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from the NOVA School of Business and Economics

**“HOW CAN FOX NETWORKS GROUP BECOME A SUCCESSFUL
LIVE EVENTS & EXPERIENCES PLAYER IN IBERIA?”**

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ABSTRACT

FOX Networks Group currently develops branded content in the form of Live Events and Experiences in Iberia. However, it lacks strategic planning in order to turn those into profit generating Business Models. Hence, the subsequent report evaluates growth and profitability opportunities intended to catapult FOX Networks Group into a successful Live Events and Experiences player in Iberia through three new business models (FOX Fever: 'Family Guy' Edition, FOX 'Prison Break' Bar, and FOX Crime Scene). This solution arises from an extensive marketing analysis, including primary and secondary research, which originated a far-reaching marketing plan, comprising an Integrated Marketing Communications Plan.

Keywords

FOX Networks Group; Marketing Plan; Live Events and Experiences; Iberia

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GLOSSARY

BM - Business Model

COGS - Cost Of Good Sold

FAQ - Frequently Asked Questions

FB - Facebook

FNG - FOX Network Group

HR - Human Resources

IMC - Integrated Marketing Communications

KBC - Key Benefit Claim

KPI - Key Performance Indicator

LEE - Live Events & Experiences

P&L - Profit & Loss

PR - Public Relations

PV - Perceived Value

SOA - Share Of Audience

TEV - True Economic Value

VAT - Value Added Tax

Executive Summary

This report examines how FOX Networks Group (FNG) can become a successful Live Events and Experiences (LEE) player in Iberia, by creating and developing Business Models (BMs) for profitable LEE and implementing them. Hence, to generate a solution for this challenge, it was crucial to analyze the context around LEE.

Nowadays, there is a shift in demand from wanting material items to craving for experiences, especially among the Millennials. Furthermore, consumers seek experiences that enable a deeper interaction and connection with their favorite series and films. Thus, Entertainment & Media companies are ought to adopt a “fan-centric” business by combining experiences and entertainment.

As a multinational media corporation, FNG Iberia started to organize multiple events (e.g: parties and conferences). However, these initiatives have been mainly opportunistic, with the events being mostly regarded as marketing investments rather than profitable business units. Consequently, it is imperative to develop BMs that answer to what the market is currently demanding and can also be sustainable in the long run. Moreover, and once again since FNG is a multinational media corporation, these events need to be created with the help of partners that are both willing to invest in the BM and have experience in the field.

With this purpose in mind, several Potential Opportunities were identified and evaluated, with the support of Consumer Insights collected over in-depth interviews and online surveys. Afterwards, three BMs were selected: **FOX Fever ‘Family Guy’ Edition** (theme party), **FOX ‘Prison Break’ Bar** (theme bar) and **FOX Crime Scene** (realistic murder mystery game).

Thus, a Retail Mix and a Marketing and Communications Plan were developed, taking into account the specific characteristics of each BM. Furthermore, Profit and Loss (P&L) reports were established for all BMs both for FNG and the strategic partner. Lastly, to assure the success of the BM and prevent any harmful situation, Control Measures and a Contingency Plan were designed.

1. Situation Analysis

1.1. Market Overview

Once the aim of this report is to turn FNG into a successful Live Events & Experiences player in Iberia it is crucial to take a closer look into the LEE market. According to the English Dictionary, LEE are initiatives that occur live in a certain place during an interval of time. All over the world, thousands of LEE take place daily and the number is expected to keep increasing in the future (Eventbrite 2016).

In the past few years, LEE became critical to build and strengthen fan bases since it can connect entertainment, media and digital platforms with the physical world. (PwC, 2016). Nowadays, fans seek for content-related experiences which enable more interaction and connection with their favorite series, movies or even video games. These experiences strengthen relationships and social connections, creating active communities united by the same passions, values, and interests. (PwC, 2017). In addition, fans spend a lot of time on their digital devices to connect with their favorite stars, topics and fellow fans which lead them craving for more live experiences and direct interactions (PwC, 2016). Moreover, over the last decade, **technology** has deeply shaped society and business, hence modifying the way people consume and communicate (PwC, 2016). The LEE industry is not an exception, so companies must strive to create more sophisticated and personalized content, keeping up with innovations in tech such as multi-channel experiences, artificial intelligence, virtual reality and smart analytics (Forbes, 2017). Furthermore, and following the **customization** trend, it is key for LEE players to create customized experiences to attract consumers and generate engagement. An example of this is how VIP offers represent about 10% of total ticket sales, which accounts for roughly 25% of the event's revenue. (Eventbrite, 2014). Moreover, **streaming** is widely affecting the entertainment industry being a precursor of the shifting of entertainment corporations to the LEE industry (Euromonitor, 2017).

However, there is a specific generation who is fueling the industry of LEE – the **Millennial generation** (Eventbrite, 2016). Therefore, it is crucial to understand their behavior. Millennials (individuals with ages between eighteen and thirty-five years old) grew up in an economically stressed world with fewer

opportunities and lower incomes than the generations before them, something that made them careful when cherry-picking where to spend their money (Goldman Sachs, 2016). They are the “Google It” generation (Entrepreneur, 2017), a mindset where access has turned into the new ownership. Millennials are looking for better prices, 86%, with a convenient and more efficient life, 83%, with no sense of ownership, 53%, and they want to achieve all of this while crafting relationships and building a sense of community (PwC, 2014). Moreover, it is well known that this generation is composed of heavy Internet users, as the PwC’s report results shows with two out of three minutes of Millennials’ total digital time being spent on smartphones, where apps and social media are the key focus (PwC, 2016). For this generation, acquiring material goods is no longer a main goal in life, leading to a shift from owning things to buying experiences. Forbes Magazine (2016) explains this momentum by claiming “the thrill of purchasing things fades quickly but the joy and memories of experiences, from epic adventures to minute encounters, can last a lifetime.” In fact, this is no longer a future prospect but a reality. A reality that is disrupting the way companies do business and reach consumers. Entertainment & Media companies, in particular, must understand this reality and adopt a “**fan-centric business**” strategy (PwC, 2016) that enables them to assess consumer insights and consequently to deliver the best content and experiences possible (PwC, 2017).

In a nutshell, consumers, especially Millennials, want to live their life to the fullest and prefer to invest on experiences rather than physical goods since the first can provide them with unforgettable memories. Hence, Media & Entertainment companies must recognize this trend and take advantage of technology using their own entertainment content (series, films) to create top-notch events.

1.2. Market Future Trends

Since LEE are expected to continue growing, it is vital to consider some trends that can affect the industry in the following years (EventBrite 2016). **Internet of Things** is one of the mega trends affecting all business spectrums. It symbolizes the merge of the physical and digital world by connecting everything to the internet, something which is already starting to be visible with the appearance of free

Wi-Fi spots everywhere. The number of connected devices globally will be 28 billion in 2020, compared to only one billion back in the 90's (Goldman Sachs, 2017). As a result, **Mobile App Technologies** monopolize everyday life, with users spending about 71% of their time on mobile apps. Furthermore, PwC claims “Entertainment & Media firms cannot neglect the importance of their own apps to their BMs” (2016). For the year of 2017, 268 billion apps were predicted to be downloaded, hence generating 77 billion dollars in revenue (Bizzness Apps, 2017). Companies are thus taking advantage of apps by adopting a “heads up” strategy in opposition to “heads down” through **Interactive Games** and **Augmented Reality**, turning smartphones into content intermediates capable of improving real-life experiences (Planning POD, 2016). Moreover, **Tell No One** is another trend changing the LEE industry, where certain details of the event are kept secret instead of revealing everything in advance. One popular example are the cases, where the events take place on **Non-traditional Locations**, that are only revealed at the last minute. This “secret ingredient” confers a sense of exclusivity and mystery, making consumers feel special and stimulating curiosity, encouraging purchase (EventMB, 2017). Likewise, **Pop Up** is a trend where new shops, restaurants or bars are created for short periods of time. This fuels consumers’ desire to experience something before it is over, creating a sense of urgency. The pop up concept is very popular in the Asian countries, USA and Australia. In Europe, the UK market is leading this trend where many notable series were brought to life in pop up bar-form including ‘The Walking Dead’, ‘Game of Thrones’ and ‘Stranger Things’ (Metro UK, 2017).

2. 5 C's Analysis

2.1. Company

2.1.1. FOX Network Group

FNG is an international multimedia organization and the primary operating unit for cable TV of 21st Century FOX, an American multinational mass media corporation. 21st Century FOX owns and operates a vast portfolio of cable, broadcast, film, pay TV and satellite assets spanning six continents across the

globe which reach more than 1.8 billion subscribers in approximately 50 local languages every day (21st Century FOX, 2017). Founded in 1993, in Los Angeles (USA), FNG has a clear mission: “To create content that really stand out for viewers, which is differentiated and special, defining the value of the Pay TV universe” (21st Century FOX, 2017). To fulfil that mission, FNG develops, produces and distributes wholly and majority-owned content divided into three major areas, Entertainment, Factual and Sports, through a total of more than 300 channels reaching over 1.9 billion cumulative households in 45 different languages (FNG, 2017). [Exhibit 1].

2.1.2. FOX Iberia

FNG offers different products for Portugal and Spain. [Exhibit 2]. In Portugal, the offer is broader with a total of nine Paid TV channels - FOX, FOX Life, FOX Comedy, FOX Crime, FOX Movies, National Geographic, Nat Geo Wild, 24 Kitchen and Baby TV - being present in 3.6 million households with a total SOA of 5.17% (GFK, 2017). In Spain, FNG has a smaller offer with six Paid TV channels - FOX, FOX Life, National Geographic, Nat Geo Wild, Viajar and Baby TV - reaching a total of 6 million households and achieving a total SOA of 1.11% (Kantar, 2017). [Exhibit 3]. In both countries, FNG detains a clear positioning for each of their channels, targeting all types of audiences. [Exhibit 4].

2.1.3. Overview of FNG Live Events and Experiences in Iberia

Until today, FNG’s approach to live events in Portugal and Spain has been mainly opportunistic, with events mostly regarded as marketing investments rather than profitable business lines. Moreover, the objective behind those was to generate Media and Public Relations (PR) value and not to generate monetary value. In 2017, Lisbon presented the Walking Dead Euro Tour, where the actors from this beloved series’ visited Portugal and hosted a conference. In total, four thousand fans (plus three thousand on the red carpet) were invited to assist. The results of this initiative were very positive, generating 2M€ in PR value and reaching a total of 9M individuals (500K live views and 100K reactions, all through FOX’s social media). In the same year and once again in Lisbon, FNG hosted the National Geographic Summit. Several famous speakers in the area of science were invited to participate, along with more than

one thousand attendees. The event generated 1M€ on PR media value. Additionally, during 2017 a series of sunset parties organized by FNG took place all over the country and more recently a Halloween party (FOX Horror Stories) in an abandoned hospital in Lisbon. Other examples of LEE organized by FNG in the past years in Portugal are the FOX Tattoo Studio that took place in Oporto, The Walking Dead Blood Store present in shopping centers across Portugal, dancing classes with Blaya in Lisbon and the FOX Life Market that occurred at Lisbon Docas. In Spain, FNG partnered with Vodafone for the Vodafone YU music shows and co-produced nine multi territorial concerts for free. The results of this events were positive, with more than fourteen thousand attendants, fifty-five thousand viewers on streaming and a ROI of 2.700.000€. Lastly, for the launch of NGC series of Living Dangerously, associated with Acciona, FNG organized an event concerning the global climate change in Madrid, reaching 49.281.499 individuals and generating 997.291€ in media value. The results of these events were extremely promising, confirming FNG’s capability of hosting notable events. (FOX Media, 2017).

2.1.4. SWOT Analysis

A SWOT analysis was developed to understand FNG’s strengths and weaknesses, as well as opportunities and threats taking into consideration the Live Events & Experiences industry.

Table 1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - High brand awareness of channels (GFK and Kantar Media, 2017) - Good reputation among consumers (well positioned on consumers’ minds) (GFK and Kantar Media, 2017) - Big fan base highly engaged with FOX on Facebook, Instagram and Twitter) (GFK and Kantar Media, 2017) - FOX portfolio of shows and series distributed from a wide range of channels (9 in Portugal, 6 in Spain) - Entertainment and media contents’ producer - Reliable and credible partnerships that allow implementation of Live Events & Experiences (FOX Media, 2017) - High brand recognition and positive brand image - Strong communication power through FNG TV channels (GFK and Kantar Media, 2017) - Know-how to develop LEE 	<ul style="list-style-type: none"> - Low Share of Audience within the Millennial generation (5.17% in Portugal and 1.11% in Spain) (GFK and Kantar Media, 2017) - Low access rates on FOX digital assets - website and app. (GFK and Kantar Media, 2017) - Dependence on other companies. Lack of patent protection of some contents regarding legal copyrights - FOX biggest shows are not produced by the company, so it is hard to get the legal rights to produce events associated with them - Big gap between the time a series premieres in other countries and the day FOX broadcasts it in Iberia – usually released before in the internet. - Series on repeat and lack of new content upsets users - Low R&D innovation - Low recall when asked about what series belong to FOX. Consumers were unable to say which of them were from FOX, meaning they do not see them in the TV channels but rather online (Qualitative Research with 30 people aged 18-35 years old)

Opportunities	Threats
<ul style="list-style-type: none"> - First mover advantage when it comes to broadcasting entertainment companies in Iberia venturing into the Live Events & Experiences market - Outsourcing LEE planning to specialized companies - Rise of trends such as Pop Up, Secret, Interactive Games and, Apps/Streaming (Metro UK, 2017; EventMB, 2017; Planning POD, 2016; Bizzness Apps, 2017) - Millennials' high demand and willingness to pay for quality LEE (Forbes, 2016; Goldman Sachs, 2016) - Improvement of FOX's brand image as a whole, raising brand equity - Increasing demand for content-related experiences (PwC 2016) 	<ul style="list-style-type: none"> - Cost of entering the market - Cost of maintaining the events/experiences going - Lack of sufficient laws for royalty protection - High competition from already established event/experiences companies - Potential increase on competition from other big companies which do branded content on LEE - Low-cost digital streaming media like Netflix might become a new entrant

2.2. Competitors

The LEE market in Iberia is very broad and fragmented, so different types of competition may arise. Since the new BMs will be based on FNG's broadcasting contents, companies who also deliver LEE themed after broadcasting contents were considered as primary competitors.

The meteoric growth of **Escape Rooms** in Iberia over the past 5 years gives no indication that the industry is slowing down, with a relatively high amount of recent and upcoming openings across several cities. As main competitors in the industry it is possible to find the 'Room Escape Adventures', a company present in Madrid and Valencia currently offering two different experiences. The first is a regular escape room except for the fact that it features actors. The second features GPS geocaching with the support of an iPad, being the first ever outdoor escape room based on an action series. (Room Escape Adventures Official Website, 2017). It is also relevant to mention 'Lostroom', the first escape room company launching an experience solely based on technology and Virtual Reality. Present both in Lisbon and Barcelona, it offers virtual escape rooms with several themes, among them Alice in Wonderland and Harry Potter. (Lostroom Official Website, 2017).

Regarding **Theme Parties**, a trend that took Iberia by storm in the last year, the main competitor considered was the "Revenge of the 90's". This englobes a series of parties that took place in Lisbon and most recently in Oporto, and that are expected to expand to Madrid and Barcelona during 2018. These parties happen (on average) every three months, featuring secret locations until the day of the party, with

the 90's theme. The organizer is responsible for creating parties for several years now in Portugal, being responsible for "Rebel Bingo", which ended to give place to the new 90's concept. Each party features from 1500 to 2000 people and, so far, tickets sold out for every edition. Tickets are sold through brand representatives using solely social media as advertisement. (TimeOut, 2017).

Theme Bars, is also a relevant type of business when analyzing competitors. In Iberia one can find the "Gatsby Barcelona", a 1920s-inspired theme bar after Scott Fitzgerald's novel 'The Great Gatsby', where glamour is found in the architecture, décor and food. In addition, "Pub Fiction", named after Tarantino's cult movie Pulp Fiction, placed in Barcelona is another great example of a theme bar where the guests are greeted at the door by actors costumed like the main characters of the movie in a tiny yet cozy venue. (The Culture Trip, 2017).

2.3. Context

A PESTEL analysis regarding the Iberian market is summed up in the following table. [for a detailed description see Exhibit 5].

Table 2: PESTEL Analysis

	Portugal	Spain
Political/Legal	<ul style="list-style-type: none"> - 25th place (among 190 economies) in the ranking of "Ease of Doing Business 2018" (World Bank, 2017) - Tax increase from 42% to 45% on annual salaries above €150,000 (AICEP, 2017) - Increase in the average income tax from 9.8% to 11.8% (AICEP, 2017) - Rise in Value-Added Tax (VAT) rates to 23%, one of the highest rates in the EU (AICEP, 2017) 	<ul style="list-style-type: none"> - 32th place in the ranking of "Ease of Doing Business 2018" (World Bank, 2017) - Corporate tax lowered from 30% to 25% in 2016 (Euromonitor, 2017) - Venture capital investment among the lowest in the EU (Euromonitor, 2017) - Political unrest: Catalonia's independence is not recognized by the government nor internationally (Euromonitor, 2017)
Economic	<ul style="list-style-type: none"> - Period of economic growth and growing consumer confidence (INE - National Statistics Office - Banco de Portugal, 2017) - GDP increase of 1.8% in 2017 and it is expected to increase again by 1.7% in 2018 (INE - National Statistics Office - Banco de Portugal, 2017) - Increase on average disposable income in 2016 (Euromonitor, 2017) - Rise in the minimum wage to 580€ (Euromonitor, 2017) - Between 2017-2030, total consumer expenditure is expected to grow at an average annual rate of 1.4% (Euromonitor, 2017) - Unemployment rate it is expected to be 10.3% at the end of 2017, down from the registered 11.2% in 2016. (Euromonitor, 2017) 	<ul style="list-style-type: none"> - Fastest economic growth in the Eurozone in 2016. (Euromonitor, 2017) - GDP was worth 1232.09 billion US dollars in 2016, which represents 1.99% of the world economy (Trading Economics, 2017) - Increase on average disposable income in 2017 (Euromonitor, 2017) - Between 2017-2030, the total consumer expenditure is expected to grow at an average annual rate of 1.4% (Euromonitor, 2017) - Unemployment rate was 19.7% in 2016 and it will drop to 17.1% at the end of 2017. (Euromonitor, 2017)

Social	<ul style="list-style-type: none"> - Ageing population (Euromonitor, 2017) - Raising income inequality (Euromonitor, 2017) - Lack of skilled labour (Euromonitor, 2017) - Television remains a very popular at-home leisure activity (Euromonitor, 2017) 	<ul style="list-style-type: none"> - Aging population (Euromonitor, 2015) - Raising income inequality (Euromonitor, 2015) - High levels of debt (Euromonitor, 2015) - 15% of adults play sports regularly (Euromonitor, 2015) - Social life with many family meet-ups (Euromonitor, 2015)
Technological	<ul style="list-style-type: none"> - Internet has a big leisure activity especially among youngsters (Euromonitor, 2017) - 47% of Millennials use social media every day (Euromonitor, 2017) 	<ul style="list-style-type: none"> - 50% of the population use the internet at least once a day (European Commission, 2017) - Biggest users of WhatsApp in Europe (Euromonitor, 2015) - Strong social media use (Euromonitor, 2015)
Environmental	<ul style="list-style-type: none"> - Ranks 7th out of 180 countries on Environmental Performance Index (European Commission, 2017) 	<ul style="list-style-type: none"> - Ranks 6th out of 180 countries on Environmental Performance Index (European Commission, 2017)

2.4. Collaborators

2.4.1. Current Collaborators

For Portugal and Spain, FNG works with the same type of collaborators. Within the LEE sector, its main collaborators are **Communication Agencies** which can be divided into Creative & Media Agencies and Publicity & Advertising Agencies. Some of them are MindShare, MEC, Mediacom, Arena Initiative and PHD, providing services such as planning, communication design, influencer strategy and events & experiential. It also collaborates with **Lawyer's Offices** to address legal terms. Additionally, there is a third type of collaborators who played a major role when it comes to LEE: **Sponsors**. FNG in Iberia, as mentioned previously, has organized LEE solely with the objective of generating communication and PR value, not charging for any of the events organized. These type of actions were possible, since a big portion of the costs were covered by several sponsors (organizations or companies that support events and activities, financially or by providing products or services). Among them, one can find car brands (Audi and Toyota), beverages' brands and companies, (Super Bock Group, Schweppes, Heineken and Compal), telecommunications' companies (Vodafone) and, lastly, retailing companies (Continente and Lidl). (FOX Media, 2017).

2.4.2. Potential Partner Characteristics

The new BMs will be based on a royalty system for FNG. This system consists on establishing partnerships with companies that will invest on the BMs and ensure their implementation and continuity

whilst FNG provides the contents. Furthermore, FNG will receive a percentage of the total revenue of the events. Partners shall have previous experience on the field, required licensing and insurance, a good network of clients and collaborators and knowledge and expertise in human resources management. These partnerships should be made based on principles such as integrity, supportiveness and commitment supported by both sides.

By partnering with FNG, partners will gain access to the rights of a wide range of contents on which the events will be based on. In addition, FNG's strong brand image and awareness will support and make consumers recognize the event from the start, benefiting from the large fan-base that the company's contents already have. These potential partners would mainly be companies and/or agencies specialized in event planning and production.

2.5. Consumers

In order to understand consumers, it is essential to talk about Millennials, the generation driving the experience economy [see Exhibit 6 for a detailed description of consumers in general within TV & Digital]. Hence, 8 out of 10 (77%) Millennials claim that one of their best memories was lived in an event or experience and 69% consider themselves victims of the FOMO feeling (Fear of Missing Out), with social media being the main driver for this occurrence since everyone is aware of what everyone is doing all the time (Eventbrite, 2016). With a dominant creative and innovative mindset, this generation is characterized by not following the rules and breaking everything that is traditional (Forbes, 2017). They are more interested in spending their money with others, with a great majority (69%) assuming that events and experiences are one of the best ways to deepen relationships. Additionally, 83% state they have participated in events or experiences in the last year, with 72% planning on increasing their attendance the following year (Forbes, 2015). Moreover, and according to a study developed by TD Bank through an international sample, Millennials say they care a lot about where to spend their money, with 81% claiming that they prefer to spend it on traveling, 65% in cool meals and 55% on fitness (Journal i, 2017). The same was stated by a Forbes Magazine study which concluded that 70% of

Millennials find motivation for their work through what they can experience afterwards, such as traveling, live performances, sport events, etc. (Forbes, 2016). Despite the fact, they are constantly looking for new experiences, which does not mean they are not focused on their careers. As Forbes Magazine accurately stated, this generation is one of the most focused and committed to their jobs ever, mainly due to the hard economic and recession times they saw their parents face and the lack of opportunities available. Millennials “are passionate about the work they do, and they want to make a difference” (Forbes, 2016). In truth, 2 out of 3 referred that they are more likely to work for companies with “an overarching vision for positively contributing to society in a meaningful way”, and 4 out of 5 stated that they will not be happy or committed to work in a company that does not match their values. (Deloitte, 2016). All of these common characteristics are important for managers, since they have to know how to adapt to Millennials’ lifestyles and desires demanding to be fulfilled. This generation is not easy to please, they know exactly what they want and will work hard to get it, all while maintaining high moral standards. (Forbes, 2016)

3. Potential Brand Extensions

Based on the analysis of the Iberian market, the future market trends and the specificities of Millennials, a brainstorm was conducted in order to create potential BMs that interconnected both offline and online world whilst fitting with the mission and vision of FNG. This process consisted on researching all kinds and types of events happening all over the world, and then aggregate them in sectors to later identify the key success factors for each. Afterwards, several business ideas were articulated, all of them capable of incorporating such success factors while being a good fit when adapted to FNG. Hence, fourteen ideas were formulated and are described next.

3.1. Brand Extensions Concepts Presentation

FOX Crime Scene: A realistic murder-mystery game happening in a closed space where several crimes happened, all committed by the same serial killer. The physical space recreates a village and there are

several actors interacting with the players. The participants are organized in groups and a crime is assigned to each group. They are then invited to solve the mystery of who committed the crime. To do so they have to follow a number of clues and interact with the actors in order to solve the mystery, having to balance cooperation (simultaneous cooperation and competition among teams):

1. Cooperation since certain clues require teams to cooperate with one another;
2. Competition because teams have the same ultimate goal (to find the same criminal).

The first team to find the serial killer wins the game.

FOX World: A “FOX interactive museum” based on technology and sensorial exhibitions, where the consumer would travel across the iconic series of FOX, reliving the most iconic moments of each and visiting the sets through the use of augmented reality. The consumer will also be invited to “become an actor for a few moments” by having the possibility of memorizing a text and recording it on set (with a green screen which then allows him/her to choose the background), or even to record the consumer's voice and then choose a character's voice to make it sound like that character. FOX World would celebrate FOX and its emblematic series and movies as well as the art of performing. All of this based on technology that will enchant the whole family, from kids to the elderlies.

FOX Silent: An event that gathers the silent disco concept (a disco where each person is wearing headphones and selecting which type of music he/she wants to hear) in an unexpected location to create the ultimate movie night. Associated with FOX Movies' channel in Portugal or with general movies whose rights are owned by FOX, it is intended to organize movie sessions where people would use headphones in non-traditional locations related with the chosen movie such as aquariums, sightseeing spots, forests, wine caves or museums. The guests would not disturb or be disturbed by the surroundings, and would be comfortably seated enjoying a movie while eating popcorn, drinks and other snacks in a completely new environment. By the usage of headphones, they will be able to select the language in which they intend to watch the movie.

FOX Prison Dinner: Sporadic dinners where the consumer would be able to have the experience of dining in a cell from a former prison. Upon arriving to their destination, they would have the chance to visit the historic prison and enjoy a delicious dinner. This concept could be adapted to the famous Prison Break FOX series, with an enigma to solve before dinner, or be used to embrace a more historical and factual side of the prison by associating it with the National Geographic channel.

Live FOX Series: A theatrical experience about an iconic episode of one FOX series or movies', where a group of actors would be split into several rooms while acting, enabling the consumers to walk around the space while seeing the show from different perspectives and rooms. The space/decoration is allusive to the theme. Visitors can walk among the actors and will be wearing masks in order to differentiate the cast from the audience. Actors can also interact with visitors as to make the experience more interactive. The show will be repeated three times in order for everyone to see the complete story from diverse viewpoints.

Series Experience: An event to watch the première of a series or an iconic movie among a group of fellow fans in a theme ambience. Guests will be invited to dress according to the theme, and after the episode/movie there will be food and drinks available so viewers can get to know each other and share their views about what was broadcasted in a friendly setting.

FOX Fever: A set of parties where one of consumer's favorite series is the main theme. All the environment would be allusive to the theme, including the staff and themed cocktails, enabling guests to completely enter the series reality. The location of the party will be related with the theme. Guests will be invited to show at a predetermined time in a specific location and then be transported with their eyes covered to the place of the party.

Secret Dinner: A secret location dinner where guests receive instructions to appear in a predefined space at a certain time and are then transported with their eyes covered to a secret place where the dinner will take place. Only the theme of the dinner and the names of the chefs hosting the event are known in advance. This experience will count with well-known chefs who would cook dishes related with a

series/movie or a certain country's traditional food (an association with Viajar channel or 24 Kitchen). The space and decoration would be related to chosen theme and there will also be artistic performances taking place throughout the event.

FOX Pop Up Bar: A bar where guests can experience the world of one of their favorite series. Consumers are invited to enter a space where not only the decoration and music would be inspired by that particular series but the bartenders would also embody the characters and all the cocktails/snacks would have theme names and flavors. Guests will have the chance to dress up according to the theme upon arriving to the bar and to play some games in order to crack the cocktail recipes they want to order. Since it follows the Pop-Up trend, this bar would be open for a few months only.

FOX Sleepover: A room that recreates the environment of a FOX series. The decoration would transport visitors right to their beloved series (e.g. sleep in the bedroom of the character Bart Simpson of Simpson series). The room is available for rent through platforms such as Airbnb in Lisbon, Oporto, Madrid or Barcelona for as much time as visitors want to. The aim of this BM is to deliver an experience and not just an exhibition, where consumer does not just visit a set but it is part of it.

FOX Run Away: This concept has suffered several alterations. Initially, it was named **FOX Run Away**, a simple theme run where people would come dressed according to a series' theme. A social cause would be associated to the event (a percentage of what the consumer pays for the ticket goes to charity). However, after receiving feedback from FOX Iberia and gathering the qualitative interviews' insights which will be presented later on, the team evolved the concept towards **FOX Series Marathon**.

FOX Series Marathon is an outdoor running activity that joins several FOX series in one event. Each of the series corresponds to a step of a running track, full of challenges and fun team games in between. Therefore, people will move from one series to the other by their own feet (walking or running) while spending a good time with their friends. For example, one section could be themed after Walking Dead, with participants having to run away from zombies and with blood fights with ink, another section could be about Grey's Anatomy, with participants being given a brain killer to solve. The moderators for each

challenge will be costumed as characters from each series as to create a more fun ambience. Similarly, to the first concept, a percentage of tickets' price will be donated to a social cause.

FOX Wanderlust: A travel pack including a trip to an unknown place. The consumer just has to pick the travel dates, select the countries he/she does not want from a predefined list and choose the budget available. On top of that he/she can choose the purpose of the trip (romantic, with friends, to relax, or adventurous). Two days before the departure day, he/she receives the full details of the trip and the plane tickets. The travel pack also includes some extra features, namely a list with several local activities available at the destination which can be purchased. This trips and activities can be associated with FOX series or with the channel Viajar.

Taking Over Theme Parks: A partnership with existing theme parks (e.g: Spain: Isla Magica, PortAventura, Parque de Atracciones de Madrid; Portugal: Agua Show) where a part of the park would be dedicated to FOX contents. Several theme attractions would be created (slides, roller coasters, terror houses, etc.).

FOX Sensorial Exhibition: An interactive sensorial exhibition dedicated to a specific movie or series, where the consumer would enter a journey capable of appealing to the five senses. The exhibition will have multiple rooms with projections on the wall and sound effects, recreating iconic moments of the series/movie. This concept will be Pop-up (functions for three months maximum) and will be associated with a different FOX shows every time it opens.

3.2. Potential & Risk Matrix

To evaluate which of the fourteen BMs are the best opportunities for FNG, the need to draw a Potential/Risk Matrix arose. [Exhibit 9]. Moreover, potential and risk criteria were defined with FNG Iberia assistance through an online quantitative survey to its managers. [Exhibit 7-8]. On one side, seven criterions were used to measure the risk - initial investment, life cycle duration, acquisition of partners, execution feasibility, implementation time, easiness of being copied/replicated and competitive reaction. On the other side, other seven criterions were used to quantify the potential – trendiness, concept

adaptability, fit with the brand values and image, events' frequency per year, degree of innovation, scalability and consumer engagement. Each criterion was then weighted according to its perceived relative relevance. Thereby, an itemized rating scale ranging from one (extremely low) to five (extremely high) was built to measure each of the mentioned criterion. After this step, the weighted average was calculated for each of the fourteen BMs. Moreover, an internal survey was distributed for both Portuguese and Spanish FOX team, to obtain another perspective about the potential of these ideas. After this step, the final Potential & Risk matrix was built.

The matrix's axes were established according with the mean values of the aggregated risk and potential criteria, 2.96 and 3.65 respectively. As a result, three ideas – FOX Pop Up Bar, FOX Fever and FOX Wanderlust were considered as “very attractive”, with high potential and low risk, while FOX Silent, Series' Experience, FOX Run Away, Secret Dinner and FOX Sleepover ended up has “quick hits” with both low potential and risk. FOX Crime Scene, FOX World, FOX Sensorial Exhibition and FOX Live Series were classified as “question marks” with both high potential and risk whereas FOX Prison Dinner and Taking Over Theme Parks were considered as “non-attractive” with low potential and high risk.

3.2.1 Reviewed Potential and Risk Matrix

After analyzing the results of the potential and risk matrix, nine of the fourteen presented ideas were chosen to be tested on the Qualitative Research. Moreover, the matrix was updated based on the consumer insights collected during the in-depth interviews to be later described. [Exhibit 10]. Therefore, the mean values of the aggregated risk and potential were updated to 2.91 and 3.51 respectively. Consequently, FOX Wanderlust turned out to be a quick hit whilst the others remained in the same categories previously stated.

4. Qualitative Research: Consumers

4.1. Marketing Research Problem

A Qualitative Research was conducted with the main goal of uncovering and evaluating consumers' attitudes towards nine new possible BMs, its desired features, and the fit of each BM with FOX. The tested BMs were the three previously considered to be "very attractive" (FOX Pop Up Bar, FOX Fever, FOX Wanderlust) plus four considered "quick hits" (Secret Dinner, FOX Silent, FOX Series Marathon and FOX Sleepover) and two classified as "question marks" (FOX Crime Scene and Live FOX Series).

4.2. Methodology and Questionnaire

After filtering the interviewees who lived in Portugal or Spain for at least the last five years and whose age was comprised between eighteen and thirty-five years old, using an exploratory method, thirty in-depth interviews were conducted. [Exhibit 11].

The first section was an introduction to the LEE' topic in order for the interviewee to better understand what the concept was about. The second section aimed to measure the interviewee awareness of FNG as well as the events organized by it in the past, along with associations between FOX series and FOX channels. Subsequently the third section tested the nine ideas for new BMs according to consumers' likeability, perceived problems and benefits, frequency and occasions of usage and lastly willingness to pay. Besides, consumers were encouraged to give suggestions on how to improve each idea, as well as to mention which FOX series he/she would like to see associated with each concept. Subsequently, the fourth section intended to gather consumers' opinions regarding the fit of this kind of BMs with the FOX brand. Last but not least, in the fifth section the sample was characterized by some socio-demographic questions.

4.3. Sample

A sample of thirty interviewees was collected. Moreover, 9 out of had lived in Spain for the last five years and 21 out of 30 had lived in Portugal for the last five years. The sample was composed of twelve

males and eighteen females, with ages ranging from eighteen to thirty-five. [further details available on Exhibit 12].

4.4. Main Findings

The qualitative interview guide started with two filter questions in order to verify if interviewees fit the necessary criteria to be part of the sample. The filters addressed age range (between eighteen and thirty-five years old) and if he/she lived in Portugal or Spain for the last five years.

Right away, interviewees were asked, from a pre-built list, what were the types of LEE they attended in the previous year, allowing them to get familiarized with the topic. The most common events were exhibitions with 22 out of 30 attendees, followed closely by music festivals with 19 out of 30, and theater plays, with 18 out of 30. Themed parties were one of the top chosen events, with 16 out of 30. Pop Up Bars and Escape Rooms were not so popular, both scoring 9 out of 30 attendees. Nonetheless, there was a consensus among interviews about wanting to attend such events more often. Theme runs, on the other hand, claimed the last spot on the list, with only 2 out of 30 having been to one in the past year.

Still within this first section, a broad question where interviewees were asked to talk about the last event they remembered attending. Generally, they spoke about good memories spent with friends and/or family with a funny sense of nostalgia and urgent need to experience something similar again. They were given space and time to respond freely, in order for them to be spontaneous and avoid biased responses. Significant insights were that the majority found out about the attended events through word-of-mouth communication, from friends, family and colleagues. The second most mentioned channel was social media, essentially Facebook and Instagram. Moreover, in terms of reviews, 24 out of 30 said they commented about the event afterwards, especially through Word of mouth, and 6 out of 30 claimed to have shared photos and/or videos on Instagram.

Moving onto the second section, the name of the company was first mentioned, and the objective here was to analyze FNG's brand awareness. As expected, 29 out of 30 knew the brand. Afterwards, brand recall regarding series from FOX was tested. Faced with this question, respondents were generally

confused about which series were broadcasted by FOX or not. It became evident during the discussion that most interviewees were not used to watching the shows on TV, opting for streaming channels instead. Furthermore, and regarding Spain in particular, several series produced by FOX are distributed not only by FNG but also among national and regional channels. This constituted an issue when attempting to identify which series actually belong to FOX. In general terms, the top series recalled were *The Walking Dead*, *Simpsons*, *Modern Family*, *How I Met Your Mother* and *Family Guy*.

Interviewees were likewise asked about their awareness on previous events organized by FNG. Only 5 people, all Portuguese, were aware of previous FNG events.

The third section intended to test the nine brand extension ideas as to generate significant insights to help assess which should be tested on a larger scale, and which should be dropped right away. Finally, the fourth and last section included demographic characteristics to better categorize the sample.

The main findings of the in-depth interviews regarding each initiative can be found below:

FOX Silent (cinema) would be attended by 19 out of 30 interviewees, mainly because of three reasons: it erases the noise problem of the regular cinema, it is a new concept in an unexpected environment and it is suitable for foreigners (due to the possibility of choosing the language). However, 11 out of 30, pointed out using the headphones as the main reason for not attending this event since it would isolate them from their peers and originate a loss of the social component. In addition, most people could not see the added value of this experience. Only 12 out of 30 would prefer this new concept over regular cinemas.

Secret Dinner would be joined by 19 out of 30, with the main reason for this being the uniqueness of the experience. However, 8 out of 30 claimed this is a type of event consumers do once in a lifetime. Moreover, 8 out of 30, claimed the dinner being cooked by an awarded chef would be a critical decision-making factor. Also, 7 out of 30 stated the price and theme of the dinner would be crucial when choosing to attend this event or not. Finally, some of the interviewees stated they could not see the fit between FOX channels/content with the experience itself.

Live FOX Series would be attended by 16 out of 30, mainly because it is a new concept and guests have the possibility to be part of their favorite show. However, the main concern that 8 out of 30 interviewees presented was how the show would fail to be a legit representation of the series because the actors would not be the same ones taking part on the series. In addition, and regarding only Portuguese interviewees, the event not being portrayed in the original language of the series (usually English) would be a deal-breaker.

FOX Run Away revealed that most people do not attend runs. Instead they prefer to do sports and maintain a healthy life by their own, in a calm and relaxed way. Therefore, the majority showed discontentment about the idea. 16 out of 30 interviewees referred the social cause associated was a very positive aspect. However, 10 out of 30 stated they needed some obstacles and/or challenges to motivate them to finish the run. Afterwards, these insights were used to develop an upgraded version of this idea, FOX Series Marathon, which was then tested in the Quantitative Research.

FOX Crime Scene was an absolute success: 30 out of 30 people would go to this experience which makes it the only consensual concept tested. Likewise, 30 out of 30 people claimed to prefer this concept over escape rooms. The interesting thing here was FOX Crime Scene attracted people who liked escape rooms but also people who did not like them, never been to or didn't know the escape room concept. In addition, most people mentioned they would even be willing to go a second time if the crime changes. In terms of features desired, people mostly mentioned the possibility to do roleplay, by being attributed a character/mission, and a prize for the winning team.

FOX Wanderlust generated mixed opinions. Although 17 out of 30 claimed they would go, they still felt they were not the target. In fact, 15 out of 30 mentioned they demand to know everything that is going to happen because their money is at stake and even though the surprise factor seemed exciting they were not sure they were willing to go. Additionally, it is a concept that it is already being explored a lot in Spain. All Spanish interviewees mentioned they already knew somebody who went on a similar

experience. Finally, 5 out of 30 people harshly referred the concept had nothing to do with FOX, therefore being a dead-end idea.

FOX Sleepover would be joined by only 9 out of 30 interviewees. 8 out of 30 believed only very fanatic fans would pay to sleep in a place like this. It was also stated several times that when travelling they prefer to not overspend in accommodation since they do not consider it to be very important when travelling.

FOX Fever was one of the most successful ideas: 20 out of 30 interviewees would attend this event. The exclusivity associated with the concept and the secret locations were the most attractive characteristics mentioned. Some concerns were raised regarding the methods that can be used to maintain exclusivity since it was stated that the challenges could not be too easy nor very demanding in terms of effort and time. The second biggest concern raised was the fact that people would be transported with their eyes covered. Some referred to it as something new and exciting while others mentioned that some people could feel uncomfortable with this method. Consequently, this specific point was changed, with people having the possibility of being transported by bus in the cases the venue is dislocated from the city center but not with their eyes covered.

FOX Pop Up Bar was the second most successful idea: 25 out of 30 interviewees would go to this bar. More precisely, 17 Portuguese and 8 Spanish. Furthermore, the majority would go because of their personal bond and connection with the shows. Some also said they liked the concept because it is a completely different experience from what common bars offer. However, some people stated that the bar must be extremely representative of the shows (in terms of decoration, service and experience) to meet consumers' expectations. Moreover, there were some additional features referred a desirable, such as character role play, dressing accordingly, challenges and personalized cocktail recipes.

4.4.1 Key Takeaways

After completing the analysis of the Qualitative Research, three of the nine tested brand extensions were identified as not strong enough to be sustainable in the Iberian market. Considering willingness to go,

willingness to pay, perceived benefits and problems, and the awareness of already similar offers in the market, FOX Wanderlust, FOX Sleepover and Live FOX Series were eliminated. Besides, Qualitative Research insights helped adjust the first Potential and Risk Matrix to the updated version [Exhibit 10]. Consequently, the remaining six concepts were analyzed in deeper detail and were then presented, along with an updated version of the Potential and Risk matrix, to FOX Portugal and FOX Spain teams in a Midterm Presentation.

5. Main risks for each Business Model

After presenting the selected six initiatives to FNG, more research to identify further risks was done, bearing in mind the feedback received from Iberian FOX team. The main risks for each BM can be found below:

Table 3: Main risks for each BM

FOX Pop Up Bar	<ul style="list-style-type: none"> - High investment necessary for a bar only opened for a few months; - Difficulty in having a partner that sustains the maintenance of the bar; - High operating expenses that could not be covered by revenues, since a pop-up concept highly depends on trend waves and likeability towards the concept, something which cannot be estimated precisely; - No agreement on whether the bar should charge an entry ticket or only consumption expenses; it makes sense to pay for a ticket because it is a completely new concept but there is a risk of people giving up on going because of it.
FOX Silent	<ul style="list-style-type: none"> - The concept of outdoor cinema is not exactly new (very common in the US but never took off in Iberia) and it is declining because people are not looking for it anymore; - Weak value proposition: needs more extra features to be attractive; - People are already too comfortable with the traditional cinema concept in Iberia; - With the rising of streaming and the vast portfolio of movies offered by Pay TV channels, people are starting to go to the cinema only in special occasions (Obercom, 2017).
FOX Marathon	<ul style="list-style-type: none"> - Too many running offers in both the Portuguese and Spanish market - the running industry is saturated and does not have enough space within consumers' minds for this new concept; - Not easy to find differentiating factors and very difficult to motivate people to attend since they cannot move past the running aspect.
FOX Fever	<ul style="list-style-type: none"> - Risk of associating the company to a nightlife brand; - Logistics of the secret location can be difficult and not easily accepted by consumers. It could even work as a barrier instead of a motivation to go.
FOX Secret Dinner	<ul style="list-style-type: none"> - No direct fit with the FOX brand; - It is an expensive event so it must be extremely well done and different for consumers to consider attending; - Resources needed to build up a decent and classy offer are costly and it may be hard to find the right partners to do so; - Once in a lifetime experience - the repurchase rate is almost zero; - Concept difficult to scale; - The food industry is very complex in terms of legal restrictions and requirements.

FOX Crime Scene	<ul style="list-style-type: none"> - As this is a completely new concept to be introduced in the Iberian market, the risk could be the adaptation factor of consumers; - A physical fixed space and hired actors are necessary, therefore the investment will be significant, with higher CAPEX and OPEX than the rest of the BM.
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After analyzing the risks of pursuing each initiative in the Iberian market, and by adding the feedback received from both the Portuguese and Spanish managers of FOX, two more brand extensions were eliminated: FOX Secret Dinner and FOX Silent. It became clear that both initiatives were not pioneers in the Iberian market and could not add significant value to the company. Thus, in order to gather more significant insights on a larger scale, a quantitative questionnaire was developed where the last four BMs (FOX Crime Scene, FOX Fever, FOX Pop Up Bar and FOX Series Marathon) were tested. After analyzing the results one of these four initiatives was then dropped, leaving three final BMs propositions.

6. Quantitative Research: Consumers

6.1. Marketing Research Problem

The A quantitative research was conducted with the aim to evaluate consumers' acceptance towards the BMs and to get further insights on the desired specifications.

6.2. Methodology and Questionnaire

The questionnaire was distributed online through social media and email [Exhibit 13]. After filtering the respondents that had been living in Portugal or Spain for the past five years and were older than 18, the survey was divided into six sets of questions. The purpose of the first one was to evaluate brand awareness of FOX TV shows and to understand where consumers usually watch them. The upcoming questions were about the four different BMs that needed to be tested. These were assessed not only in terms of features desired but also on willingness to pay, series associated with the concept, purchase intention and repeated purchase intention. With the online surveys' help, data from the previous qualitative interviews was hence validated. The final section consisted on a socio-demographic characterization. Despite the team's effort, some limitations prevented the achievement of more accurate

results, such as the limited time to conduct the questionnaire and the difficulty in acquiring Spanish respondents which lead to a Spanish sample size significantly smaller than the Portuguese one.

6.3. Sample

The sample had 888 answers, of which 782 passed the filter section. Furthermore, 64.47% were female whilst 35.53% were male. Most of the respondents, 87.97%, had ages between 18 and 24 years old, 10.32% between 25 and 34 years old and the remaining percentage was divided in between the 35 to 44 and the 44 to 54 age ranges. The questionnaire was conducted in Iberia, with approximately 70% Portuguese and 30% Spanish respondents. The sample suffered from nationality bias due to the team's network constraints (Convenience Sampling Technique). [Exhibit 14].

6.4. Main findings

Regarding where consumers watch FOX shows, 60.06% of respondents watch them on FOX TV channels, 35.55% through streaming and only 4.39% through FOX Play (only available in Portugal). The top three most watched shows, in the last six months, was composed of Modern Family with 15.90%, The Simpsons and lastly How I Met Your Mother with 13.65% and 13.51% respectively – further information on Exhibit 15 and Exhibit 16.

Concerning **FOX Fever**, the average likelihood to attend these parties was 7.49 being well received among the total population with only 2.57% claiming they were very unlikely to attend this party. In this case, a small difference was detected, with Spanish respondents' likelihood to attend these parties being slightly higher than the Portuguese. Concerning the frequency of attending this party 37.79% of the respondents stated a frequency of twice a year, 32.13% once a year, 20.05% three to five times, 5.66% six to twelve times per year and only 4.37% would never attend this event. The choice concerning knowing and/or not knowing the location of the party was not consensual among the respondents, being the first position in the ranking well disputed among the three options. However, it is possible to establish a ranking with the option of knowing the location of the party in advance as the preferable option, knowing the type of location but not the specific address came second and lastly not knowing the

location being the location fully secret. Regarding the way to get to the party, 48.84% the respondents stated they prefer to show up in a predetermined space and then catch a FOX bus (with closed curtains) to the event followed by the option of receiving the location a few hours before through a text message, with 33.42% and the possibility of catching an Uber where the location is not disclaimed and only the price and time of the trip is visible was the least preferred option with 17.40%. Regarding the series that would move respondents to attend the party, the top three was: How I Met Your Mother (11.40%), The Simpsons (11.08%) and Prison Break (9.57%) Furthermore, there was a slight difference between the top three series chosen by Portuguese respondents (How I Met Your Mother, The Simpsons, The Walking Dead) and Spanish respondents (Prison Break, The Simpsons, The Walking Dead).

When asked about how likely they would visit **FOX Pop Up Bar**, the average level of likelihood was 7.64 (on a scale of one to ten), being the highest among the four concepts with little to no difference between the Spanish and the Portuguese respondents. Concerning the frequency of visiting this bar, during the period it was opened, 51.20% of the respondents stated a frequency of two to four times, 33.04% once, 12.04% five times or more and only 3.72% would not go the bar. Regarding the series that would move the respondents to visit this bar the top three was composed by: How I Met Your Mother (16.10%), The Simpsons (14.24%) and Prison Break (9.58%) with no significant differences on the series chosen by Portuguese and Spanish respondents, being the top three the same for both countries. Concerning the features, all the features had a level of likelihood above five (on a scale of one to ten), registering a total average of 6.63 and thus being generally well received by the respondents.

For **FOX Crime Scene**, the likelihood of attendance registered was 7.54 (on a scale of one to ten), being the concept well received among the population. Moreover, the likelihood was higher between the Spanish than for the Portuguese. Moreover, the features of the experience were well received by the sample, scoring a total average of 7.77 (on a scale of one to ten), with all the features scoring above 7.00. Concerning the frequency of attendance, with different scenarios and situations, 30.06% of the respondents stated a frequency of twice a year, 28.65% three to five times per year once a year, 19.94%

once a year, 16.01% once a month 2.53% once and week and 2.53% would never go. Regarding the number of people playing at the same time, 70.22% of the respondents' state that the number of players should be between 20-30 and 20.22% claim it should be 30-40 players at the same time, with 5.34% saying 40-50 and 4.21% affirming it should be more than 50.

Last but not least, **FOX Series Marathon**, the likelihood of attendance was 5.43 (on a scale of one to ten), being the concept with the lowest likelihood among the four presented, with little to no difference within the Portuguese and the Spanish population. Furthermore, 14.17% of the total population claimed they were very unlikely to attend it. However, features tested were well received, with a total average score of 7.00 (on a scale of one to ten), being the lowest 6.5. Concerning the frequency of attendance, 45.50% of the respondents stated a frequency of once a year, 25.89% would never attend, 20.16% would go twice a year, 5.72% three to five times a year and 2.72% more than five times a year.

7. The Solution

After analyzing the results of the in-depth interviews and the survey, three BMs were chosen:

- **FOX Fever** - Theme parties based on FOX series and whose first edition will be addressed by Family Guy (FOX Fever: 'Family Guy' Edition);
- **FOX Pop Up Bar** - Pop up bars themed after FOX series and whose first edition will be inspired by Prison Break (FOX 'Prison Break' Bar);
- **FOX Crime Scene** - Murder-mystery experience based on FOX crime series.

FNG will be in charge of all communication activities while partner companies will take care of implementation. Besides current collaborators, potential partners which fulfill the previously enumerated requirements are: *EventBrite* and/or *Sicronismo* for **FOX Fever: 'Family Guy' Edition**; *Uppartner* for **FOX 'Prison Break' Bar**; and *Poble Espanyol* for **FOX Crime Scene**.

Thus, the first edition of these BMs will now be presented. All BMs can later in time be replicated in other geographies and with new themes, with profit being generated through a royalty system that will be fully explained in the Financials section.

8. Marketing Strategy

8.1. Segmentation

After conducting both qualitative and quantitative researches, the Iberian population reveals differences in terms of benefits sought and behavior/attitude towards LEE. Moreover, after a deep analysis of the results, Millennials (between eighteen and thirty-five years old) were identified as the most attractive group. In this sense, and taking into consideration the two variables of benefits sought and behavior/attitude, five different segments of Millennials for the LEE market in Iberia were created.

Table 4: Segments

Party animals	Friendly, easy-going and fun-loving, Party Animals live fast-paced lifestyles and follow a carpe diem life-motto. Their “you only live once” mentality makes them go out more regularly than some of their peers, something which translates in partying every single week. Thus, they are permanent names on every cool party guest list in town. Likely to be the center of attention in social situations, Party Animals always make things more fun for others. You will find their whole life on social media, especially through their 100 daily Instagram Stories.
Upper East Siders	Assertive and outspoken, Upper East Siders portray a fancy lifestyle and have high standards. They value their own opinion and exquisite taste more than anyone else’s and are seen by others as influencers and trendsetters. Intelligent, they appreciate competence and recognize quality, having little patience for inefficiency and incompetence. Whenever they are out and about, you will find them at the latest hip spot in town, most likely relishing appetizers and savoring cocktails. Hence, they enjoy spending money and then sharing their experiences on social media. They eat likes for breakfast and spend a lot of time picking the best photos to post on Instagram.
Social Butterflies	Popular, warm-hearted and sensitive, Social Butterflies are team players who tend to put the needs of others over their own. They have outstanding people skills, usually dislike being alone and need constant reassurance from their peers to feel good about themselves. This makes them great team players and huge fans of group social activities. They are usually the ones to organize group dinners and surprise birthday parties. They also take their friends out to enjoy out-of-the-box activities that can create unforgettable memories for everyone such as visiting a haunted house or going to an escape room. Sharing group pictures on social media is their favorite hobby. After all, if there is no record of the fun then the fun didn’t happen.
Traditionalists	Practical, traditional, and organized, Traditionalists have a clear and well-developed value system which they live in accordance with. Loyal and hardworking, they are “good citizens” who value routine, security, and are careful on where to spend their money. Their favorite social activities involve cooking for friends at home, going to movie dates with their loved ones, watching a game match at a nearby cafe while drinking beer or simply going for a walk at a park. They love to relax at home and aren’t fans of crowded places. FB is their go-to social media platform but they are not very active on it. Stuck in the 90’s, they still prefer to make phone calls instead of texting.
Wallflowers	Individualistic, quiet and reserved, Wallflowers are hard to get to know well. They are logical, original and creative thinkers who are drawn to the arts as a tool to express themselves. Wallflowers usually don’t make their voices heard to their peers and might only influence a small circle of friends who share similar personalities. Whenever there is an art exhibition, an indie band gig or a poetry-slam event, Wallflowers will for sure be seen amongst the attendees. Too cool for school, they can be found scrolling down through Instagram sometimes but they still prefer to spend their time online on Tumblr and Pinterest.

8.2 Targeting

The previously described segments were judged about their attractiveness to the BM, being assessed from one to five concerning their degree of expected profitability, expected reach, and responsiveness [Exhibit 17]. The ending result made it clear Party Animals were the main target for **FOX Fever**, Upper East Siders for **FOX ‘Prison Break’ Bar** and Social Butterflies for **FOX Crime Scene**.

8.3 Positioning

Perceptual maps were then developed to outline the attributes each BM should compete on, to better position itself in the market [Exhibit 18]. Thus, and since all BMs serve a specific target with different needs, they each have their own positioning statement:

Table 5: Positioning Statements

FOX Fever: ‘Family Guy’ Edition	To individuals who love to party (Target), FOX Fever: ‘Family Guy’ Edition is a theme party based on Family Guy (Retail Format) that offers an extraordinary get-together experience through a unique layout & display and well-thought merchandise assortment, with exceptional customer service in a special location (Basis for a Sustainable Competitive Advantage).
FOX ‘Prison Break’ Bar	To individuals with exquisite taste that seek moments of entertainment (Target), FOX ‘Prison Break’ Bar is a theme bar based on FOX River State Penitentiary (Retail Format) that offers a fully-theme once in a lifetime experience through an engaging layout & display and an exclusive merchandise assortment, with excellent customer service in a trendy location (Basis for a Sustainable Competitive Advantage).
FOX Crime Scene	To individuals who want to share a unique and memorable experience with their peers (Target), FOX Crime Scene is a realistic murder-mystery game (Retail Format) that offers a remarkable team experience through a lifelike and spacious layout & display paired with a unique merchandise, with outstanding human resources management and remarkable customer service (Basis for a Sustainable Competitive Advantage).

9. Brand

9.1 Brand Identity

To analyze the Brand Identity of the three BMs the Kapferer's Identity Prism framework was applied. [Exhibit 19]. The Culture facet is the only facet that remains constant across all the identities, serving as the main connector between the new BMs and FNG, allowing different expressions of the same values. In this sense, culture facet is composed by values, ideologies and dogmas which account for the most defining characteristics of a company, facilitating possible brand associations and relations with new product offerings (Kapferer, 2012). When it comes to FNG, its core motto is to always strive to be the

best, the first, unique. To always keep a creative and innovative mindset alongside with an entrepreneur spirit and constantly challenging the status quo. An American culture marked by the ultimate goal of entertaining people through an extended brand portfolio capable of reaching different people with distinct personalities. It can thus be stated that all the three BMs, by providing incomparable innovative entertaining experiences can fulfill FNG’s culture. The remaining facets for each idea are presented in the following table.

Table 6: Brand Identities

	FOX Fever: ‘Family Guy’ Edition	FOX ‘Prison Break’ Bar	FOX Crime Scene
Physical Attributes (Most salient brand features)	The logo is colorful and visually appealing, evoking feelings of fun and joyfulness in a sensorial live entertainment experience. Likewise, the presence of the FOX logo in orange facilitates associations with the master brand and with FOX TV contents. When it comes to Family Guy, since it is a long-running series with almost 19 years of broadcast, its imagery evokes nostalgia and conveys to the theme of the party. Lastly the slogan “Dare to join the family”, transmits the sense of belonging to a community.	The logo and website are visually appealing and convey the prison theme. Simultaneously, the presence of the FOX logo in orange facilitates associations with the master brand and with high quality entertainment. The ultimate cocktail bar experienced in a fully Prison Break theme space. The slogan “Chegou a hora de cumprires a tua pena” evokes feelings of adventure and awakes curiosity around the concept.	Both the logo and the website are visually appealing arousing curiosity and a sense of mystery. Simultaneously, the presence of the FOX lettering facilitates associations with the master brand and with FOX contents. The use of the mobile app throughout the experience turn it in an innovative 360° Omni-channel entertainment activity, where the digital is incorporated into a sensorial live entertainment experience. The slogan “Despierta el detective que hay en ti!” defies consumers to accept the challenge.
Relationship (Counterpart given by the brand to its consumers; divided into functional and emotional benefits)	<i>Functional</i> - consumers experience a matchless event with memorable decoration, food, drinks and performances based on Family Guy. <i>Emotional</i> - consumers reach a state of happiness during the live entertainment event, enabling a connection with people and with the series by sharing fun moments in an immersive ambience. This creates memories cherished forever and develops proximity with FOX series.	<i>Functional</i> - An enriched live experience in a prison break theme bar. <i>Emotional</i> - delivers the ultimate cocktail experience to be shared and capable of evoking sense of exclusivity.	<i>Functional</i> - consumers experience a real-life crime scenario in a space enriched with detailed layout and display, creating an immersive series’ atmosphere with a technological touch. <i>Emotional</i> - stimulates connections with others and with the series by delivering fun moments to be enjoyed together as a team in an immersive environment.
Customer Reflection (Brand “desired” consumer type)	As the focal point of the offer is to promote fun shareable moments, the ideal consumer would be a fun-loving extrovert young individual living in Iberia. An urban social influencer with a hedonistic lifestyle who is constantly pursuing the latest trends and loves Family Guy series.	The core offer of the BM is a fully-theme once in a lifetime cocktail experience. Therefore, the ideal consumer would be a sociable, trend-setter individual with an exquisite taste. An urban, young and active individual who is continuously searching for the new coolest experiences in town.	Since this is an enigma-solving realistic game to be experienced in groups, the ideal customer would be an active enigma-solving lover who enjoys challenges, and it is smart. A team-player, who also enjoys healthy competition. Additionally, since it is a distinct experience with a high degree of innovation, the ideal consumer is likewise modern, curious and an out-of-the-box thinker.

<p>Personality (If the brand was a person)</p>	<p>Someone sociable, young and active, with an easy-going personality and a “<i>Carpe Diem</i>” mentality. A friendly individual who is also detail-oriented, with an original and out of the box mentality.</p>	<p>Original and edgy. An individual with high standards and a “bon-vivant”. He/she is not only young, active and detail-oriented, but also creative with an out-of-the-box mentality.</p>	<p>Young, sociable and tech-savvy. Someone with an enigmatic and mysterious personality, that always manage to attract people’s curiosity. Intelligent, enjoys challenges and it is detailed-oriented. It is characterized by being original and having an out-of-the-box mentality.</p>
<p>Self-Image (What brand managers expect consumers to feel when using the brand)</p>	<p>It is desired for consumers to experience excitement and joy while at the party. To have fun and feel part of a community. “I enjoy quality entertainment”; “Not only I have fun watching a series and relate to it, but I am part of it” are some thoughts that can go through the consumers’ minds.</p>	<p>When experiencing FOX ‘Prison Break’ Bar, consumers must experience exhilaration, to feel hyped up and part of a cool exclusive and high quality experience they can enjoy with friends while in the company of one of their favorite series. “I enjoy quality entertainment”; “This place is amazing; it really feels like a prison”.</p>	<p>During FOX Crime Scene, consumers will feel thrilled when finding clues and using the app, all while being motivated by the cooperation (cooperation + competition) with other players. “My team will find the killer first”, “This is so cool, I can finally play the role of a detective”; “All this times I correctly predicted the killer on TV... well, turns out it is not that easy in real life!”; “I enjoy quality entertainment”.</p>

9.2. Brand Architecture

“Knowing when to leverage and a master brand by empowering it, in a new context through the use of sub-brands, can help the portfolio to adapt and enable business strategies.” (Aaker, 2004) Bearing that in mind, the three BMs turned three new sub-brands of FNG in Iberia. By adopting this strategy, it is possible for the master brand to stretch from the broadcasting sector, where it currently operates, to an entirely new dimension of live events and experiences. Having FNG as a master brand, will confer freedom to the BMs to be later adapted to any other FNG content [Exhibit 20].

“Consumers form expectations about new products and services based on what they already know about the parent brand. By setting up positive expectations, the risk for the extensions is reduced.”(Kotler and Keller, 2012). Likewise, the strategy of creating new sub-brands, will enable the new BMs to have independent strategies while still benefiting from the high brand equity, strong brand awareness and positive brand image that FNG already detains in the Iberian Market. Such influence will induce curiosity and set expectations around the sub-brands, ultimately driving purchase decision. Later, it is also expected that reminiscences of the experiences delivered by the new sub-brands linger in consumer minds, creating joyful memories associated with FNG contents and thus leveraging the master brand

among the target – Millennials. This will end up reinforcing the already strong brand equity, through the fortification of the positive brand image and awareness towards the master brand and its contents. Lastly, these sub-brands will help to clarify the meaning of FNG and its core values while simultaneously improving consumer loyalty to the company behind the extension. All of this creating a cycle of mutual benefits [Exhibit 21].

9.3. Brand Elements

As previously mentioned, the BMs names will incorporate the generic master's brand name, "FOX". This choice was made with the purpose of taking advantage of the credibility of FNG, to increase memorability and facilitate the association between the new BMs and FNG in the consumers' minds. Regarding the brand elements of **FOX Fever: 'Family Guy' Edition**, a name, logo, ambassadors, slogan and hashtags were chosen and a Facebook (FB) event page was created. The chosen brand name is divided in two: the "FOX Fever" part, which is fixed, and the "Family Guy Edition", which can vary according with the specific theme and associated show of the party. Although the last part of the name changes, the first part will remain constant, enabling associations between all party editions (FOX Fever parties), turning it adaptable to future theme changes. On the long term, FOX Fever is expected to benefit from increasing brand awareness and positive brand image reinforced by multiple party editions. The word "Fever" was chosen in alignment with segmentation and positioning choices and intends to associate the parties, to a "viral and contagious effect" that will contaminate everyone, generating symptoms of exhilaration and happiness. As mentioned, hashtags were also chosen for social media communication purposes, with the intents of generating social media coverage by maximizing the reach of online posts. The two chosen hashtags are very straightforward, to potentiate clear associations with the master brand and create awareness around the new sub-brand: #FOXFEVER, #FamilyGuyEdition. Regarding the logo [Exhibit 22], the orange color was maintained in the word "FOX", and the letter "O" incorporates the main characters of Family Guy, in order potentiate visual associations with the master brand and with the TV show that the party is based on. As mentioned

previously the part of the logo “FOX Fever” will remain unchanged throughout all the editions only the letter “O” in FOX is going to differ in accordance to the series theme, always incorporating an image of the series’ main characters. Facebook event pages, are another element chosen for this sub-brand. [Exhibit 23] An event page is going to be created for each one of the parties and Facebook was the vehicle chosen to do so, since this social media platform is proved to be one of the most effective ways to communicate with the chosen target, enabling people to invite their friends for the event or to simply share it online. Regarding the ambassadors, to reinforce the comic spirit associated with the Family Guy, Millennial famous comedians were chosen for Portugal and Spain. Choosing ambassadors is considered to be the easiest way to confer brand personality in consumers’ perspective (Keller, 2012). Lastly a slogan was created: “Dare to join the family”/“Atrévete a unirte a la familia” to challenge Millennials to join not just a party but also a community who shares some of the same tastes and interests. Concerning **FOX ‘Prison Break’ Bar**, the selected elements were the name, logo, website, slogan, hashtag and a Zomato profile. The name was chosen in order to, in a simplistic manner, transmit the brand’s offer and associations (“FOX”, “Prison Break” and “Bar”). Regarding the logo, “Prison Break” words maintain the colors and lettering of the title of the series and orange was also incorporated once again to facilitate a visual connection with FOX’s brand. On top of that, barbed is used to reinforce the prison theme [Exhibit 24]. The slogan “Chegou a altura de cumprires a tua pena”/”Llegou la hora de cumprires tu pena” emphasizes the brand’s positioning and points of difference, inviting the consumer to experience the ultimate fully theme experience as an inmate, maintaining a mysterious tone. Moreover, similarly to FOX Fever the chosen hashtag, #FOXPrisonBreakBar, is clear and straightforward (the sub-brand name) to facilitate associations. The website was generated for communication purposes and as a vehicle to acquire tickets [Exhibit 25]. Lastly, a Zomato profile [Exhibit 26] was also selected as a brand element to enable consumers to share reviews. For **FOX Crime Scene**, the selected brand elements were name, logo/symbol, slogan, hashtag, website and mobile app. The name “FOX Crime Scene” was chosen to redirect consumer’s minds to a crime theme and FOX, resulting on an instant association with FOX

crime series. Furthermore, the logo [Exhibit 27] incorporates the colors of a crime scene tape, to enhance the visual association to a crime scenario and a magnifying glass symbol to communicate an enigma-solving experience, where the consumer plays the role of a detective. On social media, the hashtags #FOXCrimeScene and #Seriesname (to be developed once the series' première) were created following a similar reasoning as explained before for FOX Fever and FOX Prison Break Bar. A website was also created, [Exhibit 28] similar to FOX Prison Break Bar, to simultaneously serve as a communication tool and as a ticket purchase channel. The slogan "Despierta al detective que hay en ti" was selected to reinforce the positioning and desired point of difference. Finally, the app is going to have a key role in delivering an Omni-channel experience, serving as the connector between the game and the TV show that it is based on.

10. Retail Mix

10.1. Service and Product Assortment

FOX Fever: 'Family Guy' Edition is the first edition of a set of theme parties with secret locations. The first parties will feature a "Family Guy theme" and will take place in Lisbon, Madrid, Oporto and Barcelona. Each event will have the capacity for 2500 people and will start at 11pm and finish at 6am. Tickets will be sold in advance and solely online. For each event, a Facebook event page will be created and containing an explanation of the concept, further information about the party date, schedule and details on how to buy a ticket and prices. Moreover, customers are also invited to leave comments or send a private message with possible questions that may arise. This page will also have a link to a Ticketline webpage through which the consumer will be able to buy the tickets for the event, by selecting the number and type of tickets he/she intends to buy and authorizing an online payment option among debit/credit card, Paypal or MBway. After payment is completed, purchasers will receive on their emails a specific QR code along with the receipt of the purchase. This QR code should be presented at the entrance of each event since it will serve as an entry ticket. For the guests arriving before 1:30 am, tickets

will include a free beer. Concerning the purchases taking place throughout the event, a card system is going to be implemented. The guests are invited to make purchases during the night with a card given at the entrance and before leaving the venue, they are requested to go to the payment area and pay in cash, credit or debit card the amount due in the card. The venue will be fully decorated according with the theme and consumers will be able to participate in several activities: (1) At the entrance of the venue there would be a picture section divided in two. On one side, there would be a scenario recreating the Family Guy iconic living room [Exhibit 29], where guests can sit and take pictures. On the other side there would be big shiny letters featuring the hashtags #FOXFEVER #FamilyGuyEdition and a promoter explaining a new photo booth concept that is going to be implemented at the parties. With this new concept, instead of waiting in line to take a picture in front of the usual photo booth machine, consumers are invited to take pictures with their phones throughout the night and share them on their social media pages, using the previously mentioned hashtags. A printing machine will automatically recognize the hashtags and print the picture. Later, consumers can go to the entrance of the event and pick their printed picture [Exhibit 30]. This new method will enable the hashtags and the pictures of the party to have a huge reach in terms of social media, while preventing lines and still enabling consumers to take the physical picture home; (2) Since the series is American, there would be a place in the venue dedicated to American drinking games (beer pong & flip the cup). Consumers will have the chance to buy the beer required to play the game and a ticket system will be implemented in order to avoid lines. When guests sign in to play, they will be assigned a ticket with a number. Numbers will be shown in big digital screens next to each game so people know when their time to play has arrived, enabling them to enjoy the games and the party instead of waiting in line; (3) A ball pool will be installed at the venue allowing the guests to play inside while interacting with an actor dressed/acting like Stewie, the iconic Family Guy child character; (4) Party hosts that will be on stage costumed as series' characters (in this case Peter and Brian Griffin) and interacting with the audience, creating engagement while keeping the comic environment associated with the series; (5) Shows and performances will also take place

throughout the night and actors dressed as Family guy characters will circulate among guests, interacting with them; (6) Stickers with iconic lines of the series will be distributed [Exhibit 31]; (7) At the end of the night, consumers will be able to buy American Food (hotdogs and chips), from an American food stand that will be present at the entrance of the facilities.

FOX 'Prison Break' Bar, is a six-month pop up fully-theme bar offering an immersive experience inspired by the iconic Prison Break series. This bar promises to replicate the series atmosphere and mystery associated with prison life. The concept will open in April 2019 at Lisbon and in Madrid, six months later. In both cities, it will stay opened during the whole week, except on Mondays. The experience, called "the sentence time" will last two hours and the bar will have four or five different time slots (depending on the day of the week) from which consumers can choose to buy a ticket for. [Exhibit 32]. The tickets will be available for purchase solely online, through the FOX 'Prison Break' Bar website where the payment options include debit card, credit card, MBway and Paypal. [Exhibit 33] The website follows the bar's theme and will also serve to explain the concept, revealing just the right amount of information to create buzz around the new opening, along with some images of the physical space and a FAQ section. The bar has a limited capacity of 50 inmates per session. Subsequently to the online purchase, each consumer receives via email a QR code that will serve as the entry ticket for the experience along a personalized ID card to use at the bar which includes the "crime committed" by the guest and the judge sentence, followed by instructions to reach the place (bar's address) to "serve the sentence time for the committed crime". When arriving at the bar, consumers receive a blue jumpsuit and an inmate number (recreating the Prison Break scenario). They are then invited to leave their belongings in lockers with hangers at the entrance, and no Wifi will be offered - after all they are in prison! Successively, they will be invited to take three mugshot's dressed as prisoners, which are automatically sent to their emails (already collected at the time of the ticket purchase) [Exhibit 34]. Following this initial phase, inmates are directed to the bar space featuring real metallic cells, and invited to enjoy a drink within an impressive and intimate environment. Each ticket bought will entitle each

inmate to one tailored cocktail which he/she can choose from a predefined cocktail list or one creativity of the cocktail bartender, based on their personal taste. The bar will also serve non-alcoholic cocktails, red and white wine, beer and cider, water, juices and some small snacks (popcorn, peanuts and lupines). Visitors are invited to make the payment (in case of extra consumption) at the end of the experience with cash or debit/credit card. Quizzes and enigmatic games based on Prison Break series will take place for the ones interested.

FOX Crime Scene is going to be a realistic murder-mystery game experience. The first opening will be in Madrid, since the game is design based on a crime TV show that is going to première in Spain in 2018. Because of that, and in order to have a certain level of consumer engagement with the series' content, the experience is going to open two months after the première (opening is expected to be in the beginning of January 2019). Throughout the subsequent eleven months, it will be opened at all the days of the week with the exception of Mondays. The experience will last for three hours and on weekends three slot sessions will be available for purchase while during weekdays only two [Exhibit 35]. The minimum number of teams (each team up to six players) for the experience to take place is four and the maximum is six (maximum of thirty-six players). To acquire a ticket for the experience, consumers have to book their spot in advance through the Crime Scene FOX website [Exhibit 36] where they can choose among the different buying packs: the individual pack (ticket for one person), the team pack (suitable for six people maximum), or a group pack (suitable for up to thirty-six people). They then finalize the purchase online and have the option to pay by credit/debit card and PayPal. After the purchase is completed the “new detectives” receive on their emails, the receipt, an agent name and a QR code on their phones which will serve as an entry ticket to the experience. The same website also features additional information about the experience, opening days and time slots, prizes, testimonials of previous players, images of the physical space, and a FAQ section. The experience will take place in a space recreating a small village [Exhibit 37], where several actors will be performing. The players will solve enigmas and discover leads by interacting with the actors, finding evidences on the physical space and

by the usage of a mobile app. Concerning the début of the new series in Spain, FNG is developing a mobile app through which viewers can interact with the content being broadcasted. The app is going to have a high variety of features such as accessing the victim's social networks, receive messages and documents related with the crime throughout each episode, the soundtrack of the series, point-of-view perspectives and more. This will create an Omni-channel experience where the consumer plays a passive role. It is intended to take advantage of the already built app and incorporate some of its functions and also some new into a new section in the app designed for FOX Crime Scene Experience. This section would be locked and in the day of the game, throughout the initial briefing explaining the rules of the game and how it is going to work, each team will receive a code to unlock it. On top of the already existing features, in this section of the app, the customers will be able to access a QR code reader that enables them to find out more about the physical clues that they found throughout the game, GPS system that delivers coordinates to find certain people and places inside the venue and receive automatic messages from the actual show's detectives to assist the investigation. This will incorporate the Omni-channel experience already delivered by the series, but this time the customer has an active interaction. In order to have the guests using the app used during the experience without any problems, free Wi-Fi is offered along with the option of borrowing a sponsored power bank throughout the experience. Two vending machines will also be at the consumer's disposal, so consumers can have the option to buy some snack and drinks [Exhibit 38]. At the end of the game, it is attributed to each team a title award chosen from a predefined list, (ex: "The winners", "The last but not least", "The good fellows"...). The group will then have the option of taking a team picture with a big check featuring the title they won [Exhibit 39]. They will later receive the photo on their phones through the app, enabling easy social media sharing. The players of the winning team will be also rewarded with sponsored FOX inspector badges.

10.1.1. Roadmap to the Future

To extend its business, FNG must have a clear sustainable strategy towards the capitalization and enlargement of the presented BMs. Regarding **FOX Fever**, since it is a one-night event, after the first

four parties happening in the two main cities of Portugal and Spain with the Family Guy theme (2018), future plans are to organize parties in these same cities, every three months in each city, with different themes. Consequently, after 2018, at the end of each year, each city (Madrid, Lisbon, Oporto and Barcelona) will receive a total of three parties, with three months' interval between them, summing up to twelve parties in a year in Iberia, one per each month, and a total of three different themes per year. By doing a party with the same theme in each city, FNG is able to capitalize the investment made on theme decoration by simply transport it from one city to another.

FOX 'Prison Break' Bar is a pop up concept that will première in Lisbon in 2019 and later in the same year expanded to Madrid. In the future years, it is expected to be replicated in both cities changing the theme every six months and also expanded to Oporto and Barcelona.

FOX Crime Scene is firstly going to open for eleven months in Madrid (2019) based on the same TV show the app is based on, and afterwards it will close to change the sets and the crimes, reopening one month later. The plans for the app are to launch it in Spain, associated with only one crime TV show - the one which will inspire FOX Crime Scene. However, future plans encompass the app's expansion to Portugal and towards incorporating other TV shows/contents with the ultimate goal of gathering all FNG channel contents in one app, hence delivering an Omni-channel experience in all FNG contents, capable of disrupting the future of broadcasting. Likewise, FNG is advised to expand FOX Crime Scene at the same pace they expand the app, allowing the main concept to be maintained but adapting it to other Crime series' contents and to other geographies. Based on that, after one year of the first opening, if proven a success, the concept should be implemented in Lisbon (2020) and later in Barcelona (2022).

With these business models spread through the main cities of Portugal and Spain, the business-critical mass is expected to be secure while achieving Iberia coverage, allowing FNG to become a reference in the LEE industry [Exhibit 40].

10.2. Design & Display

In order to have a clear understanding of how store design and its elements should be, it is important to identify the store design objectives of the BMs. First things first, the main objective is to turn FNG into a successful LEE player. For this to happen, a modern, inspiring and trendy ambience paired with a comfortable, welcoming and clean space are essential to fulfil the ultimate goal of attracting Millennials. Moreover, the second objective, is to build brand loyalty. With a completely new value proposition and an exquisite design, brand value will be strengthened, increasing repeated purchase and generating positive reviews. Finally, the third objective is to create and stimulate hedonic benefits so consumers spend an unpreoccupied, calm and relaxed time, which stimulates unplanned purchases on merchandise and on-site products (Levy & Weitz, 2012). In terms of store design, the following elements must be addressed: **Layout**; **Signage** and **Feature Areas**, as well as the **Store Atmospherics** for each initiative. In general terms, physical spaces will be flagship stores. This means the design and merchandise sold will be completely distinct (The Balance, 2017) within the overall Iberian market. Layouts will be of free form type so consumers can explore the space freely, with signage playing an important role.

For **FOX Fever: 'Family Guy' Edition**, two locations were considered as benchmarks to build the layout: a space in Lisbon that has 1400 m² and a space in Madrid with 1200 m², both with capacity for two thousand five hundred individuals. Both spaces will feature an entry and a cloakroom area, which connects to the checkout area by one of the sides (7% of the total space area), two bar areas for drinks (6% of the space) and a gaming area (14%) with tables for “beer pong” and “flip the cup” games, as well as a “pool ball” on one of the corners. Additionally, the central point will be a stage area (2.8%), where artists and DJs will perform. Next to the back walls there will be a big bathroom area [Exhibit 41]. Finally, the entrance has a Family Guy’s living room set and a place to cash out pictures printed from the photo booth.

In terms of signage, it must be visible and bright since the party takes place in a closed space. Most signs will be in the digital form, with self-illumination. A big digital sign in neon light with the party’s logo:

#FOX Fever will be placed outside the venue. It intends to create a “wow” first impression and help consumers quickly identify the party's location. For the gaming and ball pool areas, consumers will know their turn through electronic panels hanged in the walls, a new ticket system that allow customers to wait carefree for their turn. Additionally, behind the stage area there will be three big digital screens where content related videos and the party's logo will be playing constantly in a dynamic way. The rest of the signage will be categorical to lead consumers [Exhibit 42].

Regarding feature areas, their disposition will depend on the selected place. However, they both will have an entrance area, with tickets' delivery, a cloakroom and a space with the Family Guy scenario, creating a strong positive impact before entering the party. Moreover, the venue will not have windows installed as it is common in parties with similar characteristics. Furthermore, the walls of the venue will be mainly filled with the mentioned digital panels/signage along with shelves holding drinks and bar utensils at the bar area. Besides this, themed decoration will be hanged. Surrounding the entrance area, black curtains will be used as movable walls to keep the surprise factor. The checkout area will be next to the exit area to ease exit flows, with access to the cloakroom as well. Moreover, the bathroom area will be put at a corner of the space to clear space for the dance floor and other interactive activities. Finally, ceilings must be high in order to increase the notion of space.

About overall ambiance, lighting will be handled by a specialist on disco lightening system. A mix of pulsating colored lights, on red, blue and white tones, should compose this system, as well as strobe lights, which produce regular flashes of white light producing a sense of slow motion, and dynamic flashing lights, which are in constant movement. Since it is a party, the space should not be completely illuminated and the lights should complement one another, in a simple and natural way together with the music system. The colors should be in accordance to the series' mood board which relies on the American flag colors (red, white, blue). All decoration and signage should fit this theme [Exhibit 43].

Regarding music, target audience's taste is the basis for choice. Therefore, playlists of trendy nightclubs for Millennials were used as a benchmark (Lisbon, *Bosq*; Madrid, *Kapital*). Finally, scent is crucial to

regulate the ambiance of a party that gathers two thousand people in the same space dancing. Hence, sweet and mint smoke machine fragrances will be used every five minutes to maintain the air fresh and pleasant.

For **FOX 'Prison Break' Bar**, the space will have 150 m², with a capacity for fifty people in each slot. The reception area will include tickets' supervision, suits and criminal records' delivery and merchandise assortment ("*Prison Office*"), a lockers' area, an inspection area and a mugshot area taking 20% of the space. Furthermore, the bar area (20%) and the common space for customers to sit and drink will be transformed in real prison cells. Moreover, when people do not make a group reservation, that justify the reservation of an entire cell, they are sent to the "*Community cell*" area, a joint space in the center of the bar with prison cells plus community cell taking 50% of the space. Lastly, to ease the consumers' flows throughout the experience, inmates will exit the bar from a different place from which they enter, while still having access to the lockers (2.6%). The space has included as well a bathroom area, in the back of the bar occupying 2.6% of the total space. [Exhibit 44].

Concerning signage, it must be visible and attractive on the eyes. Icons that people easily recognize, will be used for bathroom and locker areas. Category signage is important to guide customers directly through the space, essentially the *Prison Office*, the cells, the bar and the exit area. A big signage with the name of the bar will be displayed outside to capture attention and curiosity among potential consumers. All signage will be coherent with the logo font and colors [Exhibit 45].

Regarding feature areas, by which customers are oriented in the store, they are designed to capture customers' attention (Levy & Weitz, 2012). Firstly, the entrance ought to create a strong first impression and make a perfect transition from reality to a living prison, through the *Prison Office*, inspection process, blue jumpsuits and criminal credentials' delivery. Moreover, the logo on the outside entrance will create positive expectation. Similar to the parties' feature areas, there will be no windows in order to create a captive and "claustrophobic" environment as prison cells do. In addition, the walls will be composed by old grey stones surrounding the bar where tables and beds will find support in each cell.

Additionally, walls will be raised to surround the entrance area, as black curtains, making it more exclusive and enabling a suspense factor before entering the cells' area. Moreover, the bar area will be limited by telephone cabins with transparent glassy walls. There will not exist a point of purchase area since a point of sale system will be installed allowing consumers to pay while at the table or the bar. Lastly, the exit area will recreate a prison escape in a personalized wall of stones [Exhibit 46].

In order to provide a complete experience, store atmospherics is crucial. Therefore, four elements have to be developed: Lighting, Colors, Music and Scent (Levy & Weitz, 2012). Regarding lighting, it should be limited, creating a darkened environment. Each wall should have three rectangular white fluorescent lights and three luminaires on the central ceiling, in order to combine a cozy environment of a cocktail bar with the dark side of a prison cell. Moreover, the colors should be mostly in the tones of black and dark grey [Exhibit 47] whilst beverages/snacks' labels and blue jumpsuits will give a little more color to the space. Concerning the music, it should be in accordance with the mood of target customers. The playlist should be trendy yet engaging. As a benchmark the bar should follow the trendiest bars in Lisbon, such as *O Bom, o Mau e o Vilão*, *FOXtrot*, *Winston* and *The Red Frog*; and in Madrid the *Macera TallerBar*, *Salmon Guru* and the *La Terraza*. Lastly, the scent should be subtle but able to create a positive impression and make people want to spend more time in the bar. Since this is a cocktail bar, fruity and fresh smells (citrus, strawberries, lime garnishes) will be felt from time to time, compelling people to purchase cocktails.

FOX Crime Scene is the BM that requires a higher effort in terms of layout and design since the entire space will be used to solve the crime. The space will be a warehouse in Madrid with 1311 m² with an open aired spacious place, high ceilings, which will be turned into several areas, each one representing an important place for the crime resolution. The space will have capacity in each slot for thirty-six people, which given the dimension of the space, will allow teams to walk freely through the different areas. The experience will have different areas such as an outside park where the crimes have happened - the crime scene itself - the supermarket, the restaurant, the bank, the secondary school, the library, the hospital, the

police station, the apartment reception and a lounge area occupying a total 70% of the space on the first floor and 80% on the second. Additionally, there will be a bathroom area and a vending machine area in each floor (6% and 2%), and, finally, one entry and one exit area, both in the first floor (4%). At the entry area, a lockers section will be installed so people can storage their belongings during the experience [Exhibit 48]. Category signage will be widely used to identify each area. The type fonts and colors should be consistent with the logo, which will also be present in the corner of each sign. At the entrance, the consumer will find thirteen big cubes – one cube for each letter of “FOX Crime Scene” [Exhibit 49]. Feature areas must be clear to help consumers know where to go in each phase of the experience. Hence, the entrance is very important to create positive expectations, and it will be isolated from the rest of the experience to preserve the surprise factor. It is composed by an office area where the teams will first receive the criminal folder and the briefing, as well as the big blocks for FOX Crime Scene described above. Then, there will be a gaming area where the crimes happened and where teams find the daily routine places of the victims to be investigated. In this space, windows play an important role on illuminating the space. However, these are mirrored windows to keep the surprise factor and not reveal the scenario set from outside. Moreover, walls will limit the total space along with each one of the scenario sections, which are delineated by plasterboard walls. Lastly, the checkout and exit areas will be close to each other. This is where the experience ends, with a place to take a final team picture in accordance to the score on solving the crime.

For store ambiance, the focus is once again on four sensorial factors. In what concerns lighting, the store should be essentially illuminated by natural light trespassing the windows from the outside, and by white incandescent lights for support when it darkens. Exit lights will be placed for emergency cases. It is necessary to have the right luminosity as to create the most realistic set and (Levy & Weitz, 2012) a contrast between what is a scenario and what is not. Moreover, the colors are different depending on the scenario, which will have appropriate furniture and decor. On everything that is not a set, colors should be as neutral as possible, with mixtures of dark greys. Also, scenarios will have a common color

sustained by the yellow and black ribbons surrounding the crime scene and every suspect area/item [Exhibit 50]. In addition, the music should be soft and discreet being, for instance, from a suspense/criminal series' soundtracks. Lastly, the scent should be different in each set to contribute to a realistic set. Near the crime scene, a smell of nature and fresh air should be felt; a smell of fresh bread in the supermarket; cozy and warm ambiance in the apartment lounge; canteen smell in the high school; old used books in the library; alcohol disinfection in the hospital and neutral smells in the bar and bank areas. Likewise, smell will be in accordance with holiday seasons (e.g. cinnamon and pine scents during Christmas).

10.3. Location

One of the major decisions to guarantee the success of a event is the location. Moreover, when looking to a specific target and different types of locations, they must choose the location which better fits their purpose (Levy & Weitz, 2012), after analyzing as well the service output demands of the elected target audience [Exhibit 51]. Concerning this previous analysis, it was found that customers were looking for high product variety and assortment as well as customer service in each one of the initiatives, high spatial convenience for the bar, moderate for the party and low for the FOX Crime Scene. In what concerns waiting time it is high only in the bar and the party, since the third does not require complicated logistics. Concerning information provision, it is high on FOX Crime Scene, moderate in the bar, with the enigmas and low in the party.

In terms of geographical location, several steps were taken in order to make sure the success of the event. Firstly, the team evaluated all the Iberian cities with more than 500,000 inhabitants and then, among these, checked which ones have the highest number of Millennials living in each metropolitan area (Lisbon, for Portugal, Madrid, for Spain), as well as the higher number of people within the target for each BM. Then, by looking at the market and evaluating competition for each initiative, the strongest and most original propositions were assessed considering the purchasing power in each area – 76.4/100 in Madrid and 57.6/100 in Lisbon, the best city score of each country (Statista, 2017) - and the insights

gathered from Quantitative Research. Based on the latest criteria, **FOX Fever: 'Family Guy' Edition** will take place, since its first edition, in the four biggest cities - Lisbon, Madrid, Barcelona and Oporto - due to FOX's expertise in the field; **FOX 'Prison Break' Bar** will open in Lisbon and Madrid on its first edition, since it is a completely new offer in the market whilst **FOX Crime Scene** will open in Madrid, as a response to the emerging trend of Escape Rooms and the fit with the App for the crime series premiere in Spain. The type of location changes substantially for **FOX Fever: 'Family Guy' Edition**. Since this is a party, the location could never be on a Main Street or Inner City locations due to noise restrictions. Therefore, it should be slightly isolated, while still allowing easy access to reduce restrictions. This type of location is called free-standing. It should be near a typical nightlife neighborhood, with pedestrian traffic during night time, when talking about locations inside the city: *Lx Factory* in Lisbon and *La Riviera* in Madrid, which are typical party locations. These locations gather convenience, being placed in trendy nightlife spots with easy parking and public transportation facilities. Legal aspects such as licensing requirements for selling alcohol and noise restrictions must be considered. Hence, location plays an important role along with interior design and layout.

Regarding **FOX 'Prison Break' Bar**, it will first be implemented in both capitals initially as previously mentioned. It is aimed at Millennials, who identify themselves with trendy pop up events, and should be located in an open-aired semi urban area, where the ambiance and neighboring stores fit a certain style, has a trendy environment and common design. Based on this description, the best location for the bar in Lisbon is the Village Underground Lisboa, next to the Alcântara neighborhood and close to the river, and for Madrid El Matadero, one of the trendiest locations now for young people. It combines convenience with accessibility having good traffic flows and a lot of walking space for pedestrians. On the other hand, parking facilities are not so easy and since it is a much-solicited place it may be faced restrictions and high occupancy costs. Also, the fact the offering is very distinct might mean the location loses importance. Nonetheless, people are more likely to feel eager and engaged in a location already

known for cool activities. Before choosing the official location, it is important to address legal issues such as environmental clauses, zoning/building codes, signage allowed and licensing requirements.

Finally, **FOX Crime Scene**'s success does not directly depend on the location itself, geographically speaking. Location loses importance which allows the BM to move to a place with lower occupancy costs. Hence, a free-standing location type which is not central but is still easily accessible is the best option. Once the place is more isolated it does not have a competition problem and usually has less restrictions by the owners. Parking is facilitated and there is fewer pedestrian and vehicle traffic. This way, the proposed location is a warehouse located at 9km from the center of Madrid, in the Los Angeles neighborhood, a place with easy transportation nearby. It gathers a good sizing area and high flexibility by the property owner, which allows for a total space transformation. Moreover, low occupancy costs play an important factor, since the necessary investment is substantial. Additionally, being in a quiet area helps people to immerse themselves in the experience with no outside distractions.

10.4. Customer Service

The delivery of excellent customer service is key to succeed. After all, when service meets or exceeds expectations, more demand is generated (Levy & Weitz, 2012). Even though employees are managed by the partner company, service standards were defined to ensure excellence.

FOX Fever: 'Family Guy' Edition will provide bus transportation to the party venue for all attendees that request it in case the place is located away from the city center. Since there are quite a few activities at the party, it was decided that customers should take a number if they chose to experience them. This saves them the need to stand in queue since they know they are going to be called in sequence. Also, and because "unknown waits are perceived as taking longer than known finite waits", "unoccupied time feels longer than occupied time" and "solo waits feel longer than group waits", this method makes the waiting time go by much more smoothly by allowing people to enjoy the party with their friends in the meantime. In addition, people can be entertained by seeing the contests/games going on stage and party hosts will keep the spirits up by distributing stickers throughout the party and engaging with the

audience. Although most activities are standardized, interaction can be enhanced during party activities through the party hosts that can invite attendees to take part on the show by participating in fun contests and challenges on stage.

FOX 'Prison Break' Bar, on the other hand, must ensure reservations of time slots to deliver excellent customer service. When buying the tickets online, customers have access to the dates and respective time slots which are available for booking. This strategy avoids customer dissatisfaction due to excessive waits because customers are guaranteed service at a specific time. Such slots are also necessary so everyone can enjoy the experience to the fullest. Upon arriving, customers are provided with a card that identifies them through a new identity related to the theme, are given clothes that help them get in character and take a photo in a themed scenario. All of this makes up for a more personalized experience. In addition, staff interacts with customers and try to understand their indecisions, tastes and needs in a way that enables them to provide customized suggestions regarding the choice of the drinks.

Finally, customer service is king in **FOX Crime Scene**. There will be a supervisor for each team that provides personalized service throughout the experience. When arriving on site, customers are organized into teams and the supervisor then gives them a folder with all the necessary information about the crime, and the code to unlock the part of the app necessary to the experience, as well as a brief explanation on the rules of the game. He/she then answers all the questions from the team, always with a friendly attitude while keeping eye contact. During the game, itself, customers have access to a help button on the app that allows them to call the supervisor. At the end of the game, the supervisor will be the one in charge of getting the reviews of game directly from the team as to improve the experience. In case people get hungry, FOX Crime Scene has vending machines spread throughout the venue.

10.4.1. Customer Evaluation of Service Quality

Service quality is deeply tied to consumers' perception of it. For customer evaluation to be positive, service must meet or exceed expectations (Levy & Weitz, 2012). For that reason, the three BMs were

evaluated according to five customer service features which directly impact customers' view on service quality:

Table 7: BM's Customer Service

	FOX Fever: 'Family Guy' Edition	FOX 'Prison Break' Bar	FOX Crime Scene
Reliability (ability to provide the promised service dependably and accurately)	<ul style="list-style-type: none"> - Planned activities before, during and after the party should occur on scheduled time - Everyone that takes a number must be able to perform the respective activities - Food/drinks should be available in enough quantity as to ensure satisfaction 	<ul style="list-style-type: none"> - Planned activities should occur on scheduled time - Food/drinks should be available in enough quantity as to ensure satisfaction 	<ul style="list-style-type: none"> - Planned activities should occur on scheduled time - Food/drinks should be available in enough quantity as to ensure satisfaction - Game quality should correspond and if possible exceed people's expectations;
Empathy (caring, individualized attention provided to customers)	<ul style="list-style-type: none"> - Staff must be friendly and able to provide personalized attention to customers whenever necessary, solve any problems that may arise and answer all questions 	<ul style="list-style-type: none"> - Staff must be friendly and able to provide personalized attention to customers whenever necessary, solve any problems that may arise and answer all questions 	<ul style="list-style-type: none"> - Staff must be friendly and able to provide personalized attention to customers whenever necessary, solve any problems that may arise and answer all questions
Assurance (knowledge and courtesy of employees and their ability to convey trust and confidence)	<ul style="list-style-type: none"> - Staff must have an outgoing attitude, be well-informed and always respond to customers with honesty 	<ul style="list-style-type: none"> - Staff must have an outgoing attitude, be well-informed and always respond to customers with honesty 	<ul style="list-style-type: none"> - Staff must have an outgoing attitude, be well-informed and always respond to customers with honesty
Responsiveness (willingness to help customers and provide prompt service)	<ul style="list-style-type: none"> - Staff must be trained to understand the importance of their role and then be willing and available throughout the whole experience 	<ul style="list-style-type: none"> - Staff must be trained to understand the importance of their role and then be willing and available throughout the whole experience 	<ul style="list-style-type: none"> - Staff must be trained to understand the importance of their role and then be willing and available throughout the whole experience (especially team supervisors)
Tangibility (appearance of physical facilities, equipment, personnel, and communication materials)	<ul style="list-style-type: none"> - Website must be visually appealing - Staff must look professional and presentable; clothes/makeup/accessories must embody the characters of the series - Decoration must fit the series' theme and the space should look clean - Communication materials should have a "cool" look and incentive visit - Food/drinks must look fresh and tasty 	<ul style="list-style-type: none"> - Website must be visually appealing - Staff must look professional and presentable; clothes/makeup/accessories must embody the spirit of the series - Decoration must fit the series' theme and the space should look clean - Communication materials should have a "cool" look and incentive visit - Food/drinks must look fresh and tasty - Bar kits for visitors (clothes, name tag, etc) must be clean and nice looking 	<ul style="list-style-type: none"> - Website and app must be visually appealing - Staff must look professional and presentable; actor's clothes/makeup/accessories must fit their character - Construction and decoration must be able to recreate a village and the space should look clean - Food/drinks must look fresh and tasty - Communication materials should have a "cool" look and incentive visit

Lastly, service gaps take place if customer’s perception of the service delivered fails to meet their expectations. (Levy & Weitz, 2012). Consequently, being aware of such gaps makes companies able to implement actions capable of solving them. The table in the following page depicts several actions to address each potential gap in the best possible way:

Table 8: GAP Analysis

GAP	ACTION		
	FOX Fever: ‘Family Guy’ Edition	FOX ‘Prison Break’ Bar	FOX Crime Scene
Knowledge Gap (difference between customers’ expectations and retailers’ perception of those expectations)	<ul style="list-style-type: none"> – Track comments and reviews on social media to better meet expectations and understand how to improve through complaints – Have staff interact with attendees in order to collect feedback and improvement suggestions 	<ul style="list-style-type: none"> – Track comments and reviews on social media to better meet expectations and understand how to improve through complaints – Have staff interact with attendees in order to collect feedback and improvement suggestions 	<ul style="list-style-type: none"> – Track comments and reviews on social media to better meet expectations and understand how to improve through complaints – Track calls’ content to assess perceptions and expectations – Have staff interact with attendees in order to collect feedback and improvement suggestions
Standards Gap (difference between retailers’ service standards and the actual service it provides to customers)	<ul style="list-style-type: none"> – Set common goals the whole team can aim towards and explain how customer service impacts those goals – Share and analyze customers’ reviews with employees to motivate them to do better and come up with improvement tactics – Have managers perform “mystery client” in order to assess employees’ customer service excellence 	<ul style="list-style-type: none"> – Give mandatory training, specific to each job description, to all employees before they start their jobs and during it if necessary – Set common goals the whole team can aim towards and explain how customer service impacts those goals – Share and analyze customers’ reviews with employees to motivate them to do better and come up with improvement tactics – Have managers perform “mystery client” in order to assess employees’ customer service excellence 	<ul style="list-style-type: none"> – Give mandatory training, specific to each job description, to all employees before they start their jobs and during it if necessary – Set common goals the whole team can aim towards and explain how customer service impacts those goals – Share and analyze customers’ reviews with employees to motivate them to do better and come up with improvement tactics – Have managers perform “mystery client” in order to assess employees’ customer service excellence

<p>Delivery Gap (difference between retailers' service standards and the actual service provided)</p>	<ul style="list-style-type: none"> - Set excellence standards but empower employees to help customers the best way they find suitable without having to wait for upper orders - Communicate internally in a consistent and well-thought manner so employees are aware of how the whole experience functions in case of problems - Website must provide clear and relevant information on the event, have a "frequently asked questions" section and enable easy pay 	<ul style="list-style-type: none"> - Develop an awarding system according to employees' performance and upon meeting previously set goals such as good reviews - Set excellence standards but empower employees to help customers the best way they find suitable without having to wait for upper orders - Communicate internally in a consistent and well-thought manner so employees are aware of how the whole experience functions in case of problems - Website must provide clear and relevant information on the experience, have a "frequently asked questions" section and enable easy pay 	<ul style="list-style-type: none"> - Develop an awarding system according to employees' performance and upon meeting previously set goals such as good reviews - Set excellence standards but empower employees to help customers the best way they find suitable without having to wait for upper orders - Keep close track of actors' instrumental and emotional needs as to develop motivation strategies to improve their performance - Communicate internally in a consistent and well-thought manner so employees are aware of how the whole experience functions in case of problems - Website must provide clear and relevant information on the experience, have a "frequently asked questions" section and enable easy pay - Use app technology to improve service process and collect relevant data capable of providing insights on how to improve the experience
<p>Communication Gap (difference between the service provided and the service promotion program promises)</p>	<ul style="list-style-type: none"> - Be punctual when it comes to scheduled activities - Establish a "take a number" strategy for the party activities in order to ensure everyone who takes a number is able to participate in the activities and make waiting times seem faster 	<ul style="list-style-type: none"> - Be punctual when it comes to scheduled activities - Establish time slots from which customers can choose from in order to provide the best experience possible 	<ul style="list-style-type: none"> - Be punctual when it comes to scheduled activities - Establish time slots from which customers can choose from in order to provide the best experience possible

10.5. Pricing

Nowadays, consumers are better informed and have more alternatives available in the market (Levy & Weitz, 2012). To provide value and develop a marketing campaign that meets that value, it is necessary to capture it in a profitable way through a pricing strategy. Therefore, a value-based pricing approach was chosen, which means basing the price of a service on its value to chosen consumers (Dolan & Gourville, 2014). In addition, a neutral pricing strategy will be implemented to balance what consumers

define as value with competition practices, all the while addressing the need to profit and cover costs (Nagle, Holden & Zale, 2014). Value pricing depends on two key elements: the economic value created by the organization for a given consumer and the set of processes to capture a part of that value for the firm (Dolan & Gourville, 2014).

Moreover, there are three critical inputs to consider in a value-pricing decision - the True Economic Value (TEV) of the product to the consumer, the Perceived Value (PV) of the product to that same consumer, and the Cost of Goods Sold (COGS) of the organization. Firstly, TEV is the value a fully informed buyer would assign to a product/service. Secondly, PV, the product/service's perception in the mind of consumers, was accessed over qualitative and quantitative market research. Finally, COGS is the final critical input, representing the lower bound on the price a company is willing to set (Dolan & Gourville, 2014).

Regarding **FOX Fever: 'Family Guy' Edition**, there are other theme parties to be considered as the next best alternative. Looking at the Portuguese market, the next-best alternative is priced at 15€ for the majority of the parties (with one drink included) and between 22€ and 25€ for outside of the city parties or special editions (with one meal included), having a similar event duration and capacity. In order to access the value for consumers, a quantitative questionnaire was pursued and the consumers' willingness to pay for a ticket with a cocktail included is on average 18.43€. Hence, there will be three phases to buy the tickets, each one with a limited number of spots available, and the price will increase per phase. Considering the best-next alternative, a performance differential and consumers' insights, the tickets' price will be 15€ in the first phase, 20€ in the second and 25€ on the third, all with one drink included until one A.M. Additionally, drink prices will be established according to market prices. For the Spanish market, a general consumer price difference of 10.62% was considered between Portugal and Spain (Numbeo, 2017). Thus, the price phases will be 17€, 22€ and 27€. FNG shall have 20% of royalty based on sales of tickets, drinks and drinks' sponsors.

For **FOX 'Prison Break' Bar**, although it follows a value-based pricing approach, the next best alternative was not applicable since there are no content-related/theme bars in Portugal or Spain. Thus, to understand the value for consumers, a quantitative questionnaire was conducted. When asked about the willingness to pay for an entry ticket with a cocktail included, consumers stated they would pay on average 9.87€, with a maximum price referred of 80€. However, the PV is often much less than the TEV for a variety of reasons. Consumers might not be fully aware of the features and benefits of the product, or might be skeptical about those claims (Dolan & Gourville, 2014). Assuming that consumers did not fully understand the bar's features and benefits and comparing with international benchmarks, where the average price of the entry ticket is approximately 30€, the entry price established would be 20€ in Portugal and 22€ in Spain (assuming a difference in general consumer prices of 10.62% between Portugal and Spain) with one cocktail included. Moreover, it is expected several consumers would drink more than the included cocktail. The cocktails are expected to cost on average 10€, according to the market prices. From tickets, cocktails' sales and drinks sponsors, FNG should receive a royalty of 20%.

Finally, despite **FOX Crime Scene** following a value-based pricing strategy, the next best alternative was not considered because there is no identical concept in the market. Consumers' perceived value was evaluated through a quantitative questionnaire and the average willingness to pay for a ticket was 21.7€. Hence, it will have a price of 26€ per person. However, there is the option of buying a group pack instead of the individual one. This group pack will have a cost of 135€ and it will be applicable for groups with a maximum of six people. By doing this, an incentive for consumers to buy the group pack to save money and attend with formed groups was created. There will also be an option of renting the whole experience with a total price of 600€, which corresponds to up to thirty-six people per slot. Since the experience is planned to be implemented in Portugal in 2021, the pricing options will be adjusted to the consumers' purchasing power in Portugal (assuming a difference in general consumer prices of 10.62% between Portugal and Spain), which leads to 23€ per person, 113€ per group and 500€ for the total experience. Finally, FNG should receive a royalty of 20% over the tickets' sales.

10.6. Process

Processes describe the method and sequence in which service operating systems work and specifies how they tie together to create the value proposition promised to consumers (Lovelock & Wirtz, 2011). To describe the process of the three BMs described earlier, two techniques were applied: Flowcharting and Blueprinting.

10.6.1. Flowcharting

Flowcharts are used to display the nature and sequence of the different steps involved in delivering a service to consumers (Lovelock & Wirtz, 2011). Furthermore, to have a deeper understanding of the multiple steps involved in the process of buying a ticket and the process of attending the event itself, two flowcharts per event were drawn [Exhibit 52].

10.6.2. Blueprinting

Blueprints specify in detail how a service process should be constructed and include what is visible to the consumer and where potential fail points in the service process (F circles) and excessive wait points (W triangles) may occur (Lovelock & Wirtz, 2011). Moreover, in order to map all front office and back office actions and to have a more profound understanding of the implications of building a service, one blueprint per event was drawn [Exhibit 53].

11. Human Resources Management

The success of an event or experience is highly dependent on its employees. This is because “frontline employees are a key input for delivering service excellence and competitive advantage” since their actions have a direct influence on consumers’ perceptions (Lovelock & Wirtz, 2011). Moreover, employees play a key role in customizing/personalizing the service and anticipating consumers’ needs, which leads to consumer loyalty (Lovelock & Wirtz, 2011). Therefore, a solid HR Management should be assured for the three BMs.

For these three BMs, there are two main groups of human resources to take into consideration. Internally, being FNG responsible for the coordination of the events and experiences, and Externally, being the partner responsible for the implementation of the actual event as well as for the recruiting process. Moreover, FNG will have two employees (one in Portugal and one in Spain) who will be in charge of not only communicating and advertising the events, but also to supervise and control the execution of them. Hence, one of the responsibilities of FNG is to elaborate the guidelines regarding the event's quality and the staff's performance in order to ensure the success of the event and to prevent any harm towards the brand image. Since frontline staff will be outsourced to partners, HR Management should be assured by them, being ultimately communicated to FNG for the company to control how customer service is being handled.

In FOX 'Prison Break' Bar, staff members will be the hosts that welcome visitors and guide them throughout the experience, the waitresses who serves the drinks/snacks to consumers, the barmen who prepares the drinks, and finally the security guards who will ensure safety. Employees' dress code will be inspired by the 'Prison Break' series. Regarding FOX 'Family Guy' Fever, consumers will also be in contact with hosts, waitresses, barmen and security guards, but also with artists, dancers and DJs who will provide quality entertainment. The hosts will have costumes from Family Guy characters and the rest of the staff will be dressed according to the theme. For FOX Crime Scene, the staff will mainly be the receptionists, who greet consumers, the hosts, who guide people and explain the game's rules, and the actors, who have direct contact with consumers during the experience.

Regarding the recruitment process, it is important to look for dedicated and friendly people who have soft skills and great attitude. This process must include an observation of applicants' motivations and behaviors because "the hiring decision should be based on the behavior that recruiters observe, not just the words they hear" (Lovelock & Wirtz, 2011). It is likewise important to conduct personality tests in order to "identify traits relevant for a particular job" (Lovelock & Wirtz, 2011). The job will be designed in a simple and understandable manner so employees can focus on delivering great customer service.

Furthermore, training is crucial to achieve outstanding results. Frontline personnel, especially the hosts, waitresses and receptionists, should have extensive training on organizational culture and strategy, on interpersonal and technical skills and on service knowledge. After selecting candidates and training them wisely, employees should be empowered. Frontline staff frequently operates face-to-face with consumers so it is important to encourage them to be proactive since high empowerment usually leads to high consumer satisfaction.

Training and empowerment also go hand-in-hand with teamwork. “Teams facilitate communication among team members and the sharing of knowledge.” (Lovelock & Wirtz, 2011). An effective service team can be an advantage since it sets higher performance targets than supervisors do. Finally, it is essential to implement performance appraisals and rewards system to keep employees motivated. “Service staff must get the message that providing quality service holds the key for them to be rewarded.” (Lovelock & Wirtz, 2011). There are many firms that think money is an effective reward, but it only has short-term effects. However, contingent bonuses on performance have to be earned over and over, tending to be longer lasting in effectiveness, something which can be applicable to FOX ‘Prison Break’ Bar and FOX Crime Scene. Thus, other tactics such as regular 360° feedback among all employees, updating the job content itself when necessary and goal accomplishment rewards should be implemented and adjusted with the ones partners already have.

Furthermore, the Net Promoter Score [Exhibit 54] should be applicable to measure customer experience and predict business growth by answering the following question: “On a scale of zero to 10, with 10 being highest, what’s the likelihood that you would recommend us (our company) to a friend or colleague?” (Forbes, 2016).

In conclusion, if employees feel valued, they will be more efficient and will ensure greater consumer satisfaction. Therefore, to achieve a sustainable competitive advantage, a good HR strategy allied with strong management leadership should be considered.

12. Communication Plan

The following communication plan includes strategies developed to reach the goals expected for the launch of the BMs. Moreover, the tactics set were drawn for the takeoff of the first edition of each BM and, thus, can be later replicated if FNG desires to create new editions or expand to other locations.

12.1. Marketing Objectives & Budget

The first step when planning an advertising and communication plan is to set marketing objectives for the campaign (Rossiter & Percy, 1997). The objectives were designed for the launch of the three sub-brands during the years of 2018 and 2019. The campaign's goal is to reach a total revenue for FNG of 614.578€ while creating brand awareness and positive brand attitude towards the sub-brands while enhancing the positive attitude concerning FNG. To achieve this, an investment of 269.910,00€ was set for the launching campaign, as further explained in this report.

12.2. Target Audience & Action Objectives

After deciding the objectives and budget for the campaign it is important to decide, from the potential market, who are the best prospect customers for the campaign and what action the campaign should reassure them to take (Rossiter & Percy, 1997). Given the fact there are three different concepts of LEE, this campaign would have three separate target audiences as to reach the maximum effectiveness possible. Firstly, according with the latest market trends and the Qualitative Research performed by the team, Millennials (18-35 years) would be the most suitable target for all sub-brands. Furthermore, by employing the Awareness-attitude-behavior criteria, FOX Fever: 'Family Guy' Edition would target Other Brand Switchers (OBS) and Other Brand Loyals (OBL), individuals that already buy other brands within the theme party's category but are not aware that FNG offers a differentiated option. In terms of psychographic criteria, these would be middle class individuals who are fun, friendly, extrovert and easy-going, live a hedonistic lifestyle and aim to enjoy their lives in Iberia at the maximum. Nevertheless, for FOX 'Prison Break' Bar and FOX Crime Scene, the target audience should be New Category Users (NCU), individuals who will enter the categories of theme bars and realistic murder-mystery games,

respectively, and OBS, individuals who buy other brands within the categories referred previously. Furthermore, influencers (bloggers and *instragrammers*) with a trendy and sophisticated lifestyle, known for being opinion leaders online, will be regarded as a secondary target for FOX 'Prison Break' Bar. In terms of psychographic criteria, the target for this bar should be medium/upper class individuals who live in Lisbon's and Madrid's metropolitan area and that are sociable with a sophisticated taste, trend-setter, social media addict with a notable desire for new exquisite experiences in the latest *it spots* in town. Lastly, for FOX Crime Scene, the focus should be on individuals from medium/upper class, that live in Madrid's metropolitan area, that are warm-hearted, smart, team players and big fans of challenging and "out of the box" social activities that create unforgettable memories for every member of the group.

In terms of action objectives, for FOX Fever: 'Family Guy' Edition, the key objective is to enhance brand trial followed by an increasing repeat purchase for following editions, reaching a total of 9500 guests in the first edition (four different locations) with a 95% occupation rate. Regarding FOX 'Prison Break' Bar and FOX Crime Scene since both are new brands in a new category in the Iberian market, the action objective needs to be set on trial, being category trial and brand trial the initial goals for NCU's and OBL's, respectively. For FOX 'Prison Break' Bar it is expected total of 65.040 inmates whilst for FOX Crime Scene, it is expected an 89% occupation rate with a total of 22.580 guests. Lastly, three Behavioral Sequence Models [Exhibit 55] were developed in order to have a deeper understanding of the target audience behavior and where FNG's can expect to influence brand choice.

12.3. Communication Objectives & Positioning Statements

Five different communication objectives were considered for each campaign. In what regards **Category Need**, the advertising communications should omit the category need for FOX Fever: 'Family Guy' Edition since it is possible to assume that the consumer frequently attends parties and thus already possesses the category need whilst for FOX 'Prison Break' Bar and FOX Crime Scene, the category need should be sold because the need for theme bars and realistic murder mystery games is not yet established in the consumer's mind. Concerning **Brand Awareness**, one of the main communication

objectives, the aim for the three concepts is to enhance brand recall, as seen on the Behavioral Sequence Models, once it is expected that the consumer bear in mind the brands prior to purchase, while the category need manifests itself. Furthermore, for **Brand Attitude**, the second universal communication objective, the focal objective for all the sub-brands is to generate positive attitude towards these sub-brands since they are new in their categories while reinforcing the already positive attitude towards the master brand. Since these sub-brands are considered as high involvement purchases, the **Brand Purchase Intention** should be generated and soft sold as a self-instruction to act. Lastly, **Brand Purchase Facilitation** content must be incorporated in all the three campaigns, to assure the buyer that ease of payment, location and other marketing facilitators will not hinder the purchase of each sub-brand. For the sub-brand to be attractive to the target audience, it is important to first identify and define in which market is FNG competing with and later seek a differential advantage. Consequently, all the sub-brands must adopt different yet persuasive positioning strategies taking advantage of the consumer's perception about the master brand and, consequently, achieve the goals defined previously. Hence, the positioning statement for FOX Fever: 'Family Guy' Edition is the following: **To** OBL's and OBS's individuals between 18 and 35 years from medium class, living in Iberia, who are known for being fun, friendly, extrovert, easy-going with hedonistic lifestyle with the ultimate life goal of enjoying their life at the maximum, FOX Fever: 'Family Guy' Edition is a differentiated event- brand of themed parties where the service is the hero **that offers** the benefits of being a Family Guy theme experience (*sensory gratification*) while giving its consumer the possibility to share remarkable moments with their online community (*social approval*) **due to** FOX's experience in creating extraordinary theme parties and the fact that the activities/games are inspired not only in the series but also in traditional American party games. The campaign should: emphasize the Family Guy theme experience (e+) while mentioning the all-American games and activities designed to be shared with their loved ones, using it as an entry ticket and omitting the price. In the meantime, the positioning for FOX 'Prison Break' Bar follows a different strategy, being more sophisticated and trendy as the following positioning statement illustrates: **To**

NCU's and OBS's individuals between 18-35 years from medium/upper class who live in Lisbon and Madrid's metropolitan area that are sociable with a sophisticated taste, trend-setters, social media addicts with a notable desire for new exquisite experiences in the latest *it spots* in town, FOX 'Prison Break' Bar is a differentiated event- brand of theme bars where the service is the hero, **that offers** the benefits of not only being an immersive Prison break theme experience (*sensory gratification*) but also gives the chance to share trendy/fancy moment with friends/family (*social approval*) **due to** FOX's expertise and credibility on creating experiences for the consumers out of TV; the popularity of Prison Break series' among the target audience; the rich series' content and storyline and due to the fact that it is a totally brand new experience in Lisbon. The campaign should: emphasize the Prison Break theme experience (e +) whilst mentioning the possibility of sharing trendy/fancy moments as an entry ticket and omitting the price. Last but not the least, FOX Crime Scene states as follows: **To** NCU's and OBS's individuals between 18-35 years from medium/upper class that live in Madrid's metropolitan area, who are warm-hearted, smart, team players and big fans of challenging and "out of the box" social activities that create unforgettable memories for every member of the group, FOX Crime Scene is a differentiated event-brand of realistic murder-mystery game where the service is the hero **that offers** a highly interactive and high-tech team mystery solving experience (*intellectual stimulation*) while enhancing the feeling of achievement by solving collectively a mystery (*sensory gratification*) **due to** the content of the series' in which the experience is based on; the investment on creating a multi-functional app that takes this experience to the next level; creation of an entire "village" with actors. The campaign should emphasize the interactivity and high technological team experience (b → e+) while mentioning the feeling of accomplishment by solving a crime and omitting the price.

12.4. Creative Strategy

As stated before the three sub-brands have primarily positive-ended purchase motivations and thus an emotional involvement campaign should be set into motion. According to Binet & Field (2008 & 2013), emotional campaigns produce not only greater business effects but also yield stronger long-term business

effects, when compared to rational based models. Since the three sub-brands have Brand Recall as a key objective, the strategies to create and enhance Brand Awareness are transversal to the three sub-brands. Since brand recall is the objective in terms of brand awareness, the category need - “theme parties”, “theme bars” and “realistic murder mystery game” - and the brand name - “FOX Fever: ‘Family Guy’ Edition”, “FOX ‘Prison Break’ Bar” and “FOX Crime Scene”- need to be included in the visual sequence of the ad. Moreover, this association would be repeated (in the ad and by repeating the ad) in order to make sure that the target consumers enter the process of verbal paired-associates learning. Furthermore, the taglines applied throughout the campaign “Dare to join the family”/ “Atrévete a unirte a la familia” for FOX Fever: ‘Family Guy’ Edition, and “Chegou a hora de cumprires a tua pena”/ “Llegou la hora de cumprires tu pena” for FOX ‘Prison Break’ Bar and lastly “Despierta el detective que hay en ti” for FOX Crime Scene will include personal words in order to encourage a personal connection with the brand. Moreover, since in Spain all the taglines of foreigner products/events are usually translated to Spanish, the slogans applied during the campaign for Spain will always be written in Spain’s mother tongue. According with the Rossiter & Percy Grid (1997), the three sub-brands could be inserted in the high risk “reward purchases” category by being a High Involvement/Transformational brands. Besides, the strategies applied aim to generate a positive attitude towards these new sub-brands while increasing the already positive brand attitude towards FOX. For the three campaigns, the ads should portray emotional authenticity for the correspondent target audience. Thus, the Key Benefits Claims (KBC) – “Dare to Join the family”, “It is time to serve your sentence” and “Awake the detective in you” should be over claimed and closely linked with the correspondent brand. In terms of the execution of the ad, the storytelling strategy would be applied in order to increase the engagement of the consumer. For FOX Fever: ‘Family Guy’ Edition, the story line should have a fun and friendly message, using, for example, the characters of the TV show in order for the target audience feel emotionally and personally engaged. Furthermore, concerning FOX ‘Prison Break’ Bar, the storyline should use the plot of the show while portraying the feeling of exclusivity, trendiness, uniqueness and fanciness in order to not only be

appealing for the target audience but also enabling them to personally identify with it. Finally, concerning the ads message for FOX Crime Scene communication campaign, its storyline should give the idea of the experience and thus have a mysterious tone in order to generate curiosity towards this new experience. Furthermore, the characters of the series will also be present in the message by asking the audience to help them solving the crime. To support the advertising communication strategy, a creative brief was developed for each sub-brand [Exhibit 56].

12.5. IMC & Media Strategy

Implementing an Integrated Marketing Communications (IMC) plan requires an integrated communications strategy, in other words, the selection of the best mix of IMC activities (Rossiter & Percy, 1997). Moreover, the IMC activities should be centrally integrated considering the brand's positioning. The media selected for the campaigns, for each sub-brand, was based on the communication objectives defined before. With a special attention to the processing requirement of brand awareness and brand attitude (Percy & Elliot, 2016). As discussed previously, the main objective in terms of brand awareness is to enhance brand recall and the KBC for the three events, as seen before, are transformational. Hence, the primary media selection would be defined to achieve high frequency locally (where the target is), with strong visual content. For **FOX Fever: 'Family Guy' Edition**, a high involvement/transformational brand, a 20-30 second video ad featuring a fun story with the Family Guy characters should be developed, using famous expressions from the series, talking about the next big Family Guy Party with all-American games and activities. Concerning **FOX 'Prison Break' Bar**, having in mind that the concept is more exclusive than the others, ads broadcasted on TV are not going to be applied. For **FOX Crime Scene**, a 20-30 second video featuring the characters of the series in which the crime scene is based on is going to be developed. Throughout the ads, the characters of the TV show invite the audience to join them solving a tough crime, using new and advanced tools, which they cannot solve for themselves. Since it is a high involvement purchase, high frequency of the ad is not the desired goal and thus the ad would be only broadcasted at the beginning or end of the series at the

correspondent FOX channel where the series is broadcasted. PR will also play a key role. **For FOX Fever: 'Family Guy' Edition**, the campaign will have as brand ambassadors' famous comedians (example: Bumerang in Portugal), since Family Guy is a comedy show. These brand ambassadors should have a solid base of young followers, transmit a fun and easy-going image, similar to the target audience of the campaign (Rossiter & Percy, 1997). Regarding FOX 'Prison Break' Bar, social influencers whose target audiences is in accordance with this event's target, are going to be invited to attend this experience and to share their own opinion about it through online channels such as Instagram, YouTube and FB, with the aim to increase the awareness about this new trendy bar while creating buzz and engaging with the target audience. Likewise, for FOX Crime Scene's launch day multiple influencers (ex: gamers) are going to be invited to attend and be mixed with other attendees forming teams and then share (not forced to) with their audience their experience and personal opinion about it with the goal of increase the awareness levels about this experience and lead consumers to try it. Moreover, PR are also going to be crucial through press releases when collaborating with local press players like New-in-Town (NIT), TimeOut and newspapers/magazines since their target audience is similar with the target audience for the events and they are already established in cities where the events are going to take place. Exclusively for FOX Crime Scene, flyers are going to be distributed in hostels and strategic spots in Madrid frequented by the target audience.

However, since the target audience is composed by Millennials' – a tech savvy generation, a digital media practice will be the core for the campaign in hands. Regarding **FOX Fever: 'Family Guy' Edition**, for each party an FB event page is going to be created [Exhibit 23] where not only the information about the party would be described (theme of the party, where to buy tickets) but also contests will take place. In this case, a question about Family Guy would be created and fifteen tickets would be given to the firsts to get the answer right. Furthermore, photos and videos about the big event would be posted to create excitement around the event while enhancing the brand purchase intention. Whereas for **FOX 'Prison Break' Bar** and **FOX Crime Scene**, a whole new website [Exhibit 25 and

Exhibit 28] is going to be created to increase brand recall and create positive attitude towards the sub-brands. The visual appearance of the website should portray the experience itself, without revealing it, with darker colors evoking the sense of exclusivity and sophistication for FOX 'Prison Break' Bar whilst invoking a mystery feeling for FOX Crime Scene. Moreover, through both websites users can book a slot, learn more about it and see some photographs to get a glimpse about the experience and see reviews from previous guests (feature only available for the official website). Furthermore, for FOX 'Prison Break' Bar, a Zomato page [Exhibit 26] will be created to lead the guests to share their experience and, consequently increase the consumers trust on the brand and ultimately lead them to attend the experience by enhancing the brand purchase intention. In terms of social media, where FNG already has a powerful position and an engaged consumer base both FOX's FB and Instagram page will be used. In different moments of the campaign for the three sub-brands, photos and videos are going to be shared on FNG's social media always using the following events hashtags #FOX Fever #FamilyGuyEdition for FOX Fever: 'Family Guy' Edition, #FOXPrisonBreakBar for FOX 'Prison Break' Bar and #FOXCrimeScene #Seriesname for FOX Crime Scene. Furthermore, during FOX Fever Family Guy party, guests are going to use the hashtags presented on Instagram in order to have their photos print at the party's photo booth. Thus, with this innovating technology, with little to no added costs, it is expected a boom in terms of brand awareness trough social media. Moreover, throughout the campaign the taglines presented before will be present in every online publication. For instance, live moments of FOX Fever: 'Family Guy' Edition will be broadcasted through FOX's main social media. Since Instagram is one of the most used social media by the target audience (Nielsen, 2015), small videos, with less than fifteen seconds, will be displayed, as an advertisement, on target audience's *Insta Stories*, using programmatic buying to access the target audience desired. The ads will show pictures of previous parties and Family Guy scenes with a swipe up possibility at the end that will direct the consumers to the events' FB page. For FOX 'Prison Break' Bar, the ads will have mysterious photos about the experience to generate buzz and excitement showing a blurred image of the bar with the sentences "Chegou a hora de cumprires a tua

pena”/ “Llegó la hora de cumprires tu pena” and “Uma nova experiência de cocktails que tomou Lisboa de assalto”/ “Una nueva experiencia de cocktails tomou Madrid de assalto”. On the other hand, FOX Crime Scene will have small teasers with the tagline “Despierta el detective que hay en ti” with a swipe option at the end that will direct the consumers to the correspondent website in order to book a slot, to enhance the consumer’s brand purchase intention.

Lastly, since Brand Activations are effective to increase the awareness of the launch of these three sub-brands in the locations where the events are going to take place, three different initiatives were created. For FOX Fever: ‘Family Guy’ Edition, stickers with the same hashtags used on FNG’s social media are going to be displayed in several metro stations all over Madrid and Lisbon. Whereas for FOX ‘Prison Break’ Bar an initiative where individuals are invited to take a mugshot will be strategically positioned in several locations in Madrid and Lisbon to generate buzz around the opening of the bar and thus increase the consumer’s brand purchase intention. Finally, for FOX Crime Scene, a recreation of a crime scene will be display in a strategic location in Madrid to generate curiosity and lead people to attend this new experience.

12.6 Budget Breakdown and Campaign Schedule

The budget established follows the goals in terms of brand awareness and brand attitude. The values were estimated according with the information received from FNG’s and the creative strategy developed by the team. Moreover, the budget was set for the edition of each BM (four parties in , two bars and one crime scene). Consequently, for the launching of these concepts in other locations as described in the roadmap, a new budget needs to be considered.

Thus, the budget set for the launches was split into two categories: content creation (52%) and media costs (48%), being the total budget for the campaign set on 269 910,00€ [Exhibit 57], with a budget of 37 380€, 92 400€ and 91 500 € for FOX Fever: ‘Family Guy’ Edition, FOX ‘Prison Break’ Bar and FOX Crime Scene respectively. However, it is expected that the communication budget to be lower in the following campaigns, leveraging the outcomes of the previous communication efforts.

In terms of the schedule, for FOX Fever: 'Family Guy' Edition, the campaign was split into five main cycles. The first, and common stage for all the campaigns will be the content creation [Exhibit 58]. This will take place at the beginning of 2018 for FOX Fever: 'Family Guy' Edition, end of 2018 and beginning of 2019 for FOX 'Prison Break' Bar and start of autumn of 2018 for FOX Crime Scene and concerns the content preparation for the whole campaign. Regarding FOX Fever: 'Family Guy' Edition, seven weeks before the party, the awareness stage is going to begin with the TV ads broadcasted on FNG's relevant channel (FOX comedy in Portugal and FOX in Spain), the brand activation initiative, creation of the event's page on FB with the upload of photos/videos from last parties to generate a buzz and increase the awareness about the event. Moreover, three weeks before the party the PR (press and ambassadors), Instagram ads and upload of photos/videos on FNG's Instagram pages will be activated, while the TV ads keep being broadcasted to enhance brand purchase intention. At the day of the party, PR and live broadcasts will occur. After the party, some photos and videos will be uploaded onto FOX social media to prepare for the next party. On the other hand, for FOX 'Prison Break' Bar and FOX Crime Scene would have similar cycles. However, for FOX Crime Scene the teasing phase will only start after the launch of the series' forecasted for the end of 2019, being dependent of the series' première. In the teasing phase, the website will be launched and brand activations put into motion, while photos and Instagram ads are being uploaded in FNG's social media to generate buzz and to lead the consumer to purchase a slot prior the launch. Only three weeks after, the TV ads for FOX Crime Scene are aired to have a better control on the booking affluence. At the end of the teasing phase and before the pre-launch event, PR are going to be activated to keep the curiosity and engagement levels high whilst enhancing consumers' brand purchase intention. These activities will continue throughout the pre-launch, launch and a week after the event's launch day in order to assure the buzz level and to increase the consumers' intention to attend the event. After this period, photos and videos will keep being uploaded while the frequency of the ads on Instagram will slowly decrease. Moreover, months after

FOX Crime Scene’s launch, the long TV ads will be replaced by short versions with the aim to remind the consumers about this astonishing experience.

12.7. Campaign Tracking & Evaluation

To assure that the campaign is achieving the objectives outlined previously, four sets of distinct KPIs - Profit, Digital, PR, Event’s Success and Customer Tracking – were identified as the best campaign tracking mechanisms taking into consideration the IMC and Media Strategy described before.

Table 9: Campaign KPI's

Profit	Digital
<ul style="list-style-type: none"> - Increase in profits (percentage variation on profits due to the campaign efforts); - Increase in sales (measure of the target audience action); - Return on Investment (measures the ability of the campaign to create new revenues); 	<ul style="list-style-type: none"> - Click-to-rate (CTR); - Number of Organic searches; - Landing conversion rate & Website Traffic volume (FOX ‘Prison Break’ Bar; FOX Crime Scene and FNG’s websites); - Increase of followers on social media; - Social Media posts, interactions and brand mentions; - Number of views per post & amount of shares on social media; - Response rate for FOX Fever: ‘Family Guy’ Edition on FNG’;
PR	Customer Tracking System (before and after the campaign)
<ul style="list-style-type: none"> - Clip counting regarding social influencers and brand ambassadors’ coverage/advocacy of the sub-brands; - Number of posts/videos comments and views; 	<ul style="list-style-type: none"> - Brand Awareness - Brand Attitude - Brand Purchase Intention - Level of recommendation - Likeability towards the communication

13. Financials

After developing each initiative, a financial projection for each one of the BMs was created. Moreover, a forecast was developed for the next five years after the launching date (meaning that if each initiative is launched in 2018, the projection is made for 2018 plus the following five years: 2019-2023).

The partner detailed P&L for each BM is discriminated in Exhibit 59 and the resultant P&L for FNG is presented in Exhibit 60. Further information about operational costs, entry tickets, occupation growth rates and others are presented in detail from Exhibit 61 to 71.

13.1. Main Assumptions

General-wise some common assumptions were built to the three initiatives. In what concerns the depreciation rate, it was considered a standard cost of replacement to start in the following year of the equipment purchase. Thus, a conservative proxy of 5% was used, since there is no information about the current assets of the potential partners available. Based on similar BMs, it was assumed a total royalty rate of 20% for FOX, relative to each one of the initiatives (in which 5% concerns the experience concept proposed and 15% concerns the series content availability). For computing the final calculations on the cash flows value, a conservative discount rate was assumed based on FNG's internal insights, due to the lack of information about the partners' cost of capital. Therefore, rates were fixed to be conservative as 8% for **FOX Fever: Family Guy Edition**, 12,5% for **FOX 'Prison Break' Bar**, 12,5% for **FOX Crime Scene** and the inflation was not considered on the P&L since it is assumed that its impact on the project is minor. The costs of interest expenses are not considered in this P&L, once it is assumed that FOX will not need to raise debt to finance this investment (it has sufficient financial resources from its other activities). The Valued Added Tax (VAT) on sales for services in Portugal, has changed in June 2016 to 13% (Inforfisco PwC, 2017). Although in what concerns the alcoholic drinks, the normal rate is 23% (Inforfisco PwC, 2017). In Spain, the tax applied to services is, since June 2017, 10%, however the normal rate of 21% is applied in all alcoholic drinks (Agencia Tributaria, 2014). In what regards the Corporate Tax on income, for Portugal the usual rate for established and stable companies is 21%, plus the municipality tax for the city where the event will take place, called the "Derrama" tax rate, of 1.5%. (Inforfisco PwC, 2017). Regarding Spain, the general tax rate applied is 25% and only few exceptions can reduce the rate (KPMG, 2017). Working Capital Requirements are not contemplated (=0), because payables and receivables, as well as inventory between each event edition are not cumulative. Concerning differences on living costs between Portugal and Spain, specifically within the biggest cities (Lisbon and Madrid), it is important to be aware that some products and services are costlier in Spain and others in Portugal. Therefore, based on this, it was used the detailed

index of Numbeo Platform, a crowd-sourced worldwide database on living costs comparison. Consequently, differences on consumer general prices (+10.62% in Spain), on rent (+8.65% in Spain), on basic utilities such as electricity, water and wi-fi (+28.29% in Spain), on average salaries (+60.77% in Spain) and on local purchasing power (+45.99% in Spain) are taken into consideration. Using these assumptions, it is possible to calculate the prices for Spain, based on the ones computed for Portugal, overcoming the unavailability of information regarding the Spanish market. Across cities it is assumed that the general prices in Oporto are 13.57% lower than in Lisbon and Barcelona to be 1.86% more expensive than Madrid (Numbeo, 2017). Concerning licensing costs, FNG provided the information of a conservative proxy of 10% to be charged over the total receivables on royalties. Although there are some common assumptions between initiatives, there are others that are specific for each one of the experiences. In what concerns **FOX Fever**, it is assumed that during the first two years (2018 & 2019) the occupation rate will be on average 95% and that the parties occurring in the following years (2020, 2021, 2022) will happen at full capacity. There are no depreciation costs for themed items nor decoration since those are purchased every time a new round of parties begins. These equipment/décor will be transported from city to city (to serve each of the four parties that make up a specific theme round). Therefore, it is crucial to consider transportation costs as part of the total operational costs. Also, some of the necessary equipment for each party is rented for one night instead of being bought (e.g. POS system, lightening...). It is assumed that 50% of the operational costs and the initial beer offered to every guest arriving before 1:30 am is going to be covered by sponsorships. Regarding the revenues from the tickets selling as mentioned previously, three price phases will be available for purchase. It is considered that 20% of the attendees buy the tickets in the first phase (at a lower price), 30% on the second phase (at an intermediate price) and the majority, 50% tickets in the last phase. Additionally, 2% of the price of the tickets is going to the “Ticketline” in Portugal and Ticketmaster in Spain. Regarding the drinks, the initial investment is calculated in excess. Based on information given by a supplier working in the industry (Hcollective company), it is known that on average each customer consumes 1,9 drinks during one party

similar to this. Based on the assumptions above, COGS were calculated: the real value in drinks that would be spent in each night (assuming a dose of 4cl of alcohol for each spirit drink and each bottle entitling seventeen servings) and how much it would be received back from the returns of the excess on drinks. Thus, $COGS = \text{initial investment made in excess on drinks} - \text{the return of the ones not used}$.

Regarding **FOX Pop Up Bar**, it is considered an annual occupancy growth in the first two years after the opening of the bar of 5%. During the following years, a conservative approach is used when assuming constant occupancy rate. The growth pattern on occupancy is assumed to be equal for each one of the cities where bar is going to open. Concerning bar consumption, it is assumed that 30% of the guests will consume an extra drink on weekdays and 50% on weekends, besides the one they already have included in their entry ticket. Appetizer consumption, based on similarities on the benchmarks, is considered as a sunk cost, since it is offered. Therefore, 100% of guests are given a small quantity of appetizer, which results in a residual cost (assuming each customer consumes 10g per drink consumed). It is used a 0% rate on depreciation costs on everything that it is themed (decoration, themed items), once the theme of the bar will change year after year and costs on the theme items are assumed to be approximately the same - regardless of the theme. Lastly, **FOX Crime Scene** it is assumed to have an annual 5% occupancy growth rate. These occupancy rates differ according to the slots days (weekdays or weekends), and values for these rates were also estimated. The experience will be open for only eleven months, reserving one per year to change and adapt crimes and scenarios. Revenues arise from ticket sales and from the vending machine rent present in the venue. Regarding tickets, 45% are estimated to be bought as individual tickets and 55% a group pack type. The possibility of renting the entire space is considered a residual percentage, where it is assumed not to happen so frequently. After the first year, it is assumed that the maintenance costs will be equivalent to 10% of the initial costs on equipment and decoration. Finally, as the experience gathers different scenarios featuring different locations it is assumed that the partner will try to find investment among sponsors that could relate their brands to the specific scenarios, for example *Mercadona* associated with the Supermarket, *Santander*

Totta with the Bank, among others. Accordingly, it is considered 70% of the costs on the scenarios to be sponsored.

14. Control Measures

Control measures metrics were selected to monitor the overall performance of the new BMs. It is important to quantify consumer engagement, attitude and behavior along with communication effects, to help identify what is going well and what must be improved. This will be key to adapt future strategies and to decide whether to renew the contract with business partners or not. Therefore, some quantifiable Key Performance Indicators (KPIs)¹ were analyzed:

Table 10: KPI's

Market	Event	Customer Relationship Management	Communication	Stakeholders	FNG's channels
<ul style="list-style-type: none"> - Market share evolution of FNG in the LEE sector; - Sales and royalties' evolution, to measure market penetration and reach; 	<ul style="list-style-type: none"> - Number of attendees; Attendee satisfaction; - Non-earned media press hits; - Mystery client; Average value spent on snacks and drinks to regularly improve the quality and logistics of the event; 	<ul style="list-style-type: none"> - Average response time (customer service line); - Number of complaints to evaluate customer service quality (feedback analysis); 	<ul style="list-style-type: none"> - Described on the 12.7 (campaign's KPI) section of this report; 	<ul style="list-style-type: none"> - Return on Investment (ROI) to assess the gains or losses; 	<ul style="list-style-type: none"> - SOA of FNG's channels among Millennials in order to access the impact of the BM's launch on it.

15. Contingency Plan

A contingency plan is essential to safeguard FNG's brand image and profitability in the LEE industry. It intends to forecast risky situations and their impact by monitoring tasks and developing effective reactions. This analysis must be done in a consistent and regular manner to allow ongoing improvements and change of tactics, generating better results among the target audience.

¹ most KPIs will be monitored by the partner but will then be communicated to FNG

Table 11: Contingency Plan

	Stressed Event	Impact	Monitoring Tasks	Reaction
FOX Fever	Low attendance levels;	Low revenue levels;	Track number of attendees per party;	Increase communication efforts;
	Low consumer satisfaction;	Bad reputation;	Analyze comments/reviews on social networks; perform a consumer satisfaction survey;	Assess source of dissatisfaction and make necessary adjustments considering consumers' critics and suggestions;
FOX 'Prison Break' Bar	Fail to enter the category;	Penetration strategy failure;	Market research to re-assess consumers' expectations regarding theme bars;	Concept rebranding;
	Low attendance levels;	Low revenue levels;	Track number of attendees per day;	Increase communication efforts;
	Low consumer satisfaction;	Bad reputation;	Analyze comments/reviews on social media, Zomato and website; Perform a consumer satisfaction survey;	Assess source of dissatisfaction and make necessary adjustments considering consumers' critics and suggestions. Perform training if needed;
FOX Crime Scene	Fail to enter the category;	Penetration strategy failure;	Market research to re-assess consumers' expectations of gaming experiences;	Concept rebranding;
	Technical malfunctions;	Long wait times and/or impossibility to deliver promised activities;	Routine maintenance operations;	Repair/rebuilding operations;
	Low attendance levels;	Low revenue levels;	Track number of attendees per day;	Increase communication efforts;
	Low consumer satisfaction;	Bad reputation;	Analyze comments/reviews on social networks and website; perform a consumer satisfaction survey;	Assess source of dissatisfaction and make necessary adjustments considering consumers' critics and suggestions. Perform training if needed.

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Exhibit 1: Visual Representation of FNG’s three major content areas in the world



Exhibit 2: Short Description of FNG’s channels in Portugal & Spain

1. FOX

FOX is a channel that offers the best international series at each moment. Its main target is a 18-35-year-old early adopter, urban and demanding audience.

2. FOX Life

FOX Life is a channel that offers unique productions of different styles - comedy, drama, glam, lifestyle and mystery. Its main target is a 25-44-year-old female audience.

3. FOX Comedy

FOX Comedy is an uncomplicated, irreverent and humorous channel. The quality of the award-winning series and the creativity of adult animation makes FOX Comedy a unique and differentiated channel for a younger audience.

4. FOX Crime

FOX Crime is the only entertainment channel specialized in crime, with thriller and thriller-related content, featuring series and other programs on police and mystery topics.

5. FOX Movies

FOX Movies is a channel exclusively dedicated to movies to all audiences. From the latest box office hits to the classics, it features comedies, dramas, action movies and science fiction.

6. National Geographic

NG is a channel that invites viewers to "live the curiosity" through clever, innovative and inspiring programming that challenges how we see the world and drives us to progress.

7. Nat Geo WILD

Nat Geo Wild is a channel inspired by the nature and richness of our planet that allows viewers to experience the most intimate encounters with wildlife, giving a privileged view of the environment and the incredible creatures that inhabit it.

8. 24 Kitchen

24 Kitchen is a source of entertainment as well as information, where good food and the best local and international gastronomic programming are always present.

9. Viajar

Viajar is a travel channel that includes national and international productions on travel and tourism.

10. Baby TV

Baby TV is the first television channel with content specially developed for children with ages between 0-3 years old. It stimulates interaction between parents and children, offering programming conceived by specialists in children's psychology and development.

Exhibit 3: Visual Representation of FNG’s channels in Portugal & Spain and household penetration

21CF AND FNG IBERIA

FNG CHANNELS’ PORTFOLIO IN IBERIA



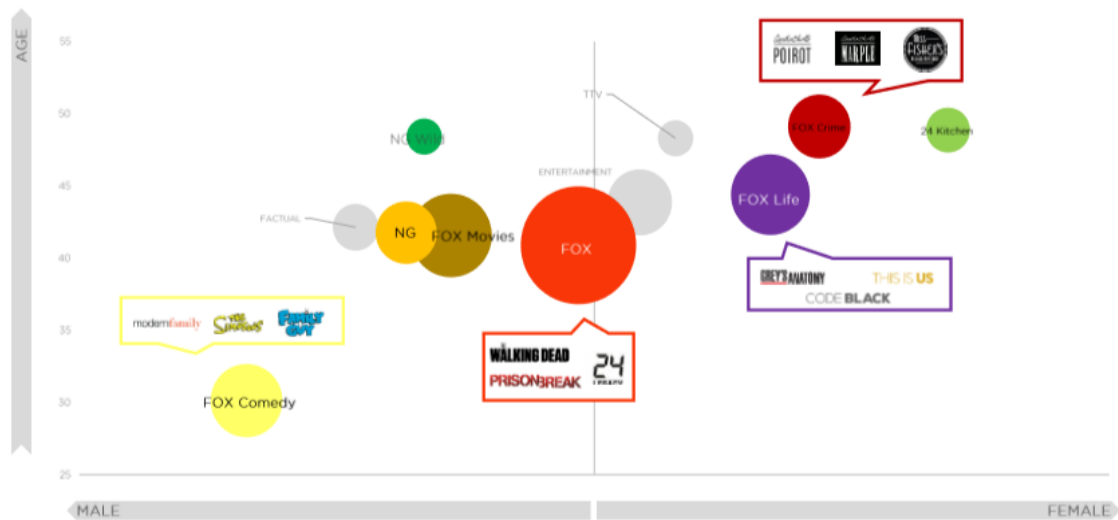
	PORTUGAL 	SPAIN 
SERIES	FOX FOX life FOX comedy FOXCRIME	FOX FOX life
MOVIES	FOX MOVIES	
FACTUAL	NATIONAL GEOGRAPHIC NAT GEO WILD	NATIONAL GEOGRAPHIC NAT GEO WILD
ENTERTAINMENT	24 KITCHEN	VIAJAR
KIDS	Babyfer	Babyfer
	9 PayTV channels 3.6 million households	6 PayTV channels 6.0 million households

Exhibit 4: FNG’s channel positioning

- Portugal**



- Spain

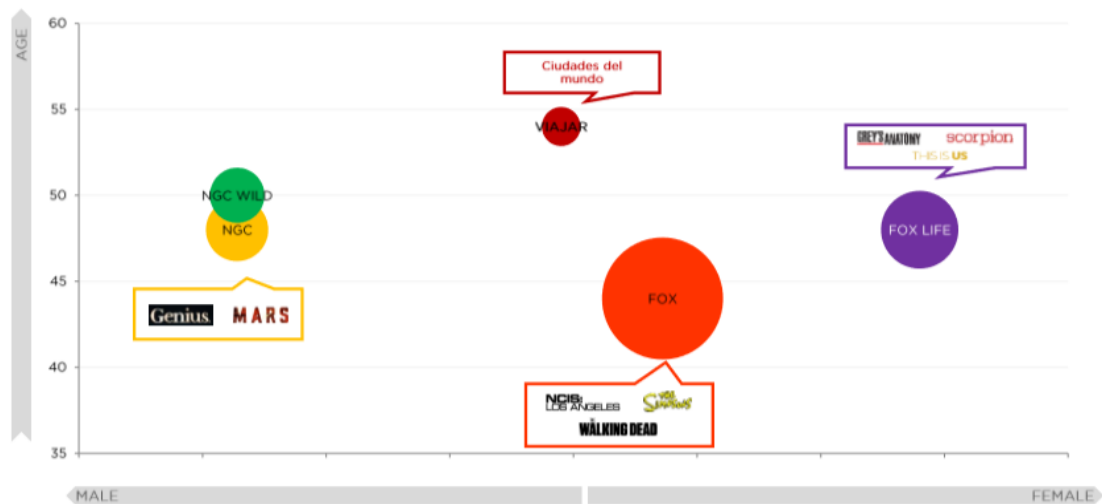


Exhibit 5: Context - Detailed Description of PESTLE analysis

Political/Legal

The **Portuguese** Government submitted, in April 2016, the “Programa Nacional de Reformas - PNR (National Reform Programme) and the “Programa de Estabilidade” (Stability Programme) for the period of 2016-2020 (AICEP, 2017), which included a temporary tax increase from 42% to 45% on annual salaries above €150,000, an increase in the average income tax from 9.8% to 11.8% and a rise in VAT rates to 23%, one of the highest rates in the EU. A corporate deleveraging strategy, which includes a less favorable tax treatment of debt financing, has also been introduced. Portugal is likewise set to launch a set of structural reforms based on the following aspects: qualification, promotion of the capitalization of companies, economic innovation, territorial enhancement, social cohesion, equality, and modernization of the state. All of these factors contribute towards the sustainability of public finances. (AICEP, 2017).

In fact, Portugal was placed in 25th place (among 190 economies) in the ranking of “Ease of Doing Business 2018” (and 12th place within the EU, being the best positioned country from southern Europe). (World Bank, 2017).

Spain, on the other hand, ranks 32th among 190 economies in the “Ease of Doing Business 2018” publication. (World Bank, 2017). This is mostly due to licensing requirements and regulatory barriers at different government layers within the country

which limit investment. As a result, venture capital investment in Spain is among the lowest in the EU. To help SMEs¹, the government has reduced the applicable VAT and intensified the regime for credit guarantees. (Euromonitor, 2017).

Madrid also reduced marginal rates on income and lowered the corporate tax from 30% to 25% in 2016. The corporate tax base is being broadened and improvements in value-added tax collection are being introduced. To make labor markets more flexible, maximum redundancy payments have been cut from 44 months to 12 months. (Euromonitor, 2017).

Spain's budget deficit for 2015 reached 5.1% of GDP². This was much higher than expected and one in a series of overruns. According to a deal with the European Commission, Spain agreed to cut its budget shortfall to 4.5% in 2016. The deficit will be reduced further to 2.8% of GDP in 2017 and 2.0% in 2018. The government expects a tax increase will generate an additional €4.7 billion in 2017 enabling it to meet these financial commitments. (Euromonitor, 2017).

However, Spain is currently going through a period of political unrest, mostly due to Catalonia. In 2014, Spain's constitutional court nullified a declaration of sovereignty issued by Catalonia's regional parliament. Spain's Senate subsequently voted overwhelmingly to reject a request by the Catalan authorities to hold a referendum on independence. Spain's constitutional court vetoed plans to hold an independence referendum in Catalonia in 2017. However, Catalonia's parliament approved a declaration of independence and held a referendum on 1 October 2017. Catalonia has now self-declared independence but such is not recognized by the Spanish government nor the international community (Euromonitor, 2017).

Economic

The **Portuguese** economy registered an increase in GDP of 1.4% in relation to the previous year (+1.6% in 2015 and 0.9% in 2014). The last forecast from the Banco de Portugal for 2017 points to the continued gradual recuperation of the Portuguese economy, with a GDP increase of 1.8% and 1.7% in 2018 (INE - National Statistics Office - Banco de Portugal, 2017). This forecast is above the growth projected by the European Commission (1.6% and 1.5% respectively) and close to the forecast for the

¹ Small and Medium-sized Enterprises

² Gross domestic product

Eurozone, which is 1.6% in 2017 and 1.8% in 2018. (European Commission - Eurostat, 2017).

Therefore, Portugal is currently in a period of economic growth, increasing disposable income and growing consumer confidence following the end of austerity measures. In fact, the government plans to raise the minimum wage to €600 per month by 2019. (Euromonitor, 2017).

Consumer expenditure per capita was €12,151 in 2016. In 2017, the indicator will rise by 2.4% in real terms. In the period 2017-2030, total consumer expenditure will grow at an average annual rate of 1.4% in real terms. It will increase by a cumulative value of 19.5% during that period. Total consumer expenditure will represent 68.2% of GDP in 2017. (Euromonitor, 2017).

Disposable income per capita amounted to €11,987 in 2016. Disposable income per capita will rise by 2.2% (in real terms) in 2017. Savings amounted to 4.8% of disposable income in 2016 and it will fall to 4.6% in 2017. During the period 2017-2030, total disposable income will increase by a cumulative value of 18.6% in real terms – growing at an average annual rate of 1.3%. (Euromonitor, 2017).

Unemployment will be 10.3% in 2017, down from 11.2% in 2016. Total employment has fallen over the past few years but so has the number of unemployed. Youth unemployment, in particular, exceeds 25%. (Euromonitor, 2017).

When it comes to **Spain**, and despite the political turmoil, economic growth in 2016 was the fastest in the Eurozone. GDP in Spain was worth 1232.09 billion US dollars in 2016, a value which represents 1.99 percent of the world economy. (Trading Economies, 2017).

However, high debt levels and over-spending by regional governments are a problem. In 2016, public debt amounted to €1,106 billion (equivalent to 99.3% of GDP). The real value of public debt will rise by 1.2% in 2017. Public debt is presently at its highest level in decades. (Euromonitor, 2017).

Consumer expenditure per capita amounted to €14,260 in 2016. In 2017, the indicator will rise by 2.2% in real terms and total consumer expenditure will represent 59.5% of GDP. In the period of 2017-2030, total consumer expenditure will grow at an average annual rate of 1.4%. (Euromonitor, 2017).

Disposable income per capita totaled €14,821 in 2016 and a growth of 1.9% in real terms is expected in 2017. Spain's savings ratio amounted to 8.2% of disposable income in 2016 and it will fall to 8.0% in 2017. During the period of 2017-2030, total

disposable income will increase by a cumulative 17.8% in real terms, growing at an average annual rate of 1.3%. (Euromonitor, 2017).

Unemployment remains a major problem, especially for young job-seekers, due to Spain's excessively rigid labor laws. Employment has risen to the highest level in more than six years but unemployment is also one of the highest in the EU. The unemployment rate was 19.7% in 2016 and it will drop to 17.1% in 2017. Likewise, the percentage of workers on temporary contracts is falling but is still high (more than 25% of the total). (Euromonitor, 2017).

Social

The **Portuguese** population was 10.3 million in 2016. Population has been gradually rising in recent years but will begin to decline before 2020. By 2030, population will be down to 9.9 million. Median age was 44.0 years in 2016, slightly higher than the regional average. By 2030, this indicator will reach 49.6 years, the highest in Western Europe. (Euromonitor, 2017).

The gap between the rich and poor is wide. More than two million people are living on less than €350 a month. Many of these are people between the ages of 30 and 55 who are stuck in low-paying jobs. (Euromonitor, 2017).

The lack of skilled labor is another constraint. The percentage of the population with a higher education is also far lower than in other member states. Finally, population ageing adds to Portugal's economic strains. The percentage of the population aged 60 and over is expected to reach 40% of the total by 2050, higher than in any other EU country. (Euromonitor, 2017).

When it comes to consumer lifestyles, television remains a very popular at-home leisure activity, although the proportion of households with cable or satellite TV services is in decline. A growing number of consumers, particularly youngsters, spend their leisure time online. (Euromonitor, 2017).

A Eurobarometer survey conducted in 2015 found that 40% of respondents had read a book during the 12 months prior to survey, 29% had been to the cinema, 27% had visited an historic monument or site, 17% had visited a museum or gallery, 19% had been to a concert, 15% had visited a public library, 13% had been to the theatre and 8% had been to a ballet, a dance performance or an opera. Only 6% of respondents were defined as having a 'very high' or 'high' index of cultural practice, compared with the EU average of 18%. (Euromonitor, 2017).

Regarding **Spain**, its population was 46.4 million in 2016, up from 40.0 million in 2000. Total population will fall gradually, amounting to 45.6 million by 2030. Both the country's workforce and its population are ageing rapidly. In 2016, the median age was 42.8 years, significantly higher than the regional average. By 2030, the median age will reach 49.4 years. (Euromonitor, 2015).

Although it could be expected that consumers would have changed how to manage their income and expenses after the economic crisis, the truth is that they have not. They want to have the same level of wellbeing as what they had prior to the economic crisis, which means increasing consumption and a higher level of debt in a society with wide income inequality. (Euromonitor, 2015).

This leads to how social life is hugely important and is one of the main reasons why Spain often ranks fairly highly in studies of life satisfaction, in spite of its economic problems. Social life usually revolves around the family, with extended family meet-ups. When the weather is favorable, many will enjoy a barbeque or a picnic, along with some physical activity. A Eurobarometer survey in late 2013 found that 15% of Spanish adults regularly played sports (well above the EU average of 8%), while 31% did so regularly. (Euromonitor, 2015).

Declining purchasing power has also impacted how Spaniards consume culture. A 2013 Eurobarometer survey found that 49% of Spaniards had been to the cinema at least once during the 12 months prior to survey, down 7% since 2007. About 60% had read a book, down 1%; 48% had visited an historical monument or site, down 2%; 33% had visited a public library, up 4%; 31% had been to a concert, down 3%; 29% had visited a museum or gallery, down 9%; and 21% had been to a theatre, down 4%. (Euromonitor, 2015).

Technological

Portugal ranks at 16th place (among 138 countries) in terms of the "Quality of Overall Infrastructure" according to the Global Competitiveness Report 2016-2017/World Economic Forum. (European Commission, 2017). New sectors with a large amount of technology have gained importance and significant growth over the past years, such as industries related to new technologies of information and telecommunications. (AICEP, 2017). Regarding a study made by Eurobarometer in 2016, 47% of Portuguese said that they access social media platforms every day. Additionally, a study pursued by Hill + Knowlton Strategies in 2015 revealed that, in

Portugal, people aged between 16-24 spent on average 2.2 hours a day in social media, while people aged between 25-34 spend on average 1.9 hours. (Euromonitor, 2017).

The situation in **Spain** is not so different. Spain is ranked in 13th place (among 138 countries) in terms of the “Quality of Overall Infrastructure”. (European Commission, 2017). In addition, a Eurobarometer survey revealed that 50% of Spaniards are using the internet at least once a day. Likewise, they have one of the strongest presences on social media Europe wise, with Spaniards being the biggest users of WhatsApp in Europe. (Euromonitor, 2015).

Environmental

Portugal ranks 7th out of the 180 countries on Environmental Performance Index of 2016 (EPI, 2016). It has restricted domestic energy resources and is forced to import nearly all of its energy necessities (oil mostly). The natural gas sector has been growing significantly though there are no commercially viable reserves. Energy efficiency³ was 17% beneath the regional average for Western Europe back in 2016, having grown at an average rate of 1.3% in between 2011 and 2016. Renewable energy’s share in transport fuel consumption and the number of new cars using alternative fuels are both increasing. The number of charging points for electric vehicles, on the other hand, is just below the EU average. Additionally, Portuguese drivers spend less time in driving congestion than drivers in the EU as a whole. Private investment in research and development for transport is nonetheless fairly low. (European Commission, 2017).

Spain ranks 6th out of the 180 countries on Environmental Performance Index of 2016. (EPI, 2016). The country has very little amount of oil and natural gas reserves. Hence, the government’s 10-year energy plan depends heavily on boosting natural gas and renewable energy, which are projected to account for 22.5% and 12.0%, respectively, of Spain’s primary energy consumption. Besides, Spain’s energy efficiency is somewhat under the average for Western Europe, having increased by 2.9% per year on average in between 2011 and 2016. Renewable energy’s share in transport was the second lowest in the EU in 2014 (0,5% versus an EU average of 5,9%), since Spain began implementing the sustainability criteria for biofuels only in January 2016. The number of new cars that use alternative fuels has likewise seen very

³ defined as GDP per ton of energy supplied

little growth. When it comes to road congestion, it is lower in Spain than in the EU as a whole and more than 60% of Spanish rail lines are electrified. (European Commission, 2017).

Portuguese and Spanish governments have been working together towards integrating the two countries' electricity markets in order to create a regional Iberian market. (European Commission, 2017).

Exhibit 6: Consumers within TV & Digital

Within Iberia, FNG's biggest market is Spain, with the company reaching 6 million Spanish households (Kantar Media, 2017). The Portuguese market, although smaller, has a total of 3.7 million households, which is almost the total number of existing households, representing an increase of 3.5% since last year. (Anacom, 2017).

The market for Pay TV is growing in both markets. Pay TV channels in Spain have a monthly reach of about 30% of the total population and nearly 20% of total Spanish households subscribe for access to Pay TV channels every month.

TV consumption is also rising, with Spanish people watching TV 271 minutes a day on average. (Barlovento Comunicación, 2016). Similarly, the Portuguese watch about 300 minutes a day of television. (Marketeer, 2017).

Regarding FNG's audience, the company claims the majority of its consumers are male. Spanish FNG consumers are 52,6% male (Kantar Media, 2017) and the Portuguese ones are 51,2% male (GFK, 2017). Moreover, the target age of the FNG varies from channel to channel as we can see in the positioning map on Exhibit 4 for both Spanish and Portuguese market. However, the age groups with higher penetration are the ones between 35-44 years old, with a percentage of total audiences of 17,4% in Spain and 22,3% in Portugal, and 45-54 years old, with 24,5% in Spain and 19,3% in Portugal. Millennials represent the 5th biggest audience category in Spain, with 12,4% (Kantar Media, 2017) and are the 3rd one in Portugal, counting with a substantial 17,4%. (GFK, 2017).

Additionally, audiences are discriminated accordingly with the status of the consumers, having both Kantar Media and GFK studies used similar scales for the Spanish and Portuguese market. The first one divides the market in 7 social classes (IA1, IA2, IB,

IC, ID, IE1, IE2), while the second one divided it in 5 (A, B, C, D, E), which are measures depending on the education, current occupation, economic and material possessions, and monthly income (Udel. EDU, 2017). Overall, the majority of audiences rely on the three lower social class status: class IC, ID and IE1 in Spain (Kantar Media, 2017), and class C, D and E in Portugal (GFK, 2017). Moreover, the greater number of consumers come from the more densely populated areas of Madrid, Cataluña and Andalusia in Spain (Kantar Media, 2017), and Lisbon and Oporto in Portugal. (GFK, 2017).

Finally, we understand these numbers change significantly when we analyze audiences from channel to channel, in accordance with the respective channel's positioning. However, we can still state consumers of FNG channels are mainly middle aged housewives usually responsible for the subscription purchase in Spain (Kantar Media, 2017), while in Portugal the typical individual does not buy the subscription, with this being a differentiating factor. Despite the fact these numbers lead us to imagine an older consumer, the group is trying to attract younger generations with its focus on Live Events and Experiences.

In terms of digital presence, FNG has country-specific official websites, Facebook, Instagram and Twitter, along with a mobile app only working in Portugal for now. If we consider the website overview of September 2017, specifically in Spain (www.FOXTV.es), we observe a total number of visits of 662k, with an average visit time of 58 seconds, a bounce rate of 62,5% and an average page visit of 1.84 pages (Similar Web, 2017). About 90% of traffic sources come from search engines and 60% come from Twitter navigation. On the other hand, the Portuguese website (www.FOXTV.pt) counts with 230k total monthly visits, with an average visit period of 1.41 minutes. The bounce rate is nearly 40% and the average page visit was 2.71 pages, with 61% of the traffic sources coming from search engines while 24% came from direct reach, way higher than in Spain (Similar Web, 2017).

Regarding social media platforms' performance in the month of September 2017, the Portuguese FNG has 2078k total fans in the Facebook page of 8 different channels, 42k followers on Instagram distributed by 3 accounts, and 9k on a single Twitter account (FNG digital monthly report, 2017).

The team was not given any further information related to social media in the Spanish market, although it is always assumed to be very strong, especially among Millennials.

Exhibit 7: Internal Survey to FNG’s managers (Iberia)

Q1 - What is your opinion about an experience where teams can play the role of detectives and solve a crime in real-time, by speaking with different people and going to relevant spots that will ultimately lead them to the criminal? (**FOX Crime Scene**)

POTENTIAL FACTORS	1-Extremely Low	2-Low	3-Medium	4-High	5-Extremely High
Trendiness (fit with the trends of the market)					
Concept Adaptability (how easy to adapt the idea to several themes, series and/or channels)					
Market Penetration (the extent to which a product is recognized and bought by customers in a particular market)					
Fit with the brand values & image					
Events’ Frequency					
Degree of Innovation					
Scalability (Iberian Market - makes sense in several cities)					
Consumers’ engagement					

(The same table was given to answer each one of the following questions)

Q2. What is your opinion regarding a space like an interactive FOX museum, where you would enter the FOX world and all of the iconic series. You would have several sensorial experiences like recording your voice and then choose a character to replicate in their original voice like Barney Simpson or Doctor House, special rooms with 4D

animations, or even record something like you were on the set, and then choose a background to your shooting. **(FOX World)**

Q3. What are your thoughts about a series of pop up movie nights? This would happen always in different iconic and unexpected/unusual locations and people would wear headphones to listen to the movie. The locations could be the most diverse and only announced in the day before (for example: Oceanário or Sintra forest in Lisbon, Cristal palace or wine cave in Oporto, Ramblas or the La Sagrada Família in Barcelona and Museo del Prado in Madrid). This would be associated with FOX movies channel in Portugal or with general movies with rights owned by FOX. **(Silent FOX)**

Q4. Pop up FOX bar: How do you evaluate a pop up bar where you can solve enigmas in order to “unlock” your cocktail? It would be thematic so all the names of the cocktails, the decoration and the way you dress would be related to a theme. Ex. of breaking bad bar in London **(Pop Up FOX Bar)**

Q5. What is your opinion about recreating iconic rooms of the FOX TV shows that would be available to rent on Airbnb or another platform? Ex: Prison break cell available to sleep, or the room of the Simpsons. Example of a recreating of a Van Gogh room in Airbnb **(FOX Sleepover)**

Q6: What is your opinion on an experience where people can watch a series’ episode (the first/last or an iconic one) by going to an event which recreates the whole ambience of it through actors, decoration, food, among others? **(Series Experience)**

Q7: What is your opinion on having theme parties associated with the FOX brand where the location is kept secret from the attendees? **(Secret FOX)**

Q8: What is your opinion on a cooking experience whose location is kept secret from the participants, and where people can eat food associated with a certain series or from a particular country (to integrate Viajar channel) cooked by recognizable chefs (for instance 24kitchen chefs)? **(Secret Dinner)**

Q9: How do you feel about a sensorial exhibition about a well-known show, with a system that combines multi-channel motion graphics, quality surround sound and high-definition projectors to provide an exciting multi-screen environment? **(FOX Sensorial Exhibition)**

Q10: What are your thoughts on having a dinner experience in a prison cell with the environment of Prison Break series? (**Prison FOX Dinner**)

Q11: What is your opinion on having theme park's animations empowered by FOX? (For instance: roller coasters, slides, terror house, etc.) (**Taking over Theme Parks**)

Q12: How do you feel about a thematic FOX Run Away, where the runners would have to embrace the theme of the run (for example related with a show like Walking Dead or Simpsons, dressing up accordingly), and where part of the revenues would support a social cause? (**FOX Run Away**)

Q13: What do you think about people buying a trip to an unknown place? The consumers of this just pick the dates, select the countries that do not want to visit from a list and choose the budget they want to spend. Two days before the departure day, they receive the destination and the details of the trip. (**FOX Wanderlust**)

SECTION 2:

If any, do you have further suggestions to adapt any of these live events or even to create a new one for Portugal and/or Spain?

SECTION 3 - Social and Demographic Characterization

1. Gender

Male

Female

2. In which of the following intervals would you mark your age?

15-24

25-34

35-44

45-54

55-64

65-74

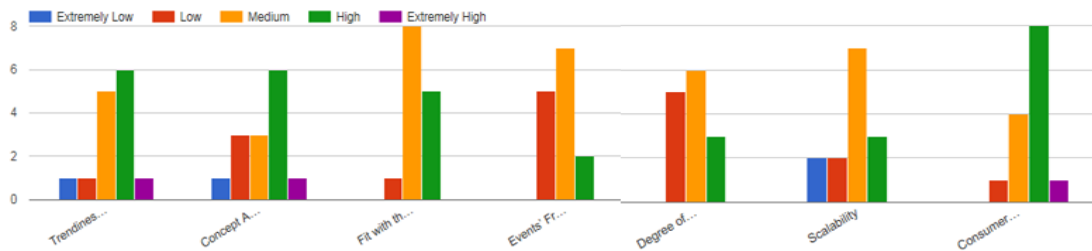
≥75

That's all! Thank you very much for your time and attention and have a great day!

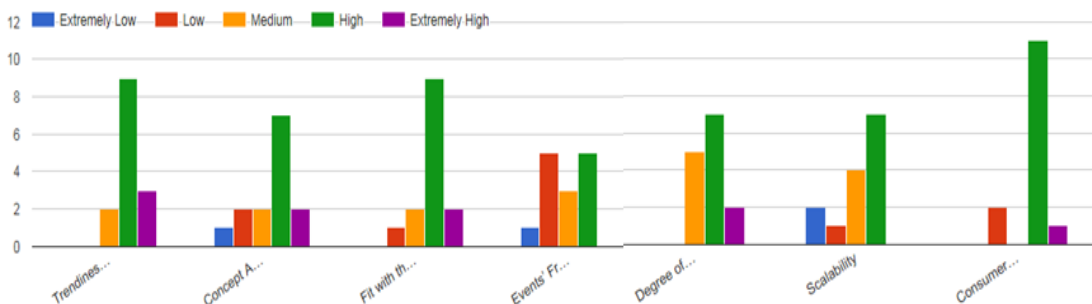
Exhibit 8: Internal Quantitative Survey Results

Note: **Potential Factors:** Trendiness; Concept Adaptability; Market Penetration; Fit with the brand values & image; Events' Frequency; Degree of Innovation; Scalability; Consumers' engagement. **Scale:** 1- Extremely Low; 2 - Low; 3 - Medium; 4 - High; 5 - Extremely High

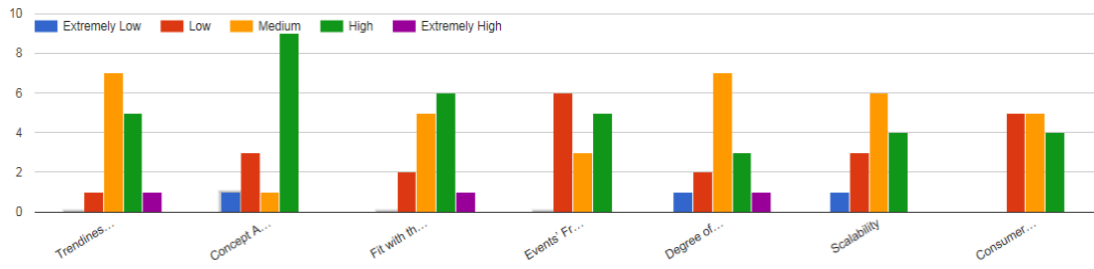
Q1: FOX Crime Scene



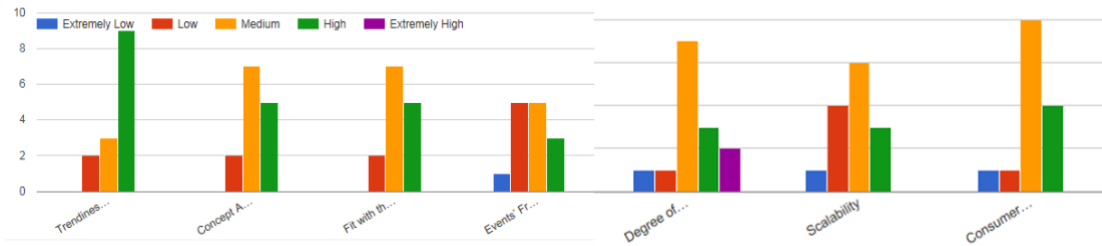
Q2: FOX World



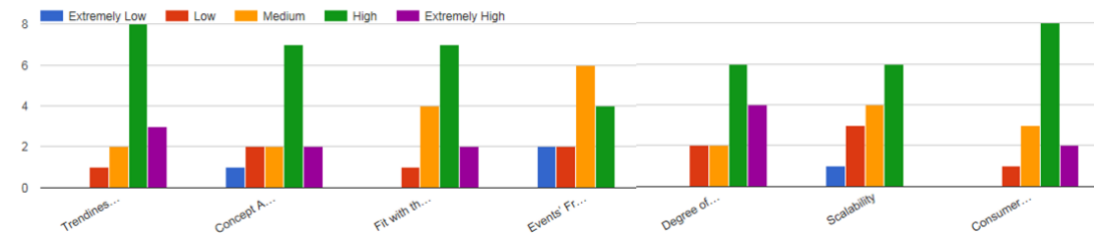
Q3: Silent FOX



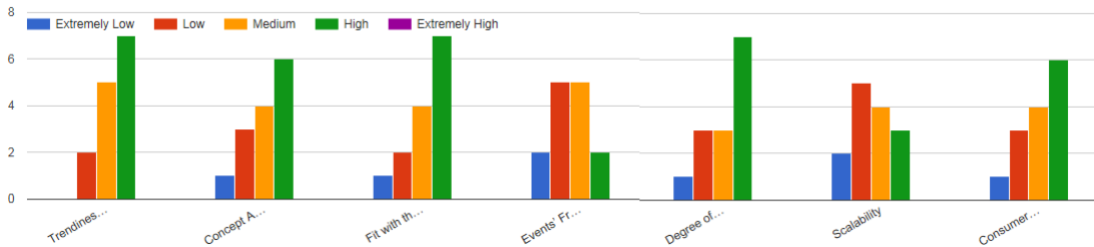
Q4: Pop Up FOX Bar



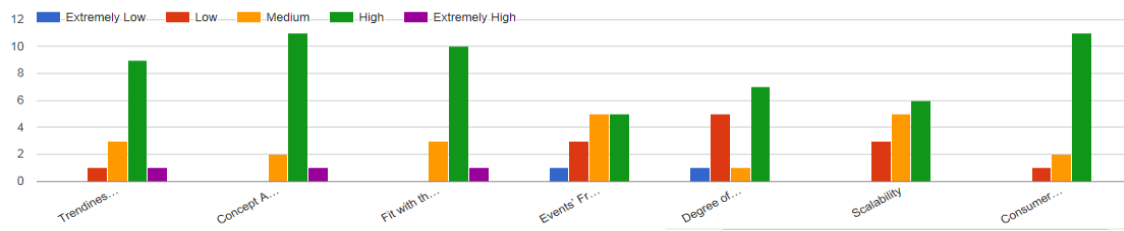
Q5: FOX Sleepover



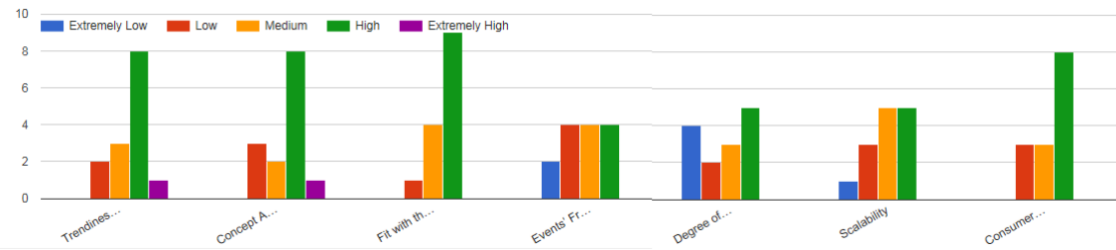
Q6: Series Experience



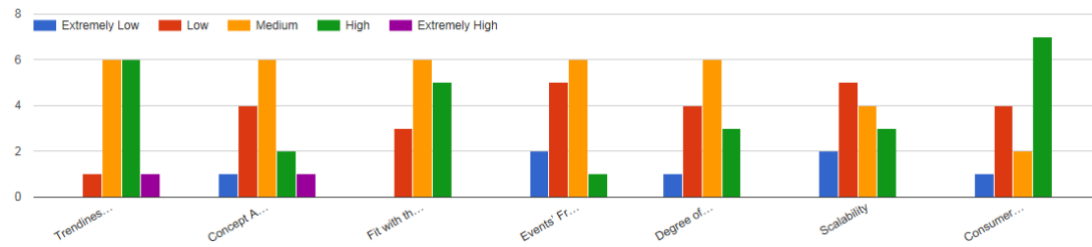
Q7: Secret FOX



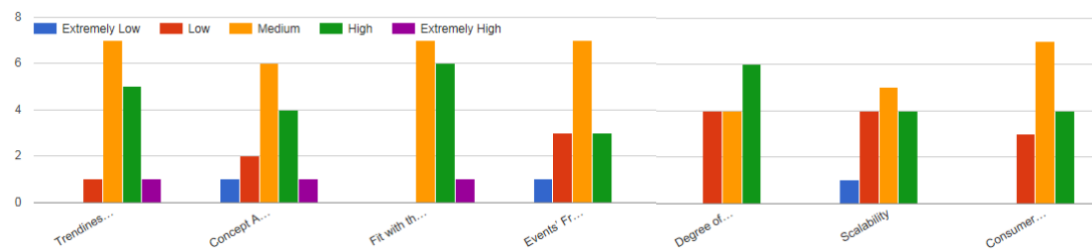
Q8: Secret Dinner



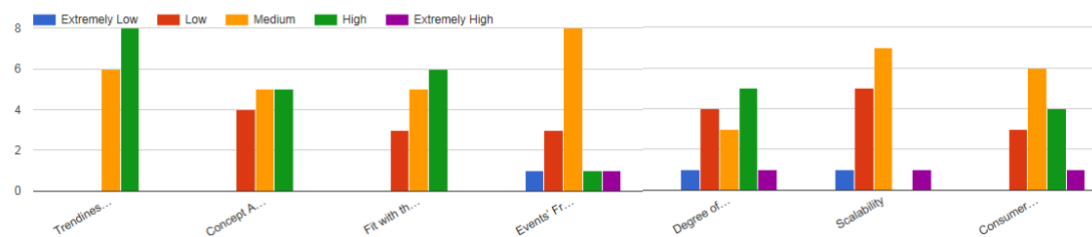
Q9: FOX Sensorial Exhibitions



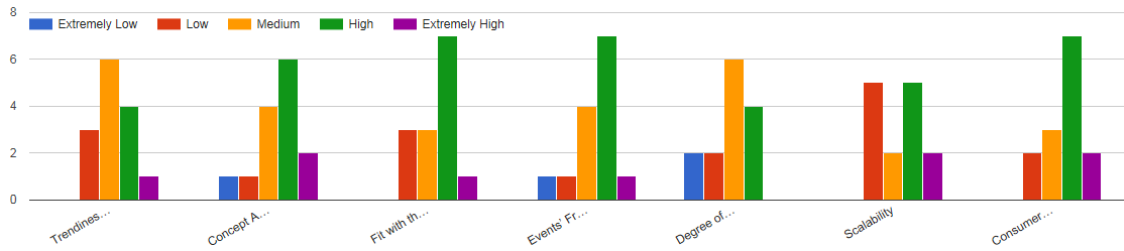
Q10: Prison FOX Dinner



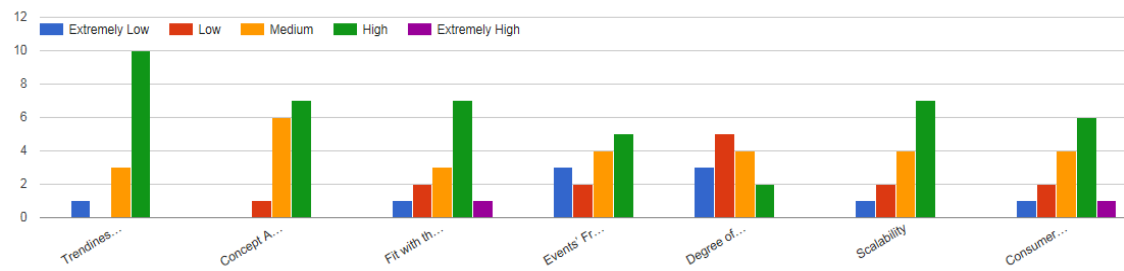
Q11: Taking Over Theme Parks



Q12: FOX Run Away



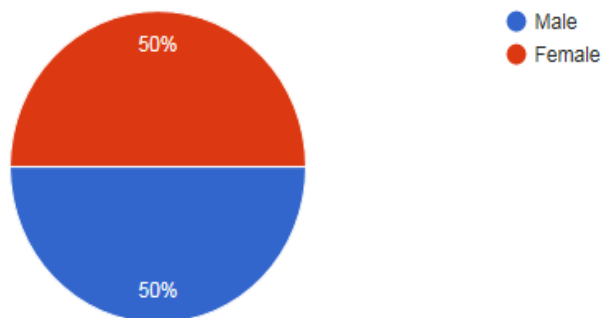
Q13: FOX Wanderlust



Socio-Demographics:

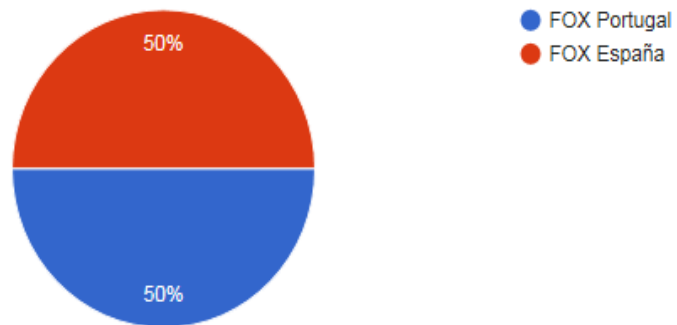
1- Gender

14 responses



2 - In which team are you part of?

14 responses



3. In which of the following intervals would you mark your age?

13 responses

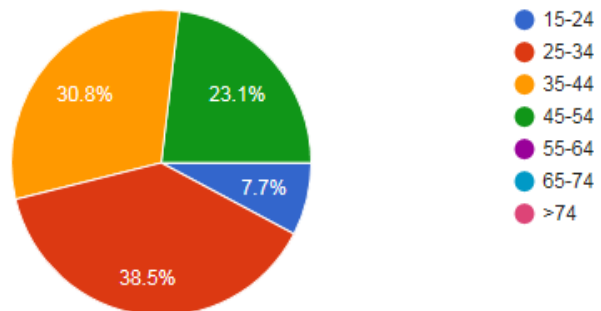


Exhibit 9: First Potential and Risk Matrix

RISK	WEIGHT	SCALE	CONCEPTS													
			FOX Crime Scene	FOX World	FOX sensorial exhibition	Silent FOX	Prison FOX Dinner	Live FOX Series	POP Up FOX Bar	Series' Experience	FOX Fever	Secret Dinner	FOX Sleepover	Taking Over Theme Parks	FOX Run Away	FOX Wanderlust
Initial investment	16%	1=<5000; 2= 5000 to 15000; 3= 15000 to 30000; 4=30000 to 50000;5 >50000	5	5	4	1	4	3	3	2	3	2	2	5	3	1
Life Cycle duration	5%	1=1y; 2=2y; 3=3y; 4=4y; 5>=5y	3	4	4	2	1	5	5	4	4	4	2	5	4	2
Acquisition of partners	23%	1=very easy; 5=very difficult	4	4	3	1	3	4	2	2	1	2	1	5	3	1
Execution feasibility	22%	1=very easy to implement and execute;5=very hard to implement and execute	3	5	4	1	4	5	4	4	4	4	2	5	2	1
Implementation time	18%	1=0-3months; 2=3-6months; 3=6-12months; 4=12-18months; 5=24months	3	3	3	1	3	3	2	2	1	1	1	5	2	3
Easiness of being copied/replicated	7%	1=very difficult; 5=very easy	2	1	2	5	2	3	4	4	5	5	4	3	5	5
Competitive Reaction (existing number of players in the market)	9%	1=extremely low; 3=Medium; 5=Extremely High	3	1	3	5	1	1	2	2	5	4	1	5	5	4
TOTAL	100%	AVERAGE	3,48	3,72	3,36	1,69	3,03	3,59	2,89	2,68	2,77	2,75	1,64	4,86	2,97	1,96
		AVERAGE RISK	2,96													

POTENTIAL	WEIGHT	SCALE	CONCEPTS													
			FOX Crime Scene	FOX World	FOX sensorial exhibition	Silent FOX	Prison FOX Dinner	Live FOX Series	POP Up FOX Bar	Series' Experience	Secret FOX	Secret Dinner	FOX Sleepover	Taking Over Theme Parks	FOX Run Away	FOX Wanderlust
Trendiness	20%	1=extremely low; 5=extremely High	4	4	5	4	4	5	4	4	5	4	3	2	3	4
Concept Adaptability	5%	1=extremely low; 5=extremely High	4	4	3	4	2	4	4	5	4	3	3	2	3	2
Fit with the brand values & image	20%	1=extremely low; 5=extremely High	4	5	4	4	4	4	3	5	3	3	3	4	4	4
Events' Frequency per year	9%	1=extremely low; 5=extremely High	3	2	2	4	2	3	3	3	4	2	4	4	3	3
Degree of Innovation	9%	1=extremely low; 5=extremely High	3	5	4	3	4	4	4	3	2	3	3	2	2	2
Scalability (easiness to extend the concept to other geographies)	17%	1=extremely low; 5=extremely High	3	4	3	4	3	3	4	5	4	4	3	2	4	5
Consumer's Engagement	20%	1=extremely low; 5=extremely High	5	4	3	2	4	5	4	4	4	4	4	3	3	4
TOTAL	100%	AVERAGE	3,85	4,11	3,6	3,51	3,55	4,14	3,71	4,24	3,82	3,48	3,29	2,78	3,28	3,8
		AVERAGE POTENTIAL	3,65													

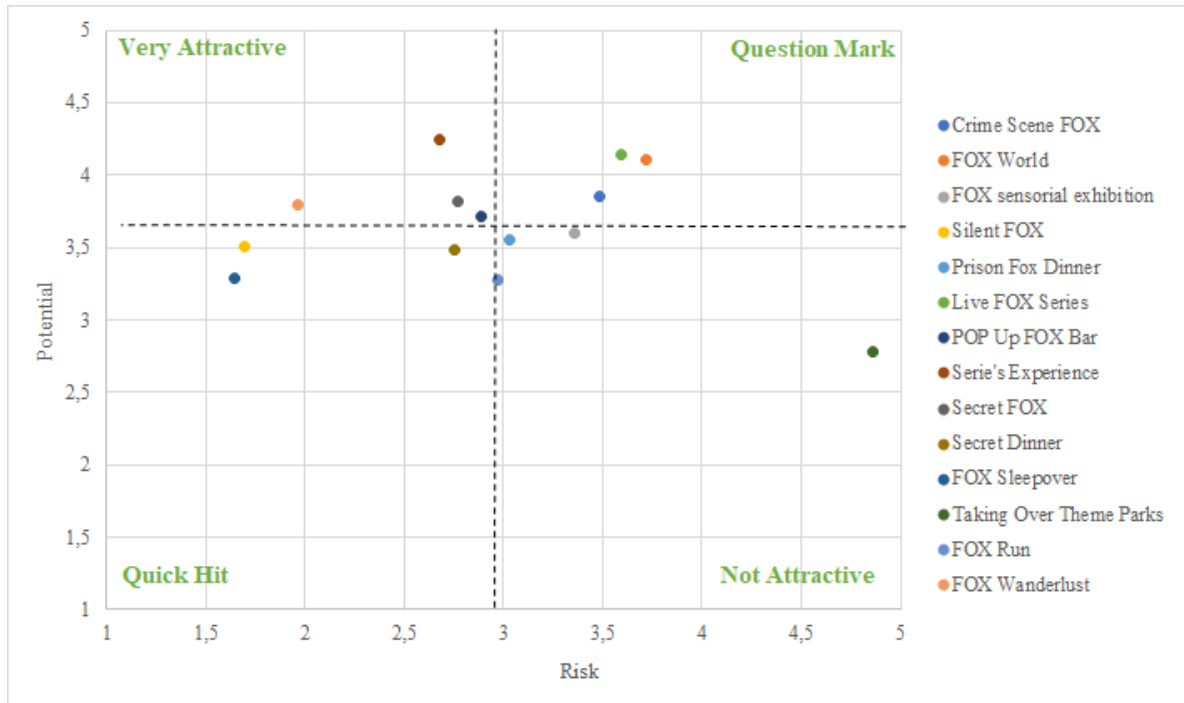


Exhibit 10: Updated Potential & Risk Matrix

RISK	WEIGHT	SCALE	CONCEPTS													
			FOX Crime Scene	FOX World	FOX sensorial exhibition	FOX Silent	FOX Prison Dinner	Live FOX Series	FOX Pop Up Bar	Series' Experience	FOX Fever	Secret Dinner	FOX Sleepover	Taking Over Theme Parks	FOX Marathon	FOX Wanderlust
Initial investment	16%	1=≤5000; 2= 5000 to 15000; 3= 15000 to 30000; 4=30000 to 50000;5 >50000	5	5	4	1	4	4	3	2	3	2	2	5	3	1
Life Cycle duration	5%	1≤1y; 2=2y; 3=3y; 4=4y; 5=≥5y	3	2	2	4	5	1	1	2	2	2	4	1	2	4
Acquisition of partners	23%	1=very easy; 5=very difficult	4	4	3	1	3	4	2	2	1	2	1	5	3	1
Execution Feasibility	22%	1=very easy to implement and execute;5=very hard to implement and execute	3	5	4	1	4	5	4	4	4	4	2	5	2	1
Implementation time	18%	1=0-3months; 2=3-6months; 3=6-12months; 4=12-18months; 5=24months	3	3	3	1	3	3	2	2	1	1	1	5	2	3
Easiness of being copied/replicated	7%	1=very difficult; 5=very easy	1	1	2	5	2	3	4	4	5	5	4	3	5	5
Competitive Reaction (existing number of players in the market)	9%	1=extremely low; 3=Medium; 5=Extremely High	3	1	3	5	1	1	2	2	5	4	1	5	5	4
TOTAL	100%	AVERAGE	3,41	3,62	3,26	1,79	3,23	3,55	2,69	2,58	2,67	2,65	1,74	4,66	2,87	2,06
		AVERAGE RISK	2,91													

POTENTIAL	WEIGHT	SCALE	CONCEPTS														
			FOX Crime Scene	FOX World	FOX sensorial exhibition	FOX Silent	FOX Prison Dinner	Live FOX Series	FOX Pop Bar Up	Series' Experience	FOX Fever	Secret Dinner	FOX Sleepover	Taking Over Theme Parks	FOX Marathon	FOX Wanderlust	
Trendiness	20%	1=extremely low; 5=extremely High	4	4	5	4	4	5	4	2	5	4	3	2	4	3	
Concept Adaptability	5%	1=extremely low; 5=extremely High	4	4	3	4	2	4	4	4	4	3	3	2	3	2	
Fit with the brand values & image	20%	1=extremely low; 5=extremely High	4	5	3	4	4	4	3	4	3	3	3	4	4	2	
Events' Frequency per year	9%	1=extremely low; 5=extremely High	3	2	2	4	2	3	3	3	4	2	4	4	3	3	
Degree of Innovation	9%	1=extremely low; 5=extremely High	3	5	4	3	4	4	4	3	2	3	3	2	2	2	
Scalability (easiness to extend the concept to other geographies)	17%	1=extremely low; 5=extremely High	3	4	3	4	3	3	4	4	4	4	3	2	4	5	
Consumer's Engagement	20%	1=extremely low; 5=extremely High	5	4	3	2	3	5	4	3	4	4	3	3	3	4	
TOTAL	100%	AVERAGE	3,85	4,11	3,4	3,51	3,35	4,14	3,71	3,22	3,82	3,48	3,09	2,78	3,48	3,2	
		AVERAGE POTENTIAL	3,51														

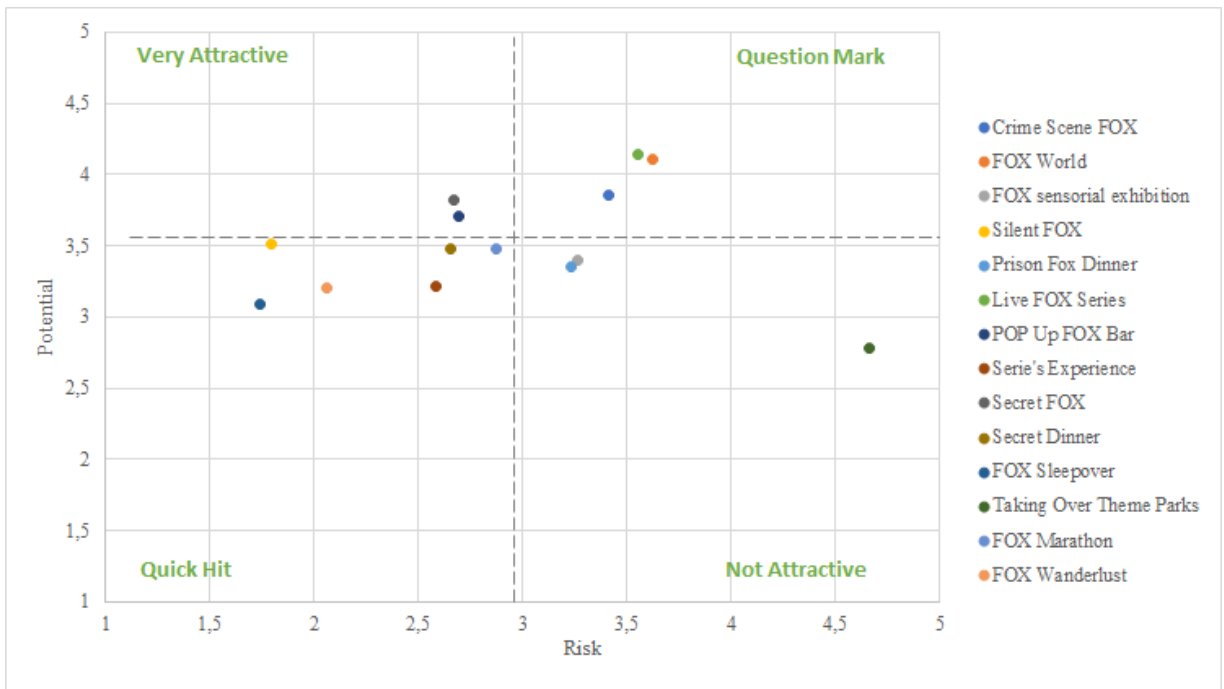


Exhibit 11: Qualitative In-depth Interview - English, Portuguese and Spanish versions

1- ENGLISH VERSION:

In-Depth Interview Guide

Recruiting Questionnaire

Filter 1: Is your age between 18-35 years old?

Yes

No [Thank the respondent for their time and finish the interview]

Filter 2: Have you lived in Portugal/Spain for at least 5 years?

Yes [Go to next question]

No [Thank the respondent for their time and finish the interview]

Interview Guide

Good afternoon. My name is _____, I am a Masters student at Nova SBE and I am currently on the process of writing my thesis. Currently, me and my group are conducting a research related to life events and experiences in Iberia. This interview will take around 45 minutes to one hour, and the method used is called in-depth exploratory, meaning you are free to say whatever comes to your mind after I introduce the topic. There are not right or wrong answers to that or other questions that may arise. For the purpose of analyzing our interviews later, I would like to record our conversation – would that be fine for you? It will remain anonymous and you there will be no subsequent contact after this interview.

Which of the following live events and experiences did you go to in the last 12 months?

- Participated in theme runs [E.g. Color Run]
- Went to a theme party
- Had dinner/lunch at a thematic restaurant
- Saw an exhibition
- Participated in an escape room
- Went to a music festival
- Watched a movie in an outdoor cinema

- Went to a pop up bar [it is a temporary bar; pop ups are not just to sell products, they sell experiences]
- Saw a play at the theatre

Section 1 - Introduction to the life events and experiences topic

I am going to pose a question and I invite you to tell me everything that comes to your mind related to the following topic.

Broad question: Can you tell me about the last time you went to an event/live experience?

Topics to cover:

- What [Overall impression; Payed/Non-payad; Event's Dimension]
- Why [Event's Attractiveness; Shared Reviews]
- Where [Location]
- When [Event's Duration (At what time? How long it was?); Event's Frequency]
- Who [With whom did you go?]
- How [How did you find out about the event?]

Section 2 - Knowledge about the brand

1- Do you know FOX Network Group?

- Yes
- No

2- Can you name some series that belong to FOX? Which of them do you usually watch? [Recall Technique]

3 - Do you know any events organized by FOX in Portugal/Spain? How did you find out about this?

Section 3 - New Business Models Ideas

I am going to show you now a short video which presents some of the FOX's series for you to do a better association of them with the FOX Networks Group. [Show the video]

[READ] I will start by sharing with you some ideas, and I would like you to tell me how you feel about them. As stated previously, you are free to say whatever comes to your mind and there are no right or wrong answers.

1- Pop Up FOX Bar

[READ] Imagine a bar where you can experience the world of one of your favorite series. You would enter in a space where not only the decoration and music would be inspired by that certain series but also the bartenders would embody the characters and all the cocktails and snacks would have names and flavors related to that. The customer will have the chance to play some games in order to crack some cocktail recipes, or others related to the series in question. This bar would be open a few months only.

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]
- Location
- Duration [How frequently would you go?]
- Kind of gathering [Romantic date vs night out with friends]
- Series associated with the concept
- Features desired
- Willingness to pay for a cocktail
- Willingness to pay to enter the bar

Projective technique: If you had to describe the customer of this bar, how would he / she be? [Age, Gender, Occupation, Psychological traces]

2- Live FOX Series

[READ] A theatrical experience about a movie or an iconic episode of a series, where a group of actors would be playing their role distributed from several rooms, enabling you to walk around the space while seeing the show in different perspectives. The guests can walk among the actors and will be wearing a differentiating accessory, in order to distinguish the cast from the audience. An actor can interact with the audience, and the show will be repeated three times for the spectators to see the complete story from different perspectives in the different rooms. The space and the decoration will be allusive to the movie/series in question.

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]
- Location
- Duration [How frequently would you go?]
- Kind of gathering [Romantic date vs night out with friends]
- Series associated with the concept
- Features desired
- Willingness to pay for a ticket

Projective technique: If you had to describe the customer of this experience, how would he/she be? [Age, Gender, Occupation, Psychological traces]

3- FOX Fever

[**READ**] A party where one of your favorite series is the main theme. All the environment would be allusive to that theme, including the staff and cocktails, enabling you to enter completely into that series reality. The location would be kept secret until the very end. The guest will be invited to show at a predetermined time in a location and then their eyes would be covered in order to be transported to the secret place of the party. To attend this event the potential customers will have to crack some kind of code/challenge, in order to maintain some exclusivity.

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]
- Location
- Duration [How frequently would you go?]
- Kind of gathering [Romantic date vs night out with friends]
- Series associated with the concept
- Experiences desired
- Willingness to pay for a cocktail
- Willingness to pay to an entry ticket

Projective technique: If you had to describe the customer of this party, how would he/she be? [Age, Gender, Occupation, Psychological traces]

4 - FOX Wanderlust

[READ] A travel pack in which people can buy a trip to an unknown place. The customer just have to pick the dates to travel, select the countries he/she doesn't want to go to, from a predefined list, and choose the disposable budget. On top of that customers can choose the purpose of the trip (romantic, with friends, to relax, for adventure). This travel pack would be associated with the channels Viajar (in Spain) or National Geographic and the trips will have experiences related to the channel's content (E.g. a safari in Africa where they could see some endangered species). Two days before the departure day, they would receive the place and the details of the trip.

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]
- Location
- Duration [How frequently would you go?]
- Kind of gathering [Romantic date vs night out with friends]
- Experiences desired
- Additional products to add to this experience
- Willingness to pay

Projective technique: If you had to describe the customer of this travel pack, how would he/she be? [Age, Gender, Occupation, Psychological traces]

5 - Silent FOX

[READ] An event that combines the silent disco concept and cinema, where the viewers would see a FOX's movie or documentary (if related to FOX Movies or National Geographic channels) with headphones. This event would take place in an unexpected location depending on the theme of the movie/documentary, going from gardens to museums, sightseeing spots, aquariums, palaces, etc. The guests would not be disturbed by the surroundings and would be comfortably seated enjoying popcorn, drinks and other snacks related to the movie/documentary.

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]

- Location
- Duration [How frequently would you go?]
- Kind of gathering [Romantic date vs night out with friends]
- Preference for this concept [instead of going to a regular cinema]
- Willingness to pay for a ticket

Projective technique: If you had to describe the customer of this movie session, how would he/she be? [Age, Gender, Occupation, Psychological traces]

6 - FOX Secret Dinner

[READ] A dinner where the guest would receive instructions to appear in a predefined space and time and then transported with the eyes covered to a secret location where the dinner will take place. They will previously know the theme and the menu of the dinner. This experience could embrace the series' spirit, with well-known chefs who would cook some dishes related with your favorite series or a certain country type of food (association with Viajar channel). The space would depend on the theme of the dinner and it will have other experiences related to it as well.

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]
- Location
- Duration/Timing [How frequently would you go?]
- Kind of gathering [Romantic date vs night out with friends]
- Willingness to pay

Projective technique: If you had to describe the customer of this dinner, how would he/she be? [Age, Gender, Occupation, Psychological traces]

7 - FOX Sleepover

[READ] Imagine a room/house that recreates the environment of a specific FOX's series. In that place, you would find the decoration that would transport you right to your beloved series. You could rent this place, through an online renting platform (E.g.: Airbnb) in cities like Lisbon, Oporto, Madrid or Barcelona for as much time as you

want to. Our aim is to create an experience, not only an exhibition. The motto could be: Experience the life of your favorite characters.

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]
- Series associated with the concept
- Kind of gathering [Romantic date vs night out with friends]
- Additional services to improve this experience
- Willingness to pay for a night

Projective technique: If you had to describe the customer of this sleepover, how would he/she be? [Age, Gender, Occupation, Psychological traces]

8 - FOX Run Away

[READ] An attractive way of spending time with your friends, doing sport and reliving one of your favorite series. During the daylight or even in the afternoon, a thematic run where you come dressed accordingly, and all the environment will lead you to the series reality. A social cause would also be related to the event, enabling you to join your favorite series world, while doing sports and helping others. (a percentage of what the consumer pays for the ticket goes to a social cause).

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]
- Location
- Duration/Timing [How frequently would you go?]
- Kind of gathering [Romantic date vs night out with friends]
- Series associated with the concept
- Additional services to improve this experience
- Willingness to pay for the run

Projective technique: If you had to describe the customer of this thematic run, how would he/she be? [Age, Gender, Occupation, Psychological traces]

9 - FOX Crime Scene

[READ] A game taking place in a closed space where a crime happened. Inside this place there are several actors recreating a village. A group of players is invited to solve the mystery of who committed the crime. To do so each team has to follow a number of clues and interact with the actors in this place in order to solve the mystery, competing at the same time with other teams of players that have the same ultimate goal, having to balance cooperation and competition among teams. To each team it will be attributed a different crime but all the crimes will lead to the same criminal being the goal of each team to be the first to find the author of the crime.

Topics to be covered:

- Likability towards the idea
- Perceived benefits vs perceived problems [Why would you go there?]
- Location
- Duration/Timing [How frequently would you go?]
- Series associated with the concept
- Comparison with escape rooms
- Additional services to improve this experience
- Willingness to pay for the run

Projective technique: If you had to describe the customer of this experience, how would he/she be? [Age, Gender, Occupation, Psychological traces]

Section 4 - Fit with the brand

1- What do you think about FOX expanding its business to live events and experiences? Do you believe that there is a fit between the company and this new business unit?

2- Now that I have told you about these ideas of experiences and events, which of them do you think would fit better with FOX? Why?

3- What other types of events and experiences would you expect a company like FOX could come up with?

Section 5 - Social and Demographic Characterization

[READ] Finally, I have a few simple questions that will help us characterize our sample:

1- How many people live in your house, yourself included?

2- Please choose the option referent to your marital status:

- Single
- Married
- Divorced
- Widowed

3- Gender [Do not ask, just register]

- Male
- Female

4- In which of the following intervals would you mark your age?

- 18-20
- 21-23
- 24-26
- 27-29
- 30-32
- 33-35

5- What was the highest level of education you attained so far, from the following list?

[SHOW THE LIST]

- Can't read / write
- Less than 4th grade
- 4th grade
- 6th grade
- 9th grade

- 11th /12th grades
- Professional or Arts Degree
- Incomplete undergrad
- Undergrad in Nursing, Social Services, Childcare, Primary Schooling, Tourism, Secretariat, Accounting, Archiving
- Other undergrad programs
- Post-grad or Masters
- PhD

6- What is your current professional occupation? [SHOW THE LIST]

- GO1 – Middle and Top Management | Quadros Médios e Superiores
- GO2 – Specialised Technicians and Small Business Owners | Técnicos Especializados e Pequenos
- GO3 – Employees of Tertiary Sector | Empregados dos Serviços / Comércio / Administrativos
- GO4 – Qualified / Skilled Workers | Trabalhadores Qualificados / Especializados
- GO5 – Unqualified / Unskilled Workers | Trabalhadores não Qualificados / não Especializados
- GO6 – Retired / Unemployed | Reformados / Pensionistas / Desempregados
- GO7 – Students | Estudantes
- GO8 – Housekeeper | Domésticos

Thank you so much for your time and availability to answer this questionnaire!

2 - PORTUGUESE VERSION:

Guia de Entrevista em Profundidade

Questionário de Recrutamento

Filtro 1: A sua idade é entre 18-35 anos?

- Sim
- Não [Agradeça ao entrevistado pelo seu tempo e termine a entrevista]

Filtro 2: Vive em Portugal/Espanha pelo menos à 5 anos?

- Sim [Vá para a próxima pergunta]
- Não [Agradeça ao entrevistado pelo seu tempo e termine a entrevista]

Guia de Entrevista

Boa tarde. O meu nome é _____, e estou neste momento a escrever a minha tese de mestrado na Nova SBE. Em conjunto com o meu grupo, estamos a conduzir uma pesquisa relacionada com eventos e experiências na Ibéria.

Esta entrevista durará entre 45 minutos a uma hora e o método utilizado é chamado de exploratório em profundidade, o que significa que é livre de dizer o que vier à cabeça depois de eu lhe apresentar um tópico. Não havendo respostas certas ou erradas sobre qualquer questão que possa surgir.

De modo a analisar as entrevistas mais tarde, gostaria de poder gravar a conversa. Está tudo bem por si? A conversa permanecerá anónima e não será contactado após a entrevista.

Participou em algum dos seguintes eventos e experiências nos últimos 12 meses?

- Participou em corridas de temáticas [Exemplo: Color Run]
- Foi para uma festa temática
- Jantou/almoçou num restaurante temático
- Foi a uma exposição
- Foi a um escape room
- Foi a um festival de música
- Foi a um cinema ao ar livre
- Foi a um bar pop up [é um bar temporário; pop ups não vendem apenas produtos mas sim experiências]
- Viu uma peça de teatro

Seção 1 - Introdução ao tópico de eventos e experiências

De seguida, vou fazer-lhe uma pergunta em que é livre de dizer tudo o que lhe vier à cabeça relacionado com o tópico.

Broad Question: Pode falar-me da última vez que foi a um evento/experiência?

Tópicos a cobrir:

O quê [impressão geral; Pago/Não pago; Dimensão do evento]

Porquê [Atratividade do evento; Partilha de opiniões]

Onde [Localização]

Quando [Duração do evento (A que horas? Quanto tempo?); Frequência do Evento]

Quem [Com quem foi?]

Como [Como é que descobriu o evento?]

Seção 2 - Conhecimento sobre a marca

1- Conhece a FOX Network Group?

Sim

Não

2- Pode dizer-me nomes de series que pertençam à FOX? Quais delas vê frequentemente? [Recall Technique]

3 - Conhece alguns eventos organizados pela FOX em Portugal/Espanha? Se sim, como descobriu esses eventos?

Seção 3 - Novas Ideias de Modelos de Negócios

Vou mostrar-lhe agora um curto vídeo que apresenta algumas das séries que passam na FOX para conseguir fazer uma melhor associação com a FOX Networks Group.
[Mostrar o vídeo]

[LER] Vou começar por partilhar consigo algumas ideias e gostaria que me dissesse o que pensa em relação às mesmas. Conforme disse anteriormente, é livre de dizer o que quiser, não havendo respostas certas ou erradas.

1- Pop Up FOX Bar

[LER] Imagine um bar onde poderia entrar no mundo de uma das suas séries favoritas. Um espaço onde não só a decoração e a música seriam inspiradas por essa série, mas também os empregados incorporariam as personagens e todos os cocktails e aperitivos teriam nomes e sabores relacionados com a série. O cliente teria a oportunidade de participar em alguns jogos para poder pedir certas bebidas, para além de outras atividades relacionadas com a série em questão. Este bar estaria aberto apenas durante alguns meses.

Tópicos a abordar:

- Atratividade da ideia
- Benefícios vs. problemas relacionados [Por que é que iria?]
- Localização
- Duração [Com que frequência iria?]
- Propósito [Encontro romântico vs. noite com os amigos]
- Série associada ao conceito
- Características desejadas
- Disposição para pagar um cocktail
- Disposição para pagar para entrar no bar

Projective technique: Se tivesse que descrever o cliente deste bar, como é que ele seria?
[Idade, género, ocupação, traços psicológicos]

2- Live FOX Series

[LER] Uma experiência teatral sobre um filme ou um episódio icónico de uma das suas séries favoritas, onde um grupo de atores atuavam em diversas salas. Permitindo ao espectador que percorra o espaço enquanto vê o espetáculo de diferentes perspetivas. Os espectadores poderiam andar entre os atores e usariam acessórios diferenciadores para distinguir o elenco do público. Os atores poderiam ainda interagir com os convidados, e o espetáculo seria repetido três vezes para que cada pessoa visse a história completa a partir de diferentes perspetivas nos diferentes quartos. Todo o espaço e decoração seriam alusivos ao filme/série em questão.

Tópicos a abordar:

- Atratividade da ideia
- Benefícios vs. problemas relacionados [Por que é que iria?]
- Localização
- Duração [Com que frequência iria?]
- Propósito [Encontro romântico vs noite com os amigos]
- Série associada ao conceito
- Características desejadas
- Disposição para pagar por um bilhete

Projective technique: Se tivesse que descrever o cliente desta experiência, como é que ele seria? [Idade, género, ocupação, traços psicológicos]

3- FOX Fever

[LER] Uma festa onde uma das suas séries favoritas é o tema principal. Todo o ambiente seria alusivo a esse tema, incluindo a equipa de *staff* e os cocktails, permitindo que entrasse completamente na realidade da série. A localização seria mantida em segredo até chegar ao local. Os convidados teriam de ir até um local predefinido e, em seguida, os seus olhos seriam vendados de modo a serem transportados para o local secreto da festa. Para conseguir ir a este evento, os potenciais convidados teriam que resolver um código/desafio, de modo a manter alguma exclusividade.

Tópicos a abordar:

- Atratividade da ideia
- Benefícios vs. problemas relacionados [Por que é que iria?]
- Localização
- Duração [Com que frequência iria?]
- Propósito [Encontro romântico vs. noite com os amigos]
- Série associada ao conceito
- Experiências desejadas
- Disposição para pagar por um cocktail
- Disposição para pagar por um bilhete

Projective technique: Se tivesse que descrever a pessoa que iria a esta festa, como é que ela seria? [Idade, género, ocupação, traços psicológicos]

4- FOX Wanderlust

[LER] Um pacote de viagens através do qual se pode comprar uma viagem para um lugar desconhecido. O consumidor só precisa de escolher as datas para viajar, selecionar os países para os quais não quer ir de uma lista predefinida e escolher o orçamento disponível. Além disso, os clientes podem escolher o propósito da viagem (romântico, com amigos, para relaxar ou aventura). Dois dias antes da partida, o cliente receberia o local e os detalhes da viagem.

Tópicos a abordar:

- Atractividade da ideia
- Benefícios vs. problemas relacionados [Por que é que iria?]
- Localização
- Duração [Com que frequência iria?]
- Propósito [Encontro romântico vs. noite com os amigos]
- Experiências desejadas
- Produtos/serviços adicionais [Para melhorar a experiência]
- Disposição para pagar

Projective technique: Se tivesse que descrever o consumidor deste pacote de viagens, como é que ele seria? [Idade, género, ocupação, traços psicológicos]

5 - Silent FOX

[LER] Um evento que combina o conceito de discoteca silenciosa e o cinema, onde os convidados teriam a oportunidade de ver um filme/documentário da FOX (e National Geographic) com fones. Este evento teria lugar num local inesperado, dependendo do tema do filme/documentário que passasse (jardins, museus, locais turísticos, aquários, palácios, etc.). Os convidados não seriam incomodados pelo ambiente circundante e estariam confortavelmente sentados a comer pipocas e/ou outros snacks e bebidas relacionados com o filme/documentário.

Tópicos a abordar:

- Atratividade da ideia
- Benefícios vs. problemas relacionados [Por que é que iria?]
- Localização
- Duração [Com que frequência iria?]

- Propósito [Encontro romântico vs. noite com os amigos]
- Preferência por este conceito
- Disposição para pagar por um bilhete

Projective technique: Se tivesse que descrever o consumidor desta experiência, como é que ele seria? [Idade, género, ocupação, traços psicológicos]

6 - FOX Secret Dinner

[LER] Um jantar com localização secreta onde os convidados receberiam instruções prévias para comparecer num certo local a uma certa hora, sendo depois transportados com os olhos vendados para um local secreto onde o jantar teria lugar. Esta experiência contaria com a participação de alguns *chefs* famosos que cozinhariam pratos relacionados com a sua série favorita ou um tipo de comida de um determinado país (associação ao canal Viajar). O espaço escolhido dependeria do tema do jantar e poderiam ainda ocorrer alguns espetáculos artísticos. O tema do jantar seria revelado previamente.

Tópicos a abordar:

- Atratividade da ideia
- Benefícios vs. problemas relacionados [Por que é que iria?]
- Localização
- Duração [Com que frequência iria?]
- Propósito [Encontro romântico vs. noite com os amigos]
- Disposição para pagar

Projective technique: Se tivesse que descrever o consumidor deste tipo de jantar, como é que ele seria? [Idade, género, ocupação, traços psicológicos]

7 - FOX Sleepover

[LER] Imagine um quarto ou uma casa que recria o ambiente de uma série da FOX. Nesse local, a decoração transportá-lo-ia diretamente para o mundo dessa série. Seria possível alugar este quarto através de uma plataforma de aluguer online, como por exemplo no Airbnb, em cidades como Lisboa, Porto, Madrid ou Barcelona pelo tempo que desejasse. O objetivo é criar uma experiência e não apenas uma exposição. O conceito em algumas palavras: Experiencie a vida das suas personagens favoritas!

Tópicos a abordar:

- Atratividade da ideia
- Benefícios vs. problemas relacionados [Por que é que iria?]
- Series associadas ao conceito
- Propósito [Encontro romântico vs. noite com os amigos]
- Produtos/serviços adicionais [Para melhorar a experiência]
- Disposição para pagar por uma noite

Projective technique: Se tivesse que descrever o consumidor desta experiência, como é que ele seria? [Idade, género, ocupação, traços psicológicos]

8 - FOX Run Away

[LER] Uma forma atrativa de passar tempo com os seus amigos, fazer desporto e reviver uma das suas séries favoritas. Durante a luz do dia ou mesmo à tarde, uma corrida temática onde é possível vestir-se de acordo com a temática da série e/ou utilizar acessórios também relacionados com a mesma. Uma causa social estaria ainda associada ao evento, permitindo que possa divertir-se fazer desporto e contribuir para uma causa humanitária (uma percentagem do valor que o consumidor paga para participar é doado a uma causa social).

Tópicos a abordar:

- Atratividade da ideia
- Benefícios vs. problemas relacionados [Por que é que iria?]
- Localização
- Duração [Com que frequência iria?]
- Propósito [Encontro romântico vs. noite com os amigos]
- Series associadas ao conceito
- Produtos/serviços adicionais [Para melhorar a experiência]
- Disposição para pagar pela corrida

Projective technique: Se tivesse que descrever o consumidor desta corrida temática, como é que ele seria? [Idade, género, ocupação, traços psicológicos]

9 - FOX Crime Scene

[LER] Um desafio realista que decorre num espaço fechado onde ocorreu um crime. Dentro deste lugar, existem vários atores que recriam uma cidade/aldeia. Um grupo de jogadores é convidado a resolver o mistério de quem cometeu o crime. Para isso, cada equipa deve seguir uma série de pistas e interagir com os atores para resolver o mistério, competindo ao mesmo tempo com outras equipas de jogadores que têm o mesmo objetivo final. Um crime diferente será atribuído a cada equipa, mas todos os crimes levarão o mesmo criminoso de modo a equilibrar a cooperação e a concorrência entre equipas. Ganha o jogo a primeira equipa a encontrar o autor dos crimes.

Tópicos a abordar:

- Atractividade da ideia
- Benefícios vs problemas relacionados [Por que é que iria?]
- Localização
- Duração [Com que frequência iria?]
- Series associadas ao conceito
- Comparação com escape rooms
- Produtos/serviços adicionais [Para melhorar a experiência]
- Disposição para pagar

Projective technique: Se tivesse que descrever o consumidor desta experiência, como é que ele seria? [Idade, género, ocupação, traços psicológicos]

Secção 4 - Ligação à marca

1- O que pensa sobre a FOX expandir o seu negócio para a categoria de eventos e experiências? Consegue ver a ligação entre a empresa e esta nova unidade de negócio?

2- Das ideias que lhe falei, quais acha que se relacionam melhor com a FOX e porquê?

3- Que outro tipo de eventos e experiências poderia uma empresa como a FOX implementar?

Seção 5 - Caracterização social e demográfica

[LER] Por fim, tenho apenas algumas perguntas curtas para nos ajudar a caracterizar a amostra posteriormente:

1- Com quantas pessoas vive, contando consigo? _____

2- Por favor indique qual o seu estado civil:

- Solteiro/a
- Casado/a
- Divorciado/a
- Viúvo/a

3- Género [**NÃO PERGUNTAR, REGISTRAR APENAS**]

- Masculino
- Feminino

4- Por favor indique em qual dos seguintes intervalos se encontra a sua idade?

- 18-20
- 21-23
- 24-26
- 27-29
- 30-32
- 33-35

5. Qual é a sua qualificação académica mais elevada até agora? [**MOSTRAR A LISTA**]

- Não sabe ler nem escrever/Analfabeto
- Primária incompleta / Sabe ler/escrever
- Primária Completa
- Ciclo Preparatório
- 9º ano unificado / antigo 5º ano dos liceus
- 12º ano unificado / antigo 7º ano dos liceus
- Curso profissional / artístico
- Curso médio / frequência universitária / bacharelato

- Licenciatura em Enfermagem, Serviço Social, Educador(a) de Infância, Ensino Primário, Turismo, Secretariado, Contabilidade e Documentação
- Restantes Licenciaturas
- Mestrados / Pós-Graduações
- Doutoramento

6- Como qualifica o seu emprego actual, entre as seguintes opções? **[MOSTRAR A LISTA]**

- Quadros Médios e Superiores
- Técnicos Especializados e Pequenos
- Empregados dos Serviços / Comércio / Administrativos
- Trabalhadores Qualificados / Especializados
- Trabalhadores não Qualificados / não Especializados
- Reformados / Pensionistas / Desempregados
- Estudantes
- Domésticos/as

Muito obrigado pelo seu tempo e disponibilidade para responder a este questionário!

3 - SPANISH VERSION:

Entrevista para Profundizar

Questionario de reclutamiento:

Filtro 1: ¿Tienes entre 18 y 35 años?

- Sí
- NO (Agradece al entrevistado por su tiempo y termina la entrevista)

Filtro 2: ¿Vives en Portugal/España desde al menos los últimos 5 años?

- Sí
- NO (Agradece al entrevistado por su tiempo y termina la entrevista)

Guía para la Entrevista

Buenas tardes. Me llamo _____ , soy estudiante del programa del Master en NOVA SBE y de momento estoy escribiendo mi tesis. De momento, estamos haciendo una pesquisa relacionada con la industria de Eventos en Vivo y Experiencias en Iberia. Esta entrevista va a durar más o menos entre 45 minutos y una hora, y el método que vamos a utilizar es llamado de exploratorio en profundidad, en que eres libre de hablar de lo que quieras y decir lo que te viene a la mente de cada vez que yo introduzca un tema. Aquí, no hay respuestas ciertas o erradas a ninguna pregunta. Para que después podamos analizar mejor las entrevistas, necesito de grabar toda la conversación, ¿puede ser por ti? Las entrevistas se van a quedar anónimas y no te vamos a contactar más después de habremos terminado.

¿Cuáles de los siguientes eventos en vivo y experiencias te animaste a ir en los últimos 12 meses?

- Participación en carreras temáticas (Color Run, por ejemplo)
- Asistencia en una fiesta temática
- Tuviste una cena/comida en un restaurante temático
- Viste una exposición
- Participaste en un Escape Room
- Fuiste a un festival de música
- Viste una película en un cinema al aire libre
- Fuiste a un bar Pop-Up/Temporario
- Fuiste al teatro

Sección 1 – Introducción al tema de Evento en vivo y Experiencias

Broad Question ¿Puedes hablarme de la última vez que fuiste a algún evento en vivo o experiencia?

Puntos que se tienen que cubrir:

- Opinión general

- Tipo de evento
- Se pagaba/No se pagaba – ¿Cuánto se pagaba por el evento?
- Frecuencia (se la participación era constante o no) - ¿Cuántas veces fuiste?
- Dimensión del evento (número de personas)
- Localización
- Duración del evento (¿a qué hora fue, cuánto tiempo ha durado?)
- ¿Con quién fuiste?
- ¿Cómo has sabido del evento? (online, boca a boca, comentarios)
- ¿Cuáles son los aspectos que más te han atraído para participar en el evento?
- ¿Compartiste comentarios y opiniones sobre el evento? ¿Dónde?

Sección 2 – Conocimiento de la marca

- 1- ¿Conoces a FOX Network Group?
 - SÍ
 - NO

- 2- ¿Puedes decirme cuáles son las series que te acuerdas que son de FOX? ¿Cuáles son las que sigues normalmente? [Técnica de recuerdo]

- 3- ¿Conoces a algún evento organizado por FOX en Portugal/España? ¿Cómo te has enterado de él?

Sección 3 – Ideas de Nuevos Modelos de Negocios

[Antes de presentar las ideas, el entrevistador debe enseñar una corta película sobre las series más conocidas de FOX]

[LEER] Voy a empezar por compartir contigo siete ideas de nuevos modelos de negocios relativos a una potencial expansión de la marca FOX, y gustaría que me dieras tú opinión sincera de cada una de ellas. Como he dicho anteriormente, eres libre de decir lo que quieras y no hay respuestas ciertas o erradas a ningún tema.

1 – POP UP FOX Bar

[LEER] Imagina que vas a un bar donde puedes experimentar la realidad de una de tu serie favorita. Podrías entrar en un lugar donde no solo la decoración y la música eran inspiradas por la serie, como también los camareros entraban en los personajes y los cócteles y aperitivos se nombraban de acuerdo con el tema de la serie. El cliente tendrá la posibilidad de participar en juegos con el objetivo de desvelar un enigma, obteniendo por ejemplo las recetas de los cócteles al retorno. Ese bar estaría abierto solamente por pocos meses.

Puntos que se tienen que cubrir:

- Simpatía por la idea
- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿Qué series podrías asociar con este concepto?
- ¿Cuánto estarías dispuesto a pagar por un cóctel?
- ¿Cuánto estarías dispuesto a pagar para entrar en el bar?

Técnica proyectiva: Si tendrías de describir el cliente típico de este bar, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos, etc.)

2 – Live FOX Series

[LEER] Una experiencia teatral de una película o un episodio icónico de tu serie favorita, donde un grupo de actores estaría representando su personaje distribuidos por variadas habitaciones de una casa, dando al espectador la posibilidad de caminar por los diversos compartimentos mientras vendo todo el espectáculo de diferentes perspectivas. Los convidados podrían caminar por entre los actores mientras estos están en su escena y tendrían de vestir un accesorio diferenciador de modo a que se pueden distinguir de los actores. Los actores pueden comunicar con los espectadores y van a repetir el teatro por tres veces, para que todos puedan ver el espectáculo completo. Todo el lugar y la decoración son de acuerdo con la serie representada.

Puntos que se tienen que cubrir:

- Simpatía por la idea

- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿Qué series podrías asociar con este concepto?
- ¿Qué características valorabas?
- ¿Cuánto estarías dispuesto a pagar para un boleto?

Técnica proyectiva: Si tendrías de describir el cliente típico de esta experiencia, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos, etc.)

3 – FOX Fever

[LEER] Una fiesta donde una de tus series favoritas es el tema principal. Todo el ambiente te va a transportar para la serie, incluyendo los empleados y los cócteles, creando la posibilidad de entrar completamente en la realidad de la serie. La localización se mantiene secreta hasta el último momento. El convidado será invitado a ir a un determinado lugar a una determinada hora, y sus ojos serán vendados de modo a que durante el transporte para la fiesta, la localización se quede secreta. Para participar en este evento los potenciales convidados tendrán que descubrir un determinado código o enigma, a fin de mantener una cierta exclusividad.

Puntos que se tienen que cubrir:

- Simpatía por la idea
- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿Qué series podrías asociar con este concepto?
- ¿Qué experiencias valorabas?
- ¿Cuánto estarías dispuesto a pagar para un boleto? ¿Y por un cóctel?

Técnica proyectiva: Si tendrías de describir el cliente típico de esta fiesta, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos, etc.)

4 – FOX Wanderlust

[LEER] Un paquete de viaje en cual se puede comprar un viaje para un lugar desconocido. El cliente apenas tiene que escoger una data, seleccionar los países que no

quiere ir, de una lista predefinida, y elegir la cuantía de dinero disponible. Además, se puede escoger el tema del viaje (romántico, con amigos, para relajarse, aventura, etc.). Dos días antes de la salida, se recibe un mensaje con el destino y los detalles del viaje.

Puntos que se tienen que cubrir:

- Simpatía por la idea
- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿Qué productos adicionales gustarías de añadir a esta experiencia? (ej. conductor privado, flores en el baño, etc.)
- ¿Qué experiencias valorabas?
- ¿Cuánto estarías dispuesto a pagar por el paquete?

Técnica proyectiva: Si tendrías de describir el cliente típico de estos viajes, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos...)

5 – Silent FOX

[LEER] Un evento que mezcla el concepto de discoteca silenciosa con cinema, donde los convidados pueden ver una película/documental de FOX con auriculares. Este evento sería en un lugar inesperado dependiendo del tema de la película/documental, pudiendo ser en jardines, museos, miradores, acuarios, palacios, etc... Los espectadores serían aislados de los ruidos que los cercan y estarían confortablemente sentados pudiendo disfrutar de las palomitas, bebidas y otros aperitivos relacionados con la película/documental.

Puntos que se tienen que cubrir:

- Simpatía por la idea
- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿Prefieres este concepto al revés de una película normal en un cinema regular? ¿Porqué?
- ¿En qué lugares imaginas un evento como ese?
- ¿Cuánto estarías dispuesto a pagar por un boleto?

Técnica proyectiva: Si tendrías de describir el cliente típico de este cinema, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos, etc.)

6 – Secret Dinner

[LEER] Una cena donde uno recibe instrucciones para aparecer en un lugar predefinido a una determinada hora. Después los clientes son transportados de ojos vendados a una localización secreta donde es la cena en realidad. Además, la cena va a tener un tema. Esta experiencia puede abrazar el espíritu de las series, con chefs de culinaria conocidos que van a preparar platos relacionados con las series favoritas, así como un cierto tipo de comida relacionado con un cierto país o cultura, asociado con el canal Viajar por ejemplo. El lugar está dependiente del tema de la cena, con decoraciones relacionadas y con actuaciones artísticas relacionadas con el tema igual.

Puntos que se tienen que cubrir:

- Simpatía por la idea
- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿En qué lugares imaginas un evento como ese?
- ¿Cuánto estarías dispuesto a pagar por un boleto? ¿Estarías dispuesto a pagar más por esta cena por su carácter temático?

Técnica proyectiva: Si tendrías de describir el cliente típico de esta cena, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos, etc.)

7 – FOX Sleepover

[LEER] Imagina una habitación/casa que recrea el ambiente de la serie específica de FOX. En este lugar, habría una decoración capaz de transportarte al corazón de una de tus series favoritas. Tu podrás alquilar este lugar a través de una plataforma de alquiler, como el Airbnb por ejemplo, en ciudades como Lisboa, Oporto, Madrid o Barcelona, por cuánto tiempo desees. Nuestro objetivo es de crear una experiencia, no solo una exposición. Nuestra estrategia en diez palabras: Poder ser un viajante por la vida de los personajes.

Puntos que se tienen que cubrir:

- Simpatía por la idea
- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿Cuáles son las series que fácilmente relacionas a este concepto?
- ¿Cuánto estarías dispuesto a pagar por una noche?
- ¿Qué servicios adicionales gustarías de añadir para mejorar esta experiencia?

Técnica proyectiva: Si tendrías de describir el cliente típico de esta experiencia, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos, etc.)

8 – FOX Run Away

[LEER] Una manera atractiva de estar con tu familia o amigos, practicando el deporte y reviviendo una de tus series favoritas. Durante el día o por la noche, una corrida temática donde es necesario venir vestido de acuerdo con el tema de la serie, y adonde todo el ambiente te va a llevar para su realidad. Además, estaría asociado al evento una causa social, por ejemplo, un porcentaje de tu boleto va para una causa humanitaria.

Puntos que se tienen que cubrir:

- Simpatía por la idea
- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿Cuáles son las series que fácilmente relacionas a este concepto?
- ¿Cuánto estarías dispuesto a pagar por la corrida?
- ¿Qué servicios adicionales gustarías de añadir para mejorar esta experiencia?

Técnica proyectiva: Si tendrías de describir el cliente típico de esta corrida, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos, etc.)

9 – FOX Crime Scene

[LEER] Un juego en un determinado lugar cerrado, como un almacén, donde ha ocurrido un crimen. En este lugar hay varios actores recreando un pueblo. Un grupo de jugadores es invitado a solucionar el misterio de quién ha cometido el crimen. Para hacerlo, cada equipo tiene que seguir una cantidad de pistas y comunicar con los actores

que están en el pueblo. Además, están compitiendo con otros equipos que tienen el mismo objetivo final teniendo que equilibrar competición y cooperación entre ellos. A cada equipo será entregado crímenes diferentes, pero todos los crímenes van a llevar al mismo criminoso, recibiendo un premio el equipo que primero llega a su revelación.

Puntos que se tienen que cubrir:

- Simpatía por la idea
- ¿Te animabas a ir? ¿Porqué? (beneficios percibidos, se sí vs. Problemas percibidos, si no). ¿Con cuánta frecuencia?
- ¿Cuáles son las series que fácilmente relacionas a este concepto?
- ¿Cuánto estarías dispuesto a pagar por un boleto?
- Comparación con los Escape Rooms (¿cuál prefieres y por qué?)
- ¿Qué servicios adicionales gustarías de añadir para mejorar esta experiencia?

Técnica proyectiva: Si tendrías de describir el cliente típico de esta experiencia, ¿cómo sería él/ella? (edad, sexo, ocupación, trazos psicológicos, etc.)

Sección 4 – Ajuste de la marca

1 - ¿Cuál es tu opinión acerca de la expansión del negocio de FOX a la industria de los Eventos en Vivo e Experiencias? ¿Porque sería un suceso? ¿Porque sería un fracaso? (Razones para suceder y razones para fallar)

2 - ¿Piensas que podría haber un ajuste entre la marca FOX y esta nueva unidad de negocio?

3 - ¿Qué eventos crees que serían un mejor ajuste a FOX? ¿Porque?

Sección 5 – Caracterización Socio-Demográfica

[LEER] Finalmente, tengo unas últimas preguntas que nos van a ayudar a definir nuestra muestra:

1 - ¿Cuántas personas viven en tu casa, contigo incluido? _____

2 – Por favor, elige la opción de tu estado civil:

- Soltero

- Casado
- Divorciado
- Viudo

3 – Género [NO PREGUNTAR – APENAS REGISTRAR]

- Masculino
- Femenino

4 - ¿En cuál de los siguientes intervalos firmas tu edad?

- 15-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- ≥ 75

5 - ¿Cuál es el mayor nivel de educación que has alcanzado hasta ahora, de la siguiente lista: [ENSEÑAR LA LISTA]

- No sé leer/escribir
- Menor que el 4º año
- 4º año
- 6º año
- 9º año
- 11º/12º año
- Profesional o Curso de Artes
- Licenciatura incompleta
- Licenciatura en enfermería, servicios sociales, cuidado de niños, educadora primaria, turismo, secretaría, contabilidad, archivos
- Otros programas de licenciatura
- Pues-licenciatura o Máster
- PhD

6 - ¿Cuál es tu actual profesión? [ENSEÑAR LA LISTA]

- Dueño
- Dirección superior (Administrador, presidente, director, gestor)
- Profesiones liberales y similares (Doctor, Abogado, Arquitecto, Ingeniero, Contabilista, Economista, Artista, Fotógrafo, Decorador, etc.)
- Dirección mediana (Jefe de sección, director de servicios)
- Profesiones Técnicas/Científicas/Artísticas en nombre de otros (similar con el tercero, pero este trabajo es al favor de otros)
- Empleado de oficina
- Jubilado
- Empleados trabajando afuera de oficinas (compradores, vendedores, policía, etc)

¡He terminado! ¡Muchas gracias por tu tiempo y disponibilidad para contestar a esta entrevista! ¡Que pases bien!

Exhibit 12: Qualitative Research Sample

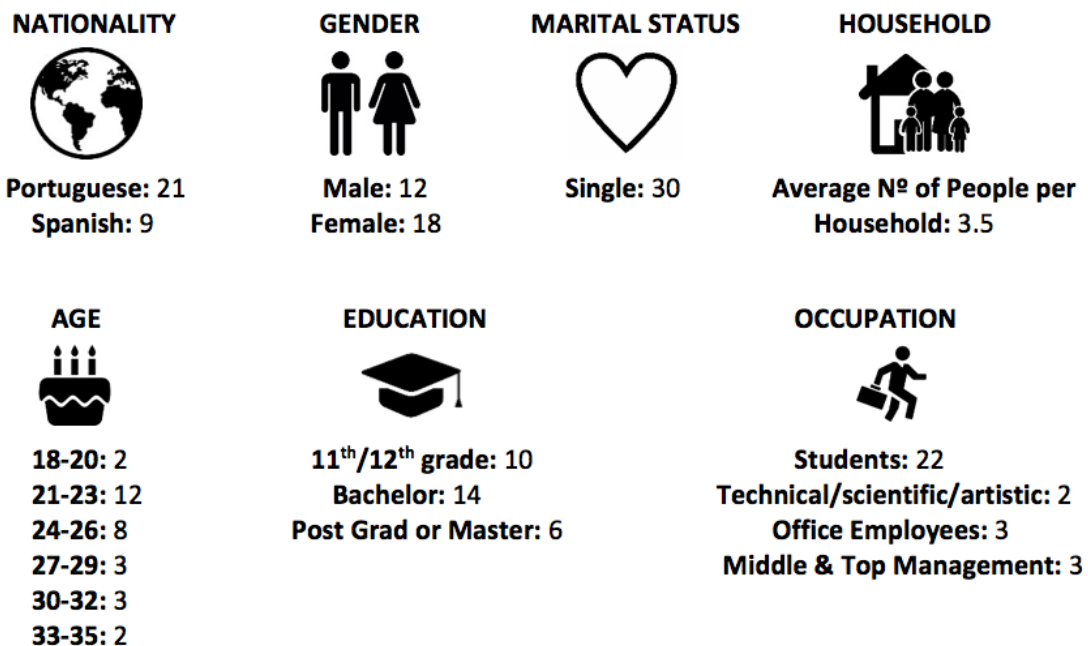


Exhibit 13: Quantitative online survey



Welcome to this survey on Live Events and Experiences which is part of the Field Lab with FOX Networks Group for our Masters in Management at NOVA School of Business and Economics. Your opinion is very important for us and this should not take more than 10 minutes of your time. All answers remain anonymous and there will be no further contacts concerning this questionnaire.

Thank you,

FOX Field Lab Team - Fall 2017

Q1: Have you been living in Portugal or Spain for the past 5 years?

- Yes
- No

Q2: Are you older than 18 years old?

- Yes
- No

Q3: Which of the following series from FOX do you remember watching in the last 6 months?

- Walking Dead
- Prison Break
- Dr House
- Code Black
- This is Us
- Modern Family

- The Simpsons
- Family Guy
- Hawai 5.0
- How I met your Mother
- Downton Abbey
- Empire
- CSI
- Other: _____

Q4: Where do you watch FOX series?

- FOX Play
- FOX TV Channels
- Streaming

Live Events and Experiences

In the next pages, we are going to share some ideas of life events and experiences related to the FOX brand and we want to know your opinion about these ideas.

POP UP FOX BAR

1- Imagine a bar where you can enter the world of a series. The decoration, music, cocktails and snacks are inspired by that series and the staff embodies the characters. This bar is a once in a lifetime opportunity because it is only open for 3 months.



(Breaking Bad Themed Bar - Benchmark)

1.1- To which extent do the following features represent an improvement in the experience in your point of view from 1- No Contribution at all to 10- Very Strong Contribution

	1- No Contribution at all	2	3	4	5	6	7	8	9	10 - Very Strong Contribution
Solving enigmas/quizzes in order to unlock cocktail recipes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Receiving a code on the phone that opens the bar's door	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To have a card to get stamps to unlock cocktails and earn free drinks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A prize for the person that unlocks the higher number of cocktails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Episode Nights" where the episodes from the series are going to be displayed at the bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Karaoke Night" with the series' soundtrack	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre schedule a time slot to enter the bar and enjoy the experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.2 -How many times do you think you would visit this bar during the time it was opened?

- 0 times
- Once
- 2-4 times
- 5 times or more

1.3- How much do you think this bar would charge for the entrance with one cocktail included? _____

1.4- How much do you think this bar would charge for one cocktail? _____

1.5- From the list below, which of the series would move you to go to this bar? (You can select as many as you want)

- The Simpsons
- The Walking Dead
- Prison Break
- Grey's Anatomy
- Family Guy
- How I Met Your Mother
- Dr. House
- Empire
- Hawai 5.0
- Agents of S.H.I.E.L.D
- This is Us
- Downton Abbey
- American Horror Story
- Other: _____

1.6- From 1-Very Unlikely to 10 -Very likely, how likely would you be to visit this bar?

	1- Very Unlikely	2	3	4	5	6	7	8	9	10- Very Likely
Visit POP Up FOX Bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECRET FOX

2- Imagine a party where you can enter the world of a series. The decoration, music and cocktails are inspired by that series and the staff embodies the characters. The location of the party is also related to the theme and may be kept secret until just before the event starts.



(FOX Horror Stories - Benchmark)

2.1- To which extent do the following features add value to the experience at the party from 1- No Contribution at all to 10- Very Strong Contribution

	1- No Contribution at all	2	3	4	5	6	7	8	9	10-Very Strong Contribution
The possibility to buy party kits (e.g: thematic accessories, neons, etc..)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existence of a dress code	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in challenges during the party with the possibility of winning cocktails/drinks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collective challenges where guests need to interact in order to win a cocktail/drinks or small gifts (e.g: power banks, headphones, etc...)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile photo filters related to the party's them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Photo Booth to take polaroid pictures with props	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.2- Please order the following topics regarding the location according to your preference:

- Know the location of the party in advance
- Know the type of location (palace, club, hospital, etc.) but not the specific address (transportation will be provided)

- Don't know anything about the location, it is fully secret (transportation will be provided)

2.3- Imagine that the location of this party is secret. Which of the following options would you prefer?

- Receive the location a few hours before the event through a text message and go there by yourself
- Catch an Uber where only the price is visible to you and not the final location
- Show up in a predetermined space and then catch a FOX bus (with closed curtains) to the event

2.4- How many times a year would you go to a party like this?

- Never
- Once a year
- Twice a year
- 3-5 times per year
- 6-12 times per year

2.5- How much do you think a ticket for a party like this would cost with one cocktail included? _____

2.6- How much do you think a ticket for a party like this would cost without cocktails included? _____

2.7- From the list below, which of the series would move you to go to this party? (You can select as many as you want)

- The Simpsons
- The Walking Dead
- Prison Break
- Grey's Anatomy
- Modern Family
- Family Guy

- How I Met Your Mother
- Dr. House
- Empire
- Hawai 5.0
- Agents of S.H.I.E.L.D
- This is Us
- Downton Abbey
- American Horror Story
- Other: _____

2.8- From 1-Very Unlikely to 10-Very likely, how likely would you be to attend this event?

	1- Very Unlikely	2	3	4	5	6	7	8	9	10- Very Likely
Attend Secret FOX	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FOX SERIES MARATHON

3- A marathon split into 5 phases which correspond to 5 series. Each phase has games, challenges and characters according to the series' theme. In order to finish it you must go through all the phases. A portion of the ticket price will be donated to a social cause.

3.1- To which extent do the following features represent an improvement in the experiences in your point of view from 1- No Contribution at all to 10- Very Strong Contribution

	1- No Contribution at all	2	3	4	5	6	7	8	9	10- Very Strong Contribution
Winning a series related badge for each challenge completed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dressing and characterizing accordingly to the series' theme and characters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having characters from the series mixed with the attendees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having personalized marathon kits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.2- How many times a year do you think you would like to attend to this marathon if challenges and series changed with each edition?

- Never
- Once a year
- Twice a year
- 3-5 times a year
- More than 5 times a year

3.3- How much do you think a ticket for a "marathon" like this would cost?

3.4- From 1-Very Unlikely to 10-Very likely, how likely would you be to attend this event?

	1- Very Unlikely	2	3	4	5	6	7	8	9	10- Very Likely
Attend FOX Marathon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FOX CRIME SCENE

4- A realistic game taking place in a closed space where a crime happened. Inside this place there are several actors recreating a village. Each team of players has to follow a number of clues and interact with the actors in order to solve the crime. The crime differs from team to team but the criminal is ultimately the same. The first team to find the criminal wins the game.



4.1- To which extent do the following features represent an improvement in the experiences in your point of view from 1- No Contribution at all to 10- Very Strong Contribution

	1-No Contribution at all	2	3	4	5	6	7	8	9	10- Very Strong Contribution
The fact that the game recreates a real life crime scene	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The competition among teams (who solves the mystery first)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The cooperation among teams (share of clues)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The interaction with characters in the village	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use a mobile platform to collect clues and get access to information in order to solve the crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.2- How many people would you expect to see playing this game at the same time?

- [20-30[
- [30-40[
- [40-50]
- >50

4.3- How many times a year do think this experience should occur with different scenarios and situations?

- Never
- Once a year
- Twice a year
- 3-5 times a year
- Once a month
- Once a week
- Everyday

4.4- How much do you think a ticket for an experience like this would cost per person?

4.5- From 1- -Very Unlikely to 10- -Very likely, how likely would you be to attend this event?

	1- Very Unlikely	2	3	4	5	6	7	8	9	10- Very Likely
Attend Crime Scene FOX	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you so much for your help so far!

We are...



Please indicate your age...

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- >65

...your gender...

- Male
- Female

... your nationality...

- Portuguese
- Spanish
- Other

...where do you currently live...

- Portugal
- Spain

... the number of relatives that live with you...

...your current level of education...

- Can't read/write
- Less than 4th grade
- 4th grade
- 6th grade
- 9th grade
- 11th/12th grade
- Professional or Arts Degree
- Incomplete undergrad
- Undergrad in nursing, social services, child care, primary schooling, tourism, accounting, archiving
- Other undergrad programs
- Post-grad or Masters
- PhD

...and, finally, your current occupation.

- Middle and Top Management
- Specialized Technicians and Small Business Owners
- Employees of Tertiary Sector
- Qualified/Skilled Workers
- Unqualified/Unskilled Workers
- Retired/ Unemployed
- Students
- Housekeeper

Exhibit 14: Quantitative Research Sample Description

NATIONALITY



Portuguese: 243
Spanish: 103
Other: 3

COUNTRY OF RESIDENCE



Portugal: 248
Spain: 101

GENDER



Male: 124
Female: 225

HOUSEHOLD



Average N° of People
per Household: 2.5

AGE



18-24: 307
25-34: 36
35-44: 1
45-54: 5

EDUCATION



11th/12th grade: 18
Bachelor: 164
Post Grad or Master: 154
Other: 13

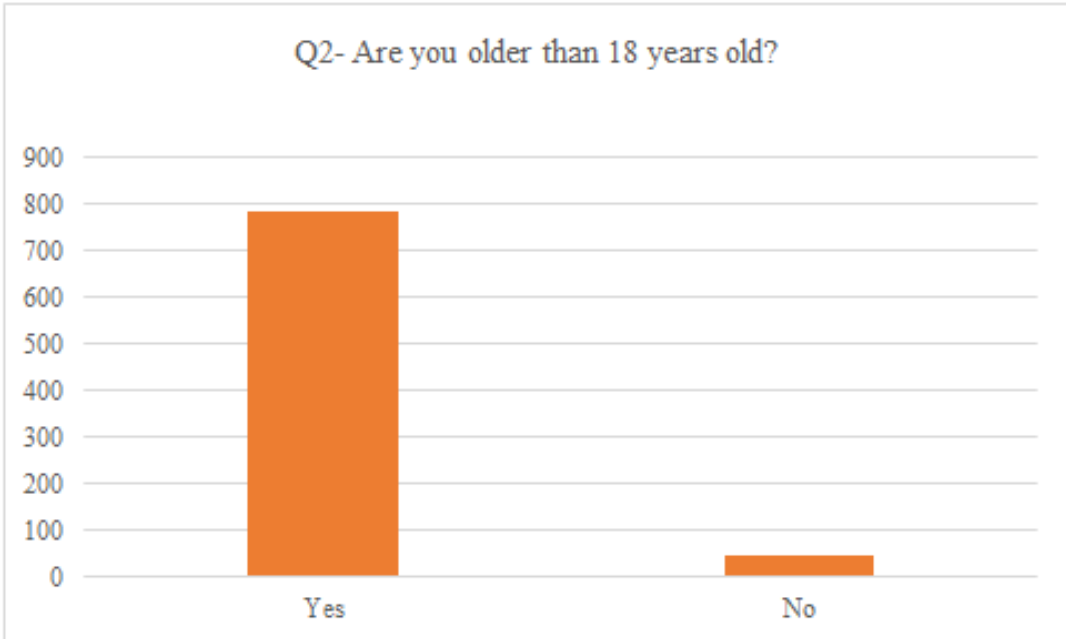
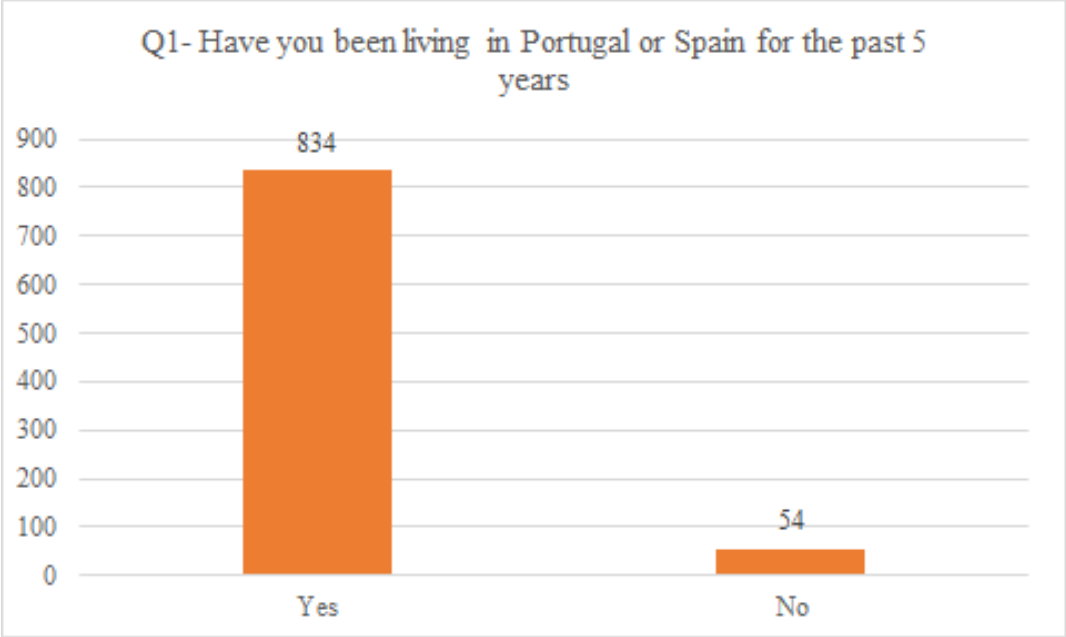
OCCUPATION



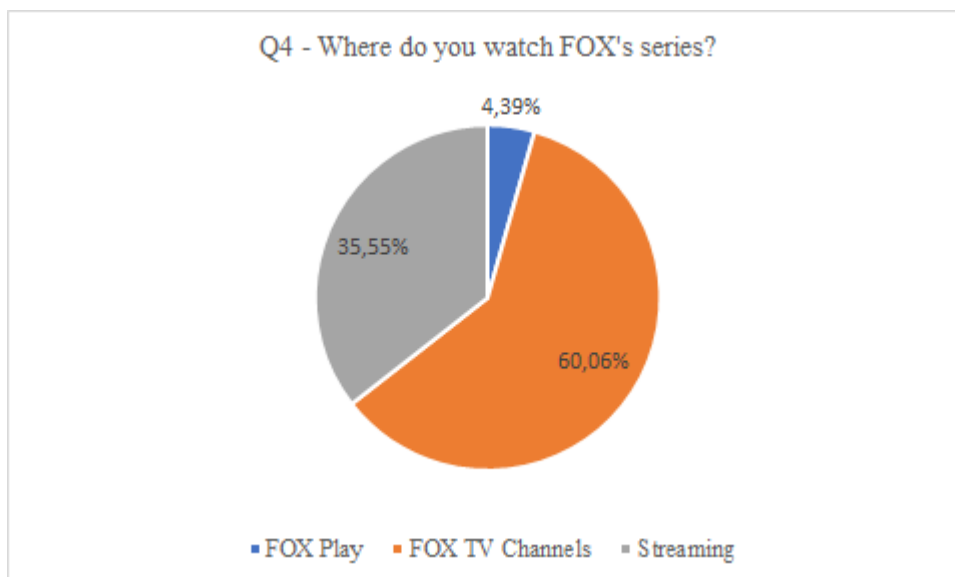
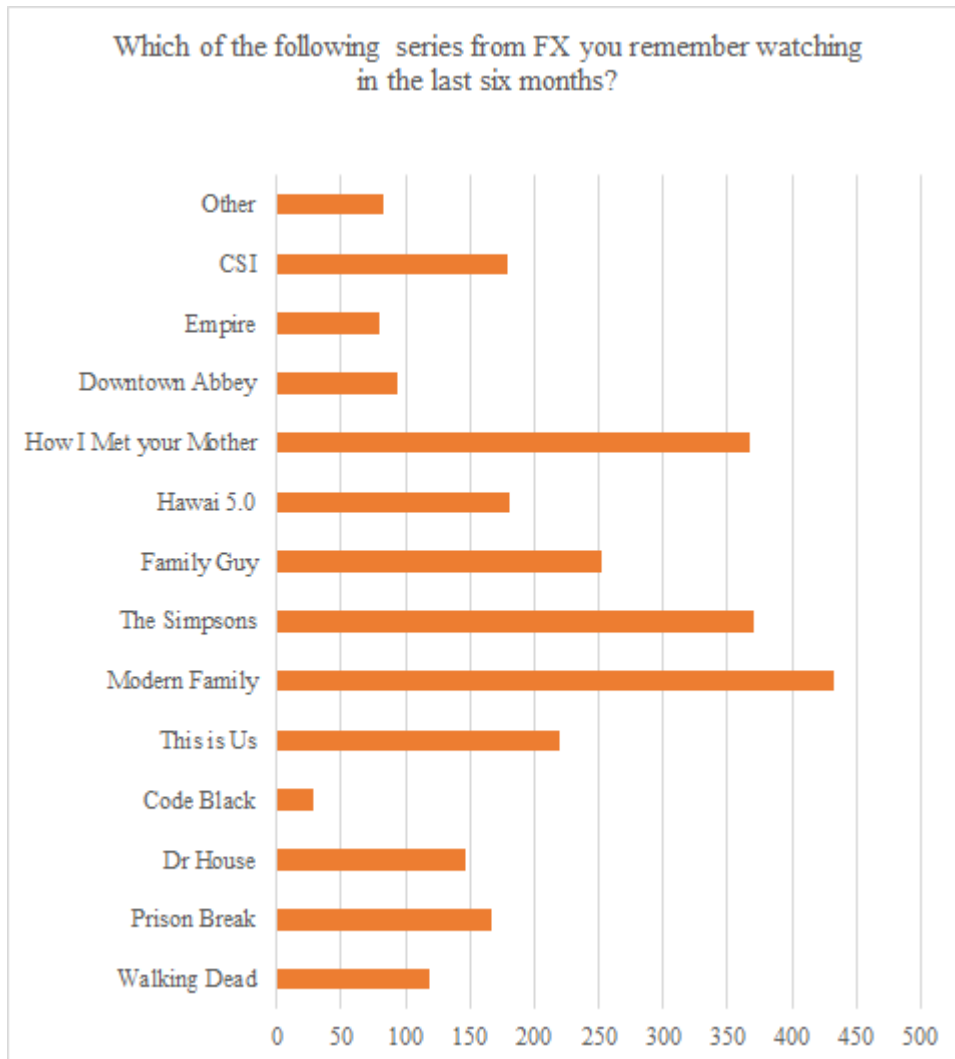
Students: 247
Unqualified/unskilled worker: 1
Qualified/skilled worker: 45
Middle & Top Management: 17
Housekeeper: 2
Employees of tertiary sector: 14
Technicians/Small business owners: 14

Exhibit 15: Quantitative Research Sample Description

Filtering Questions



Introductory Questions

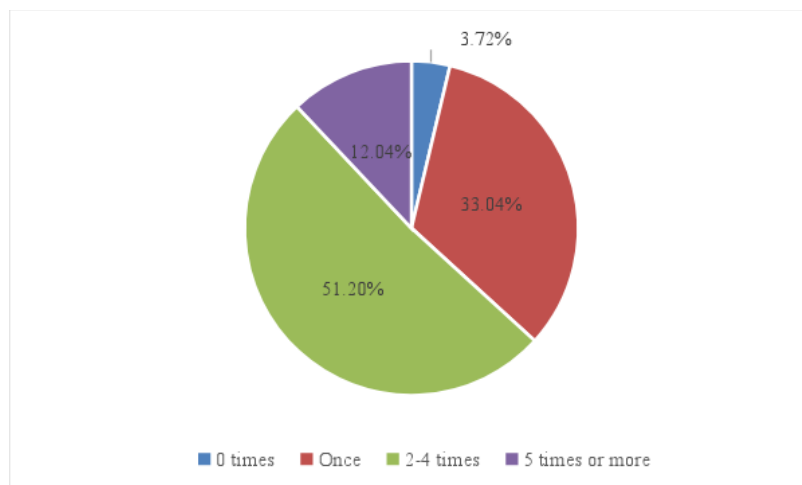


Section 1 – FOX Pop Up Bar

1.1 To which extend do the following features represent an improvement in the experience in your point of view?

	1	2	3	4	5	6	7	8	9	10	Total	Average
Solving enigmas/quizzes to unlock cocktail recipes	30	17	17	25	48	47	81	70	41	81	457	6.66
Receiving a code on the phone that opens the bar's door	36	28	24	23	38	54	59	70	45	80	457	6.45
To have a card to get stamps to unlock cocktails and earn free drinks	28	12	21	31	38	39	61	64	61	102	457	6.94
A prize for the person that unlocks the higher number of cocktails	23	14	18	25	43	54	53	71	67	89	457	6.95
"Episode Nights" where the episodes from the series are going to be displayed at the bar	23	6	14	17	35	38	70	65	80	109	457	7.37
"Karaoke Night" with the series' soundtrack	35	22	23	32	47	43	50	55	67	78	457	6.48
Pre-schedule a time slot to enter the bar and enjoy the experience	50	21	27	45	56	79	67	46	42	24	457	5.61

1.2 How many times do you think you would visit the bar during the time it was opened?



1.3 How much do you think this bar would charge for the entrance with one cocktail included?

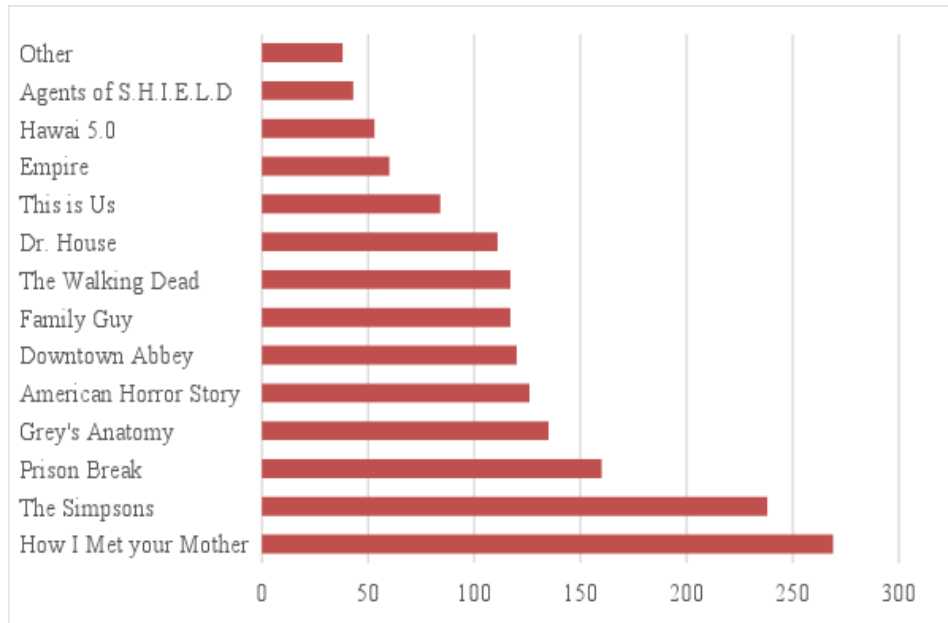
Minimum	Maximum	Mean	Standard Deviation	Variance	Count
0	80	9.87	6,4	40,96	457

1.4 How much do you think this bar would charge for one cocktail?

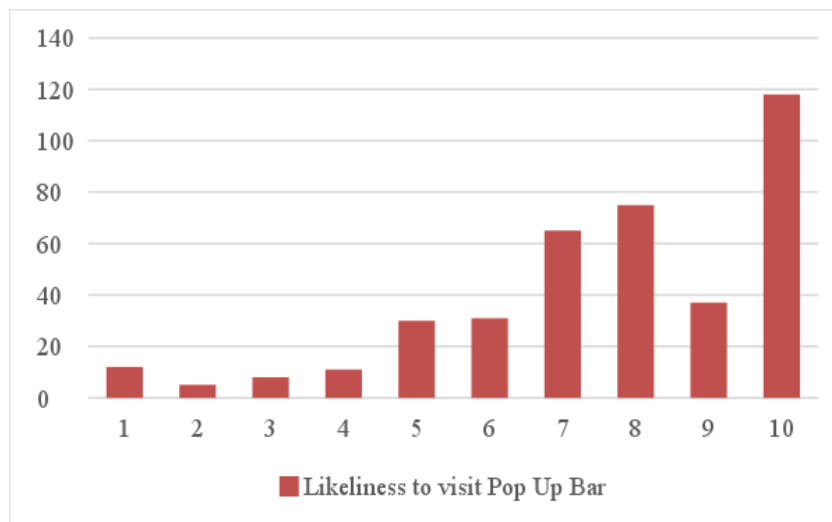
Minimum	Maximum	Mean	Standard Deviation	Variance	Count
0	40	6,16	3,29	10,82	457

1.5 From the list below, which of the series would move you to go to this bar? (You can select as many as you want)

How I Met your Mother	16,10%
The Simpsons	14,24%
Prison Break	9,58%
Grey's Anatomy	8,08%
American Horror Story	7,54%
Downtown Abbey	7,18%
Family Guy	7,00%
The Walking Dead	7,00%
Dr. House	6,64%
This is Us	5,03%
Empire	3,59%
Hawai 5.0	3,17%
Agents of S.H.I.E.L.D.	2,57%
Other	2,27%



1.6 From 1- Very Unlikely to 10- Very likely, how likely would you be to visit this bar?

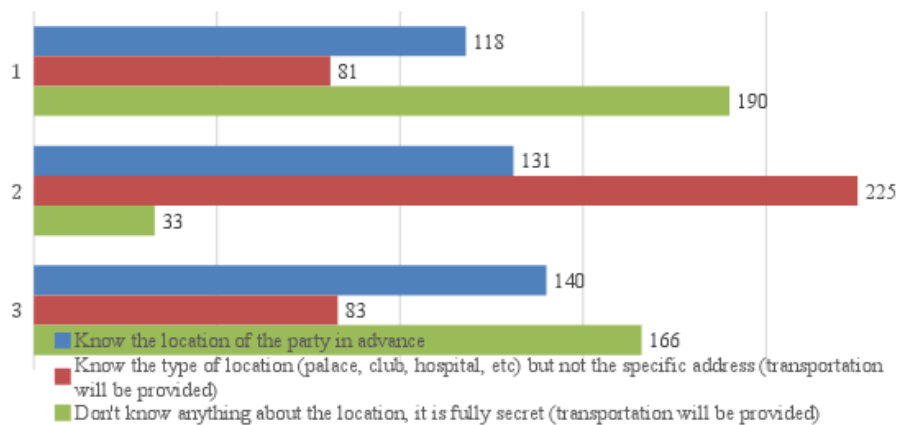


Section 2 – FOX Fever

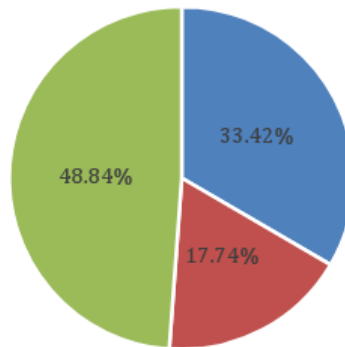
2.1 To which extent do the following features represent an improvement in the experience in your point of view?

	1	2	3	4	5	6	7	8	9	10	Total	Average
The possibility to buy party kits (e.g. thematic accessories, neons, etc..)	17	11	28	32	45	51	57	61	35	52	389	6.48
Existence of a dress code	15	12	12	18	35	57	60	64	53	63	389	6.95
Participation in challenges during the party with the possibility of winning cocktails/drinks	4	4	4	12	26	28	66	56	73	116	389	7.96
Collective challenges where guests need to interact to win a cocktail/drinks or small gifts (e.g. power banks, headphones, etc.)	6	11	11	15	29	34	52	78	61	92	389	7.52
Mobile photo filters related to the party's them	16	13	11	27	34	43	48	59	62	76	389	7.04
Photo Booth to take polaroid pictures with props	5	8	3	11	22	35	65	45	79	116	389	7.92

2.2 Please order the following topics regarding the location according to your preference

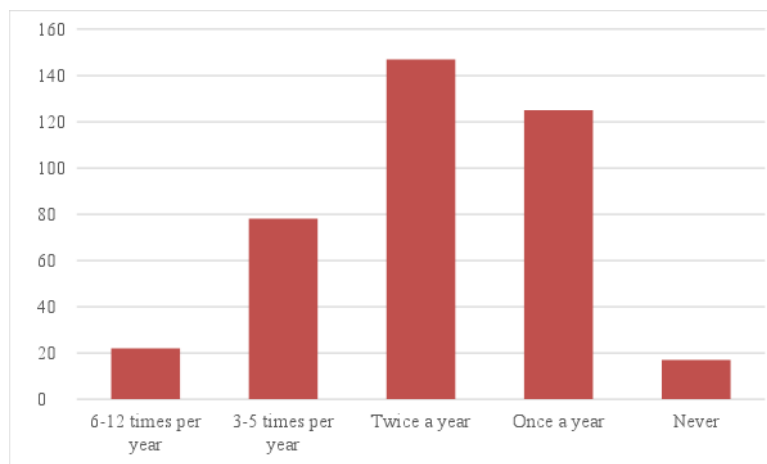


2.3 - Imagine that the location of this party is secret. Which of the following options would you prefer?

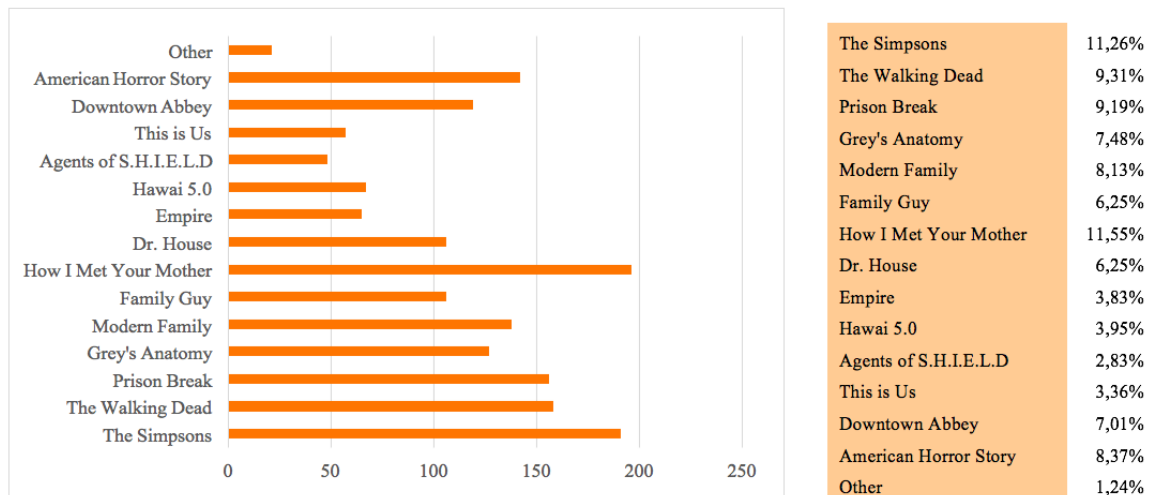


- Receive the location a few hours before the event through a text message and go there by yourself
- Catch an Uber where only the price is visible to you and not the final location
- Show up in a predetermined space and then catch a FOX bus (with closed curtains) to the event

2.4 How many times a year would you go to a party like this?



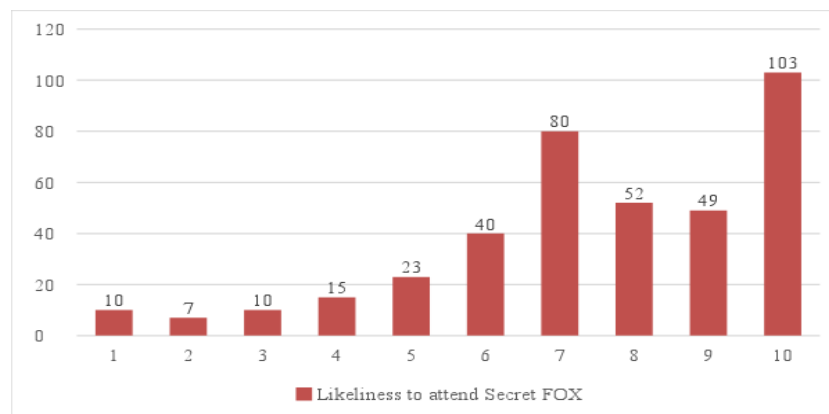
2.5 From the list below, which of the series would move you to go to this bar? (You can select as many as you want)



2.6 How much do you think this party would be with one cocktail included?

	Minimum	Maximum	Mean	Standard Deviation	Variance	Count
Willingness to pay to enter the party with one drink included	1	300	18,43	16,89	285,38	389

2.7 From 1- Very Unlikely to 10- Very likely, how likely would you be to attend this event?

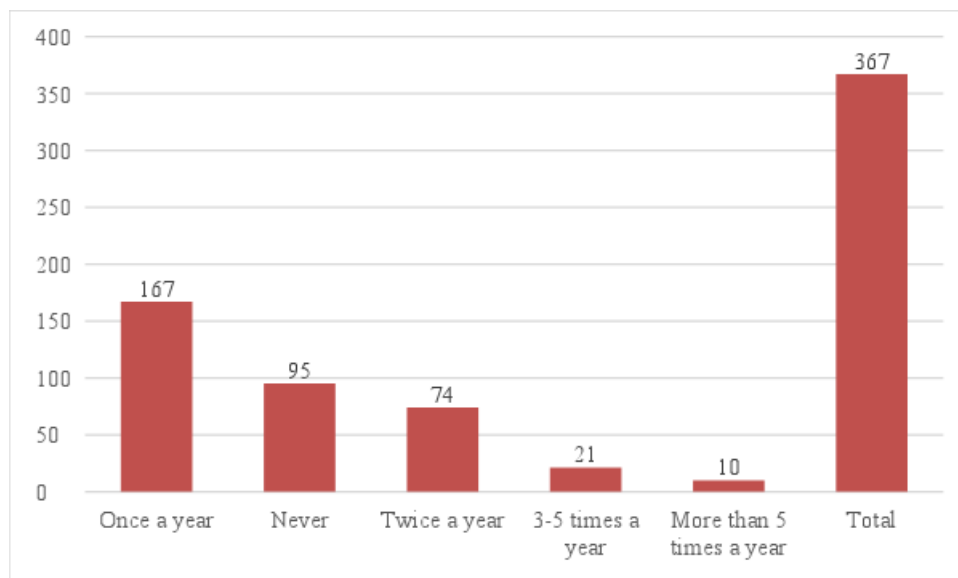


Section 3 – FOX Marathon

3.1 - To which extent do the following features represent an improvement in the experience in your point of view?

	1	2	3	4	5	6	7	8	9	10	Total	Average
Winning a series related badge for each challenge completed	10	10	28	24	36	48	56	61	41	53	367	6,69
Dressing and characterizing accordingly to the series' theme and characters	10	16	25	25	41	59	50	52	46	43	367	6,5
Having characters from the series mixed with the attendees	5	8	11	22	21	41	52	56	66	85	367	7,49
Having personalized marathon kits	6	10	11	19	31	38	49	80	51	72	367	7,3

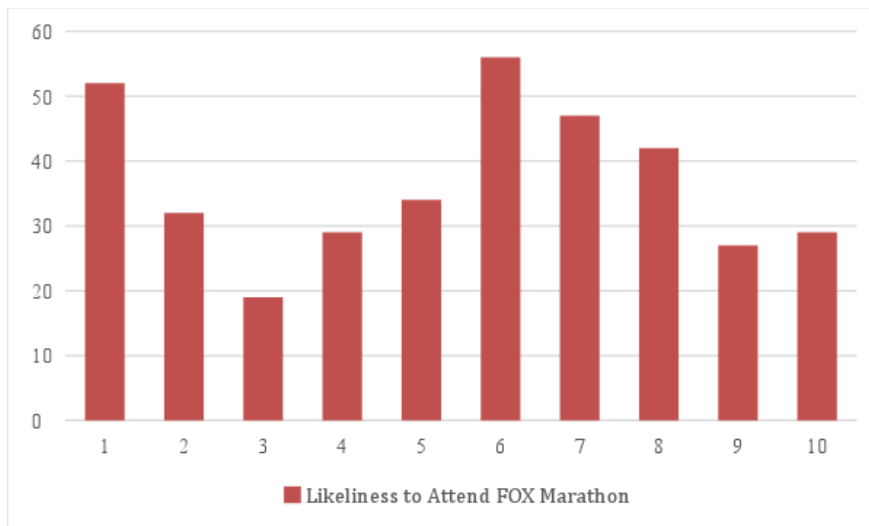
3.2- How many times a year do you think you would like to attend to this marathon if challenges and series changed with each edition?



3.3 How much do you think a ticket for a "marathon" like this would cost?

Minimum	Maximum	Mean	Standard Deviation	Variance	Count
0	666	13,54	35,46	1257,52	367

3.4 From 1- Very Unlikely to 10- Very likely, how likely would you be to attend this event?

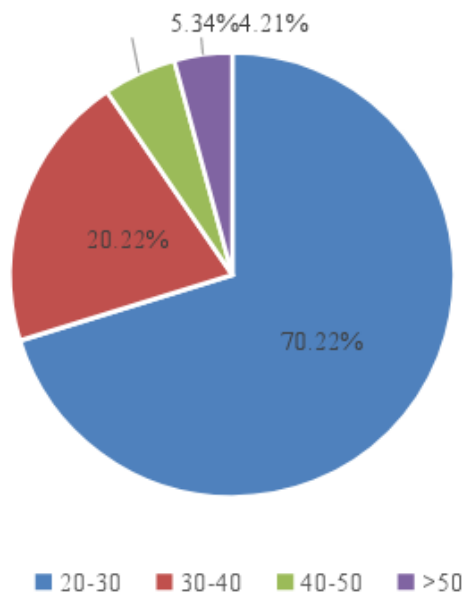


Section 4 - FOX Crime Scene

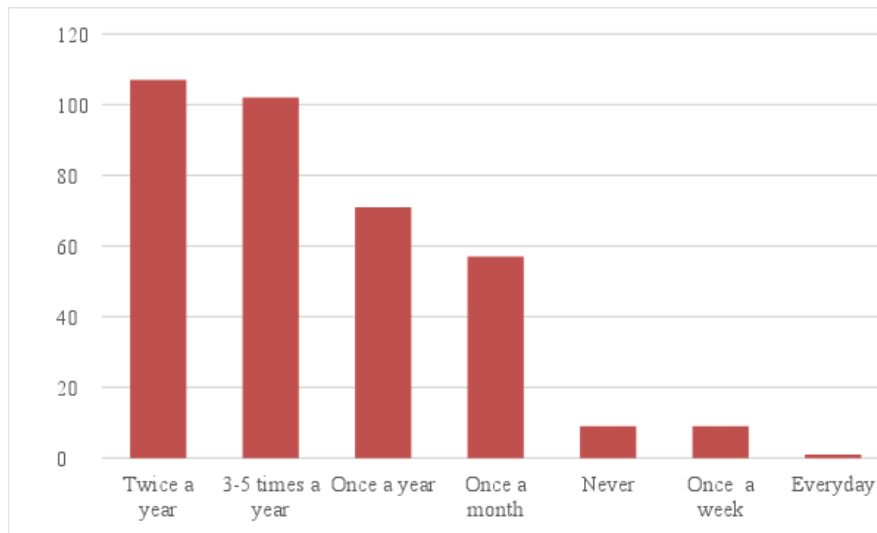
4.1 To which extent do the following features represent an improvement in the experience in your point of view?

	1	2	3	4	5	6	7	8	9	10	Total	Average
The fact that the game recreates a real life crime scene	9	4	6	10	16	13	43	46	68	141	356	8,213483
The competition among teams (who solves the mystery first)	7	4	7	9	19	12	43	64	84	107	356	8,08427
The cooperation among teams (share of clues)	11	12	10	15	37	36	66	63	56	50	356	7,011236
The interaction with characters in the village	6	3	2	2	14	20	37	63	83	126	356	8,38764
Use a mobile platform to collect clues and get access to information in order to solve the crime	20	12	13	18	22	32	48	47	68	76	356	7,13764

4.2- How many people would you expect to see playing this game at the same time?



4.3 How many times a year do think this experience should occur with different scenarios and situations?



4.4 How much do you think a ticket for an experience like this would cost?

Minimum	Maximum	Mean	Standard Deviation	Variance	Count
0	999	21,7	57,1	3260,3	356

4.5 From 1- Very Unlikely to 10- Very likely, how likely would you be to attend this event?

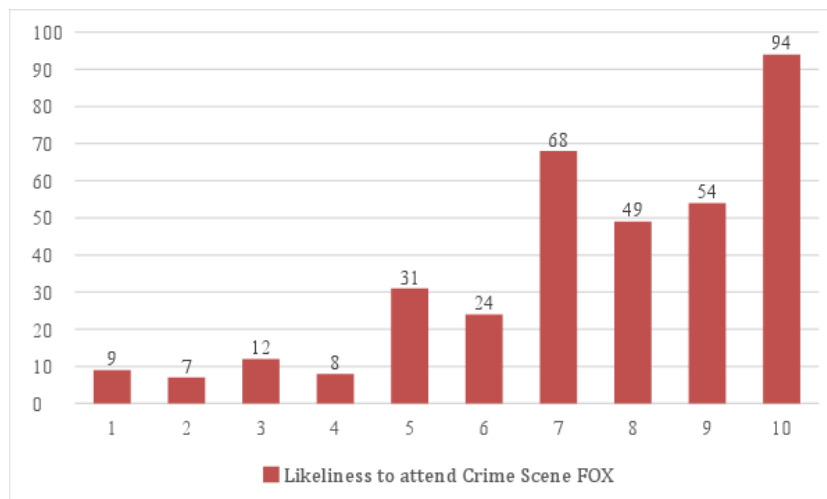


Exhibit 16: Quantitative survey results - Features Desired

FOX Pop Up Bar

Considering additional features to improve the overall experience, the possibility of having episodes displayed at the bar, a card to get stamps to unlock cocktails and earn free drinks and a prize for the person that unlocks the higher number of cocktails were features to which respondents attributed a stronger contribution. Moreover, the possibility of solving enigmas to unlock cocktail recipes and receiving a code on the phone to open the bar's door were also perceived as factors that have a positive contribution to the overall experience. Regarding the possibility of having a karaoke night, the respondents had mixed feelings towards the idea. Lastly, the feature of pre-scheduling a time slot to enter the bar was referred as a feature that was neutral and, overall, not seen as a key factor that enhances the experience as a whole.

FOX Fever

Concerning the features that would improve the overall experience at the party, the possibility of participating in challenges during the party with cocktail prices and the existence of a photo booth to take Polaroid pictures with props were the features to which respondents attributed a stronger contribution. Moreover, the possibility of participating in team challenges to win gifts or cocktails and the mobile photo filters related to the party's theme were also perceived as having a positive contribution. The existence of a dress code and the opportunity to buy party kits were not perceived as key factors to enhance the experience.

FOX Series Marathon

Concerning the features that would improve the overall experience at the "marathon" having characters from the series mixed with attendees was the feature to which respondents attributed a stronger contribution. Furthermore, having personalized marathon kits was perceived as a factor that have a positive contribution to the experience. Lastly, the possibility of dressing and characterizing according with the series and winning badges after each challenge completed were not perceived as a key factor that enhances the experience as whole.

FOX Crime Scene

Concerning the features that would improve the overall experience, the fact the game recreates a real life crime scene, the competition among teams and the interaction with characters in the village were the features to which respondents attributed a stronger contribution. Moreover, the existence of a mobile platform to collect and get access to clues was perceived as a factor with a positive contribution to the experience. On the other hand, the possibility of cooperating with other teams was not perceived as a key factor that enhances the experience as whole.

Exhibit 17: Assessment of segments' attractiveness

1-very low; 2- low; 3- medium; 4- high; 5 very high

FOX Fever: Family Guy Edition

Segments	Criteria			Total
	Expected Profitability	Expected Reach	Responsiveness	
Party Animals	5	5	5	15
Upper East Siders	5	4	4	13
Social Butterflies	4	4	4	12
Traditionalists	3	3	3	9
Wallflowers	1	1	1	3

FOX 'Prison Break' Bar

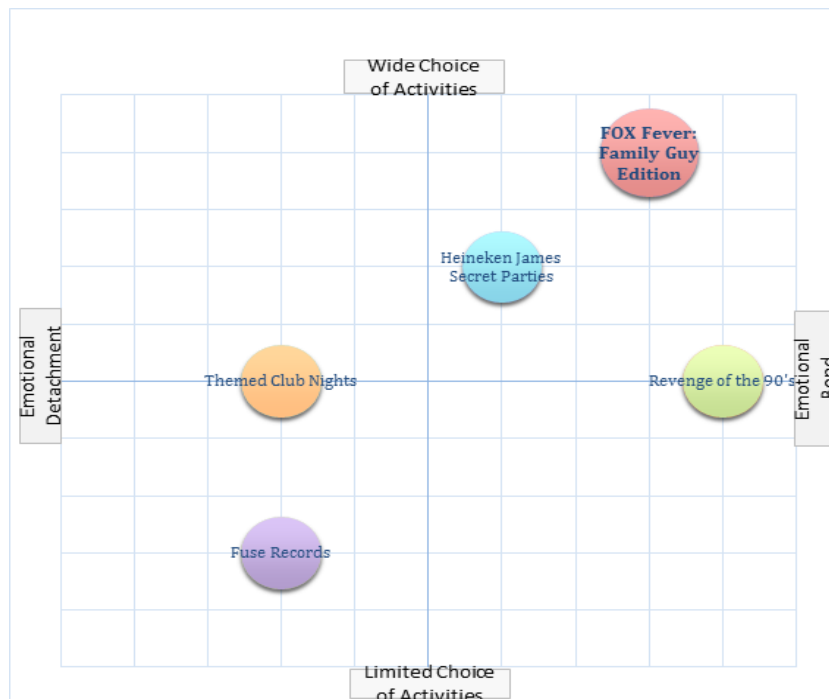
Segments	Criteria			Total
	Expected Profitability	Expected Reach	Responsiveness	
Party Animals	3	4	4	11
Upper East Siders	5	5	5	15
Social Butterflies	4	4	4	12
Traditionalists	1	2	1	4
Wallflowers	2	2	1	5

FOX Crime Scene

Segments	Criteria			Total
	Expected Profitability	Expected Reach	Responsiveness	
Party Animals	4	5	3	12
Upper East Siders	4	3	2	9
Social Butterflies	5	5	5	15
Traditionalists	4	5	4	13
Wallflowers	2	2	3	7

Exhibit 18: Perceptual Maps

FOX Fever: Family Guy Edition



FOX 'Prison Break' Bar



FOX Crime Scene

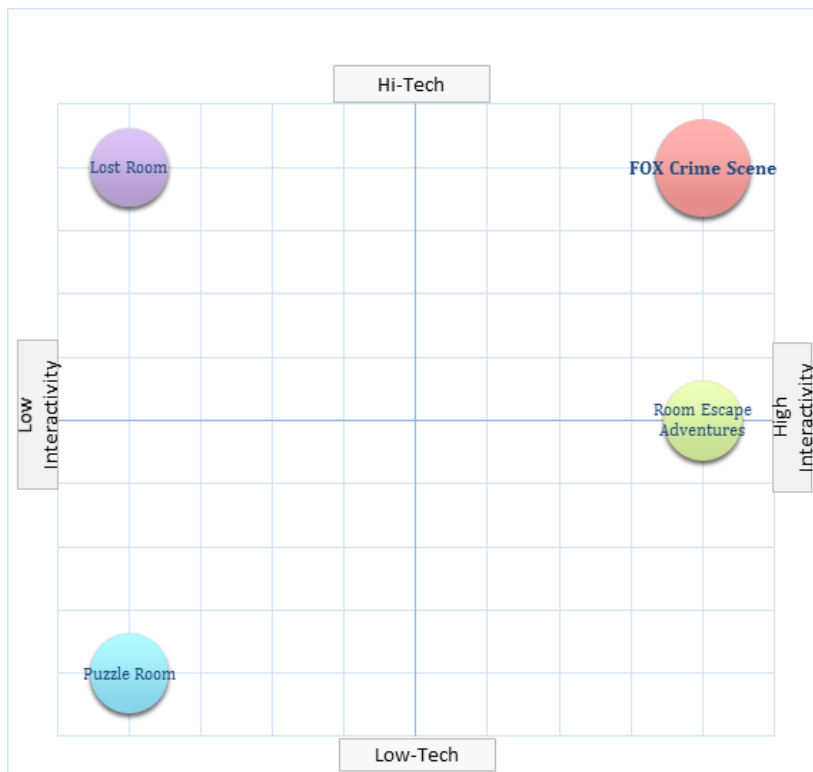
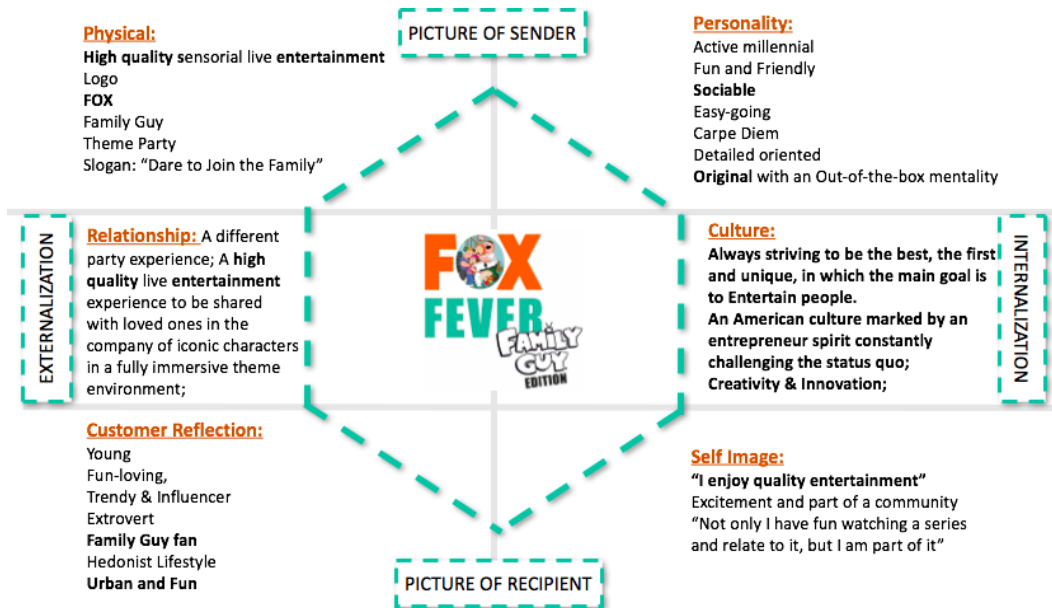
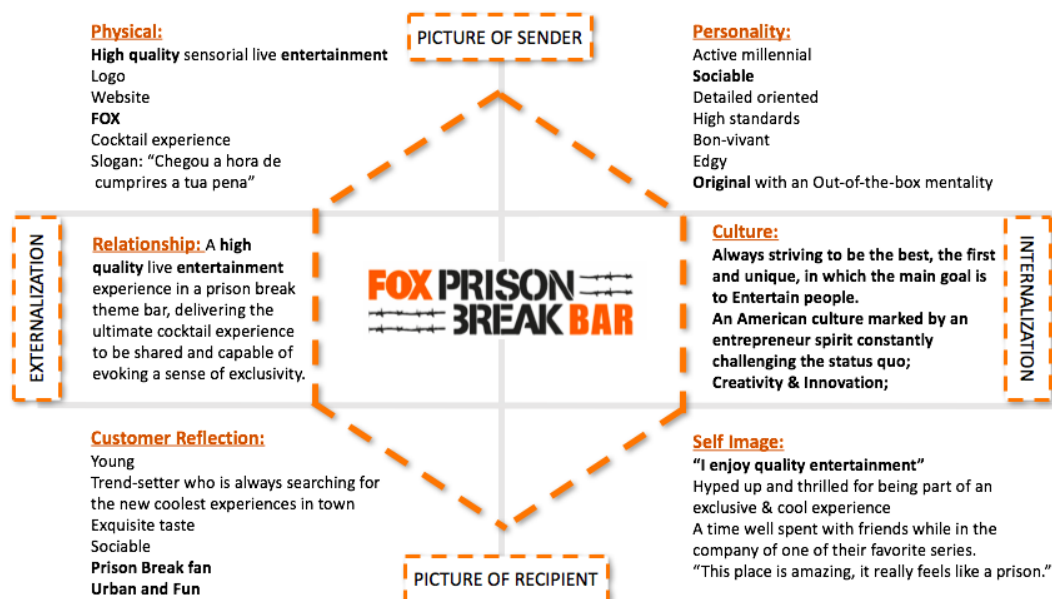


Exhibit 19: Kafreer’s Identity Prism: FOX Fever: ‘Family Guy’ edition; FOX ‘Prison Break’ Bar; FOX Crime Scene and FOX Network Group Iberia

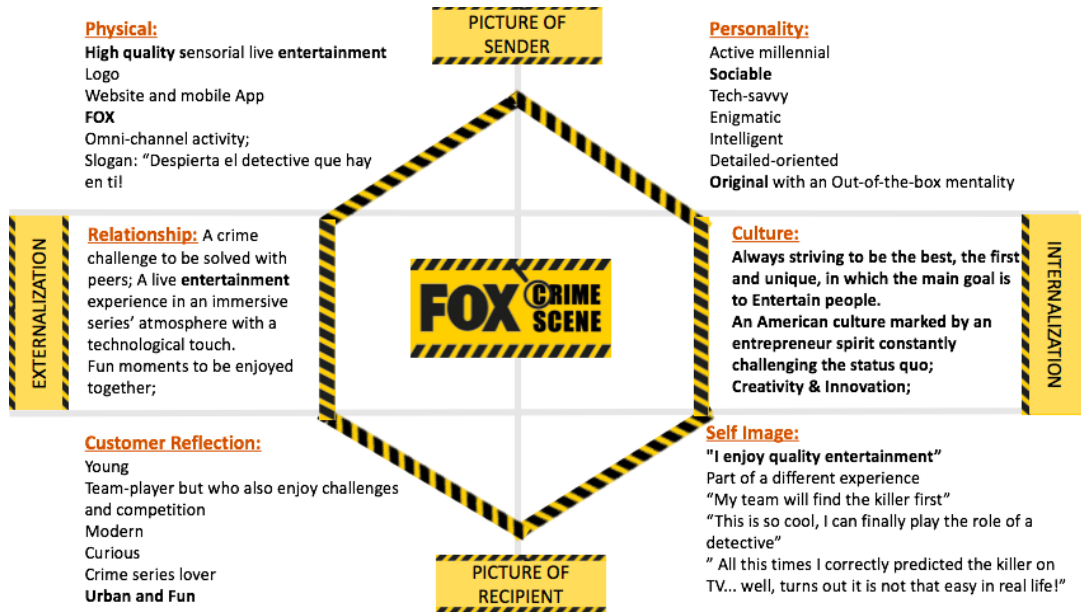
Identity Prism: FOX Fever: ‘Family Guy’ edition



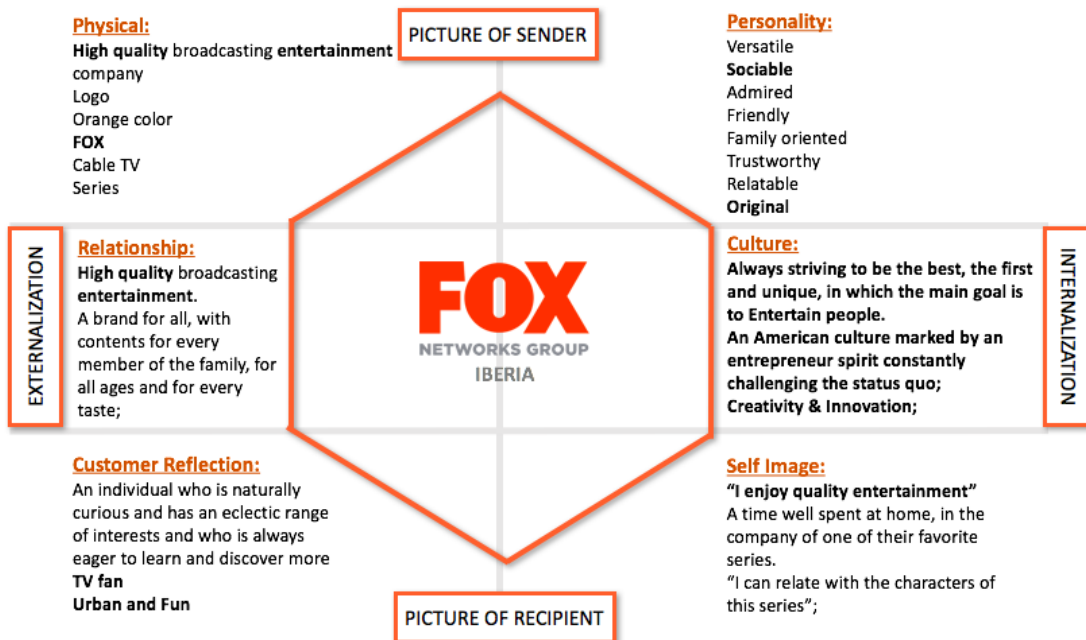
Identity Prism: FOX ‘Prison Break’ Bar



Identity Prism: FOX Crime Scene



Identity Prism: FOX Network Group



***Note:** Words at bold illustrate similarities between the four identities.

Exhibit 20: Recommended FNG Brand Architecture with the incorporation of the new BM's

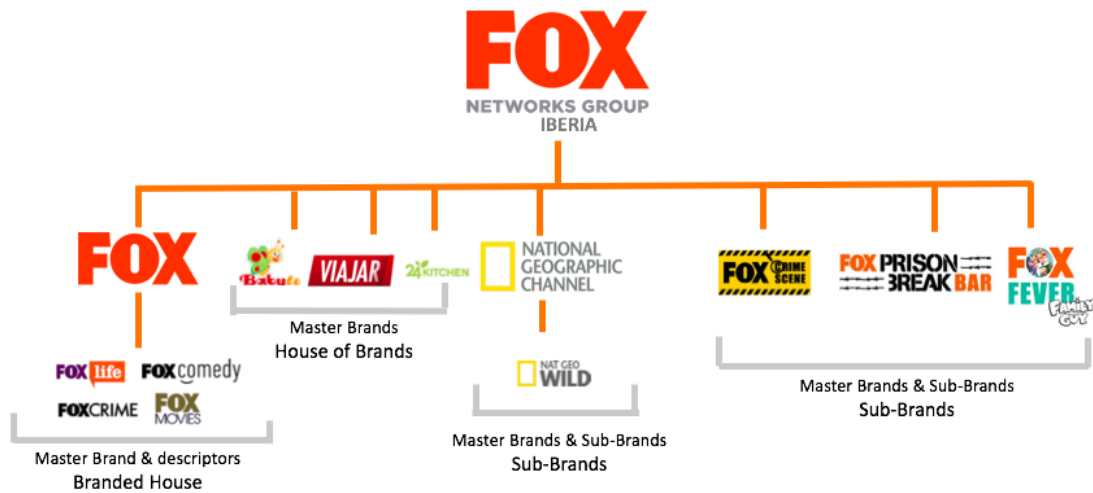


Exhibit 21: Cycle of mutual benefits between the sub-brands and the master brand



Exhibit 22: Brand Elements of FOX Fever: Family Guy Edition – Logo



Exhibit 23: Brand Elements of FOX Fever: Family Guy Edition - Facebook Event Page



ABR
5 FOX Fever: Family Guy Edition

Exhibit 24: Brand Elements of FOX 'Prison Break' Bar – Logo



Exhibit 25: Brand Elements of FOX 'Prison Break' Bar – Website

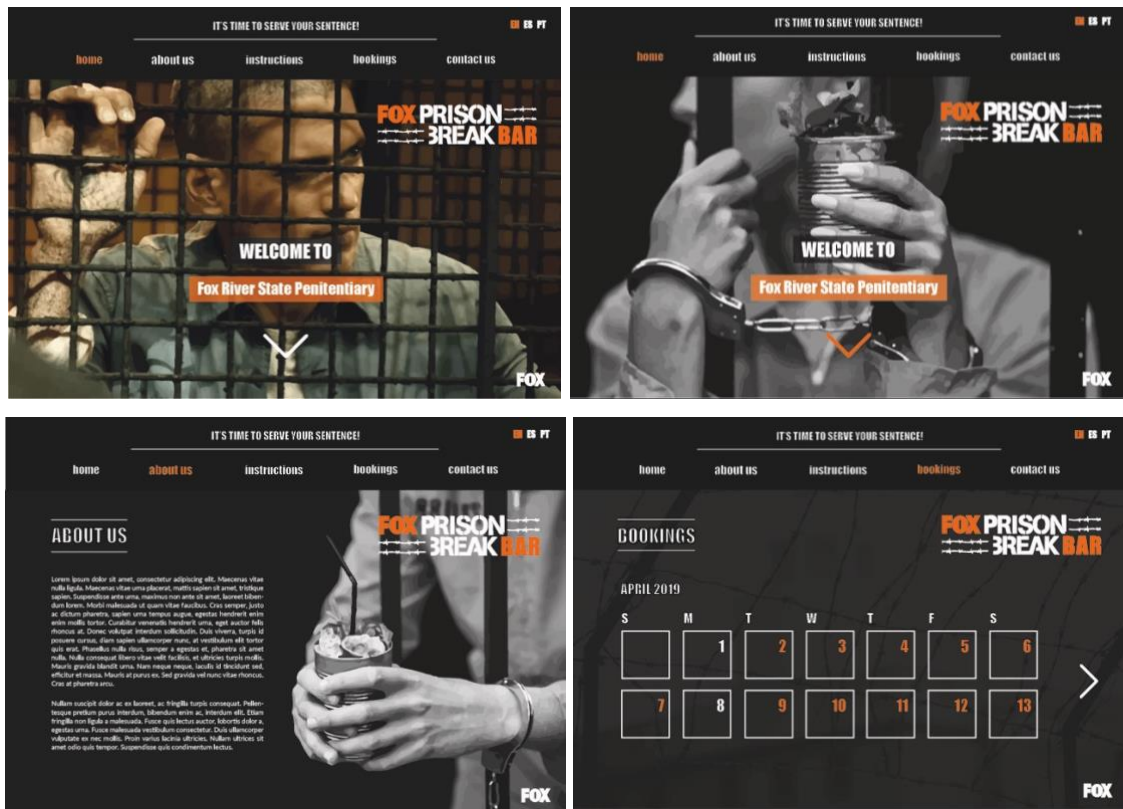


Exhibit 26: Brand Elements of FOX 'Prison Break' Bar - Zomato Page

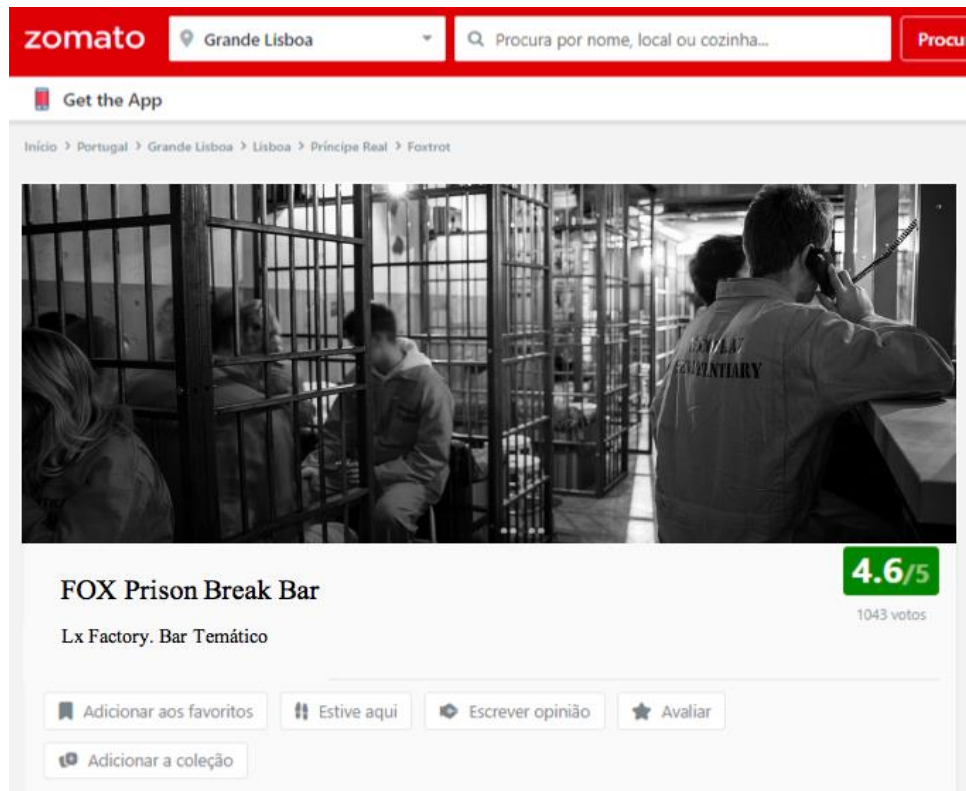


Exhibit 27: Brand Elements of FOX Crime Scene – Logo



Exhibit 28: Brand Elements of FOX Crime Scene – Website

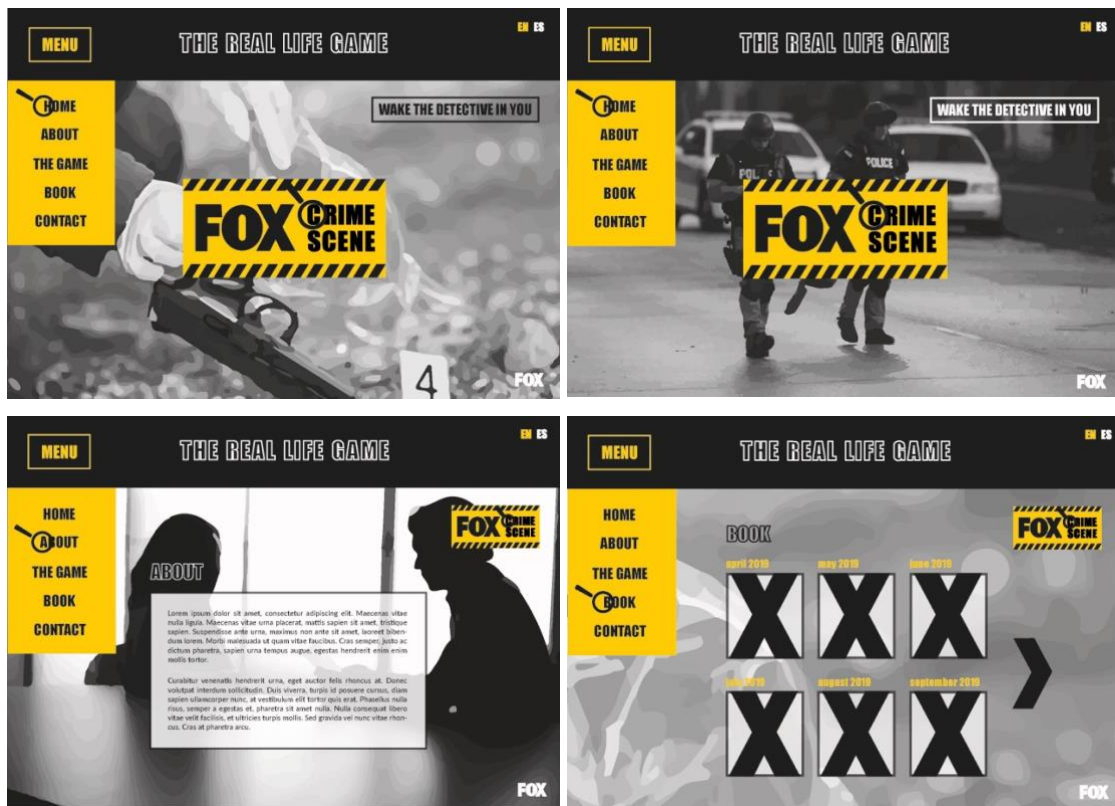


Exhibit 29: Service and Product Assortment: FOX Fever: Family Guy Edition – Family Guy Set



Exhibit 30: Service and Product Assortment: FOX Fever: Family Guy Edition – PhotoBooth

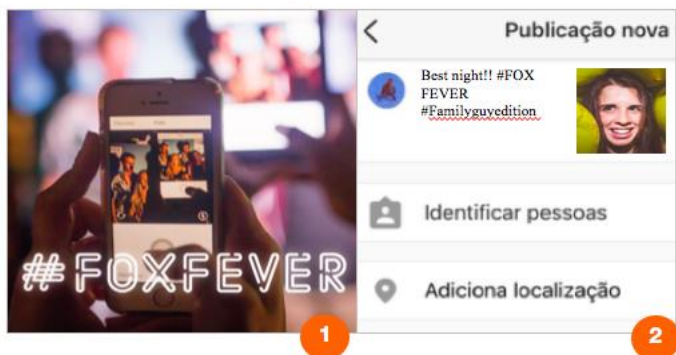


Exhibit 31: Service and Product Assortment: FOX Fever: Family Guy Edition – Stickers



Exhibit 32: Slots distribution for FOX ‘Prison Break’ Bar

Slot Schedule – FOX Prison Break Bar		
	Tuesday Wednesday Sunday	Thursday Friday Saturday
1 st Shift	6pm-8pm	5pm-7pm
2 nd Shift	8pm-9pm	7pm-9pm
3 rd Shift	10pm-00am	9pm-11pm
4 th Shift	00am-2am	11pm-1am
5 th shift	-	1am-3am

Exhibit 33: Service and Product Assortment: FOX 'Prison Break' Bar – Website and Booking section

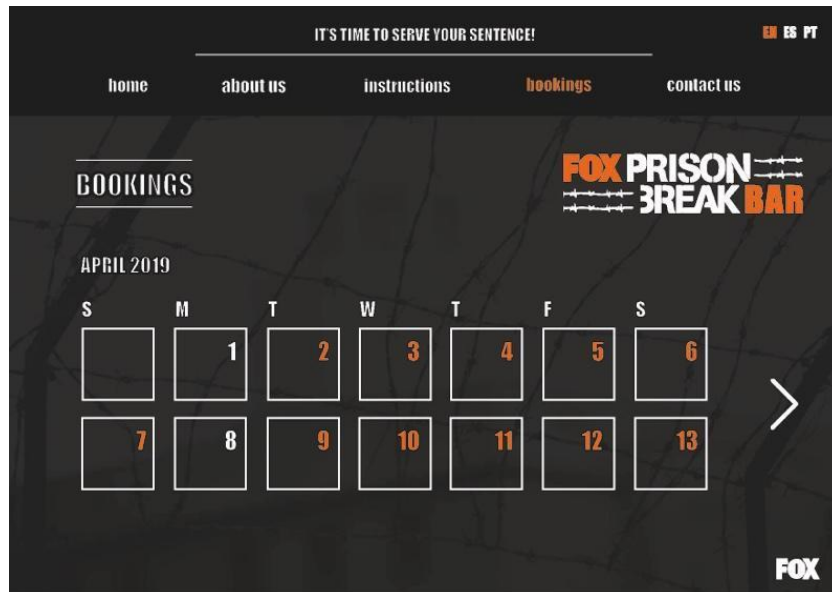


Exhibit 34: Service and Product Assortment: FOX 'Prison Break' Bar – Mugshot Picture



Exhibit 35: Slots distribution for FOX Crime Scene

Slot Schedule – FOX Crime Scene		
	Tuesday Wednesday Thursday Friday	Saturday Saturday
1 st Shift	2pm-5pm	10am-1pm
2 nd Shift	6pm-9pm	2pm-5pm
3 rd Shift	-	6pm-9pm

Exhibit 36: Brand Elements of FOX Crime Scene – Website – booking section

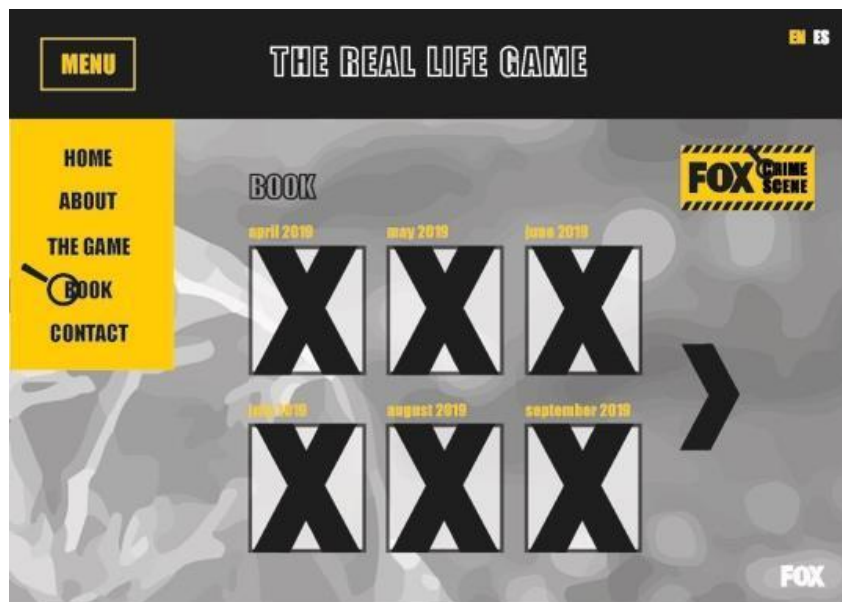


Exhibit 37: Decoration of FOX Crime Scene venue – recreation of a small village



Exhibit 38: Service and Product Assortment: FOX Crime Scene - Vending Machines



Exhibit 39: Service and Product Assortment: FOX Crime Scene – Example of check featuring team title awards



Exhibit 40: Roadmap for the future: FOX Fever: Family Guy edition; FOX Prison Break; FOX Crime Scene

Road map to the future – FOX Fever Editions



Road map to the future – FOX Pop Up bar



Road map to the future – FOX Crime Scene



Exhibit 41: FOX Fever space plant – Lx Factory - Fábrica XL - benchmark (1400 m2)

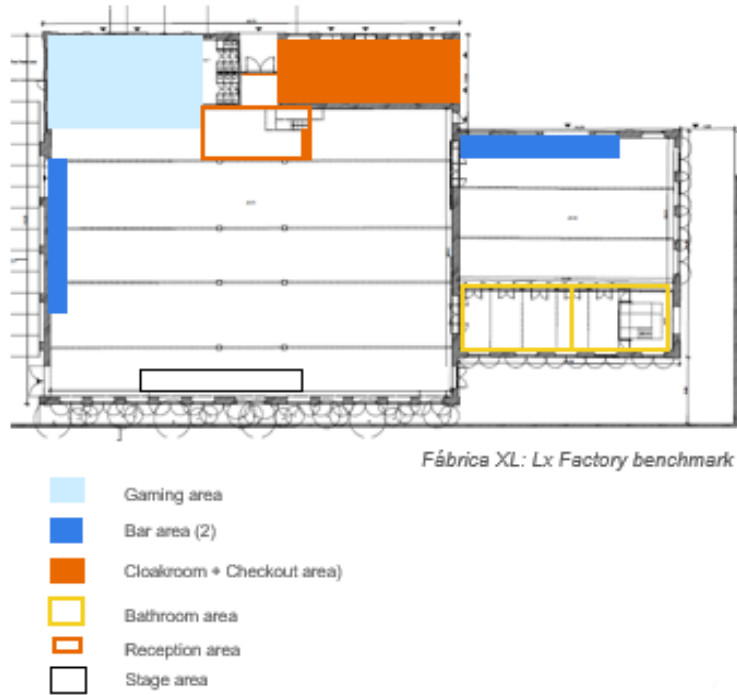


Exhibit 42: FOX Fever: Family Guy Edition Icon, Category and Digital Signage

DIGITAL SIGNAGE

GAMING AREA



STAGE DIGITAL SCREENS



CATEGORY SIGNAGE



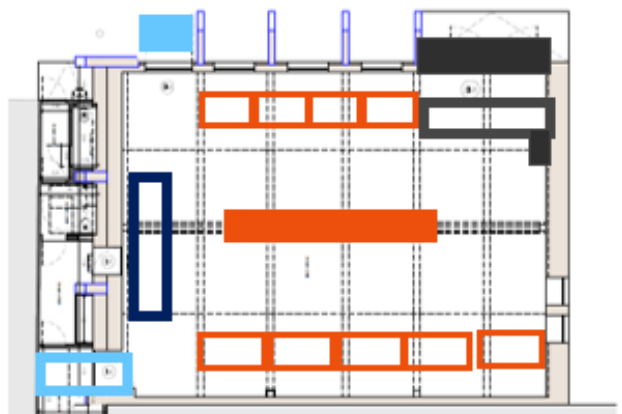
FOX FEVER LOGO AT THE ENTRANCE



Exhibit 43: FOX Fever: Family Guy Edition Mood Board



Exhibit 44: Space Plant for FOX 'Prison Break' Bar – Village Underground - benchmark (150 m2)



Village Underground benchmark



Exhibit 45: FOX 'Prison Break' Bar Icon, Category and Digital Signage

ICONS SIGNAGE: For lockers and bathrooms



CATEGORY SIGNAGE: Prison Office, Exit and Bar area



BIG PRISON BREAK FOX BAR LOGO:
in the entrance door



Exhibit 46: FOX 'Prison Break' Bar spaces characterization



Bar Area



Exit prison escape characterization – Amoreiras, Lisbon 2017

Exhibit 47: FOX 'Prison Break' Bar Mood Board

FOX PRISON BREAK
BAR
shades of dark blue and grey

Exhibit 48: Space plant FOX Crime Scene – Warehouse in Los Angeles Neighborhood, Madrid benchmark

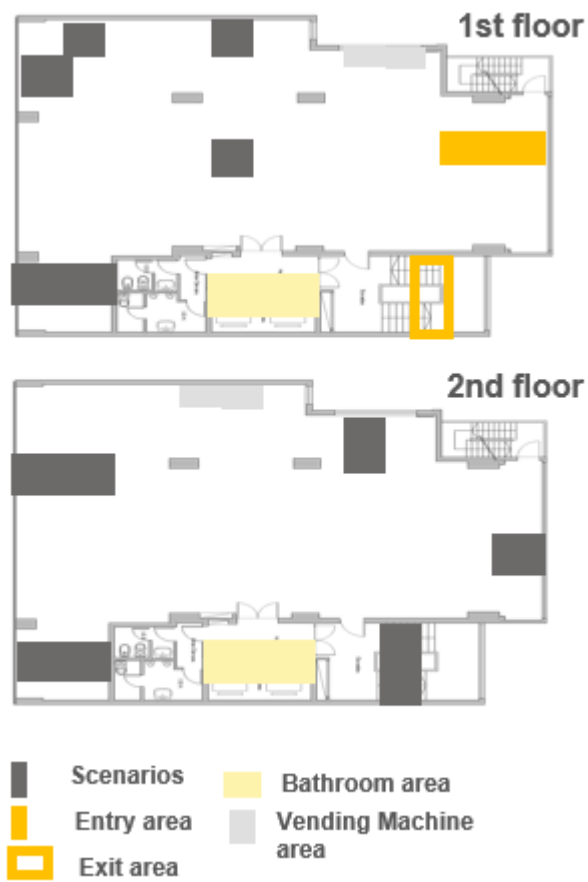


Exhibit 49: FOX Crime Scene Icon, Category and Digital Signage



ICONS SIGNAGE: For lockers and bathrooms



CATEGORY SIGNAGE: To identify each scenario



Exhibit 50: FOX Crime Scene Mood Board



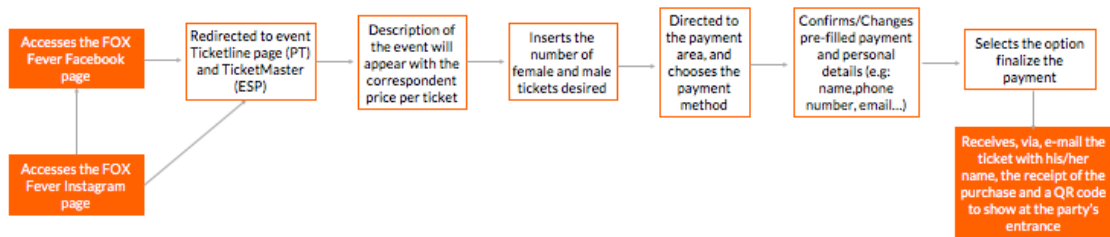
Exhibit 51: Service Output Demands for the three Business Models

	FOX Fever: Family Guy Edition	FOX 'Prison Break' Bar	FOX Crime Scene
Bulk-Breaking	Out of scope	Out of scope	Out of scope
Spatial Convenience	Moderate Varies from party to party and the location is kept secret. When outside the city, a proper transportation will be conveyed.	High As any restaurant or bar, the location plays a more important role since it is an important decision factor. It will be located in the city center with good accessibility. Information will be available through a website, allowing end-users to reserve their slot online.	Low The convenience it is not so important in this concept, since the experience itself is strong enough to attract customers. Vehicle transportation necessary. The information will be available online, through a website where customers can buy and make their reservations.
Waiting Time	High Important feature for end-customers that expect efficiency. A normal waiting time is expected. This will depend on the logistics of checking the tickets and the cloakroom and may be prevented with different check-in hours/flows.	High Customers in the restaurant industry hate waiting lines, therefore the effort in this initiative has to be bigger. It will depend on the rotation of the reservation slots and the ease of people flows across the entire process.	Low Less expected people in each slot, therefore being easier the people flows and efficiency on the process.
Product Variety	Moderate It will include a Family Guy set, a gaming area, many stage animations and the theme will immerse end-customers completely. However, with the many competitor offers in the market may be more difficult to differentiate.	High Completely new offer in the Iberian market, this bar will offer an unique prison experience in a fun and friendly environment. This kind of concepts I already present in other cities in the world, being this an opportunity to FNG to introduce the unknown concept.	High Contrary of the other initiatives, this is completely new, not being found worldwide any similar experience. The complexity of the experience, from the crime resolution, to the technology involved and the realistic scenarios, position this concept as the most differentiating.
Customer Service	High Customers will be offered transportation to the party's location. They will have several interactions within the party, as the gaming areas.	High End-users will choose a reservation slot through the website. Upon arriving, they will immerse completely in a prison, being given a inmate number and entering the prison cells. They will be given the possibility of paying for their extra drinks in their prison cell.	High Prior the experience, customers have to reserve a slot and pay through a website. In the experience, upon arriving each team will be given a criminal folder with all the information they need and a QR code to enter in the app. Each team will also have a supervisor to accompany the entire experience.
Information Provision	Low The experience is purely diversion, without any informational aspect attached. As normal parties, the only thing the end-customers have to do is to appear at the time and location and have fun.	Moderate It is included some enigmas and games during the experience. The resolution of these enigmas will unlock cocktail recipes and will be rewarded. The content will be related with the specific series and may content some general culture questions as well.	High The entire experience is about information. End-customers are invited to crack a crime, as the criminal, the motto, and the whole process behind the crime scene and the victim. This way, they will have to work together, along with actors and technology to gather the information necessary to reach a conclusion.

Exhibit 52: Flowcharts: FOX Fever: ‘Family Guy’ Edition, FOX ‘Prison Break’ Bar, FOX Crime Scene

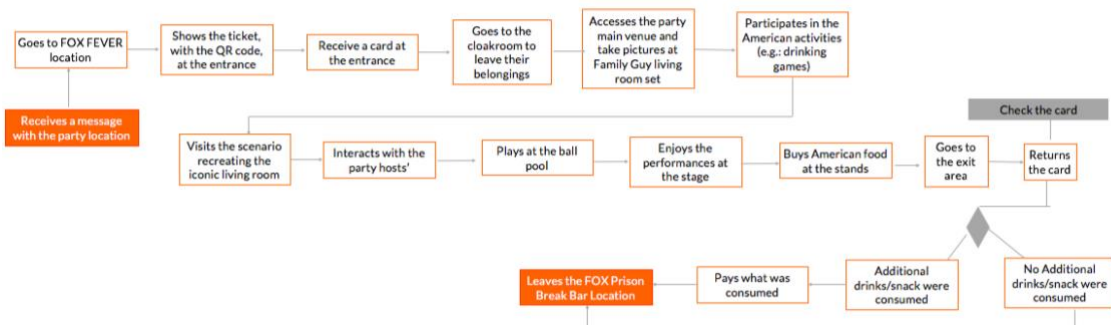
FOX FEVER: FAMILY GUY EDITION

Buy a ticket for FOX FEVER FAMILY GUY EDITION party



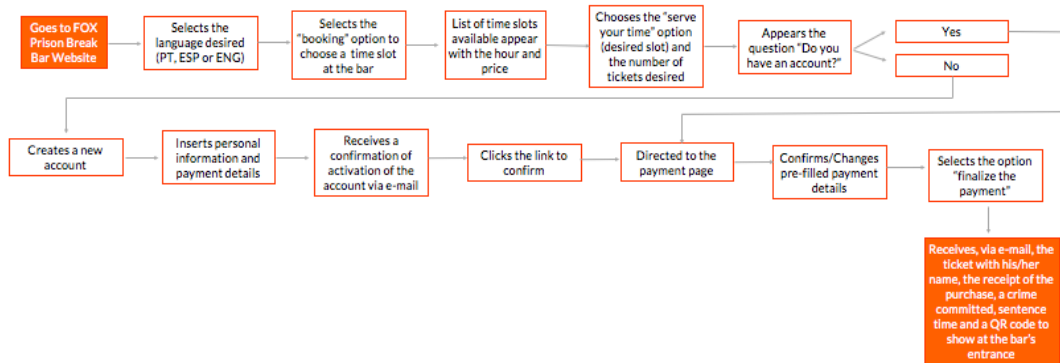
FOX FEVER: FAMILY GUY EDITION

FOX FEVER : FAMILY GUY EDITION EXPERIENCE



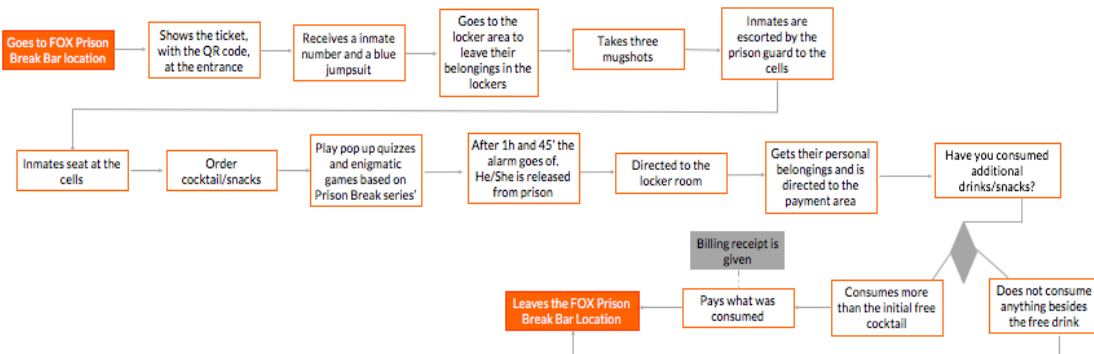
FOX PRISON BREAK BAR

Buying a ticket for FOX PRISON BREAK BAR



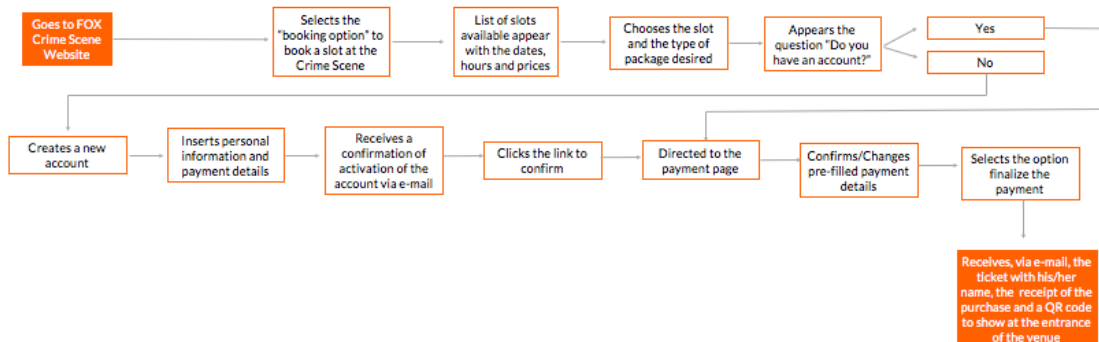
FOX PRISON BREAK BAR

FOX PRISON BREAK BAR experience



FOX CRIME SCENE

Buying a ticket for FOX CRIME SCENE



FOX CRIME SCENE

FOX CRIME SCENE EXPERIENCE

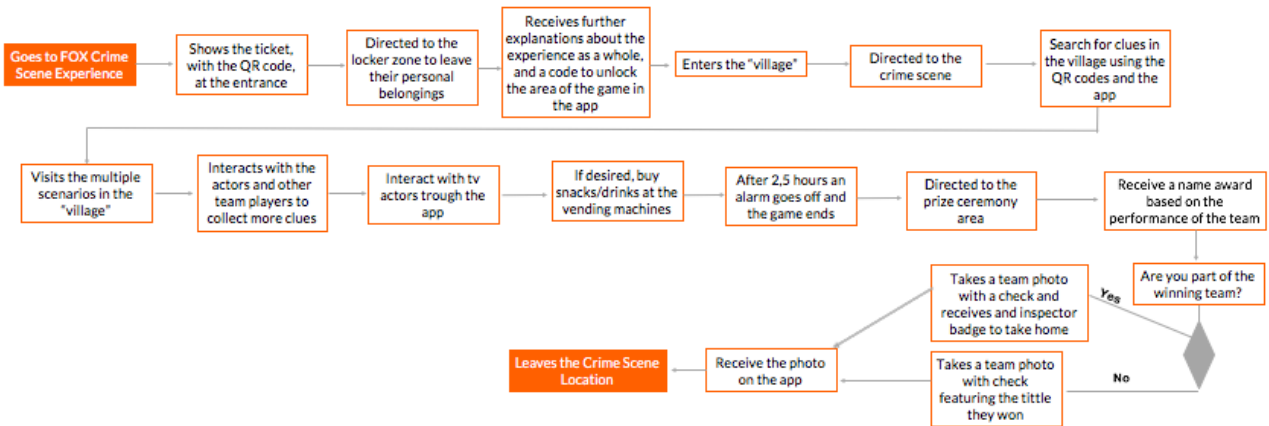
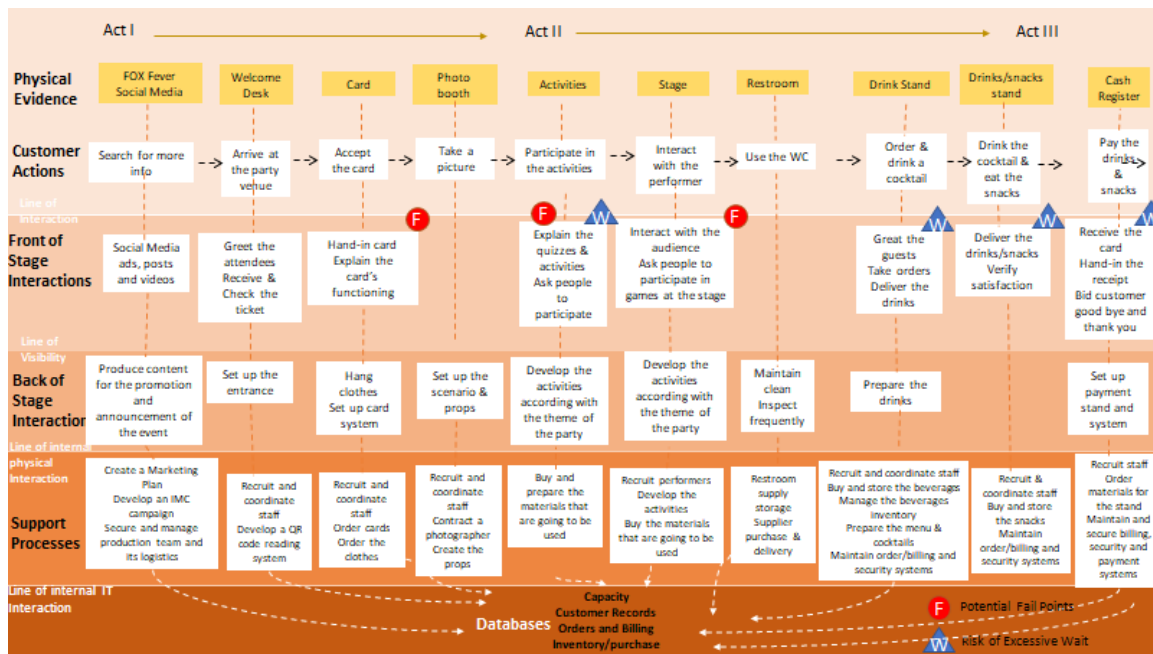


Exhibit 53: Blueprints: FOX Fever: Family Guy Edition, FOX ‘Prison Break’ Bar, FOX Crime Scene



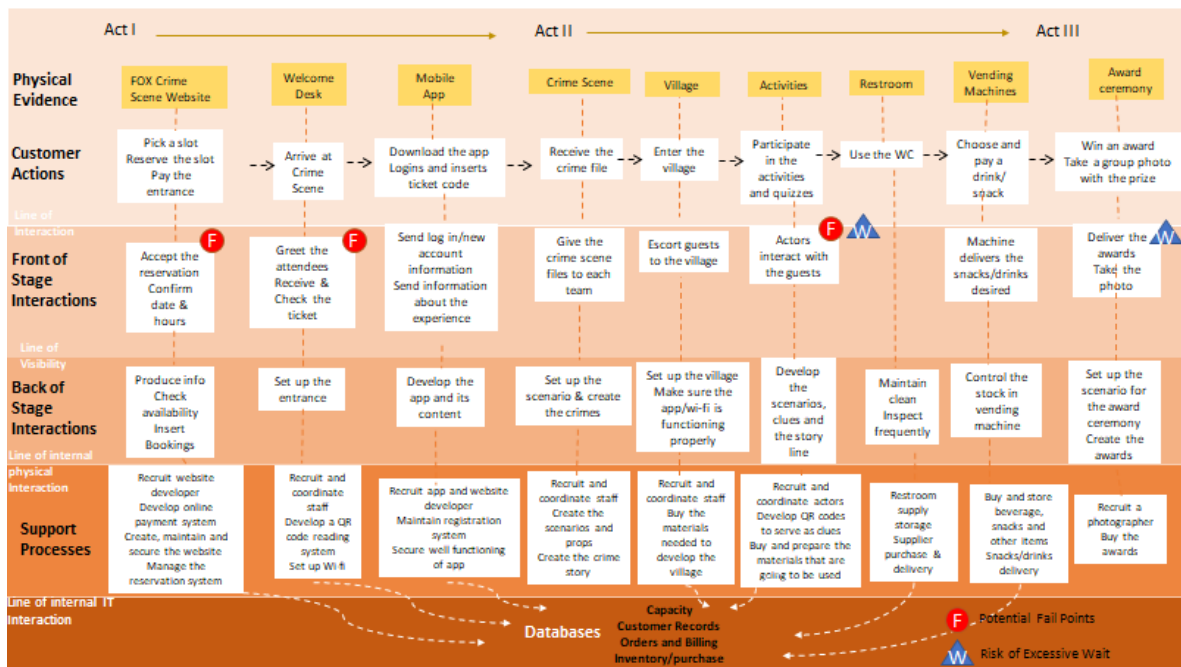
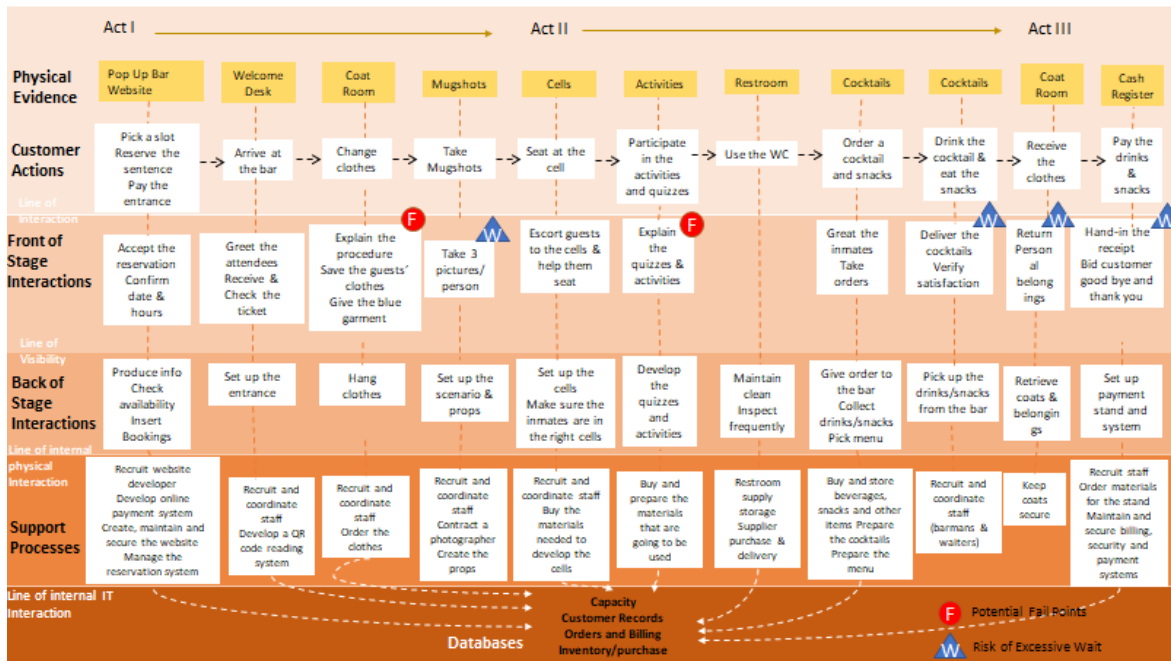


Exhibit 54: Human Resources Management - Net Promoter Score (NPS)

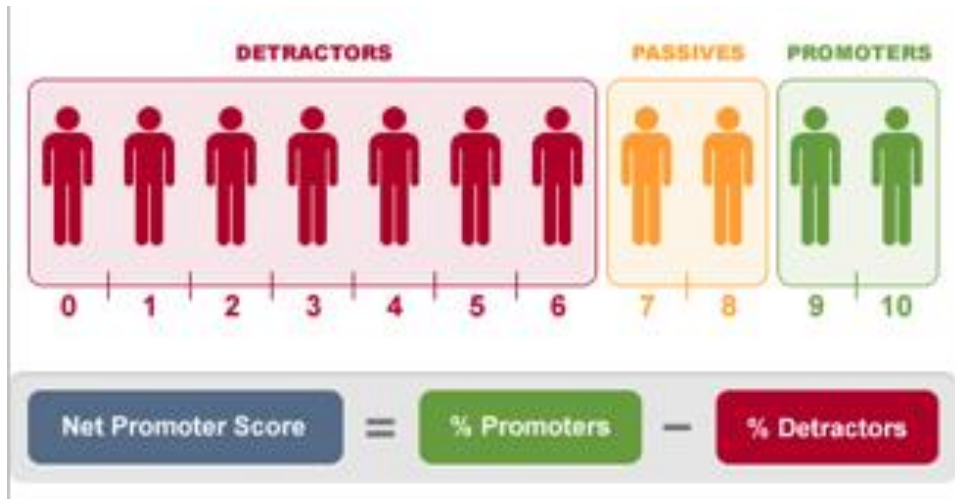


Exhibit 55: Behavioral Sequence Models: FOX Fever: Family Guy Edition, FOX ‘Prison Break’ Bar, FOX Crime Scene

FOX Fever: ‘Family Guy’ Edition

	Need Arousal	Information Search	Choice/Decision	Usage/Enjoy	Post-use Evaluation
Individuals involved and decision roles	Self, friends and family as initiators and influencers	Self, friends and family as influencers	Self, friends and family as deciders	Self, friends and family as users	Self, friends and family as users
Where stage is likely to occur	Home, friends	Places with internet connection	Almost anywhere	At the party’s venue	Almost anywhere with internet connection
Timing of stage	Before the party	Immediately after the need arousal	After assessing available information and the tickets being available for purchase	At the location of the party after booking and paying for the experience	During and after the party

How Stage is likely to occur	Talk with friends and family, sees ads online/TV	Talk with friends and family, search online through search engines, search on social media	Assess the benefits of the experience and compare it with the costs and the willingness to pay for an experience like that	Go to the party and enjoy the experience itself with all the entertainment activities offered	Tell friends, family about the party Share photos of the experience
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FOX 'Prison Break' Bar

	Need Arousal	Information Search	Choice/Decision	Usage/Enjoy	Post-use Evaluation
Individuals involved and decision roles	Self, friends and family as initiators and influencers	Self, friends and family as influencers	Self, friends and family as deciders	Self, friends and family as users	Self, friends and family as users
Where stage is likely to occur	Home, friends	Places with internet connection	Almost anywhere	At the Prison Break Bar	Almost anywhere with internet connection
Timing of stage	Week/Weeks before the visit to the bar	Immediately after the need arousal	Less than 1 week before visiting the bar and after assessing available information	At the location after booking and paying for the experience	After the experience at the bar
How Stage is likely to occur	Talk with friends and family, see ads, reviews or related content in the social media	Talk with friends and family, search online through search engines, search on social media	Assess the benefits of the experience and compare it with the costs and the willingness to pay for an experience like that	Go to the Prison Break Bar and enjoy the experience itself with all the entertainment activities offered	Tell friends, family about the experience Make reviews online Share photos of the experience

FOX Crime Scene

	Need Arousal	Information Search	Choice/Decision	Usage/Enjoy	Post-use Evaluation
Individuals involved and decision roles	Self, friends and family as initiators and influencers	Self, friends and family as influencers	Self, friends and family as deciders	Self, friends and family as users	Self, friends and family as users
Where stage is likely to occur	Home, friends	Places with internet connection	Almost anywhere	At the party's venue	Almost anywhere with internet connection
Timing of stage	Before the party	Immediately after the need arousal	After assessing available information and the tickets being available for purchase	At the location of the party after booking and paying for the experience	During and after the party
How Stage is likely to occur	Talk with friends and family, sees ads online/TV	Talk with friends and family, search online through search engines, search on social media	Assess the benefits of the experience and compare it with the costs and the willingness to pay for an experience like that	Go to the party and enjoy the experience itself with all the entertainment activities offered	Tell friends, family about the party Share photos of the experience

Exhibit 56: Creative Briefs: FOX Fever: Family Guy Edition, FOX ‘Prison Break’ Bar, FOX Crime Scene

FOX Fever – Family Guy Edition

1. Consumer Perspective

Market Insight: Nowadays, for Millennials more important than the material objects are the memories that they share with the ones they love the most. Moreover, the fear of missing out an opportunity to seize the moment with a group of family/friends is increasing being the social media the main trigger. Consequently, Millennials crave not only for new events and experiences that would allow them to establish direct interactions but also demand content-related experiences.

Source of business: Thematic parties, OBL’s and OBS’s

Key customer insight: “Nowadays my generation looks for new events, new experiences and we have the mentality of work hard and party harder. Plus, if you ask someone about what they do in their free time they are going to talk about some series for sure. Thus, it makes all sense combining all of these into one. If you ask me about going to a thematic party based on my favorite TV show my answer would be hell yes!”

Target Market: To individuals who regularly go out with their friends/family and look forward to have the possibility to attend a series’ thematic party

Target Audience: To individual between 18 and 35 years old that from middle class who are fun, friendly, extrovert, easy-going with hedonistic lifestyle who lives in Iberia and aims to enjoy their lives at the maximum

Media: Multichannel campaign including TV; Social media (Facebook and Instagram) and Online Press

2. Marketing Objectives and Action Objectives

The key objective is to enhance brand trial followed by an increasing repeat purchase. It is expected that the event reaches 9500 visitors in its first edition in the four different locations (Lisbon, Oporto, Madrid and Barcelona) with a 95% occupation rate.

3. Communication Objectives

- Category Need: Omit
- Brand Awareness: Brand Recall

- Brand Attitude: Generate positive brand attitude towards de sub brand while reinforcing the already positive attitude towards the master brand
- Brand Purchase Intention: Generate and soft sold as a self-instruction to act
- Brand Purchase Facilitation: Incorporate purchase facilitation content in the campaign (location, date of event, payment methods and other marketing facilitators)

4. Positioning statement for campaign

Target Audience: OBL's and OBS's individuals between 18-35 years from medium class, living in Iberia, who are known for being fun, friendly, extrovert, easy-going with hedonistic lifestyle with the ultimate life goal of enjoying their life at the maximum

Frame of Reference: FOX Fever: 'Family Guy' Edition is a differentiated event- brand of themed parties where the service is the hero

POD, that offers: the benefits of being a Family Guy thematic experience (*sensory gratification*) while giving its consumer the possibility to share remarkable moments with their online community (*social approval*)

Reasons to Believe: FOX's experience in creating extraordinary thematic parties and the fact that the activities/games are inspired not only in the series but also in traditional American party games

Advertising should:

- Emphasize the fact that it is a Family Guy thematic experience by delivering an emotion (e+)
- Mention all-American games and activities possible to share with their loved ones as an entry ticket;
- Omit Price

5. Desired consumer response

FOX Fever: 'Family Guy' Edition should represent to consumers a new kind of thematic parties that differs from the competitors because it is a fully thematic and immersive party where all the activities and the layout is totally inspired by the series.

6. Mandatory content

It is crucial that the sub brand's point of difference and Key Benefit claim – “Dare to join the family” are explicit in the advertisement. Moreover, the event date, location and ticket purchase site should be displayed on the marcoms.

FOX 'Prison Break' Bar

1. Consumer Perspective

Market Insight: Nowadays, for Millennials more important than the material objects are the memories that they share with the ones they love the most. Moreover, the fear of missing out an opportunity to seize the moment with a group of family/friends is increasing being the social media the main trigger. Consequently, Millennials crave not only for new events and experiences that would allow them to establish direct interactions but also demand content-related experiences. Moreover, this generation looks for exclusivity and thus, companies strive for making their consumers feel unique and special. Lastly, all over Europe, thematic bars inspired in films and series are increasing, reinforcing that there is a growing demand for this concept.

Source of business: Thematic bars, NCU's and OBS's

Key customer insight: "If you search on Instagram or other social media is almost guaranteed that you will find photos of people in fancy bars, specially if the person is really keen on visiting every fancy place in town. Plus, all of us love at least one series and if you had a bar totally inspired in a series, I am sure I will at least, try it once. One of my friends went to a Harry Potter Bar and other to a Game of Thrones inspired bar and they only had wonderful comments about it, telling it is a must to do if I think about going to London or Barcelona."

Target Market: To individuals who have a fancy lifestyle and are always looking for the latest it spots in town

Target Audience:

- Primary target: individual between 18 and 35 years old that from middle/upper class who live in Lisbon's and Madrid's metropolitan area and that are sociable with a sophisticated taste, trend-setter, social media addict with a notable desire for new exquisite experiences
- Secondary: influencers (bloggers and instragrammers) with a trendy and sophisticated lifestyle, known for being opinion leaders online

Media: Social media (Facebook and Instagram) and Online Press

2. Marketing Objectives and Action Objectives

Since FOX 'Prison Break' Bar is a new sub brand in a new category in the Iberian market the objectives are category trial and brand trial for NCU's and OBL's respectively. Moreover, it is expected a total of 65040 inmates after 6 months.

3. Communication Objectives

- Category Need: Sell
- Brand Awareness: Brand Recall
- Brand Attitude: Generate positive brand attitude towards the sub brand while reinforcing the already positive attitude towards the master brand
- Brand Purchase Intention: Generate and soft sold as a self-instruction to act
- Brand Purchase Facilitation: Incorporate purchase facilitation content in the campaign (location, date of event, payment methods and other marketing facilitators)

4. Positioning statement for campaign

Target Audience: NCU's and OBS's individuals between 18-35 years from medium/upper class who live in Lisbon's and Madrid's metropolitan area that are sociable with a sophisticated taste, trend-setters, social media addicts with a notable desire for new exquisite experiences in the latest *it spots* in town

Frame of Reference: FOX 'Prison Break' Bar is a differentiated event- brand of thematic bars where the service is the hero

POD, that offers: the benefits of not only being an immersive Prison break thematic experience (sensory gratification) but also gives the chance to share trendy/fancy moment with friends/family (social approval)

Reasons to Believe: FOX's expertise and credibility on creating experiences for the consumers out of TV; the popularity of Prison Break series' among the target audience; the rich series' content and storyline and due to the fact that it is a totally brand new experience in Lisbon.

Advertising should:

- Emphasize the fact that it is an immersive Prison Break thematic experience (e +)
- Mention the possibility of sharing trendy/fancy moments as an entry ticket;
- Omit Price

5. Desired consumer response

FOX 'Prison Break' Bar should represent to consumers an immersive and thematic experience based on Prison Break TV Series that differs from the competitors because it is a fully thematic and immersive bar that recreates the environment of FOX's River State Penitentiary.

6. Mandatory content

It is crucial that the sub brand's point of difference and Key Benefit claim – "It's time to serve your sentence" are explicit in the advertisement. Moreover, the location and the purchase site (FOX 'Prison Break' Bar Website) should be displayed on the marcoms.

FOX Crime Scene

1. Consumer Perspective

Market Insight: At the present time, for Millennials more important than the material objects are the memories that they share with the ones they love the most. Moreover, the fear of missing out an opportunity to seize the moment with a group of family/friends is increasing being the social media the main trigger. Consequently, Millennials crave not only for new events and experiences that would allow them to establish direct interactions but also demand content-related experiences. Moreover, this generation desires new innovative live experiences that would allow them to establish direct interactions strengthen the relationships with their loved ones.

Source of business: Realistic murder mystery games, NCU's and OBS's

Key customer insight: "Me and my friends are always looking for cool activities to do outside our houses. However, we feel that sometimes there is nothing really new and exciting to do and we end up doing the same things over and over again. Some months ago, we went to an Escape Room which was really cool however I felt that there was a lack of interaction with the game and place itself. In addition, I feel that the game is always the same, trying to figure it out how to get out of the room in the time you have in hands."

Target Market: To individuals who are team players and are always looking for interactive activities to do with their friends and family.

Target Audience: NCU and OBS individuals between 18-35 years from medium/upper class that live in Madrid's metropolitan area, who are warm-hearted, smart, team

players and big fans of challenging and “out of the box” social activities that create unforgettable memories for every member of the group

2. Marketing Objectives and Action Objectives

Since FOX Crime Scene is a new sub brand in a new category in the Iberian market the objectives are category trial and brand trial for NCU’s and OBL’s respectively. Furthermore, for FCS it is expected an 89% occupation rate with a total of 22580 guests.

3. Communication Objectives

- Category Need: Sell
- Brand Awareness: Brand Recall
- Brand Attitude: Generate positive brand attitude towards the sub brand while reinforcing the already positive attitude towards the master brand
- Brand Purchase Intention: Generate and soft sold as a self-instruction to act
- Brand Purchase Facilitation: Incorporate purchase facilitation content in the campaign (location, date of event, payment methods and other marketing facilitators)

4. Positioning statement for campaign

Target Audience: To NCU’s and OBS’s individuals between 18-35 years from medium/upper class that live in Madrid’s metropolitan area, who are warm-hearted, smart, team players and big fans of challenging and “out of the box” social activities that create unforgettable memories for every member of the group.

Frame of Reference: FOX Crime Scene is a differentiated event- brand of realistic murder-mystery game where the service is the hero

POD, that offers: A highly interactive and high-tech team mystery solving experience (intellectual stimulation) while enhancing the feeling of achievement by solving collectively a mystery (sensory gratification).

Reasons to Believe: The content of the series’ in which the experience is based on; the investment on creating a multi-functional app that takes this experience to the next level; creation of an entire “village” with actors.

Advertising should:

- Emphasize the fact that it is a high interactive and technological team experience (b→e+)

- Mention the feeling of accomplishment by solving a crime as an entry ticket;
- Omit Price

5. Desired consumer response

FOX Crime Scene should represent to consumers a new realistic murder mystery experience that is highly interactive and technological that dissociates itself from a regular escape room.

6. Mandatory content

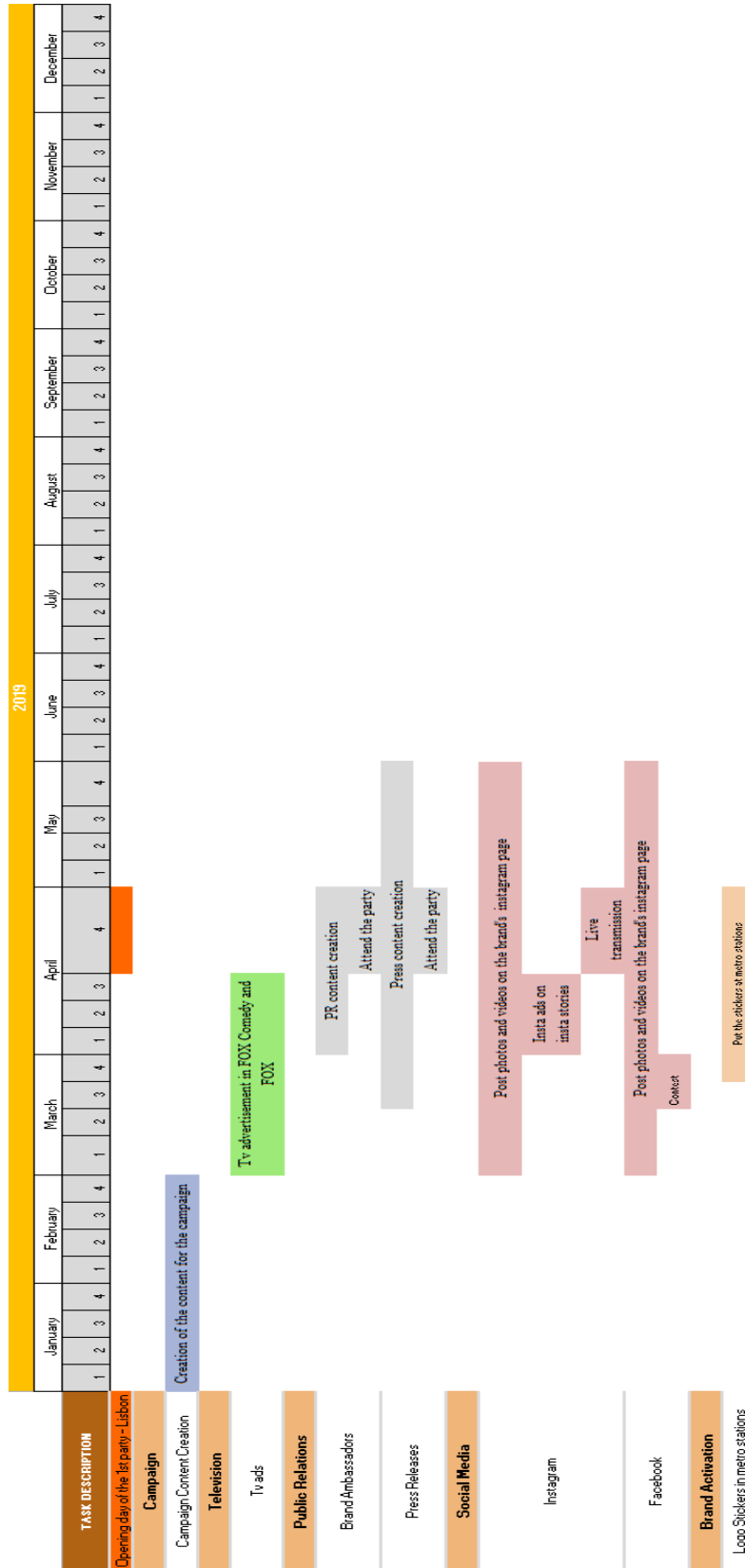
It is crucial that the sub brand's point of difference and Key Benefit claim – “Awake the detective in you” are explicit in the advertisement. Moreover, the location and the purchase site (FOX Crime Scene Website) should be displayed on the marcoms.

Exhibit 57: Campaign Budget

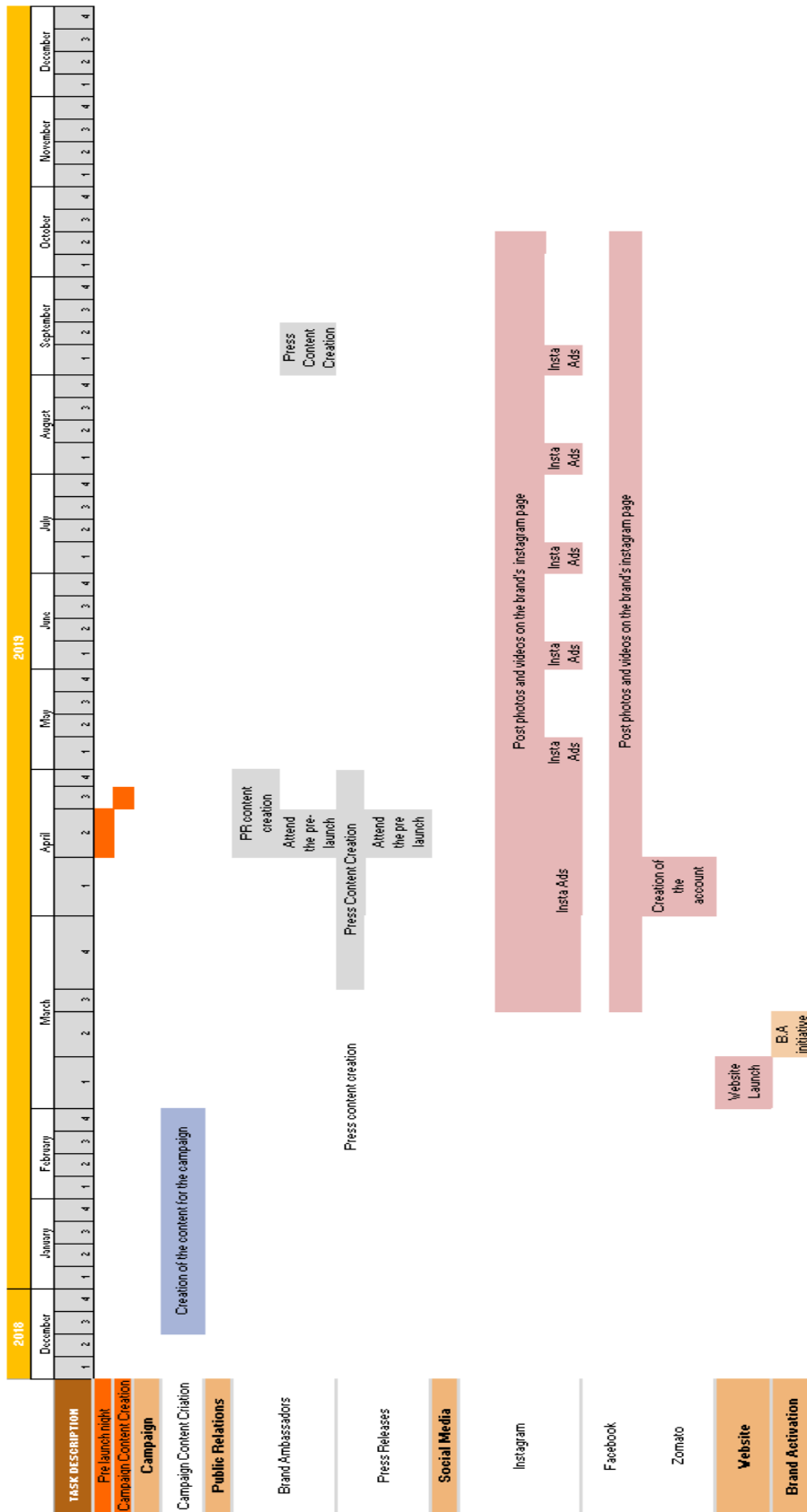
Total Campaign Budget	269 910,00 €
Content Creation	140 310,00 €
Television	7 800,00 €
FOX Fever	2 600,00 €
Basic Tv Commercial	2 300,00 €
Content Adaptation from the series	- €
Voice over 5'-30'	300,00 €
Short Ads adaptation	- €
FOX Crime Scene	2 600,00 €
Basic Tv Commercial	2 300,00 €
Content Adaptation from the series	- €
Voice over 5'-30'	300,00 €
Short Ads adaptation	- €
Online	28 750,00 €
FOX Pop Up Bar	7 950,00 €
Video teasers for Instagram	3 000,00 €
Videos for Website	3 250,00 €
Professional Photos for Social Media & Website	1 700,00 €
FOX Fever	2 700,00 €
Video teasers for Instagram	1 500,00 €
Professional Photos for Social Media	1 200,00 €
FOX Crime Scene	7 700,00 €
Video teasers for Instagram	3 000,00 €
Videos for Website	3 000,00 €
Professional Photos for Social Media & Website	1 700,00 €
Branded Activation Content	103 510,00 €
FOX Pop Up Bar	32 750,00 €
Scenario	32 500,00 €
Professional Photographer	250,00 €
Partnership with Lisbon Municipality	to be confirmed
FOX Fever	2 880,00 €
Stents (cost/stent)	2 880,00 €
Partnership with Lisbon Municipality	to be confirmed
FOX Crime Scene	32 500,00 €
Scenario	32 500,00 €
Partnership with Madrid Municipality	to be confirmed
Flyers	250,00 €
FOX Crime Scene	250,00 €
Production Costs	120,00 €
Design	130,00 €
Media Costs	129 600,00 €
Owned Media	18 000,00 €
Online	
FOX Prison Break Bar	8 500,00 €
Social Media pages maintenance	1 000,00 €
Website maintenance	7 500,00 €
FOX Fever	1 000,00 €
Social Media pages maintenance	1 000,00 €
FOX Crime Scene	8 500,00 €
Social Media pages maintenance	1 000,00 €
Website maintenance	7 500,00 €
Payed Media	111 600,00 €
FOX Prison Break Bar	43 200,00 €
Insta Stories Ads (average of 5000 swipe ups with CPC of 0,44 * 16 ads)	35 200,00 €
Public Relations - Social influencers FOX Prison Break Bar	8 000,00 €
FOX Fever Family Guy Edition	28 200,00 €
Insta Stories Ads (average of 5000 swipe ups with CPC of 0,44 * 3 ads)	21 600,00 €
Public Relations - Comedians FOX Fever	6 600,00 €
FOX Crime Scene	40 200,00 €
Insta Stories Ads (average of 5000 swipe ups with CPC of 0,44 * 16 ads)	35 200,00 €
Public Relations - Social influencers FOX Crime Scene	5 000,00 €
Earned Media	- €
Press	- €
Cost Communication per event	
FOX Fever Family Guy Edition - 2018	37 380,00 €
Content Creation	8 180,00 €
Media Costs	29 200,00 €
FOX Prison Break Bar - 2019	92 400,00 €
Content Creation	40 700,00 €
Media Costs	51 700,00 €
FOX Crime Scene -2019	91 500,00 €
Content Creation	42 800,00 €
Media Costs	48 700,00 €

Exhibit 58: Campaign Schedule

Campaign Schedule for FOX Fever



Campaign Schedule for FOX 'Prison Break' Bar



Campaign schedule for FOX Crime Scene

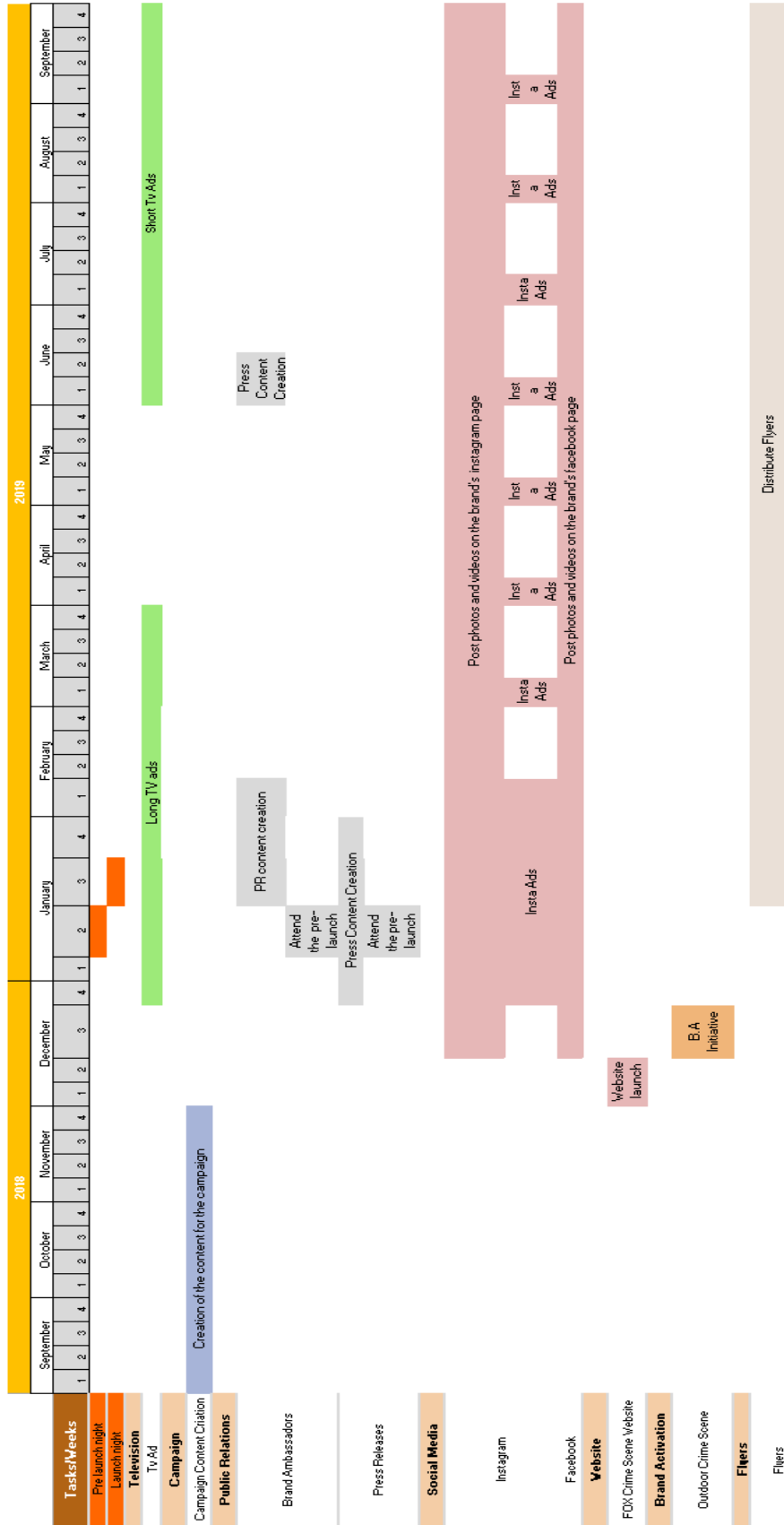


Exhibit 59: Partner detailed P&L for each business model: FOX Fever, FOX Pop Up Bar, FOX Crime Scene

FOX Fever - P&L - PT PARTNER						
	2018	2019	2020	2021	2022	2023
Sales Revenue (without VAT)	131.333€	393.999 €	414.483 €	414.483 €	414.483 €	414.483 €
Estimated ticket sales without VAT - without ticketline fees	87.072 €	261.215 €	274.964 €	274.964€	274.964 €	274.964 €
# Tickets sold	2375	2375	2500	2500	2500	2500
Estimated beverages sales without VAT	42.661 €	127.983 €	134.719 €	134.719€	134.719 €	134.719 €
# Beverages sold	4275	4275	4500	4500	4500	4500
Estimated sales on food trucks	1.600 €	4.800 €	4.800 €	4.800€	4.800 €	4.800 €
Cost Of Goods Sold	6.649€	19.948 €	21.207 €	21.207 €	21.207 €	21.207€
Gross Revenue (Contribution Margin)	124.683€	374.050 €	393.275 €	393.275 €	393.275 €	393.275 €
FNG Total Royalties	24.937 €	74.810 €	78.655 €	78.655 €	78.655 €	78.655 €
From the themed party concept (5%)	6.234 €	18.703 €	19.664 €	19.664€	19.664 €	19.664 €
From the series' content (15%)	18.703 €	56.108 €	58.991 €	58.991€	58.991 €	58.991 €
Operational Costs for Portugal	57.659 €	131.978 €	131.978 €	131.978 €	131.978 €	131.978 €
Space Rent	7.737 €	23.211 €	23.211 €	23.211€	23.211 €	23.211 €
Variable costs (water, electricity, gas, wifi)	2.200 €	6.600 €	6.600 €	6.600€	6.600 €	6.600 €
Decoration Themed items	9.656 €	28.968 €	28.968 €	28.968€	28.968 €	28.968 €
Insurance (civil responsibility)	500 €	500 €	500 €	500€	500 €	500 €
Photographer	357 €	1.070 €	1.070 €	1.070€	1.070 €	1.070 €
Photobooth	1.350 €	4.050 €	4.050 €	4.050€	4.050 €	4.050 €
Hostesses staff (cbarroom, checkout counter..)	357 €	1.070 €	1.070 €	1.070€	1.070 €	1.070 €
Bartenders and Waiters	2.972 €	8.916 €	8.916 €	8.916€	8.916 €	8.916 €
Stage Hosts impersonating Family G characters	317 €	951 €	951 €	951€	951 €	951 €
Family guy characters	832 €	2.497 €	2.497 €	2.497€	2.497 €	2.497 €
Performers	476 €	1.427 €	1.427 €	1.427€	1.427 €	1.427 €
DJ	2.972 €	8.916 €	8.916 €	8.916€	8.916 €	8.916 €
Security Staff	2.734 €	8.203 €	8.203 €	8.203€	8.203 €	8.203 €
POS and other IT Systems	1.200 €	3.600 €	3.600€	3.600 €	3.600 €	3.600 €
Transportation costs	4.000 €	12.000 €	12.000 €	12.000€	12.000 €	12.000 €
Assembly costs	20.000 €	20.000 €	20.000 €	20.000€	20.000 €	20.000 €
Sponsorships fees	28.830 €	65.989 €	65.989 €	65.989 €	65.989 €	65.989 €
EBITDA	70.917 €	233.251 €	248.631 €	248.631 €	248.631 €	248.631 €
Depreciation	- €	273 €	273 €	273 €	273 €	273 €
EBIT	70.917 €	232.979 €	248.359 €	248.359 €	248.359 €	248.359 €
Taxes (22.5%)	15.956 €	52.420 €	55.881 €	55.881€	55.881 €	55.881 €
Net Profit / Profit After Taxes	54.961 €	180.558 €	192.478 €	192.478 €	192.478 €	192.478 €
Capex						
Party's Equipment	5.450 €					
Depreciation	- €	273 €	273 €	273 €	273 €	273 €
Working Capital Requirements	- €	- €	- €	- €	- €	- €
Free Cash Flow	49.511 €	180.831 €	192.751 €	192.751 €	192.751 €	192.751 €
Discount Rate	8%	8%	8%	8%	8%	8%
Discounted Cash Flows	45.843 €	155.033 €	153.012 €	141.677 €	131.183 €	121.466 €
Cumulative Discounted Cash Flows	45.843 €	200.877 €	353.888 €	495.566 €	626.748 €	748.214 €
NPV		748.214€				

FoxFever - P&L - SP PARTNER						
	2018	2019	2020	2021	2022	2023
Sales Revenue (without VAT)	143.822 €	431.467 €	453.923 €	453.923 €	453.923 €	453.923 €
Estimated ticket sales without VAT	98.453 €	295.360 €	310.905 €	310.905 €	310.905 €	310.905 €
# Tickets sold	2375	2375	2500	2500	2500	2500
Estimated beverages sales without VAT	43.769 €	131.307 €	138.218 €	138.218 €	138.218 €	138.218 €
# Beverages sold	4275	4275	4500	4500	4500	4500
Estimated sales on food trucks	1.600 €	4.800 €	4.800 €	4.800 €	4.800 €	4.800 €
Cost Of Goods Sold	6.649 €	19.948 €	21.207 €	21.207 €	21.207 €	21.207 €
Gross Revenue (Contribution Margin)	137.173 €	411.519 €	432.716 €	432.716 €	432.716 €	432.716 €
FNG Total Royalties	27.436 €	82.304 €	86.543 €	86.543 €	86.543 €	86.543 €
From the themed party concept (5%)	6.859 €	20.576 €	21.636 €	21.636 €	21.636 €	21.636 €
From the series' content (15%)	20.576 €	61.728 €	64.907 €	64.907 €	64.907 €	64.907 €
Operational Costs for Spain	39.229 €	113.987 €	113.987 €	113.987 €	113.987 €	113.987 €
Space Rent	9.102 €	27.305 €	27.305 €	27.305 €	27.305 €	27.305 €
Variable costs (water, electricity, gas, wifi)	240 €	720 €	720 €	720 €	720 €	720 €
Insurance (civil responsibility)	500 €	500 €	500 €	500 €	500 €	500 €
Decoration/Themed items	13.447 €	40.341 €	40.341 €	40.341 €	40.341 €	40.341 €
Photographer	472 €	1.417 €	1.417 €	1.417 €	1.417 €	1.417 €
Photobooth	1.350 €	1.350 €	1.350 €	1.350 €	1.350 €	1.350 €
Hostesses staff (cloakroom, checktout counter..)	472 €	1.417 €	1.417 €	1.417 €	1.417 €	1.417 €
Bartenders and Waiters	3.936 €	11.809 €	11.809 €	11.809 €	11.809 €	11.809 €
Stage Hosts impersonating Family G. characters	420 €	1.260 €	1.260 €	1.260 €	1.260 €	1.260 €
Family gay characters	1.102 €	3.306 €	3.306 €	3.306 €	3.306 €	3.306 €
Performers	630 €	1.889 €	1.889 €	1.889 €	1.889 €	1.889 €
DJ	3.936 €	11.809 €	11.809 €	11.809 €	11.809 €	11.809 €
Security Staff	3.621 €	10.864 €	10.864 €	10.864 €	10.864 €	10.864 €
Transportation Costs	4.000 €	12.000 €	12.000 €	12.000 €	12.000 €	12.000 €
POS and other IT Systems	1.200 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €
Assembly Costs	20.000 €	20.000 €	20.000 €	20.000 €	20.000 €	20.000 €
Sponsorship Fees	19.615 €	56.994 €	56.994 €	56.994 €	56.994 €	56.994 €
EBITDA	90.124 €	272.221 €	289.179 €	289.179 €	289.179 €	289.179 €
Depreciation	- €	323 €	323 €	323 €	323 €	323 €
EBIT	90.124 €	271.898 €	288.856 €	288.856 €	288.856 €	288.856 €
Taxes (25%)	22.531 €	67.974 €	72.214 €	72.214 €	72.214 €	72.214 €
Net Profit / Profit After Taxes	67.593 €	203.923 €	216.642 €	216.642 €	216.642 €	216.642 €
Capex						
Party's Equipment	6.467 €					
Depreciation	- €	323 €	323 €	323 €	323 €	323 €
Working Capital Requirements	- €	- €	- €	- €	- €	- €
Free Cash Flow	61.126 €	204.247 €	216.965 €	216.965 €	216.965 €	216.965 €
Discount Rate	8%	8%	8%	8%	8%	8%
Discounted Cash Flows	56.598 €	175.109 €	172.234 €	159.476 €	147.663 €	136.725 €
Cumulative Discounted Cash Flows	56.598 €	231.707 €	403.941 €	563.417 €	711.080 €	847.804 €
NPV	847.804 €					

Fox Pop Up Bar - P&L PARTNER						
	2018	2019	2020	2021	2022	2023
Sales Revenue (without VAT)	1.313.302 €	2.104.729 €	2.754.193 €	2.802.318 €	2.832.247 €	
Lisbon	572.612 €	598.582 €	628.511 €	628.511 €	628.511 €	628.511 €
Madrid	740.690 €	765.458 €	787.612 €	787.612 €	787.612 €	787.612 €
Barcelona		740.690 €	765.458 €	787.612 €	787.612 €	787.612 €
Oporto			572.612 €	598.582 €	628.511 €	628.511 €
Cost Of Goods Sold	88.573 €	140.276 €	147.231 €	187.835 €	189.741 €	
Gross Revenue (Contribution Margin)	1.224.729 €	1.964.453 €	2.606.962 €	2.614.483 €	2.642.506 €	
FNG Total Royalties (20%)	244.946 €	392.891 €	521.392 €	522.897 €	528.501 €	
Operational Costs	680.338 €	1.062.658 €	1.326.269 €	1.326.269 €	1.326.269 €	
Lisbon	304.999 €	304.999 €	304.999 €	304.999 €	304.999 €	304.999 €
Madrid	375.339 €	375.339 €	375.339 €	375.339 €	375.339 €	375.339 €
Barcelona		382.320 €	382.320 €	382.320 €	382.320 €	382.320 €
Oporto			263.611 €	263.611 €	263.611 €	263.611 €
EBITDA	299.445 €	508.904 €	759.301 €	765.317 €	787.736 €	
Depreciation		- €	2.301 €	3.121 €	3.121 €	3.121 €
EBIT	299.445 €	508.904 €	757.000 €	762.196 €	784.615 €	
Taxes	71.875 €	114.911 €	159.051 €	166.638 €	171.367 €	
Net Profit / Profit After Taxes	227.570 €	393.993 €	597.949 €	595.558 €	613.248 €	
Capex	15.537 €	7.469 €	8.204 €	- €	- €	- €
Working Capital Requirements	- €	- €	- €	- €	- €	- €
Depreciation	- €	1.554 €	2.301 €	3.121 €	3.121 €	3.121 €
Net Income (Free Cash Flow)	212.033 €	384.970 €	587.444 €	592.437 €	610.127 €	
Discount Rate	0 €	0 €	0 €	0 €	0 €	0 €
Discounted Cash Flows	188.474 €	304.174 €	412.581 €	369.856 €	338.577 €	
Cumulative Discounted Cash Flows	188.474 €	492.647 €	905.228 €	1.275.084 €	1.613.661 €	
NPV		1.613.661 €				

Fox Crime Scene - P&L - SP PARTNER						
	2019	2020	2021	2022	2023	2024
Sales Revenue (without VAT) - Madrid	428.356 €	449.378 €	471.451 €	494.627 €	494.627 €	494.627 €
Estimated ticket sales without VAT(10%)	420.436 €	441.458 €	463.531 €	486.707 €	486.707 €	486.707 €
# Tickets sold	19404	20374	21393	22463	22463	22463
Estimated sales on Vending Machines without VAT(10%)	7.920 €	7.920 €	7.920 €	7.920 €	7.920 €	7.920 €
Sales Revenue (without VAT) - Barcelona	- €	- €	- €	436.324 €	457.736 €	457.736 €
Sales Revenue (without VAT) - Lisbon	- €	408.733 €	428.462 €	449.177 €	449.177 €	449.177 €
Cost Of Goods Sold	- €	- €	- €	- €	- €	- €
Gross Revenue (Contribution Margin)	428.356 €	858.111 €	899.913 €	1.380.128 €	1.401.541 €	1.401.541 €
FNG Total Royalties	85.671 €	171.622 €	179.983 €	276.026 €	280.308 €	280.308 €
From the crime scene concept (5%)	21.418 €	42.906 €	44.996 €	69.006 €	70.077 €	70.077 €
From the series' content (1.5%)	64.253 €	128.717 €	134.987 €	207.019 €	210.231 €	210.231 €
Operational Costs for Madrid	328.553 €	329.127 €	329.127 €	329.127 €	329.127 €	329.127 €
Space Rent	84.953 €	84.953 €	84.953 €	84.953 €	84.953 €	84.953 €
Variable costs (water, electricity, gas, wifi)	7.862 €	7.862 €	7.862 €	7.862 €	7.862 €	7.862 €
Insurance (civil responsibility)	250 €	250 €	250 €	250 €	250 €	250 €
Equipment and maintenance expenses	- €	575 €	575 €	575 €	575 €	575 €
Hostesses staff	33.792 €	33.792 €	33.792 €	33.792 €	33.792 €	33.792 €
Actors	160.512 €	160.512 €	160.512 €	160.512 €	160.512 €	160.512 €
Security staff	27.456 €	27.456 €	27.456 €	27.456 €	27.456 €	27.456 €
Clearing staff	13.728 €	13.728 €	13.728 €	13.728 €	13.728 €	13.728 €
App adaptability		4.500 €	- €	- €	- €	- €
Operational Costs for Barcelona	- €	- €	- €	334.664 €	335.249 €	335.249 €
EBITDA	14.132 €	357.361 €	390.803 €	440.311 €	456.856 €	456.856 €
Depreciation	- €	2.382 €	2.382 €	4.190 €	4.190 €	4.190 €
EBIT Spain	14.132 €	322.167 €	341.954 €	373.083 €	389.628 €	389.628 €
Taxes (25%)	3.533 €	80.542 €	85.489 €	93.271 €	97.407 €	97.407 €
Net Profit / Profit After Taxes	10.599 €	241.625 €	256.466 €	279.813 €	292.221 €	292.221 €
Capex Madrid	47.647 €					
Decoration (counters, tables, chairs, mini stage, others for ambiance)	11.498 €	- €	- €	- €	- €	- €
Crime Scenarios (crime scene, school, bar, library, bank, hospital, supermarket, police station, etc)	13.500 €					
POS and other IT Systems	22.649 €					
Capex Barcelona	- €	- €	47.647 €	- €	- €	- €
Working Capital Requirements	- €	- €	- €	- €	- €	- €
Depreciation	- €	2.382 €	2.382 €	4.190 €	4.190 €	4.190 €
Free Cash Flow	- 370.47 €	244.007 €	211.202 €	284.002 €	296.411 €	296.411 €
Discount Rate	12,5%	12,5%	12,5%	12,5%	12,5%	12,5%
Discounted Cash Flows	- 32.931 €	192.796 €	148.334 €	177.301 €	164.487 €	164.487 €
Cumulative Discounted Cash Flows	- 32.931 €	159.865 €	308.199 €	485.500 €	649.987 €	649.987 €
NPV						649.987 €

Fox Crime Scene - P&L - PT PARTNER						
	2018	2019	2020	2021	2022	2023
Sales Revenue (without VAT)			408.733 €	428.462 €	449.177 €	449.177 €
Estimated ticket sales without VAT (10%)			401.654 €	421.383 €	442.098 €	442.098 €
Estimated sales on Vending Machines without VAT (10%)			7.079 €	7.079 €	7.079 €	7.079 €
Cost Of Goods Sold			- €	- €	- €	- €
Gross Revenue (Contribution Margin)			408.733 €	428.462 €	449.177 €	449.177 €
FNG Total Royalties (20%)			81.747 €	85.692 €	89.835 €	89.835 €
Operational Costs for Lisbon			294.174 €	294.174 €	294.174 €	294.174 €
EBITDA			32.812 €	48.595 €	65.167 €	65.167 €
Depreciation			- €	2.129 €	2.129 €	2.129 €
EBIT			32.812 €	46.466 €	63.038 €	63.038 €
Taxes (22,5%)			7.383 €	10.455 €	14.184 €	14.184 €
Net Profit / Profit After Taxes			25.429 €	36.011 €	48.854 €	48.854 €
Capex for Lisbon			42.586 €	- €	- €	- €
Working Capital Requirements			- €	- €	- €	- €
Depreciation			- €	2.129 €	2.129 €	2.129 €
Free Cash Flow			- 17.157 €	38.140 €	50.984 €	50.984 €
Discount Rate			12,5%	12,5%	12,5%	12,5%
Discounted Cash Flows			- 15.251 €	30.136 €	35.808 €	31.829 €
Cumulative Discounted Cash Flows			- 15.251 €	14.885 €	50.692 €	82.521 €
NPV						82.521 €

Exhibit 60: FNG discriminated P&L

Fox Network Group P&L						
	2018	2019	2020	2021	2022	2023
Revenue (Royalties)	52.371 €	487.731 €	729.711 €	866.573 €	964.120 €	974.008 €
Fox Prison Break Bar	- €	244.946 €	392.891 €	521.392 €	522.897 €	528.501 €
Fox Fever	52.371 €	157.114 €	165.198 €	165.198 €	165.198 €	165.198 €
Fox Crime Scene	- €	85.671 €	171.622 €	179.983 €	276.026 €	280.308 €
Contribution Margin	52.371 €	487.731 €	729.711 €	866.573 €	964.120 €	974.008 €
Marketing Expenses						
Content creation costs	16.360 €	173.280 €	173.280 €	173.280 €	173.280 €	173.280 €
Media & Communication costs	58.400 €	327.300 €	327.300 €	327.300 €	327.300 €	327.300 €
Personnel Expenses (to coordinate the partners)	75.000 €	75.000 €	75.000 €	75.000 €	75.000 €	75.000 €
Licensing costs	5.237 €	48.773 €	72.971 €	86.657 €	96.412 €	97.401 €
EBITDA	- 102.626 €	- 136.622 €	81.160 €	204.336 €	292.128 €	301.027 €
Depreciation			2.000 €	2.000 €	2.000 €	2.000 €
EBIT	- 102.626 €	- 136.622 €	79.160 €	202.336 €	290.128 €	299.027 €
Taxes (22,5%)	- €	30.740 €	17.811 €	45.526 €	65.279 €	67.281 €
Net Profit / Profit After Taxes	- 102.626 €	- 105.882 €	61.349 €	156.810 €	224.849 €	231.746 €
Capex						
Website creation (Fox Prison Break Bar & Fox Crime Scene)	- €	20.000 €	- €	- €	- €	- €
Depreciation	- €	- €	2.000 €	2.000 €	2.000 €	2.000 €
Free Cash Flows	- 102.626 €	- 125.882 €	63.349 €	158.810 €	226.849 €	233.746 €
Discount Rate (WACC)	10%	10%	10%	10%	10%	10%
Discounted Cash Flows	- 93.296 €	- 104.035 €	47.595 €	108.470 €	140.856 €	131.943 €
Cumulative Discounted Cash Flows					140.856 €	272.799 €
NPV						272.799 €

Exhibit 61: FOX Fever: Family Guy Edition Operational Costs

FoxFever: Family Guy Edition Operational Costs in Lisbon		
Space Rent	Fábrica XL - Lx Factory Benchmark	4.150 € per party
Variable costs	Electricity, Gas & Water - EDP Benchmark	120 € per party
Insurance	Civil Responsibility until €250,000 Benchmark	250 € per party
Decoration	Counters, electronic panels, digital screen, stage, pingo pong table, ball pool, etc)	6.795 € per party
Themed items	American flags, Family Guy scenarios, dollar confetis, etc	4.955 € per party
POS and other IT Systems	POS system, QR code reader, computer & others	600 € per party
Transportation costs		2.000 € per transportation
Hostesses staff	9 employees (1 shift - from 11pm to 6am)	60 € per night
Waitresses	3 employees (1 shift - from 11pm to 6am)	60 € per night
Security staff	15 employees (1 shift - from 11pm to 6am)	12 € per hour
Barmen	25 employees (1 shift - from 11pm to 6am)	60 € per night
Dancers	4 employees (1 shift - from 11pm to 6am)	60 € per night
Photographer	1 employee (1 shift - from 11pm to 6am)	180 € per party
Photoboot Promoter	1 employee (1 shift - from 11pm to 6am)	675 € per party

Exhibit 62: FOX Fever: Occupancy Rates Assumptions

Assumptions on Occupancy rates						
	2018	2019	2020	2021	2022	2023
Maximum Capacity of the party	2500	2500	2500	2500	2500	2500
Occupation growth	95%	95%	100%	100%	100%	100%
# People in each party	2375	2375	2500	2500	2500	2500
Entry Revenues (€) - Without VAT	87.072 €	261.215 €	274.964 €	274.964 €	274.964 €	274.964 €
Consumption Revenue (€) - without VAT	42.661 €	127.983 €	134.719 €	134.719 €	134.719 €	134.719 €
Total Revenue (€)	129.733 €	389.199 €	409.683 €	409.683 €	409.683 €	409.683 €

Exhibit 63: Differences on Cost of Living between countries and cities across Iberia

Differences in Cost of Living	Source: Numbeo.com
General consumer prices	10.62%
Rent Prices	8.65%
Basic utilities (electricity, water, wifi)	28.29%
Average Salary	30%
Lisbon - Oporto	13.57%
Madrid - Barcelona	1.86%

Exhibit 64: FOX ‘Prison Break’ Bar: Occupancy, Visitors and Revenues estimation

Assumptions on Occupancy rates					
	2019	2020	2021	2022	2023
Maximum Capacity of the bar	50	50	50	50	50
Occupation growth		5%	5%	0%	0%
# People in the bar for 6 months	27690	28939,5	30386	30386	30386
Entry Revenues (€) - w/VAT	553.800 €	578.790 €	607.730 €	607.730 €	607.730 €
Consumption Revenue (€) - w/VA	117.930 €	123.422 €	129.593 €	129.593 €	129.593 €
Total Revenue (€) - w/VAT	671.730 €	702.212 €	737.322 €	737.322 €	737.322 €

Visitors, Entry and Revenue Estimation					
2019	% Occupation	# Attendees	Entry Revenues (€) - w/VAT	Consumption Revenue (€) - w/VAT	Total Revenue (€) - w/VAT
Opening Shifts					
Tue, Wed, Sun (Weekdays)					
18h-20h	65%	32,5	650 €	98 €	748 €
20h-22h	70%	35	700 €	105 €	805 €
22h-24h	75%	37,5	750 €	113 €	863 €
24h-2h	75%	37,5	750 €	113 €	863 €
Total per day		142,5	2 850 €	428 €	3 278 €
Total per month		1710	34 200 €	5 130 €	39 330 €
Total per 6 months		10260	205 200 €	30 780 €	235 980 €
Thu, Fri, Sat (Weekend)					
17h-19h	75%	37,5	750 €	188 €	938 €
19h-21h	80%	40	800 €	200 €	1 000 €
21h-23h	90%	45	900 €	225 €	1 125 €
23h-1h	90%	45	900 €	225 €	1 125 €
1h-3h	80%	40	800 €	200 €	1 000 €
Total per day		207,5	4 150 €	1 038 €	5 188 €
Total per month		2905	58 100 €	14 525 €	72 625 €
Total per 6 months		17430	348 600 €	87 150 €	435 750 €
TOTAL Week + Weekend 6 months		27690	553 800 €	117 930 €	671 730 €

Visitors, Entry and Revenue estimation					
2020	% Occupati	# Attendee:	Entry Revenues (I) - w/VAT	Consumption Revenue (I) - w/VAT	Total Revenue (I) - w/VAT
Opening Shifts					
Tue, Wed, Sun (Weekdays)					
18h-20h	68%	34,125	683I	102I	785I
20h-22h	74%	36,75	735I	110I	845I
22h-24h	75%	37,5	750I	113I	863I
24h-2h	79%	39,375	788I	118I	906I
Total per day		147,75	2.955I	443I	3.398I
Total per month		1773	35.460I	5.319I	40.779I
Total per 6 months		10638	212.760I	31.914I	244.674I
Thu, Fri, Sat (Weekend)					
17h-19h	79%	39,375	788I	197I	984I
19h-21h	84%	42	840I	210I	1.050I
21h-23h	95%	47,25	945I	236I	1.181I
23h-1h	95%	47,25	945I	236I	1.181I
1h-3h	84%	42	840I	210I	1.050I
Total per day		217,875	4.358I	1.089I	5.447I
Total per month		3050,25	61.005I	15.251I	76.256I
Total per 6 months		18301,5	366.030I	91.508I	457.538I
TOTAL Week + Weekend 6 months		28939,5	578.790I	123.422I	702.212I

Visitors, Entry and Revenue estimation					
2021	% Occupati	# Attendee:	Entry Revenues (I) - w/VAT	Consumption Revenue (I) - w/VAT	Total Revenue (I) - w/VAT
Opening Shifts					
Tue, Wed, Sun (Weekdays)					
18h-20h	72%	35,83125	717I	107I	824I
20h-22h	77%	38,5875	772I	116I	888I
22h-24h	79%	39,375	788I	118I	906I
24h-2h	83%	41,34375	827I	124I	951I
Total per day		155	3.103I	465I	3.568I
Total per month		1862	37.233I	5.585I	42.818I
Total per 6 months		11170	223.398I	33.510I	256.908I
Thu, Fri, Sat (Weekend)					
17h-19h	83%	41,34375	827I	207I	1.034I
19h-21h	88%	44,1	882I	221I	1.103I
21h-23h	99%	49,6125	992I	248I	1.240I
23h-1h	99%	49,6125	992I	248I	1.240I
1h-3h	88%	44,1	882I	221I	1.103I
Total per day		229	4.575I	1.144I	5.719I
Total per month		3203	64.055I	16.014I	80.069I
Total per 6 months		19217	384.332I	96.083I	480.414I
TOTAL Week + Weekend 6 months		30386	607.730I	129.593I	737.322I

Exhibit 65: FOX 'Prison Break' Bar Operational Costs

Fox 'Prison Break' Bar Operational Costs in Lisbon				
Space Rent	Sala Village - Village Underground Benchmark	1.200 € per day	36.000 € per month	216.000 € per 6 months
Variable costs	Electricity, Gas & Water - EDP Benchmark		301 € per month	1.806 € per 6 months
Insurance	Civil Responsibility until €250,000 Benchmark			250 € per 6 months
Decoration	Cells, stools, beds, shelves, counters & others for ambience			1.544 € per 6 months
Themed items	Prisoner & security clothes, handcuffs, prison lockers & others			1.879 € per 6 months
Bar's equipment	Fridge & freezer, glass washing machine, icemaker, shakers & others			2.145 € per 6 months
POS and other IT Syst	POS system, QR code reader, computer & others			6.059 € per 6 months
Hostesses staff	6 employees - 1 shift per day Tuesday, Wednesday & Sunday (from 6pm to 2am) & 2 shifts Thursday, Friday & Saturday (from 5pm to 3am)	8 € per hour	3.456 € per month	20.736 € per 6 months
Waitresses	9 employees - 3 employees x 1 shift per day Tuesday, Wednesday & Sunday (from 6pm to 2am) & 3 employees x 2 shifts Thursday, Friday & Saturday (from 5pm to 3am)	6 € per hour	6.048 € per month	36.288 € per 6 months
Security staff	2 employees - 1 shift Tuesday, Wednesday & Sunday (from 6pm to 2am) & 2 shifts Thursday, Friday & Saturday (from 5pm to 10pm & 10pm to 3am)	6 € per hour	864 € per month	5.184 € per 6 months
Cleaning staff	2 employees - 1 shift per day (from 8am to 12pm)	6 € per hour	1.152 € per month	6.912 € per 6 months
Barmen	2 employees - 1 shift per night	50 € per night	2.400 € per month	14.400 € per 6 months

Exhibit 66: Beverages Estimation Calculation 2019 (Note: the same rationale was used for the following years, adjusting solely the occupation growth rates)

2019 Beverages' costs estimation per month				
Beverages	Quantity	Unit cost	Consumption % per type of	Total cost
VOSKA ERISTOF	390		7 € 21%	569 €
WHISKY DEWARS	187		10 € 6%	111 €
TEQUILA PATRON	4		32 € 8%	120 €
RUM BACARDI	2		10 € 7%	16 €
GIN BOMBAY ORIGI	35		8 € 10%	296 €
BEER KEG 30L	49		58 € 20%	2.825 €
ORANGE JUICE	234		1 € 4%	231 €
LEMON JUICE	195		1 € 4%	193 €
APPLE JUICE	47		1 € 2%	46 €
PINEAPPLE JUICE	23		1 € 3%	23 €
PASSION FRUIT JUI	23		1 € 3%	23 €
WATERS	88		0 € 3%	20 €
RED BULL	1122		1 € 5%	1.234 €
TONIC WATER	468		1 € 4%	580 €
TOTAL Beverages' cost				6.287 €

Note: The drinks are budgeted by excess in quantities. Everything that is not consumed is returned to the storer (for aprox. 6037 consumers per month)

Exhibit 67: Appetizers estimation + COGS

Appetizers' costs estimation <i>per month</i>			
Appetizers	Quantity (gr)	Cost per 1000gr	Total cost
Peanuts	15000	4 €	67 €
Lupines	15000	2 €	33 €
Chips	5000	4 €	22 €
Fried Corn	15000	4 €	600 €
TOTAL	50000		722 €

Assumption: 10gr per person (for aprox. 5420 consumers per month). Font: *Contin*

Exhibit 68: Estimation of total cost of Beverages and Appetizers per 6 months throughout the five years

	Beverages' costs estimation <i>per 6 months</i>	Appetizers' costs estimation <i>per 6 months</i>	TOTAL COGS
COGS 2019	37.721 €	4.333 €	42.053 €
COGS 2020	39.554 €	4.550 €	44.104 €
COGS 2021	41.532 €	4.777 €	46.309 €
COGS 2022	41.532 €	4.777 €	46.309 €
COGS 2023	41.532 €	4.777 €	46.309 €

Exhibit 69: Operational Costs for FOX Crime Scene

Fox Crime Scene Operational Costs <i>in Madrid</i>			
Space Rent	Warehouse 9km from the center - Paseo Talleres, 16, 28021 Madrid	7.079 € <i>per month</i>	84.953 € <i>per 12 months</i>
Variable costs	Electricity, Gas & Water - EDP Benchmark - and wifi	715 € <i>per month</i>	7.862 € <i>per 11 months</i>
Insurance	Civil Responsibility until €250,000 Benchmark		250 € <i>per 12 months</i>
Decoration	Counters, tables, chairs, mini stage, shelves & others for ambiance)		11.498 € <i>per 12 months</i>
Crime Scenarios	Crime scene in the park, high school, bar, library, bank, hospital, supermarket, police station, apartment lounge		13.500 € <i>per 12 months</i>
Vending Machines	Food and Beverages - Delta Benchmark (2 for food and 2 for drinks and coffee)	800 € <i>per month</i>	8.800 € <i>per 11 months</i>
POS and other IT System	POS system, QR code reader, computer & others		22.649 € <i>per 11 months</i>
Hostesses staff	2 employees - 1 shift per day Tuesday, Wednesday, Thursday, Friday (from 2pm to 21cm) & 2 shifts Saturday & Sunday (from 10am to 5pm & from 5pm to 10cm)	8 € <i>per hour</i>	3.072 € <i>per month</i> 33.792 € <i>per 11 months</i>
Actors	6 employees - Weekdays 1 shift (2pm to 9pm) & Weekends 2 shifts (10am to 3pm and 5pm to 10cm)	8 € <i>per hour</i>	14.592 € <i>per month</i> 160.512 € <i>per 11 months</i>
Security staff	2 employees - 1 shift Tuesday, Wednesday, Thursday and Friday (from 2pm to 21pm) & 2 shifts Saturday and Sunday (from 9am to 3pm & 3pm to 9pm)	6 € <i>per hour</i>	2.496 € <i>per month</i> 27.456 € <i>per 11 months</i>
Cleaning staff	2 employees - 1 shift per day (from 8am to 12pm on weekdays; from 21h to 1am on weekends)	6 € <i>per hour</i>	1.248 € <i>per month</i> 13.728 € <i>per 11 months</i>

Exhibit 70: FOX Crime Scene: Occupancy Rates, Visitors and Entry Revenues Estimation

Assumptions on Occupancy rates					
	2019	2020	2021	2022	2023
Maximum Capacity per slot	36	36	36	36	36
Occupation growth		5%	3%	1%	0%
# People going for one year	19404	20374	21393	22463	22463
Total Revenue (€) - w/VAT	467.151 €	490.509 €	515.034 €	540.786 €	540.786 €

Visitors, Entry and Revenue Estimation				
2019	% Occupation	# Attendees	Entry Revenues (€) with VAT	
Slots Available				
Tue, Wed, Thu, Fri (Weekdays)				
14h-17h	70%	25,2	607 €	
Individual		11,34	295 €	
Group Pack		13,86	312 €	
18h-21h	80%	28,8	693 €	
Individual		12,96	337 €	
Group Pack		15,84	356 €	
Total per day		54	1.300 €	
Total per month		864	20.801 €	
Total per year		9504	228.809 €	
Sat, Sun (Weekend)				
10h-13h	80%	28,8	693 €	
Individual		12,96	337 €	
Group Pack		15,84	356 €	
14h-17h	85%	30,6	737 €	
Individual		13,77	358 €	
Group Pack		16,83	379 €	
18h-21h	85%	30,6	737 €	
Individual		13,77	358 €	
Group Pack		16,83	379 €	
Total per day		90	2.167 €	
Total per month		900	21.668 €	
Total per year		9900	238.343 €	
TOTAL Week + Weekend one year		19404	467.151 €	

Visitors, Entry and Revenue Estimation			
2020	% Occupation	# Attendees	Entry Revenues (€) with VAT
Slots Available			
Tue, Wed, Thu, Fri (Weekdays)			
14h-17h	74%	26,46	637 €
Individual		11,907	310 €
Group Pack		14,553	327 €
18h-21h	84%	30,24	728 €
Individual		13,608	354 €
Group Pack		16,632	374 €
Total per day		56,7	1.365 €
Total per month		907,2	21.841 €
Total per year		9979,2	240.249 €
Sat, Sun (Weekend)			
10h-13h	84%	30,24	728 €
Individual		13,608	354 €
Group Pack		16,632	374 €
14h-17h	89%	32,13	774 €
Individual		14,4585	376 €
Group Pack		17,6715	398 €
18h-21h	89%	32,13	774 €
Individual		14,4585	376 €
Group Pack		17,6715	398 €
Total per day		94,5	2.275 €
Total per month		945	22.751 €
Total per year		10395	250.260 €
TOTAL Week + Weekend one year		20374	490.509 €

Visitors, Entry and Revenue Estimation			
2021	% Occupation	# Attendees	Entry Revenues (€) with VAT
Slots Available			
Tue, Wed, Thu, Fri (Weekdays)			
14h-17h	77%	27,783	669 €
Individual		12,50235	325 €
Group Pack		15,28065	344 €
18h-21h	88%	31,752	764 €
Individual		14,2884	371 €
Group Pack		17,4636	393 €
Total per day		59,535	1.433 €
Total per month		952,56	22.933 €
Total per year		10478,16	252.262 €
Sat, Sun (Weekend)			
10h-13h	88%	31,752	764 €
Individual		14,2884	371 €
Group Pack		17,4636	393 €
14h-17h	94%	33,7365	812 €
Individual		15,181425	395 €
Group Pack		18,555075	417 €
18h-21h	94%	33,7365	812 €
Individual		15,181425	395 €
Group Pack		18,555075	417 €
Total per day		99,225	2.389 €
Total per month		992,25	23.888 €
Total per year		10914,75	262.773 €
TOTAL Week + Weekend one year		21392,91	515.034 €

Visitors, Entry and Revenue Estimation			
2022	% Occupation	# Attendees	Entry Revenues (€) - with VAT
Slots Available			
Tue, Wed, Thu, Fri (Weekdays)			
14h-17h	81%	29	702 €
Individual		13	341 €
Group Pack		16	361 €
18h-21h	93%	33,3396	803 €
Individual		15,00282	390 €
Group Pack		18,33678	413 €
Total per day		63	1.505 €
Total per month		1000,188	24.080 €
Total per year		11002,068	264.875 €
Sat, Sun (Weekend)			
10h-13h	93%	33,3396	803 €
Individual		15,00282	390 €
Group Pack		18,33678	413 €
14h-17h	98%	35,423325	853 €
Individual		15,94049625	414 €
Group Pack		19,48282875	438 €
18h-21h	98%	35,423325	853 €
Individual		15,94049625	414 €
Group Pack		19,48282875	438 €
Total per day		104,18625	2.508 €
Total per month		1041,8625	25.083 €
Total per year		11460,4875	275.911 €
TOTAL Week + Weekend one year		22462,5555	540.786 €

Exhibit 71: FNG Operational Costs

Fox Network Group Operational Costs			
Website Management	Platform that sells the tickets - Benchmark websites up to 5 pages: 200€/month	200 € per month	2.400 € per 12 months
Website Creation	1 website for Prison Break Bar & 1 website for Fox Crime Scene		10.000 € per website
Project Manager staff	2 employees (1 person responsible for coordinating the partners in Portugal & Spain)		75.000 € per year
Licensing Costs	Conservative proxy given from FOX		10% over royalties