ISCTE ⬡ Business School
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FPD- PROCESSODESIGN®

Web Strategy for agency's website

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Abstract - English

FPD- Processodesign is a Design & Advertisement agency that intends to be revolutionary in the Portuguese market and aims to go abroad. In order to that, a website is an extremely necessary tool.

A study was made about the advertisement market in Portugal, along with its way of function, to create the agency. As a way to the growth of the agency, along with its awareness, it has been decided that a good project would include the development of a website, so it would be easier to expose projects and also to become more competitive against market leaders and bigger agencies.

This project presents a study made about the advertisement market in Portugal along with its function and it also intends to show the online world: International Marketing and Internet, factors related to the will of growth, differences between e-business and e-commerce that most times are confounded and taken by the same thing, although they are totally different, and online optimization tools like Affiliate Marketing and CRM.

The market components explanation and the propagation of online businesses solidify the need that **Processodesign** has to implement a website to succeed in the market. The use of online tools inside the website highlight the great bet it is.

Combined with these factors, the company is presented along with a Web Strategy that is the basis for the website implementation because it specifies the strategy that is going to be presented on the website.

Web Strategy, along with optimization tools, clarifies the necessity that the agency has to have a website to prevail in the market since there are companies well solidified.

JEL: L- L1 - Market Structure, Firm Strategy, and Market Performance; L2 - Firm Objectives, Organization, and Behavior; L81-Retail and Wholesale Trade; e-Commerce; L82 - Entertainment; Media

M- M3 - Marketing and Advertising

Keywords: Market Structure; E-business; Firm, Marketing Strategy

Sumário

FPD- Processodesign é uma agência de Design & Publicidade que tem como objectivo ser revolucionária no mercado e que tenciona expandir-se internacionalmente. Para isso acontecer, ter um website é fundamental.

Para a criação da agência foi feito um estudo sobre o mercado publicitário em Portugal assim como sobre o seu funcionamento. Como forma de crescimento da agência, assim como do crescimento da sua notoriedade, foi decidido que um bom projecto incluiria a criação de um website para ser mais fácil expor o trabalho e também a tornar mais competitiva contra agências maiores e líderes de mercado.

Este projecto mostra o estudo feito sobre o mercado em Portugal bem como o seu funcionamento e explica o mundo online: desde o Marketing Internacional e a Internet, factores relacionados com o crescimento, diferenças entre e-business e e-commerce que várias vezes são confundidos e tomados pelo mesmo, embora sejam completamente diferentes, e ferramentas de optimização online como o Marketing Afiliado e o CRM.

A explicação das componentes do mercado e a propagação de negócios online solidificam a necessidade que a **Processodesign** tem de criar um website para vingar no mercado. O uso de ferramentas online dentro do site evidenciam a boa aposta que é.

Juntamente com estes factores é apresentada a empresa e uma estratégia Web que é a base de implementação do site pois especifica a estratégia que irá estar presente no site.

A estratégia Web, em conjunto com as ferramentas de optimização, evidencia a necessidade que a agência tem de ter um website para vingar no mercado visto que existem empresas bem solidificadas.

JEL: L- L1 - Market Structure, Firm Strategy, and Market Performance; L2 - Firm Objectives, Organization, and Behavior; L81-Retail and Wholesale Trade; e-Commerce; L82 - Entertainment; Media

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Dedications

I dedicate this project to my parents, especially to my mother, who always supported my decisions and gave me the strength to continue, even in harder times. You were always there for me, so thank you mom!

I also want to thank to my teachers, which always supported me and encouraged me to follow my dreams, especially my Marketing Management teacher (João Pedro Lucena) and my Marketing Strategy/Marketing Plan teacher (António Pimenta da Gama): you made me see the world with "Marketer Eyes"! For that I thank, because I really enjoy what I do!

At last but not least, to Antje Disterheft, the Master Coordinator, that was always there for me and for my colleagues, always supporting us and trying to help us.

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Sumário Executivo

A **Processodesign** é uma nova agência de Design & Publicidade no mercado português, ainda em fase de introdução. Devido a ser uma marca recentemente registada e em fase de crescimento tem lacunas como qualquer outra empresa recentemente fundada.

Uma dessas lacunas é a ausência de um website: uma ferramenta fundamental para qualquer negócio hoje em dia, visto ser uma forma fácil de alcançar a população em geral e mais concretamente o público-alvo em questão (pessoas/empresas que precisem dos serviços prestados pelas agências).

O website é também uma forma da agência se tornar mais competitiva – visto que é uma empresa recém-formada tem menos *budget* para se publicitar que uma agência bem estabelecida no mercado.

É também uma forma fácil dos (potenciais) clientes conhecerem o trabalho da agência e verem se se identificam com ele numa primeira abordagem.

Nos dias que correm há pessoas que não têm tempo para marcar reuniões para conhecerem futuros parceiros se não tiverem a certeza que é mesmo o que pretendem e o website é uma forma de poderem ter uma primeira experiência e verem se poderão estar interessados.

O objectivo do trabalho é demonstrar a necessidade de um website nos dias de hoje, não podendo, obviamente, de deixar de explicar o contexto do mercado publicitário em Portugal, a sua prestação de serviços e que tipo de agência a **Processodesign** é.

Neste trabalho pode ser observada uma contextualização global de todos estes factores.

Introduction

FPD- Processodesign is a new trend mark (registered) agency in Portugal.

This project is to develop **a web strategy to build a website**.

By explaining the advertisement market in Portugal, International Marketing and Internet along with other aspects, (as well as what **Processodesign** is) I intend to prove the difference a website can make to a business and how it is going to be implemented.

The goal of this project is to show that a business really needs a website and the necessity that a website is for a business. I also intend to explain the context of the Advertisement Market in Portugal along with its services, factors related with internationalization of a company and the "new" marketing tools that can be helpful for the development of a business. Hopefully people may see how everything is so related. I also intend to explain what kind of agency **Processodesign** is and present a web strategy to its website.

1. Advertisement market in Portugal

1.1 Agencies and their market

First of all, I intend to present a brief review of the advertisement market in Portugal considering three main factors:

- Economic sector of small dimension
- Highly concentrated sector at geographical level
- Sector dominated by international companies

1.2 Economic sector of small dimension

According to **INE** (Instituto Nacional de Estatística), in 1998 there were about 300 agencies in Portugal. Due to the regulation changes, this number cannot be properly compared to the most recent study (INE 2009) because advertisement is now included in more two areas of services: market research and opinion polls. However, it is possible to try to compare it:

In 2009, there were 4 630 companies regarding advertisement, market research and opinion polls (INE 2009).

Even if the service areas were separated, people know that the advertisement world in Portugal grew because there are much more people working in advertisement that before - bachelor and master degrees in these areas (marketing, advertisement and design) are growing. However, it is not possible to forget that when people talk about advertisement, people talk about creative people agencies and media agencies. Regarding this project, only creative people agencies are going to be considered (from now on called "agencies") because is what **Processodesign** does.

Even though it is growing, **APAP** (Associação Portuguesa das Agências de Publicidade e Comunicação) has fewer members today than in 1998 (55 to 47) (APAP 2009). One of the reasons is the merger/acquisition of agencies.

The 47 agencies members of **APAP** are responsible for 95% of the national invoice in this area, and the 8 bigger agencies are responsible for 30.5% of the turnover (APAP 2009).

One of the reasons for the small dimension of advertisement market in Portugal is that, by a matter of professional ethic, the companies are unable to have more than a client in the same activity area (example: they are not allowed to have Vodafone and Optimus as a client at the same time). When agencies want to grow in sectors where they already have clients, they tend to merge or open another agency.

1.3 Highly concentrated sector at geographical level

Most of the agencies are located in the region of Lisbon (Grande Lisboa). This centralization is justified by the small importance that is given to local companies and by the lack of advertisement activity.

The lack of regional markets is also explained by the centralization of the advertisers in Grande Lisboa.

1.4 Sector dominated by international companies

In 1997, only 2 of the top 20 agencies in Portugal were Portuguese: **Interact** and **Nova Publicidade** (*Rodrigues*, 1999; Dionísio, 1999).

The internationalization of the agencies occurs alongside with the growth of their customers - with the expansion of their businesses abroad, they want the agencies that work with them to continue to work (even abroad) to secure that the same type of communication is aligned worldwide.

In Portugal, the alignment often occurs with a fusion or acquisition of the Portuguese agencies by international ones, what conditions the development of the agencies because very few can reach a significant dimension.

The most recent results (APAP 2009) show us that the top 5 is composed mainly by foreign agencies. Bellow it is shown the top 5 according to three different categories: business volume, EBITDA and number of employees:

Business Volume	EBITDA	Most employees
Cunha Vaz & Associados	BBDO	Brandia Central
Euro RSCG	Brandia Central	Euro RSCG
Brandia Central	Euro RSCG	Fullsix
BBDO	MSTF Partners	BBDO
Opal Publicidade	Leo Burnett	JWT

Table 1: Top 5 agencies in Portugal (2009) in three different categories
*Source: **APAP 2009***

People may notice that considering the business volume, the winner is a Portuguese agency. Indeed, Portugal is a country with very creative people, reason why Portugal has a considerable number of **Lions** (Cannes Festival- Advertisement awards) for the small country it is.

It is not possible to forget that agencies are a service provider so, I intend to explain the services characteristics, the services marketing with its 7 P's (instead of the well-known 4 P's (*Marketing Mix*) and why the 7 P's instead of the 4 P's (Lovelock, 2007; Wirtz, 2007).

Besides explaining services characteristics, I intend to explain the services provided by agencies.

Every type of advertisement is provided by an agency to their customers:

- Television advertisements
- Radio advertisements
- Press advertisements
- Below the line advertisements (like pamphlets and brochures)
- Internet advertisements
- If customers want to, agencies can also provide events (Public Relations and press reviews)
- Marketing strategies

The type(s) of advertisement that an agency makes depends on the customer's budget and on the impact that customers want its product/brand to have. Agencies

prefer to make a 360º communication (all types of advertisement included) but many times the budget does not allow it. Television is still the most expensive mean of communication and the cheapest is press (especially below-the-line advertisement).

2. Processodesign- a service provider

Globalization allowed the development of **services** (growth both in quantity and quality) along with social changes (women's integration in social, political and economical aspects) and technical ones. The lack of time (due to the beginning of women's active life) as one of the main aspects, leads people to search for services (Britannica Concise Encyclopedia, 2011).

A service is what one can offer to another based on an economical activity that does not result in the property of nothing. It is a process that creates benefits to the client and its evaluation is very subjective because it may differ a lot, based on people's tastes (Lovelock, 2007; Wirtz, 2007).

2.1 Services characteristics:

Services have four specific characteristics that distinguish them from products. Services are **intangible**, when products are tangible, what means that people cannot touch services. Services are **heterogeneous** or "**non standard**" which means that a service is not equal at times. There is also an **inseparability** of production and consumption: people cannot separate the production from the consumption and there is also an **inability** to inventory because services are not storable (Lovelock, 2007; Wirtz, 2007).

Example: when people visit a website they cannot touch the website (**intangible**) and the speed of access is not always the same (**heterogeneous**). When people ask for a certain type of information it appears immediately (**inseparability**) and they cannot store the website because it is not physical (**inability**)

2.2 Services have various implications regarding the points that are needed to create a perfect service. These steps are:

1. **Information processing** - the most intangible way of the service result although it can be turned more tangible if turned in letters, reports, books, CD's…
2. **Projecting the "services factory"-** require that the clients visit the "services factory", so you should:

- ✓ Think about the installment like a step of the service performance
- ✓ Project the process with a focus on the client
- ✓ Chose a suitable place
- ✓ Create a nice environment

3. **Use of alternative channels to delivery** - alternatives to the processing of possessions and information include:
   - ✓ Clients go to the factory
   - ✓ Clients go to a retailer's office
   - ✓ Workers visit client's office or house
   - ✓ Business conclusion through distance by the following means: physical channels (example: mail; delivery service) and **electronic channels (example: e-mail, website, social networks)**

4. **Balance between demand and ability** - when the ability to answer is limited and the demand's fluctuation is high there are problems because the product, which is a service, cannot be storage.
   - ✓ If the demand is high and exceeds the offer there might be a waste of business
   - ✓ If the demand is low, the production ability is wasted

   People have to know how to manage both demand and ability.

5. **Apply IT (information technology)** - all services may benefit from IT's but the one's that gain more are the ones that have mental stimulation and information processing:
   - ✓ Delivery of services "anywhere, anytime"
   - ✓ New service's characteristics by electronic means (website, e-mail)
   - ✓ Shorter services opportunities
   - ✓ New types of services

6. **Include people as part of the product** - involving in service's delivery allows contact with other people
   - ✓ Managers should give importance to the appearance, social and technical skills of their employees
   - ✓ Clients may like/dislike the service's experience, it is necessary to manage the consumer's behavior

All these steps (Lovelock, 2007; Wirtz, 2007) are very important and for a better function/action should be linked to the 7P's (the 4 P's - product, place, promotion and price, also known as the Marketing Mix, which everybody that understands a little about marketing knows). With the 7 P's the acquaintance may be different, because the last 3 P's are specific to the Services Marketing area; they are: physical evidence, process and people.

I intend to present **Processodesign** 7 P's, with a special emphasis on Promotion, because the website is a tool to promote the agency.

2.3   Processodesign 7 P's

Product	Design and advertisement projects - corporative identity creation, stationary, packaging, web design (advertisements and websites), video, mupis and billboards
Place	Rua João Pinto Ribeiro, 7-2ºesq, 2720 Amadora
Promotion	From the various marketing and communication tools (advertisement) that could be used to promote the agency, Internet (website) is the one chosen because it involves the audience that the agency is interested on.
Price	Most of the times the price covered for a project is 50€/hour. Although, according to what kind of project it is (easiness of doing, amount of time spent, etc), it may vary. If it is a project that includes various types of materials, the price is lower (e.g.: logo, stationary and visit cards- like it takes 3 to 5 days to do 700€ - it, the regular price would be between 1200/2000€. Although, like it is not just one piece, the price is 700€. Bigger agencies take since two to three times more

	for same kind of projects. There is always a budget that the client has to accept before the starting of the project.
Physical evidence	The service is provided through the agency, where (prospect) customers may enter whenever they want. The agency produces every type of material that a client needs to, based on a market study. The project starts on a briefing, followed by a market study, designing the project and make its artwork. When the artwork is done, it is printed on a graphic. If it is a video, the agency does it all and gives the CD to the customer.
Process	When a (prospect) customer reaches Processodesign, a meeting is planned so that the customer can specify what he needs. A briefing is made so that Processodesign can present its ideas and see the customer's reactions. A deadline is presented to the agency and the customer can follow the project to see whether he likes it or not, so that adjustments can be made. At the most the project is delivered at deadline. At "Figure 1**- Processodesign** Organogram", it is possible to see how the departments are divided at the moment at **Processodesign.**
People	Processodesign has the right staff (a graphic designer and a marketer/advertiser) to respond and to solve its customers' needs. Having the appropriate staff with proper training is crucial to form a competitive advantage towards other agencies.

*Table 2: **Processodesign** 7P's*

Now that the market and the area (services) that an agency fits in are explained, what is a creative agency?

I intend to explain it simultaneously, in a concrete but shortened way, so people can know how to answer what a creative agency is and the functions that the employees and its partners have.

3. Creative people agencies

A very important aspect of this project is to clarify agencies' business, because **FPD- Processodesign** is a creative people agency and it is very important that people is clarified about the normal operation of an agency so they can easily comprehend what each department does and how it functions:

3.1 Departments (Rodrigues, 1999; Dioníso, 1999)

- **Contact Department** - connection between the agency and the agency's client

- **Strategic Planning Department** - defines the communication strategy (based on Market Research, and product/service information)

- **Creative people Department** - responsible for the creative people message. Usually composed by a *copywriter* (responsible for the text message) and by a *designer* (responsible for the image message)

- **Production Department** - responsible by the hiring of external specialists (photographers, actors, musicians, video producers…)

- **Administrative and Financial Department** - same to any other organization

- **Traffic** - internal communication

3.2 Processodesign Organogram

At **Processodesign,** because the agency is almost a "newborn", there is still no budget to have all these departments and employees, besides the partners: creative are multi-tasking - they do everything at the agency, except the financial part - they have an accountant who takes care of it. The others departments are divided in the following way (besides traffic that still is not needed because it is a very small company and there is not lack of communication):
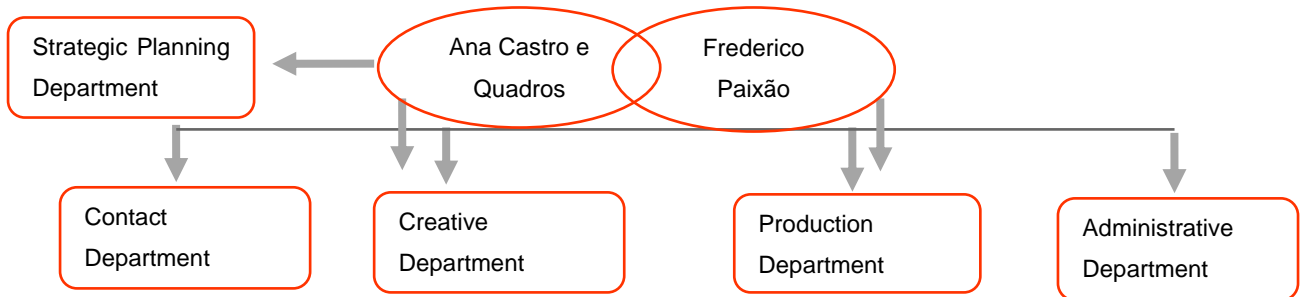
*Figure 1: **Processodesign** organigram*

3.3 Partners of the advertisement activity

To do their work, agencies (**Processodesign** is not an exception) need services from other companies that are not specifically providers of advertising services. Without them, advertisement (as people know) would not exist, so it is important to explain the importance they have in the advertisement world:

- **Model agencies** - even if people think that most of the advertisements are performed by professional models (if people think about huge brands in the world they are right), agencies are fundamental to find "real people" for the advertisements. Not every brands or every type of advertisements need a real model. It is up to the client to decide whether they want professional models/actors or VIP's or a real person. It is not only about the budget but also about the message the product/brand wants to transmit.

    o Most of the times, clients decide what type of model they want to use, even though creative people duo give their opinion (and most of the times it is accepted).

    o The most recognizable modeling agencies in Portugal are **Central Models**, **Face Models** (by Fátima Lopes - Portuguese fashion designer) and **Best Models**.

- **Graphic Arts** – graphics - their main work is to do the printing of major dimensions (like billboards) due to the lack of printing capacity that the agencies have. Most of the agencies have a partnership with a specific graphic.

- Regarding to **photographers, sound and video producing**, if the agency does not have them, the agency will sub-hiring them through the production department (as well as the modeling agency). Big agencies now have their specialists due to the technology development. These processes are fundamental in advertisement. Without them there would not be press, radio and television advertisements.

But today, all these are not enough to make an agency successful in today's world. Due to **globalization**, people have the information they want at the second they want to. So, it is very important for information to be available even after work hours. That is the reason why internet is a crucial tool in the civilized world and a tool to make the business run smoothly. It is even also a very important help to prospect foreign markets even when having doubts whether you want to go international. Internet is a powerful tool, that is why it is important to explain the **power of Internet in International Marketing** (the data presented is also significant for the **domestic market**).

4. **International Marketing and Internet**

According to **CIA's World Fact Book of 2008**, there are one billion of Internet users worldwide. It is equal to a global penetration rate of 15.4%.

By continent, Europe represents 25.2% of the worldwide users (290 million people) and always growing.

Portugal has 46.6% rate, a little bit lower than the European average (50.4%) according to **Marktest**.

These numbers "oblige" the companies to consider their digital business, not only in the Marketing level but also through all the areas of business of the company.

Internet is a win-win tool:

Both customers and companies win.

Customers win by having a wider choice of products and services and companies win by being able to have an equal competition with larger companies.

4.1 What benefits can the Internet bring to businesses?

Benefits both to customers and companies:

"Open 24/7, 365 days/year", Internet gives customers the information, fun, ease experiment, instant satisfaction and value they need.

To the companies, Internet gives benefits by creating a network presence, a reduction of costs, interaction, integrated communication, service improvement, and access to international markets, improvement of time transaction, provision of an adequate offer to the customer, encouragement of innovation and adoption of new technologies.

Marketing can be an option to the channels of distribution when the goal is sales growing. It may occur at all levels of marketing functions (Viana, 2005; Hortinha, 2005):

- Sales
- Communication

- Customer service support

- Public Relations

- Marketing Research

Considering Marketing Research, *e-marketing actions* are more easily measurable than other types of *media.*

That is why even being an agency it is crucial to **Processodesign** to have a website:

4.2   Reasons why it is crucial to Processodesign to have a website

- **Network presence** is going to allow competing easier with competitors.

- **Reduction of costs, service and time transaction improvement**-everything is faster on the internet and there is no need to have many people working with/for the agency (less expenses with personal and administrative work).

- **Interaction, integrated communication, service and time transaction improvemen**t make easier for clients to communicate with the agency and *vice-versa* - for example, at the telephone, most times if people do not know the person who want to talk with, the call passes by lots of people. On the internet people may find the e-mail of the person or a general e-mail that forwards the contact.

- **Access to international markets** - anyone from any point of the world can access to the agency's website and learn more about the business and contact the agency if he/she wants to.

- **Encouragement of innovation and adoption of new technologies** - on the web, when anything is new, everyone has access to it. People can post at anytime they want and they know that someone is going to see it. It encourages **Processodesign** to innovate, even if is just by making a simple alteration to the portfolio.

- **Provision of an adequate offer to the customer** - the customer sees **Processodesign** work, contact the agency and tell what he/she wants. Based on what he/she wants, the agency is going to provide him the solution that best suits his/her problem.

The website, as I intend to demonstrate along the project, is exactly what **Processodesign** needs. According to this, I intend to explain the many reasons why Internet is perfect to increase the agency's business.

Along with the Internet, there are some factors related to International Marketing that complement it and that are important to the will of growth. Like **Processodesign** has international clients (in Angola and Mozambique) and intend to expand in these markets, it is important to reflect about these **factors related to the will of growth**:

5. Factors related to the will of growth

There are two main factors related to the will of growth that allow a company to grow independently of the economic state in the domestic market (Viana, 2005; Hortinha, 2005):

- **No transportable services**
  - Services that do not have a regular demand in the domestic market
  - Companies responsible for a good image of the domestic country and that should be politically supported because great projects leave a good image of the country, simultaneously promoting it.

A kind of communication that is rarely used in Portugal and that may be not very well received, may be used in other country and bring a high return – for example, when doing a project for an African country, cell phone applications do not reach as much people as press does.

- **Risk diversification**
  - **Diversification of products/markets by the company** - bad results in some countries may be disguised by the good results in others
  - **Economical cycles** - allow refuge in recession periods on the traditional market: when a recession starts in one country, it takes some time to reach other countries (example: when it starts in USA it takes more or less six months to reach Europe).

With the implementation of generic medicines in Portugal, laboratory communication is less efficient than in a country that does not want to stop selling brand medicines. **Processodesign** may have a customer that has offices in Portugal but wants to enter the African market and communicate there and not in Portugal (same agency, same pharmaceutical laboratory, different countries - example).

5.1 Economical cycles can reduce risks of different origins:

- **Risk situation** - different amplitudes of the macroeconomic life cycle of each country.

- **Risks of the product life cycle** - it intends to be at different stages of the product life cycle considering different countries.

- **Risks of competition** - when present in various markets, it allows the company not to be attacked globally - competition attacks gradually due to reasons related to resources.

Having explained the context of the Portuguese market, what **Processodesign** does and what wants to achieve, now is the time to explain which are the main differences between **e-commerce** and **e-business** because most people think they are the same thing and they are not, and aiming to launch a website, it is very important that those differences are well explained so the rest of the project can also be very clear and people may know what **Processodesign** intends to do/have: **e-commerce** or **e-business?**

6. E-commerce and e-business: main differences

6.1 E-commerce and e-business: they are not the same thing

Nowadays many people have *World Wide Web* access (according to **Marktest** a 46,6% rate in 2008) and the trend is to increase, so, to know things like the main differences between **e-commerce** and **e-business** is very important because most people think that both things are the same and they are not. It is also very important to make the web strategy for the website to clarify both these terms before (Chaffey, 2010).

E-commerce stands for **electronic commerce**, which means the set of commercial activities that occur online. The difference between e-commerce and e-business is that **e-business does not involve a commercial transaction**: it is an electronic business, a negotiation made online but that does not necessarily mean a commercial transaction. It is a mistake from people who are in the market to use both expressions to talk about different things.

An **e-commerce manager** is responsible for the commercial relationships of the company online (sales), an **e-business manager** is responsible for the online negotiations of the company (not sales).

An e-commerce manager has to have an ease of communication in a way that can facilitate a straight relationship towards the client and know the Internet and know Marketing. Customer satisfaction is his priority, along the other ways that make a cost-benefit relationship.

6.2 E-commerce B2B

"In a while, there are going to be two types of companies: those who make business on the Internet and those who are out of business" (Bill Gates)

The use of the Internet in commercial transactions with other companies is such a normal trend that sometimes it does not make any sense to talk about **electronic commerce B2B (business to business)** because most of the companies use this new

channel to make their transactions due to Internet benefits. Benefits like the reduction of costs both in the raw materials and in the orders, the easiness of procedures both in the choice of suppliers and buyers, a better control on all procedures and the reduction of mistakes during the processes are going to transform the **B2B e-commerce** in a need of the competitive markets.

I intend to demonstrate the explanation above with a few examples of electronic B2B transactions:

- The company often buys/sells products from another company using the Internet or its extranet (private expanded networking)
- The company offers/receives a bidding regarding the products (to be a supplier)
- The company makes an auction to choose the raw supplier in its terms at the lowest possible price
- The company takes part of an auction to be a supplier: this auction function a little bit different - instead of beginning with the minimum price, it starts with the highest price and who offers less wins the auction.

E-commerce can be very satisfying for a company. For **Processodesign,** at the beginning, it is only going to work on an **Affiliate Marketing** basis (explained at point 8). In a not close future, **Processodesign** intends that its customers can pay the projects online through the website, but it is not a priority.

Processodesign's website is going to be an **e-commerce website** because of the **Affiliate Marketing**. If there was not Affiliate Marketing, **Processodesign** website would be an **e-business** website because it would not have transactions.

Explained what e-commerce and e-business are, now I intend to explain two ways that I think that are brilliant to satisfy and conquer customers' loyalty nowadays: **CRM** and **Affiliate Marketing.**

7. CRM: Customer Relationship Management

"Keep your actual client is 5 to 10 times cheaper than conquer a new one" (Dailton Felipini)

The main goal of **CRM** is manage to find ways to satisfy customer needs in a way that he gets the brand loyalty.

There are many companies that tried to get customers loyalty and had a big budget to do that but they only started the project: they have automated the processes and got the information needed but they did not use the information to generate an effective value to the customer. To CRM be effective, the knowledge of the customer is only the beginning: with information collected, the company needs to be always captivating the customer in new and different ways so that he does not go to the competitors at the minimum thing. And nowadays, with the Internet, it is easier than ever.

The main tool used by the company is the customer service, provided often by a call center. However, there is a saturation of this channel today. An easier and cheaper way to provide customer service is the Internet: it frees until 20% of telephone use and it is cheaper to people because they just need to send an e-mail. Along with this, there are a lot of questions that are similar and through the Internet are also possible to standardize the answers. Those questions are called **FAQ** (Frequently Asked Questions) and answer to a reasonable part of the questions people may have (Felipini, 2010).

There are a lot of possibilities considering the Internet and the main benefits are: the opening of a new communication channel, speed up the service and free the telephone, lowering the costs (less people working on customer service), and the permanent access- 24/7, 365 days a year.

There is a precious tool nowadays that most people are not aware of and can be very powerful in this mean: it is called **Affiliate Marketing.**

8. Affiliate Marketing

Affiliate Marketing is very similar to the traditional selling on a commission basis. The seller makes a sale and gets a commission for it. (Entrepreneur online)

On Affiliate Marketing, the seller is a website that, through its exposure, sells a certain product or service, based on his viewers.

The means may be:

- A banner

- A text

- A link

The type of advertisement provided by the seller on his website does not matter. Concerning the platform, what matters is the link.

8.1 Steps of Affiliate Marketing

The only way that the **website A** has to know that the **selling was made by its affiliate B** is through the link shown in the **affiliate's website** that, when clicked, generates a **cookie on the visitor's browser** that is recognized by the **affiliate's software**, and later took up to **account the commission**.

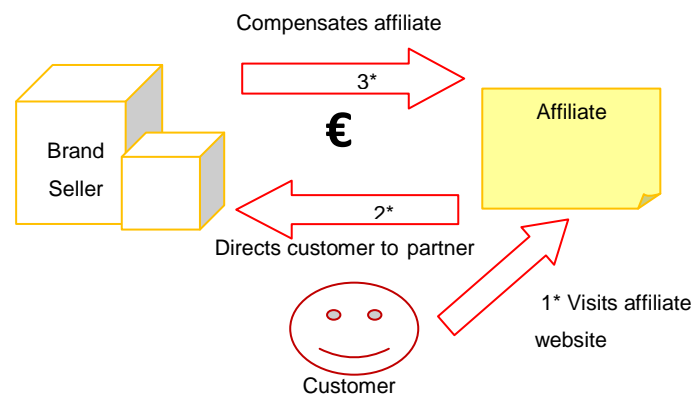Unfortunately, in Portugal, it still is not a mean often used online by the points of sale to enlarge their market.

Figure 2: Steps of Affiliate Marketing

1*- first step; 2*- second step; 3*- third step

Source: *Lee Jones, 2010*

8.2 CPA model - an optimistic model

- **CPA**- cost by action

The predominance of CPA in the affiliate sector suggests the reason why the affiliates are growing:

- They are the first to change their strategy when the circumstances change, especially because they only get paid if they help to make a sale.
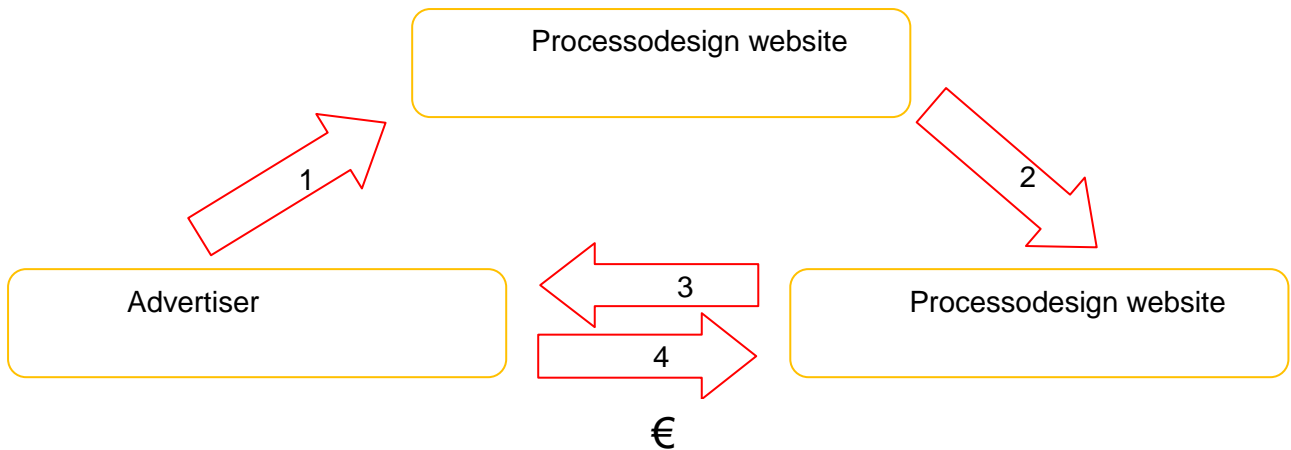
Figure 3: Example of Affiliate Marketing

1- The advertiser advertises on **Processodesign** website;2-**Processodesign's** website acts like an afilliate ; 3- **Processodesign** directs customer to partner; 4-Partner compensates **Processodesign**

Even in a period of crisis Affiliate Marketing keeps growing because:

- Online channels are still busy

- The returns are bigger than in offline channels

- Marketers are going to create strategies to fight crisis, making more appealing to people to do their shopping online (e-commerce)

- It is starting to becoming popular between sellers and customers

Companies are resort on Affiliate Marketing because its "free risk" nature, tangible assets, cost-efficiency, ROI (return on investment).

On a similar way, customers are becoming affiliates to have more discounts.

Like the clients demand campaigns with a cost-efficiency, marketers are adopting the CPA model instead of traditional advertising.

Affiliate Marketing promotes online products and services through a network of websites that advertises and subscribes these products that use e-mails, graphic advertisement or even a blog.

Recently the sector remarks a growth in the video application as a promotional vehicle. Around 48% of the users use Youtube as a video sharing website.

"Affiliated Marketing fits perfectly on the bill because the retailers only pay the affiliates commission after the sale is made" (David Hall)

Processodesign intends to work with its customers and with its partners on this basis: customers like restaurants, beauty clinics, house equipment …already approved to work with **Processodesign** on this basis because it attracts clients both to **Processodesign** and to them.

The agency also intends to work with its partners on this basis, especially with the Graphic Arts Company that the agency always works with.

8.3 Trends

Affiliate Marketing is going to grow rapidly because both affiliates and marketers, and customers are becoming more sophisticated each day. However, marketers are under pressure to develop a clearly commercial policy regarding Affiliate Marketing.

"Sophistication" is the key word. There will be a rationalization regarding Affiliate Marketing programs along with a renewed attention on customers.

Customers are a very important factor although the inexistence of rules to this relationship (each relationship is different from the others).

Figure 4: What leads to the success of Affiliate Marketing

Source: Strong, 2010

8.4 Challenges

Affiliate Marketing is not a new mean but a mean that matured and now shows results.

One of the biggest challenges is to know with which exactitude it is possible to predict the online sales and which the adequate commissions are.

Two main problems are also expected, considering the good usage of the discount vouchers: non authorized use of the codes and bad representation of the terms and content of the offers as well as the entrance on a certain channel that was not supposed to (by distributors).

Should it be considered as a part of the advertisement budget or should it go to the marketing budget? This aspect is dividing the experts, but maybe with the crisis it will be easier to solve.

8.5 Impact of the crisis

Economical crisis is affecting all sectors and Affiliate Marketing is not an exception. Although affiliates have an advantage: online shopping is seen as an alternative of cost-efficiency against "street shopping".

A study showed that at Christmas (2008), 68% of the shoppers made online shopping. (3rd Annual Mindset of the Multi-Channel Shopper Holiday Study, Sponsored by ATG, 2008). This trend allows Affiliate Marketing an opportunity to enter the market and show results.

Both this trend and reduced budgets make the CPC model (cost by click) to transform itself in a CPA model (cost by action), what makes the advertiser level the cost as he wants to (because it is a variable cost) and offers a measurable ROI that can be adapted anyway that better serves the campaign.

This model is totally introduced in USA and its beginning to be used more often in United Kingdom.

8.6 Opportunities

Affiliate Marketing Strategy is expanding in many sectors and it can be very profitable to sectors like finance, travelling and retailing. For example, Marks & Spencer and Yahoo! are relying on the Affiliate Marketing. Customers are well informed and nowadays they do not take any decisions without searching for much information.

Affiliate Marketing takes in consideration this trend and has a maximum exposure of brands in many places.

8.7 Path to follow

The key of success is just to play by the rules. To be successful people just need to make a user-friendly website (easy access and easy search by key words). It is also important to remind that is desirable that the sales are made without the discount codes. This is only possible if the trader has on his website an excellent range of products to be sure that the affiliates give their best to promote the process as quickly as possible.

Affiliates should be treated as members of a partnership and not just as providers of services.

Manage ROI is even more important when budgets and results are viewed more thoroughly.

Affiliates must be creative people and add value to their services.

With all tools explained, it is time to talk about **FPD- Processodesign** and the website's **Strategy.**

9. **FPD- Processo Design- enterprise & business concept**

9.1 Enterprise & Business concept

FPD- Processodesign is a **Design & Advertisement** agency that tends to be revolutionary in the Portuguese market, and eventually, abroad.

Processodesign is a Creative people agency that distinguishes itself since the first day. Founded by a partnership between two creative people of different areas that complements each other by its intrinsic characteristics (**Design and Marketing/Advertisement**), **Processodesign** emerged because clients and projects that began to be occasional evolved to continuous projects, new and more elaborated, most of all due to client's satisfaction.

Some of these projects are going to be presented on **Annexes** (annex A.1, A.2 and A.3), so that they can be more perceptible.

Processodesign is a Limited Company in which both founders' answers for 50% of the company. By Limited Company, we understand, according to "*Código das Sociedades Comerciais*" (Private Limited Company Law), that a Limited Company:

- A minimum share capital of 5 000€

- The capital is divided in quotes and to each partner belongs a share correspondent to the entrance

- Partners respond severally by the agreed entrances on the memorandum of association

- Neither quote can be inferior to 100€

- Only the registered capital responds by the company's debts

- The firm shall be formed with or without abbreviation, by the name of all or some partners, by particular denomination or both, plus "limited " or "ltd"

9.2 Positioning of the agency

Processodesign hopefully is going to evolve to a very competitive company with the talent and professionalism of its creatives, with a little help from the website and another thing that is very important: **Processodesign** is not just another agency. Besides being an agency, it is a brand. The agency wants to be a reference in the market and because of that the agency wants people to associate **Processodesign** to a **brand** since its beginning.

"Branding is a profound manifestation of the human condition. It is about belonging: belonging to a tribe, to a religion, to a family. Branding demonstrates that sense of belonging. It has this function for both the people who are part of the same group and also for the people who don't belong." (Wally Olins).

This sentence by Wally Olins is what **Processodesign** wants to transmit to its customers. Although this sentence explains everything, I intend to explain in a more academic way what brand means.

9.3 Brand

By brand people can consider:

The brand is something that adds value to the product - it is beyond the physical assets associated with is manufacturing (Biel, 1990). Brand left to be seen has a name or a distinctive sign.

Brand is positioned through the Marketing Mix that work together to give it a brand identity and a preconceived personality. Both are perceived by the consumer in the way that is coherent with its image and its needs (both functional and emotional).

The traditional definition of brand by the American Marketing Association is "a name, a term, a sign, a symbol or a combination of them with the intention to differentiate a sales man or sales men and to differentiate them from competition. (Kotler,1998).

9.4 5 Criteria that should be present in the selection of brand elements:

(Kotler, 1998)

1. Ease of memorization
2. Give meaning
3. Transferability
4. Adaptability
5. Possibility of protection

9.5 Brand functions' to the consumer (Kapferer, 1998)

Function	Consumers' benefits
Identification	Be clear and rapidly seen
Time and energy efficiency	Allow savings of time and energy through shopping repetition and loyalty
Warranty	Be sure about finding the same quality regardless of the place and moment of the product/service's acquisition
Optimization	To be sure about the purchase of the best category product, the one that is better to a certain task
Characterization	Confirm the image that want to show to others
Continuity	Satisfaction brought by the familiarity and intimacy towards the brand through the years
Hedonist	Satisfaction associated to the attractiveness level of the brand, logo and communication

| **Ethic** | Satisfaction associated to the sustainable behavior of the brand towards society (ecology, employment, citizenship, advertisement that does not attack) |

Table 3: Eight (main) brand's functions towards customers

Brand is very important to every service/product that wants to differentiate itself from the others in the market.

The image management of a company, brand or product, must always be a part of its strategic planning, with the goal to create a strong and innovative identity, able to conquer customer's trust and loyalty.

Regarding these, **Processodesign** structures its vision, mission and values following the points below:

9.6. Vision, mission and values

Vision:

Processodesign is an agency that is both growing and evolving and that intends to (medium term) establish itself like a trustworthy and like a reference agency in Portugal, due to the technical competence, knowledge and responsibility of its professionals.

Processodesign goal is to create a close and firm relationship with the customer and at the same time always being able to surprise him in a way to provide a growing trust and loyalty.

The Creative Director of **Processodesign** already won prizes at national level, what gives customers a higher confidence, and that is the confidence that **Processodesign** wants. Some of those prizes were:

Figure 5- First Place - "Marchas Populares de Lisboa"- creation of the medal and cup that was attributed to the winners of the contest (2008);

Figure 6- First Place - Freeport de Alcochete Billboard with the theme "Selva Urbana vs. Cidade Natural" (2008)

Figure 7- First Place - Oficina de Portfólio- identity creation (2010)

Processodesign wants to transmit their customers a winning confidence, so that they can rely on the team.

Mission:

At **Processodesign** people work focused on the customer and to the customer, and put his goals and his satisfaction above all. In order to accomplish that, professionals create relevant brand images in all the segments that they act, through integrated solutions in communication and design, which allows a long lasting relationship between the brands/companies and its customers.

Processodesign is an agency were the price/quality is balanced (customers do not pay that much for the quality they see in the projects; for the same type of projects, agencies take since two to three times higher) and is also an agency where the customer may and should keep up with the project and see it step-by-step if they want to. It is a small agency where the motto is to see the customer happy and do whatever is possible so that can happen. It is not an agency or customer project. It is an "everyone's" project.

Values:

A close relationship based on ethic and transparency.

Commitment, dedication and creativity, the main means to overcome expectations.

Respect and tolerance towards creative and customers ideas.

Processodesign motivation and joy come from the passion that owners have about their work, and the tranquility comes from the certainty that they always give 200% of themselves in every single project.

The three points mentioned above, **Processodesign** positioning, are the structure of the business. They are **Processodesign** core. Professionals follow these points intrinsically because they believe in them and the agency would not be **Processodesign** if professionals would not follow them.

9.7 Type of customers/clients

Processodesign clients are those who think out-of-the-box and at the same time know that image is very important, nowadays more than ever. The image of a company is its welcome card to the world, is what invites people to enter, what makes people feel that they want to know more (or not) about a product/service or company.

Most of **Processodesign** clients are people who know that and have bad experiences with bigger agencies because of two main aspects:

1. Do not have a good communication with creative people because they have a lot of projects at the same time and do not have time to listen to the client all the time and re-do everything (time is money and most of the times they are thinking about big projects like (example) Sonae which is an account that worth millions, so they care less with smaller clients)

2. They expect that, with what they are paying to the agency, the final project is going to be a thing never seen before and, unfortunately, most

of the times is not that good or even has a really poor quality and they think that they already had seen it before.

Many times the client feels that he paid too much for the impact and novelty that the advertisement really had and feels like he was robbed.

They resort to **Processodesign** because they trust in its way of working and feel extremely happy with result. Why? Because:

1. **Processodesign** can adapt its way of communicate according to each market/segment

2. **Processodesign** listens to its clients

3. **Processodesign** tries to find a way to advise them but at the same time listens to them because its work is for them

4. **Processodesign** makes a project (especially logos/brand images) that they never seen before (even the letters are designed by root) and that they know that is so fashionable and up-to-date today like it is going to be tomorrow and in one, two, five and ten years.

5. Clients pay **Processodesign** work, do not pay the agency's name: clients pay the fair amount for the project, they do not pay professional's name nor the name of the agency

6. **Processodesign** clients feel a huge satisfaction because they adore the project and also what they pay - it is absurd to pay an enormous amount of money especially if the person who pays it does not feel happy in the end.

Customer opinion: "They created a concept that was even better that what was on my mind! With a simple conversation we had, they totally surprised me!" Rui Oliveira, Owner of *Embaixada dos Sabores*

Processodesign wants to "create top of mind" brands to its clients. At least change their image in a way that they can be a "top of mind" brand – to create an image

that is the first to become to people mind when they think of a certain category (first brand remembered in a certain category). If **Processodesign** can do that, it will be considered a "top of mind" agency. I do not talk about being a dominant brand or create dominant brands (only brand remembered in a certain category) because being a dominant brand can be a barrier to the entrance of other players (what is not an healthy market) and because it also may bring some risks, like the name of the product being confounded with the name of the category. A "top of mind" brand also brings a spontaneous awareness (what is a competitive advantage) and makes the market a healthy market.

Although, there is a lack in the agency that needs to be fulfilled: **a website**.

Before continuing to explain why the website is a lack for **Processodesign** (as it has been being explained) a **SWOT analysis** has to be made to make a summary of what is being said about **Processodesign** so far:

9.8 SWOT analysis

Strengths	Weaknesses
- Creative people from different areas - Great acceptance from the customers - Good customers captivation - Good customers fide - Good theoretical and practical knowledge - Good listening and interaction skills	Lack of resources (being a new agency)

Opportunities	Threats
• Website as a tool to develop the business • Economical situation - advertisement may be the thing that a person/company wants to bet on because they may think that due to this crisis they will not survive without advertisement • New people, new ideas - different ways of seeing the world - different from the agencies that are in the market from many time now	• Competition from bigger agencies (both in means and brand awareness from the (prospect) customers • Economical situation - advertisement may be the last thing that a person/company wants to bet on at the moment because it is expensive

Table 4: SWOT analysis of the agency at the moment (in the market without a website) and what that may imply

FPD- Processodesign needs a new tool: a **website**.

Nowadays, a website is fundamental to the growing of a company, and **Processodesign** case is not an exception:

9.9 Website - fundamental to the growing of Processodesign

A website is an extremely necessary tool:

- To become more competitive against larger and leader agencies - their assets and power are bigger so it is easier for them to gain an advantage if the means are not the same (example: bigger agencies, as they are at more time in the market may have campaigns for bigger clients that appear on TV along with the name of the agency, and a agency with smaller clients may only appear in press - TV is more powerful than

press but if a bigger and smaller agency are both in the world wide web world, what counts is if people like what you do or not- is fairer!);

- To be easier to show **Processodesign** work - not every type of the work is Advertisement and goes to the street - parts of the projects, like stationary, is intrinsic to the company, it is only seen by their partners/clients;

- To become easier to prospect clients to know more about the work done (by reviewing the portfolio), to know what professionals do and do better, to know who they are and their skills;

- To create the possibility of making "a bridge" between clients - maybe, having different types of clients, they need services from each other and it is easier to get to a deal made by having a common peer in the middle;

- And last but not least, to create the possibility of Design & Advertisement lovers' being aware of the latest trends on the market, and who knows, give good suggestions to improve **Processodesign** work. The market is so fast that the agency always needs to be on the hedge, learning more and creating more, so that it is never going to get behind the competition.

This is why **Processodesign** needs a website. This is a lack that may be causing damages - if the agency would be in the web, it could still have more clients than it has.

Processodesign is unique and should be known by everyone that is tired of the same names and same kind of advertisements every time.

To make the website and the agency more "trustworthy" to those who are harder to convince and a little bit incredulous, I am going to present the Web Strategy to **FPD-Processodesign** website.

10. Web Strategy

There is a web strategy behind the creation of **Processodesign website**. Below I intend to explain the strategy behind the website and the tools that are going to be used so people can understand all the work behind.

To better explain the tools I am going to use as a reference the **4 P's (Marketing Mix)**; the 7P's do not make sense here because they were already explained before and I am going to describe a **Web Strategy**, in which the other 3P's (physical evidence, process and people) do not make sense considering that the website is already a Marketing tool itself.

Product

www.processodesign.pt (launch date to be announced)

The product is a website for **FPD- Processodesign** a new trend mark (registered) agency in Portugal.

The contents of the website are going to be materials for (prospect) customers and people interested in knowing about **Processodesign** work. They are going to be the following (examples shown in **Annexes –**A.4 and A.5) due to its size and visibility):

- **The agency** - positioning of the agency, mission, vision and values
- **Creative team** - constitution of the team
- **Creative work** - portfolio, awards and what **Processodesign** does (branding, identity, editorial and design)
- **Website Register** - for people who wants to join and want to receive newsletters (mainly clients)
- **Contacts** - telephones and e-mails
- **Social Networks** - Facebook, LinkedIn and Twitter
- **Affiliate Marketing** - customers and partners websites

Interaction

As part of the promotion plan **Processodesign** intends to make it especially online due to the main goal of the website: captivate more clients through the online channel. Below I am going to mention the **marketing tools** that are going to be used to capture and retain clients and how they are going to be used:

E-mail marketing

E-mail marketing is the term referent to the use of the e-mail with a marketing purpose. The main uses of e-mail marketing are:

- **Support to Processodesign activities** - sending automatic responses thanking and saying that people will be answered shortly to the e-mail after sending it because it is impossible to respond at that specific time. Another type of automatic replies will also be generated in a further future, when clients will be able to pay online, saying the transaction was successfully made.
- **Customer service - Processodesign** is going to expose its contacts and e-mails in the main page so that people can reach at any time.
- **E-mail newsletter -** people registered in the website are going to receive periodic newsletters so they can know what **Processodesign** (and its customers when allowed) have been doing. This is how they can know the projects the agency just made and the prizes it is competing for. Along with Affiliate Marketing the company is going to send information about its clients too (for example, a beauty clinic, if they have new treatments or opened new spaces, a restaurant, if they add new plates to the menu…)

Social Networks

Social networks are one of the most popular tools that a company can have for curious people, so **Processodesign** intends to use them as an extra for the most curious or "social networkingholics"- when people look around there is always someone "twitting", or in Facebook…

- **Facebook, Twitter and LinkedIn -** the website is going to have direct links from the website to its social networks. Nowadays, besides having a website, it is very important to be present at social networks. So, if they are connected, it is even better. They are very popular today and they are an informal way of reaching people - for example clients' children that are curious about what **Processodesign** is doing with their parents but prefer to look at a social network than at a website because it is quicker. LinkedIn has a more professional connotation than the other two because it is a social network where people talk about their *résumé* and where companies are exposed, so it is also very important to **Processodesign** to be there.

Website in Portals:

Online Advertising is also important for **Processodesign** to promote itself and much cheaper than the other *above-the-line*[1] means (television, radio, press, billboards and cinema).

Considering online advertising **Processodesign** is only going to use **banners** (300x100 video) because media negotiates a price with the advertisers for each time it is seen and only charges it. For example, in www.sapo.pt people pay 30€ for CPM (thousand print unit) with no negotiation.
Processodesign is only going to have banners (at the beginning) at Portuguese sites (mostly used as Portuguese people homepages) like Sapo, Clix and AEIOU.

These tools are very powerful because they create a relationship between **Processodesign** and its clients. They generate relationships, brand awareness and a sales increase. All these factors together ease an extreme positive ROI (Return on investment).

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[1] As a mark, I would like to refer that the term "above the line" (along with its opposite "below the line") are starting to disappear. Internet appeared and started a new Era in the Advertisement world. Advertisement is not only communication on the media but all communication that a company does.

Although with online advertising **Processodesign** is going to have Affiliate Marketing with its customers and partners and the agency customers and partners are also going to have Affiliate Marketing through **Processodesign** website.

Price

The price, the cost of the product is free. People don't have to pay anything to visit the website.

Web strategy refers to clients but it is important to mention the cost that **Processodesign** is going to have so that the website can be online: the domain is going to cost 60€ annually[2], the website programming 350€ and the time to do the website is estimated in two work weeks (40 hours per week) to 50€ an hour:

60+ 350+ 40 x2x 50= 4410€

The cost is not totally real (it only is on time spent) because **Processodesign** only has to pay the domain and the programming (410€). The other 4000€ is a cost that **Processodesign** supports because instead of doing a project is working on the website, but it is an investment that is going to bring more customers.
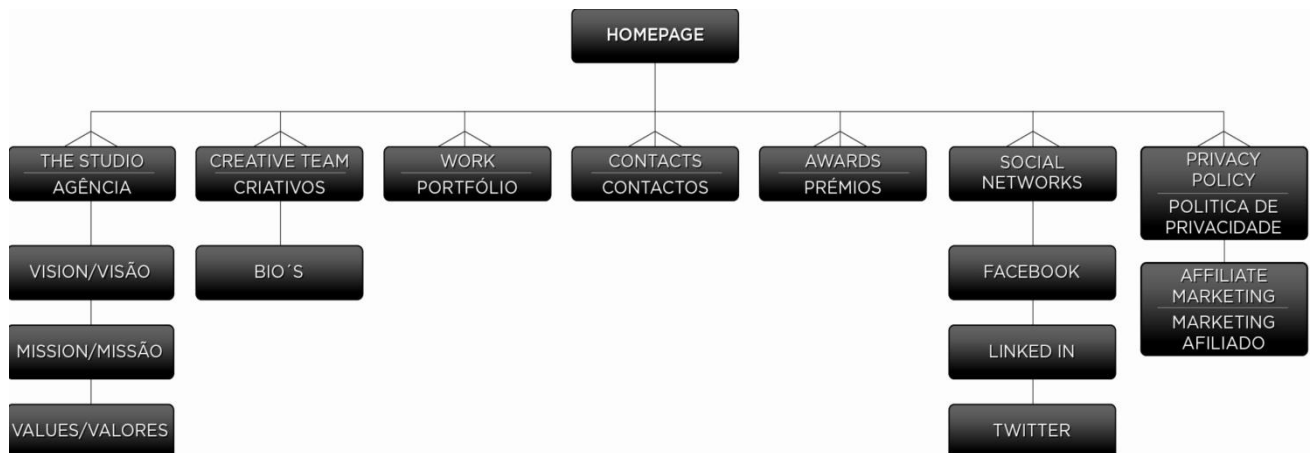

Figure 8- Resume- website navigation tree (it is in both in English and Portuguese because the website is bilingual- both languages appear simultaneously in the homepage when people rollover)

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[2] Domain provided by www.1000megabytes.pt

11. Conclusion

In this project it was demonstrated the context of the Advertisement market in Portugal, the service provider it is and get to know **Processodesign**. It was also possible to get a glance at how the agencies work and the importance of the website to **Processodesign.** I could not forget about internationalization of the agency through the website. Another very important aspect to the good function of the website (not only due to the lack of budget but also to a better acquaintance) the use of "new" tools: CRM and Affiliate Marketing (a new way of Marketing that is still not very known in Portugal but that is getting bigger each day).

To consolidate my project I made a Web Strategy for the website because I think it is very important to explain the strategy that exists for the launch of a website, so that it can be used in the best way.

I consider these the best ways to explain why I got motivated to do this project and I hope people can understand it too.

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13. Annexes

A.1

Embaixada dos Sabores- Gourmet

A.2

Embaixada dos Sabores- Italian Lovers

A.3

Mercedes

A.4
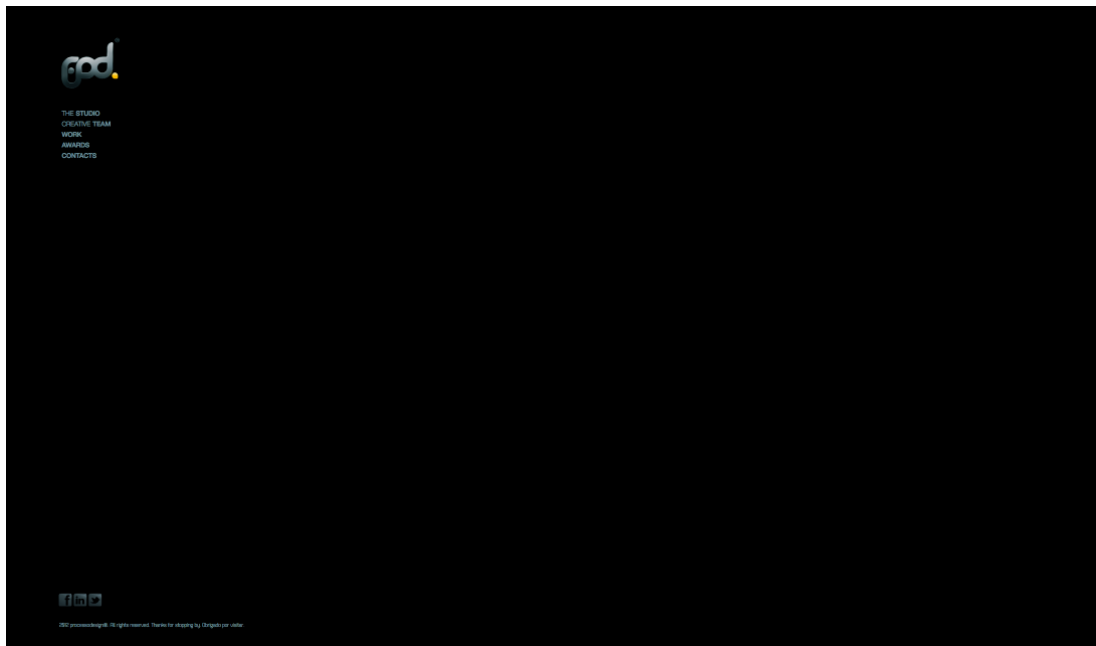
Website Homepage

A.5
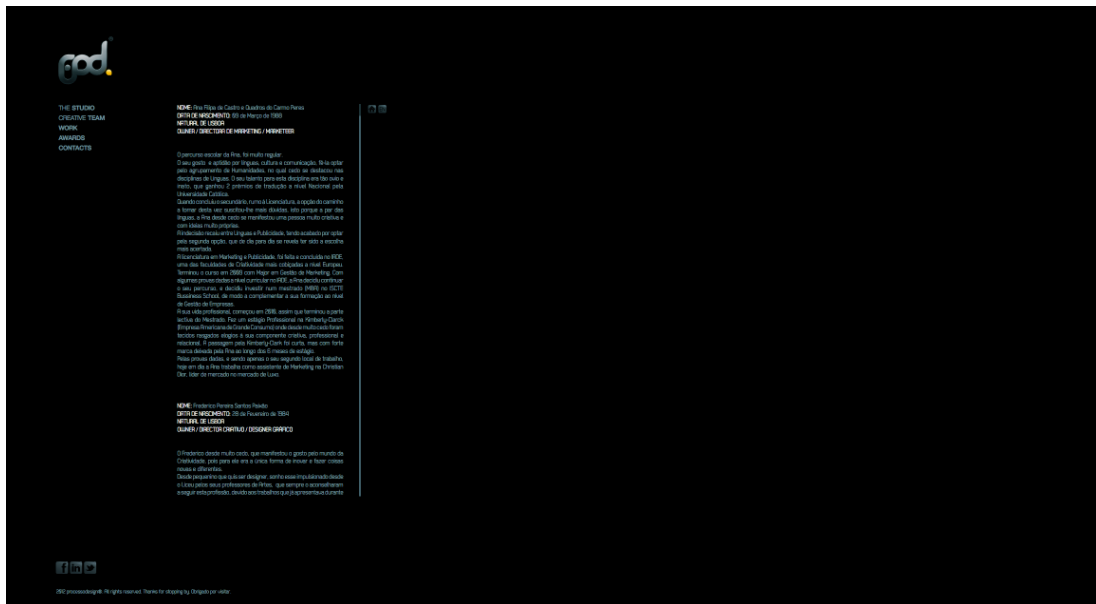
Creative Team

A.6

Mil milhões de utilizadores de Internet no Mundo

Segundo os dados disponíveis no estudo 10 Anos de Internet em Portugal: os números e os factos, há no Mundo mil milhões de utilizadores de Internet. Noruega lidera em penetração.

AUDIÊNCIAS DE INTERNET · , GRUPO MARKTEST, 27 MAIO 2008

As últimas estimativas disponíveis no CIA World FactBook de 2008 apontam para a existência de mil milhões de utilizadores de internet no Mundo, o que equivale a uma taxa de penetração global de 15.4%.

Por continentes, a Ásia contribui com 37.4% dos internautas (430 milhões de utilizadores), a América representa 29.2% (336 milhões), a Europa 25.2% (290 milhões) e os restantes continentes 8.2%.

Segundo estes dados, a Oceânia é o Continente que apresenta a maior taxa de penetração de Internet, de 56.5%. No continente americano a taxa de penetração de Internet é de 37.2% e na Europa de 36.0%. No Médio Oriente é de 16.5% o peso dos utilizadores de Internet, ao passo que na Ásia baixa para 11.5%. Em África, os 4.6% de penetração de Internet estão mais de três vezes abaixo da média mundial.

Utilização de internet no mundo

	África	América	Ásia	Europa	Médio Oriente	Oceânia
Penetração (%)	4.6	37.2	11.5	36.0	16.5	56.5
Utilizadores (milhões)	43	336	430	290	31	19

■ Utilizadores (milhões) ■ Penetração (%)

Fonte: CIA, World FactBook 2008 *in* Marktest, 10 Anos de Internet em Portugal: os números e os factos
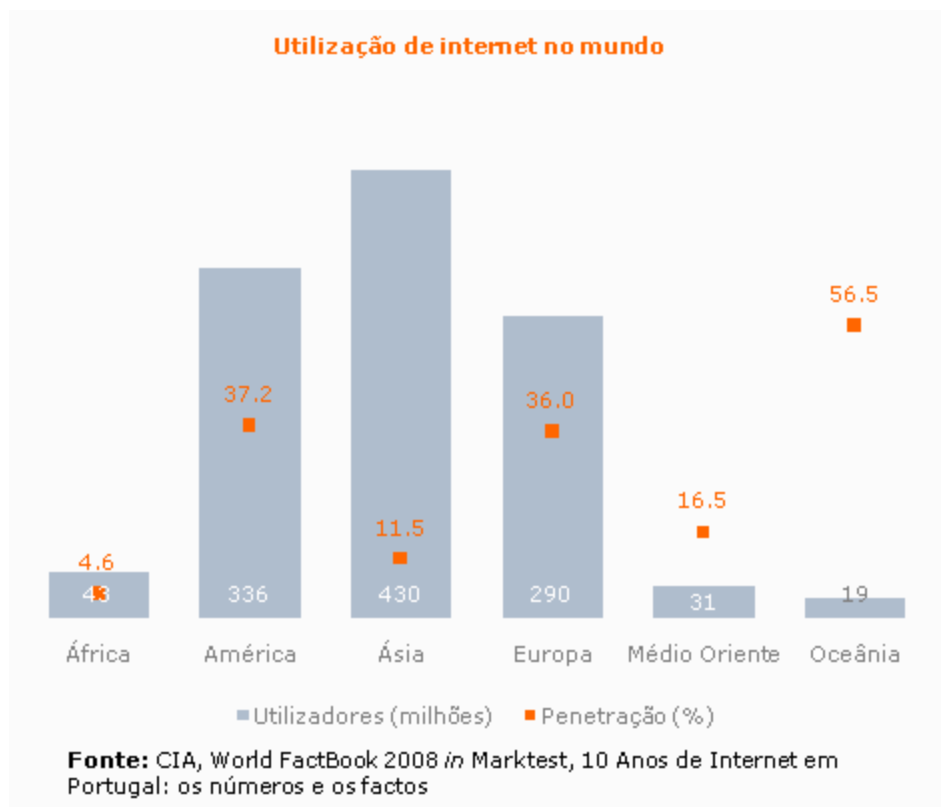
Uma análise por países mostra-nos que é no Norte da Europa que encontramos as maiores taxas de penetração de Internet, com a Noruega a obter 88.0% e a Holanda a registar 87.8%. A Nova Zelândia obtém 77.7% e a Suécia 77.3%.

Considerando apenas os 27 países da União Europeia, o valor médio é de 50.4%, o que significa que a maioria dos residentes nesta região é utilizadora de Internet, com a maior taxa a pertencer à Holanda, com 87.8%, e a menor à Grécia (19.1%).

Portugal está abaixo da média europeia, com 46.6%, de acordo com os resultados do estudo Bareme Internet da Marktest, representativo dos residentes no Continente com 15 e mais anos.

O mapa evidencia como a penetração de Internet é bastante mais elevada nos países do Norte da Europa, na Austrália e na América do Norte.

Clique na imagem para aumentar
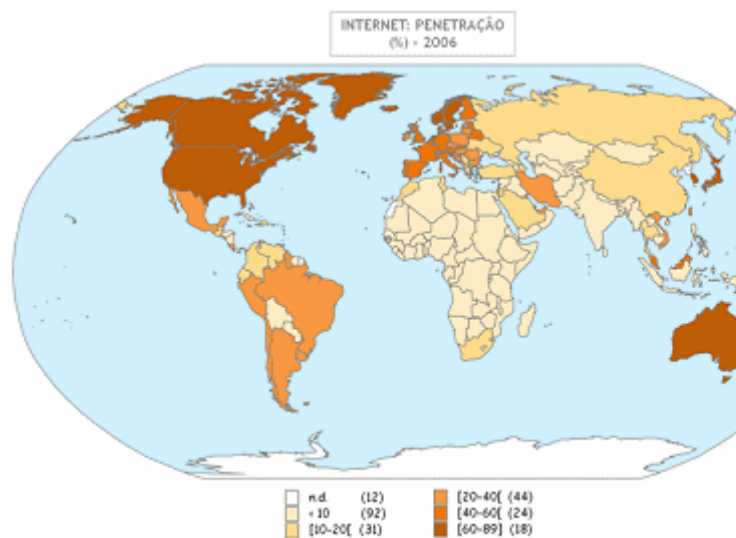
INTERNET: PENETRAÇÃO
(%) - 2006

n.d. (12)	[20-40[(44)
< 10 (92)	[40-60[(24)
[10-20[(31)	[60-89] (18)

Fonte: CIA, World FactBook 2008 in Marktest, 10 Anos de Internet em Portugal: os números e os factos

Os dados utilizados nesta análise estão disponíveis no estudo <u>10 Anos de Internet em Portugal: os números e os factos</u>.

A.7

22 de Março de 2011 às 00:08:13

, por Pedro Durães

A Associação Portuguesa das Agêncas de Publicidade, Comunicação e Marketing (APAP) divulgou, pela primeira vez, um ranking com os dados de todos os associados. A lista, que não apresenta os números efectivos das agências, refere-se aos valores de 2009. Segundo a APAP, os dados revelam uma perda de valor para o mercado na ordem dos 9%, que atingem inclusive as áreas emergentes como o digital e activação. "O ranking revela ainda uma queda de 59,3% em EBITDA e o decréscimo de 1,5% no número de colaboradores das agências associadas", informa a associação em comunicado. O ranking, relativo a dados de 2009, encontra-se distribuído por três categorias: volume de negócios, EBITDA e número de trabalhadores. No primeiro, o top 5 é composto por Cunha Vaz & Associados, Euro RSCG, Brandia Central, BBDO e Opal Publicidade. Em termos de EBITDA, lidera a BBDO, seguida da Brandia Central, Euro RSCG, MSTF Partners e Leo Burnett. Já no número de trabalhadores a liderança cabe à Brandia Central, a que se seguem Euro RSCG, Fullsix, BBDO e JWT.

Entre 2010 e 2011, dez novas agências passaram a integrar a associação, que conta agora com 48 associados: Mybrand, Garra, Comon (Elemento Digital), Webrand, Duda, Fuel, Stepvalue, BAR e Grand Union. Os dados relativos a 2010 deverão apenas ser divulgados em Outubro deste ano.

http://publicidade.sapo.pt/pub.html#specs

A.8

 INÍCIO > TABELA DE PREÇOS

Unidade de Preço = CPM (custo por mil impressões)

SITES SAPO	FORMATOS	CPM TABELA	OBSERVAÇÕES
HOMEPAGE SAPO (www.sapo.pt)	M-REC 300x250	60 €	
	BANNER 300x100	30 €	
	MERCADO	Flatrate	Posição exclusiva / dia
Auto SAPO (auto.sapo.pt)	M-REC 300x250	60 €	
	RICHMEDIA	180 €	
Casa SAPO (casa.sapo.pt)	M-REC 300x250	60 €	
SAPO Astral (astral.sapo.pt)	M-REC 300x250	60 €	
	RICHMEDIA	180 €	
SAPO Cinema (cinema.sapo.pt)	M-REC 300x250	60 €	
	RICHMEDIA	180 €	
	PRE-ROLL VIDEO	180 €	Vídeo/Spot FLV até 30"
SAPO Desporto (desporto.sapo.pt)	M-REC 300x250	60 €	
	RICHMEDIA	180 €	

PRE-ROLL VIDEO 180 € Vídeo/Spot FLV até 30"

SAPO FAMA (fama.sapo.pt) M-REC 300x250 60 €

RICHMEDIA 180 €

SAPO Família (familia.sapo.pt) M-REC 300x250 60 €

RICHMEDIA 180 €

SAPO Jogos (jogos.sapo.pt) Network M-REC 300x250 60 €

728x90 60 €

RICHMEDIA 180 €

SAPO Kids (kids.sapo.pt) M-REC 300x250 60 €

RICHMEDIA 180 €

SAPO Mail (mail.sapo.pt) M-REC 300x250 60 €

SAPO Mapas (mapas.sapo.pt) M-REC 300x250 60 €

SAPO Mulher (mulher.sapo.pt) M-REC 300x250 60 €

RICHMEDIA 180 €

SAPO Música (musica.sapo.pt) M-REC 300x250 60 €

RICHMEDIA 180 €

SAPO Notícias (noticias.sapo.pt) M-REC 300x250 60 €

PRE-ROLL VIDEO 180 €

SAPO Praias (praias.sapo.pt) M-REC 300x250 60 €

SAPO Sabores (sabores.sapo.pt) M-REC 300x250 60 €

RICHMEDIA 180 €

PRE-ROLL VIDEO 180 €

SAPO Saúde (saude.sapo.pt) M-REC 300x250   60 €

RICHMEDIA 180 €

SAPO Tecnologia (tek.sapo.pt)   M-REC 300x250   60 €

RICHMEDIA 180 €

SAPO TV (tv.sapo.pt)   M-REC 300x250

SAPO Vídeos (videos.sapo.pt)   M-REC 300x250   60 €

PRE-ROLL VIDEO   180 €   Vídeo/Spot FLV até 30" (exclui UGC)

PARCEIROS INFORMAÇÃO / MEDIA   FORMATOS CPM   TABELA
        OBSERVAÇÕES

Económico (economico.sapo.pt)   M-REC 300x250   60 €

PRE-ROLL VIDEO   180 €

Mega FM (megafm.sapo.pt) M-REC 300x250   60 €

RICHMEDIA 180 €

O Jogo (www.ojogo.pt)   M-REC 300x250   60 €

PRE-ROLL VIDEO   180 €   Vídeo/Spot FLV até 30"

Rádio Renascença (rr.sapo.pt)   M-REC 300x250   60 €

RFM (rfm.sapo.pt)   M-REC 300x250   60 €

RICHMEDIA 180 €

SIC (sic.sapo.pt)   M-REC 300x250   60 €

PRE-ROLL VIDEO   180 €   Vídeo/Spot FLV até 30"

SIC Notícias (sicnoticias.sapo.pt)   M-REC 300x250   60 €

PRE-ROLL VIDEO   180 €   Vídeo/Spot FLV até 30"

SOL (sol.sapo.pt)   M-REC 300x250   60 €

	980x60	100 €	Barra de Topo Extensível on click
Timeout (timeout.sapo.pt)	M-REC 300x250	60 €	
	728x90	60 €	
Turbo (turbo.sapo.pt)	M-REC 300x250	60 €	
	RICHMEDIA	180 €	
	PRE-ROLL VIDEO	180 €	
Zero Zero (www.zerozero.pt)	M-REC 300x250	60 €	
	728x90	60 €	

NETWORK	FORMATOS	CPM TABELA	OBSERVAÇÕES
Hi5 (www.hi5.com)	M-REC 300x250	20 €	
	728x90	20 €	
	160x600	20 €	
Arca de Noé (arcadenoe.sapo.pt)	M-REC 300x250	60 €	
LojaViva (lojaviva.sapo.pt)	M-REC 300x250	60 €	
Miniclip (miniclip.sapo.pt)	M-REC 300x250	60 €	
	728x90	60 €	
Naturlink (naturlink.sapo.pt)	M-REC 300x250	60 €	
Netviagens (viagens.sapo.pt)	M-REC 300x250	60 €	
Oceanlook (oceanlook.sapo.pt)	M-REC 300x250	60 €	
Palco Principal (palcoprincipal.sapo.pt)	M-REC 300x250	60 €	
Ticketline (ticketline.sapo.pt)	M-REC 300x250	60 €	

MOBILE ADVERTISING	FORMATOS	CPM TABELA	OBSERVAÇÕES

SAPO Mobile (m.sapo.pt)   MMA Mobile 100 €   120x20 | 168x28 | 216x23 | 300x50 | 420x70 px

App SAPO Auto (iPhone e Android)300x50   100 €

App SAPO Cinema (iPhone e Android)   300x50   100 €

App SAPO Futebol (iPhone e Android)   300x50   100 €

App SAPO News (iPad)   728x90   100 €

App SAPO News (iPhone e Android)   300x50   100 €

App SAPO Sabores (iPhone e Android)   300x50   100 €

O Jogo Mobile   MMA Mobile 100 € 120x20 | 168x28 | 216x23 | 300x50 | 420x70 px

TMN IT (m.tmn.pt)   MMA Mobile 100 € 120x20 | 168x28 | 216x23 | 300x50 | 420x70 px

Vodafone Live!   MMA Mobile 100 € 120x20 | 168x28 | 216x23 | 300x50 | 420x70 px

Hi5 Mobile (m.hi5.com)   MMA Mobile 100 €   120x20 | 168x28 | 216x23 | 300x50 | 420x70 px

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TMN IT (m.tmn.pt)   MMA Mobile 100 €   120x20 | 168x28 | 216x23 | 300x50 | 420x70 px

Vodafone Live!   MMA Mobile 100 €   120x20 | 168x28 | 216x23 | 300x50 | 420x70 px

Hi5 Mobile (m.hi5.com)   MMA Mobile 100 €   120x20 | 168x28 | 216x23 | 300x50 | 420x70 px