

			Approximate T[b]	Approximate Significance
Nominal by Nominal	Uncertainty Coefficient	Symmetric	2,994	,085[c]
		Nível de formação académica: Dependent	2,994	,085[c]
		No último mês, com que regularidade leu jornais jornais impressos aproximadamente? Escolha a opção com que mais se identifica. Dependent	2,994	,085[c]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	,391	,111
	Cramer's V	,195	,111
	Contingency Coefficient	,364	,111
N of Valid Cases		183	

Crosstabs

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	213,720[a]	45	,000
Likelihood Ratio	36,591	45	,810
Linear-by-Linear Association	,796	1	,372
N of Valid Cases	183		

a. 54 cells (90,0%) have expected count less than 5. The minimum expected count is ,01.

Directional Measures

			Value	Asymptotic Standardized Error[a]		
Nominal by Nominal	Uncertainty Coefficient	Symmetric	,098	,032		
		Distrito onde reside: Dependent	,095	,032		
		Dos jornais do Global Media Group, escolha o seu preferido. Dependent	,100	,034		

Directional Measures

			Approximate T[b]	Approximate Significance
Nominal by Nominal	Uncertainty Coefficient	Symmetric	2,737	,810[c]
		Distrito onde reside: Dependent	2,737	,810[c]
		Dos jornais do Global Media Group, escolha o seu preferido. Dependent	2,737	,810[c]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	1,081	,000
	Cramer's V	,483	,000
	Contingency Coefficient	,734	,000
N of Valid Cases		183	

Factor Analysis

Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	3,859	29,686	29,686
2	3,212	24,709	54,395
3	1,989	15,297	69,693
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			

Rotated Component Matrix[a]

	Component		
	1	2	3
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Reputação do jornal	,094	,885	,080

Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Preço	,107	,294	,557
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Qualidade das notícias	,132	,844	,165
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Identifico-me com a linha política	,151	,262	,751
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Qualidade do papel	,371	,017	,811
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Atratividade da capa	,583	,336	,364
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Reputação dos jornalistas que escrevem para o jornal	,169	,802	,271

Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Secção de artigos de opinião e/ou crónicas	,235	,757	,210
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Design do jornal	,676	,342	,221
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Quantidade de publicidade	,861	,034	,049
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Qualidade da publicidade	,854	-,010	,160
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Quantidade de imagens	,826	,195	,252
Avalie esse jornal (o seu preferido) nas seguintes dimensões, numa escala que vai do 0 (Tenho uma opinião negativa sobre este aspeto), que passa pelo 50 (tenho uma opinião neutra) e vai até 100 (Tenho uma opinião positiva sobre este aspeto): Nota: se quer escolher o valor 0, clique em cima do botão, ativando-o. - Qualidade das imagens	,792	,274	,182