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Marketing Communication Plan – TREE Real Estate Experience

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Master in Marketing

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october, 2020

Marketing, Operations and General Management Department

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Resumo

O crescimento do mercado imobiliário em Portugal conduziu a uma falta de diferenciação no mercado. Por forma a fazer a diferença, as empresas estão começando a incorporar a tecnologia nos seus modelos de negócios, abordando os clientes de formas diferentes, apostando na abordagem virtual para atingirem o sucesso.

Como tal, o principal objetivo deste projeto é providenciar à TREE Real Estate Experience um plano de comunicação que possa ajudar a empresa a atingir os seus objetivos e comunicar com o seu *target* de forma mais eficiente.

Este projeto ganha ainda mais relevância dado o processo de *rebranding* que a empresa passou recentemente baseado num novo conceito que, se comunicado de forma adequada, pode ajudar a empresa a alcançar uma vantagem competitiva no nicho de mercado em que atua.

O plano de comunicação foi desenvolvido tendo em conta ferramentas digitais e tradicionais, visando, desta forma, diferentes gerações. É inovador, mas mantém a empresa fiel à interação humana que lhe permite operar da forma que tem feito. Foi conduzida uma análise de mercado, análises de fatores internos e externos, bem como uma revisão de literatura dos conceitos mais relevantes para o projeto. O plano foi desenvolvido por forma a atingir os clientes finais e potenciais empresas parceiras do mercado local em que a empresa atua.

Abstract

The growing of the Real Estate market in Portugal led to a lack of differentiation amongst the operating companies. To make a difference, companies are starting to incorporate technology in its' business models, approaching customers in different ways, betting on virtual approach to succeed.

As such, the main purpose of this project is to provide TREE Real Estate Experience a communication plan that can help the company achieve its objectives and reach its target more efficiently.

This project gets an even bigger relevance given the recent rebranding process the company underwent through based on a new concept that, if communicated properly, can help the company achieve a competitive advantage on the niche market it operates in.

The communication plan was developed having in mind digital and traditional tools, thus targeting different generations. It is innovative but keeping the company loyal to the human interaction that makes allows the company to operate the way it does. An analysis of the market has been performed, analysis internal and external factors, as well as an overview on the literature review of the most reflected concepts of the project. The plan was developed to target both end customers and potential partners companies of the local market the company operates in.

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1. Research Problematic

Due to the resurging of the housing market in Portugal in the last few years, the number of Real Estate brokers and agencies has risen.

Many of the recently founded Real Estate Agencies lack much the concept of business planning and strategizing that allow them to achieve sustainable growth given their misadjusted organic structure, focusing solely on the task of selling, rather than focusing on Partnerships, Human Resources Management (performance evaluations) and most importantly on Business Development. It is common in some companies, especially in the Small and Medium Enterprises (SMEs) to focus their activity based upon specific situations and the implementation of marketing activities, without a pre-planning activity (Izvercian, Miclea, & Potra, 2016). Pre-planning and adhering to a particular strategy and find new ways to improve it constantly leads to a clearer understanding of where a company should go and how to achieve it (Izvercian et al., 2016).

TREE Real Estate Experience is one of these companies. Starting as a one man's dream, the company worked for a year based on Carlos's experience and knowledge of the market but identified that, in the long term, the operational model of the company would not allow it to reach its objectives.

The company reinvented itself and created a new concept deeply connected with sustainability but lacked the means and the knowledge to know how to communicate it properly to its target, thus needing a communication plan that allows the company to fully understand its target, its need and wants, its value proposition and how to communicate it.

2. Literature Review

2.1 Marketing

2.1.1 What is Marketing

Marketing is a widely spread and well-known concept. However, its definition has suffered some severe changes. "*Marketing is about identifying and meeting human and social needs.*" (Kotler & Keller, 2016, p. 46).

The latest definition provided states that Marketing is "*(…) the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large*" (American Marketing Association, 2017). Thus, we can say Marketing managers are professionals of the art and science of choosing target markets, of building and maintaining long-lasting relationships with customers, by providing them with added value. (Kotler & Keller, 2016).

2.1.2 What is Marketing Strategy

Many different approaches come to mind when attempting to define this concept. It comes from joining both the Marketing and Strategy concepts. The Strategy concept had its roots in a military context, where a strategy is a set of phases that lead to a superiority situation over other (Palmatier & Sridhar, 2017).

Robert W. Palmatier and Shrihari Sridhar (2017) defined Marketing Strategy as the activities, processes typically organized around each of the 7P's of the marketing mix (product, price, place, promotion, physical evidence, process, people), that offer options to managers in how to deal with competitors or how to execute specific marketing tasks, and other relevant decisions regarding the service's 7Ps.

The topic has been explored over the years, offering decision-makers many options in different marketing domains, but the main issues decision-makers face are when to use the various frameworks, making them work, define the most valuable ones, and fitting them together (Palmatier & Sridhar, 2017).

2.1.2.1 Marketing Strategy's Key Decisions

Four major First Principles are suggested by the same authors, as a guiding line for all the managers who make decisions that lead to a successful business when it comes to strategizing marketing guidelines, as vast research and practical examples show that the effectiveness of a

marketing strategy depends on many underlying factors regarding the customer, the competitors, and the contextual factors, which are interdependent and time-varying.

- **First Principle #1 – All Customers Differ** – Preferences, needs, wants and lifestyles change for every individual. They come from previous life experiences, persuasion-based activities, amongst others. Therefore, different products and distinct approaches to different customers are key to ensure the buying process goes all the way through. **Managing Customer Heterogeneity** is often intertwined with a customer-centric approach, where firms recognize the long-term value a certain market segment has to them, developing specific strategies to take advantage of it, such as STP analysis, factor and cluster analysis, culminating the results in the **Industry Segmentation**, the **Target Segment** and **Positioning Statements**. which allows the company to identify key target groups according to their segmentation standpoints, making critical strategic decisions based on them.

- **First Principle #2 – All Customers Change** – The same way that customer's preferences are distinct at the beginning of his life value cycle to the company, these can change throughout time. Customers evolve around time, turning often homogenous groups into smaller ones with different sets of attributes. Therefore, to **Manage Customer Dynamics**, companies can take different approaches: they can access how a customer changes through his lifetime cycle, using previously observed patterns and trying to project it to the future**. AER (Acquisition, Expansion, Retention) model** can be another approach, grouping customers in the three referred stages. **Customer Lifetime Value (CLV)** is the third approach. It accounts for Customer Heterogeneity, for Customer Dynamics and guides how to make better trade-offs and how to better allocate resources.

- **First Principle #3 – All Competitors React –** Focusing on the future, predicting competitor's reactions, this principle focuses on building **Sustainable Competitive Advantages** through what is known as the **BOR (Brand, Offering, Relationship) Stack** – attributes and conditions related to the company's Brand, Offering and Relationships that allow a company to stand out in its market. These sources are analysed from a customer perspective and combine into what is known as **Customer Equity**. These three components do not work isolated, nor independently.

- **First Principle #4 – All Resources Are Limited** – No company has infinite resources. This fact makes resource allocation pivotal for a business' success in the long term. **Resource trade-offs** must be profitable, being these affected by **Resource Slack**, **Changes in Customer's Needs**, **Dynamic Product Lifecycles**, **Changes in Product Market Landscape,** and the overall **Effectiveness of Marketing Activities.** Using heuristic methods, managers set metrics to measure in defined periods the effectiveness of the used resources, re-evaluating them at the end of it.

The use of these 4 First Principles makes clear the need for a long-term marketing strategy, always accounting for the inherent differences and changes in the customer's needs and wants, for the competitors' reaction, and for the limit that our available resources are. Basing a strategy on such principles makes operationalizing a communication plan easier.

Table 1: First Principles of Marketing Management

First Principle #	First Principle	Key Marketing Decisions
First Principle #1	All Customers Differ	Managing Customer Heterogeneity
First Principle #2	All Customers Change	Managing Customer Dynamics
First Principle #3	All Competitors React	Managing Sustainable Competitive Advantages
First Principle #4	All Resources Are Limited	Managing Resources Trade-Off

Source: Own Elaboration.

2.1.3 Marketing Plan

Marketing planning involves choosing marketing strategies that will help the company attain its overall strategic objectives. A well-structured marketing plan summarizes what has been learned about the market where the company operates.

A way to structure a marketing plan, according to Kotler and Armstrong (2016) is the following:

1. **Executive Summary** - A summary of the main goals and recommendations of the plan, helping whoever it may concern understand the plan and find its objectives easier.

2. **Current Marketing Situation** – A description of the company, its positioning on the market and its target. Contains additional information about distribution, the market, the competition, and the company's product performance.

3. **Opportunities and threats analysis** – Analysis of the threats and opportunities that the product might face, working as an anticipation-based method, predicting important positive or negative developments that might impact the firm and its objectives.

4. **Objectives and issues** – Stating marketing objectives that the company is due to achieve during the plan's duration.

5. **Marketing Strategy** – Detailing on how the company is due to engage customers, create value, and build relationships, building positioning statements, and marketing expenditure levels. Specific strategies are designed for each marketing-mix element, explaining how each responds to the threats and opportunities.

6. **Action Programs** – Detailing of how generic marketing strategies will be operationalized into specific actions.

7. **Budgets** - Details a marketing budget. It shows expected revenues and the expected production, distribution, and marketing costs. It is the basis for the operation component, controlling expenditures in materials buying, production schedules, and personnel and marketing operations costs.

8. **Control** – Explaining the control measurements that will be used to monitor progress and allow the company to review its results.

2.1.4 Segmentation, Targeting & Positioning

After defining strategic goals, it is relevant to understand who our customers are and how do we want to be seen by them, through a Segmentation, Targeting, and Positioning (STP) analysis, which is seen as the essence of strategic marketing (Kotler & Keller, 2016). Through this analysis, a company will be able to divide the customers into homogenous groups, know which ones to target, according to its strategy, and position their offering in a certain way to distinguish their brand from the competition and get a particular place in the customer's mind when thinking of a way to fulfil certain needs.

2.1.4.1 Segmentation

Companies cannot connect with all customers effectively, either because it is not the desire, or because customers are very different from one another.

The marketer's task is to identify the appropriate number and nature of market segments and decide which one(s) to target. That is Segmentation (Kotler & Keller, 2016).

The segmentation process is fundamental for an organization to know who their targets are, so they can act on them more effectively (Dionísio, Rodrigues, Lindon, Lendrevie, & Lévy, 2018).

Segmentation must, however, be useful for the company, thus not all types of segmentation are applicable for all companies.

2.1.4.1.1 Segmentation Criteria

Commonly, two different approaches are taken: segmenting based on descriptive characteristics – such as demographic, psychographic, and geographical ones – or based on behavioural responses – such as usage occasions, consumer responses, benefits, or loyalty status (Kotler & Keller, 2016). A well-known segmentation criteria system is the VALS System framework.

The VALS System framework (which stands for Values, Attitudes, and Lifestyles) has been created by Arnold Mitchell, alongside his colleague workers at SBI in 1978 and it's a framework that uses the potential consumers' psychological motivations, predicting consumer differences, to segment them.

Its main dimensions are the consumer's primary motivation (on the horizontal) and the consumer's resources (on the vertical). Crossing both variables, we get eight types of consumers:

Innovators: Always taking in information, Innovators are confident to experiment with new things, due to the high number of financial transactions they perform. They are future-oriented and self-directed consumers and are the most receptive group to new ideas.

Thinkers: Thinkers prefer to buy proven products and are financially established. They do not follow trends and enjoy historical perspectives of things.

Achievers: They believe themselves and theirs are first and act on the basis that money provides authority. Achievers are strongly committed to their family and job, are goal-oriented and hardworking persons.

Experiencers: Are first in and first out of trend adoption and want everything. Often going against the current mainstream, they see themselves as very sociable individuals and believe

that friends are extremely important. Guided by spontaneity, often have a big sense of visual stimulation.

Believers: Basic rights and wrongs lead to a good life, and faith provides them inspiration, which makes not wanting to change society. Believers seek friendly communities and have strong "me-too" attitudes.

Strivers: The desire to better their lives is one of their goals, but they do not always realize it. Strivers are fun-loving and imitative and often have high temporary unemployment rates.

Makers: Makers want to protect what they understand to be theirs. They see themselves as straightforward, although appearing to others as anti-intellectual people. Makers often want to own land and have strong outdoor interests.

Survivors: Survivors are cautious and risk averse. These are the oldest consumers, not being concerned about appearing traditional or trendy. Usually taking comfort in routine, familiar people, and places, survivors are extremely loyal to brands and products, being the least likely to use the internet. (SBI, 2012).

Image 1: VALS System Segmentation
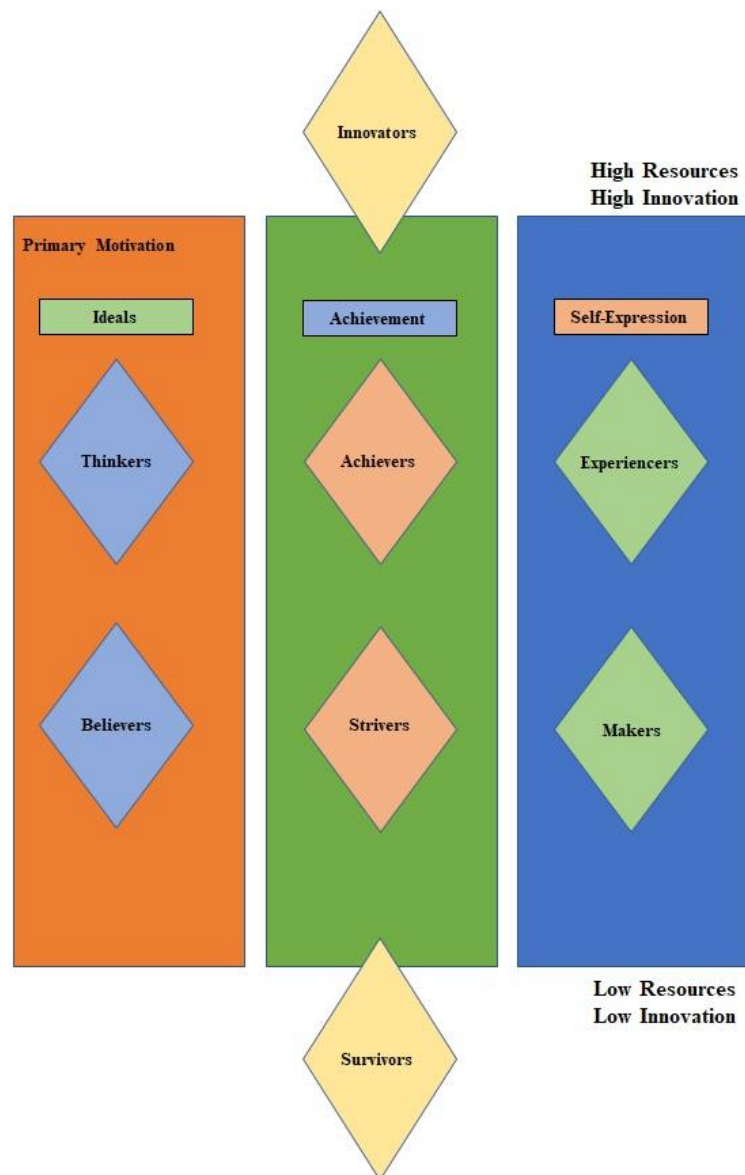
Source: Own Elaboration. Adapted from Kotler & Keller, 2016.

2.1.4.2 Targeting

Having the different segments correctly identified, the company must select the ones to focus on and the ones to disregard. The choosing process is not the same for every business, however, some criteria may help assess which of the segments are the most attractive. An inviting segment should have strong growth and sales potential, be inexpensive to reach, have the needs and wants that your company can satisfy, and those needs and wants should be poorly satisfied or not satisfied by weak or inexistent competitors (Lynn, 2015).

Analysing the segments, the company can take different approaches to the market, regarding level segmentation according to Kotler and Keller (2016):

- **Full Market Coverage** – the approach where the company tries to reach the whole market with a large offer spectrum. This is a strategy that bigger companies follow, given their vast resources. It also happens when companies roughly ignore the segmentation process and go with an Undifferentiated Marketing or Mass Marketing, where they try to fulfil the whole market's needs with one offer only.

- **Multiple Segment Specialization** – the strategy where the company focuses on more than one attractive segment, splitting its risk and offering different for each segment. Often happens to focus on **Super Segments**, that commonalities amongst each other, which can make sense from a strategic point-of-view.

- **Single-Segment Concentration** – When a company focuses on one single identified segment, the study of the referred group is vital for the company's success. The focused segment is often subdivided into smaller groups that search for more specific benefits or have more specific needs within the group, thus defining a niche. The company's usual goal is to achieve niche leadership, thus achieving a higher return on investment.

- **Individual Marketing –** also known as Customized Marketing, takes everyone as a customer with specific needs, trying to offer the perfect product that answers to the referred necessities. It is becoming more relevant as companies find better ways to divide and segment their customers in more specific ways and get to know them better as technology evolves.

2.1.4.3 Positioning

Positioning is the way companies design a value proposition to customers that reflects the company's offering, image, and benefits by identifying the target market and the competition within the market, the Points-of-Parity and Points-Of-Difference regarding brand associations and the brand mantra.

Positioning is mostly motivated by the target's necessities, who sees different brand offerings as possible solutions for them (Best, 2013). Positioning will result in a Value Proposition, which will sink in different ways from customer to customer and will ultimately decide which brand he is going to choose.

2.1.4.3.1 Golden Triangle of Positioning

To effectively position an offer in the market, companies should identify distinct characteristics and attributes on their products and/or services. To do so correctly, it is relevant to resort to the

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Golden Triangle of Position, which puts in perspective three important perspectives: the consumer's expectations on the offer, the positioning of the competition's offer, and the benefits of its offer (Dionísio et al., 2018).

2.1.4.3.2 Points-of-Parity and Points-of-Difference

When defining the benefits of the offer, the associations when it comes to Points-of-Parity (POP) and Points-of-Difference (POD) come into the strategic process of positioning. POP's are attributes that, not necessarily unique to the brand's offering, are usually necessary in the brand's characteristics portfolio, being these shared with the competition.

POP's are divided into three groups: category POP's, correlational POP's, and competitive POP's.

Category POP's legitimize the brand's offering within the category it is inserted in. These are necessary but not determinant for the consumer's choice of the brand, and often change through time, as external factors vary.

Correlational POP's often result from positive brand associations. The fact that the positive connection exists for some customers, may result in the exact opposite association in others. " *In other words, if your brand is good at one thing, such as being inexpensive, consumers can't see it as also good at something else*" (Kotler & Keller, 2016, p. 464).

Competitive POP's are designed to overcome some perceived weaknesses when confronted with competitor's POD's. These often work as a "break-even" argument for the brand.

POD's are positive attributes strongly associated with the brand. Consumers feel they cannot find, in the same, in other brands, and should be desirable to the consumer, deliverable by the company, and differentiable from the competitors.

2.1.4.3.3 The buying decision process roles

"It is important for the realty sector developers/ builders to study the pre and post-purchase behaviour of the buyers to satisfy their needs and gain benefits" (Kaur & Mohindru, 2019, p. 43).

As such, the buying decision process should be studied by companies so that they can fully understand the customer they are trying to reach.

The buying decision process varies from customer to customer, but it is often not dependent on a single individual. There are several roles described by Inoni, Salami, & Olannye (2017) that individuals play in the buying decision process:

Initiators – Are the ones that identify the need for the purchase and lead the necessity to the decision group.

Influencers – Can be a user or not but it is someone who directly intervenes in the decision-making moment. It is gifted with information and is part of the evaluation of the alternatives process as well.

Users – The ones who effectively have the fruition of the product.

Deciders – Everyone who has the authority to decide the buy or the inexistence of it.

Buyers – The person or institution who effectively purchases the product and is the owner of it.

Gatekeepers – Often the prescribers, gatekeepers control the flow of information and knows the product and its advantages and disadvantages.

There is also the **Prescriber**, who are credentialed personas that have a clear knowledge of the product and that have a significant impact on the decision process. These are often gatekeepers.

2.1.5 Marketing Mix

The Marketing Mix is defined as the set of tactics and strategies around marketing tools that companies use to create appropriated responses from the previously defined target (Kotler & Armstrong, 2016). It translates to everything a company can do to influence customers' purchase intention either for the company's products or performed services.

Originally, McCarthy defined the 4 P's of the Marketing Mix as **product, price, place** (sometimes referred to as **distribution),** and **promotion.**

The **Product** refers to every kind of politics the company that consists of designing, organizing, and conceive the final product that is presented to the final customer. It goes from choosing the portfolio of activities and products of the company, from conceiving the packaging of the product to defining the inherent features of the product. The main objective marketing

managers have when defining a product strategy is to effectively differentiate their product from their competitor's.

Price sets the pricing strategy which is often influenced by the company's strategy. It is influenced by external and internal factors, the customer's price sensitivity, the market's relevance, the competitor's strategy, the company's strategy, and environmental factors. The whole pricing strategy can influence the product positioning, the customer's perception of the product, and ultimately the product sales revenue. It is the most abstract one but also one of the most determinant ones.

Place or **Distribution** is the determinant of product accessibility for the customer. Distribution's role is to transport, store, maintenance, new clients' prospecting, post-purchase service. This can be assured by different economic agents, from the product itself, storekeepers, transporters, retailers, or the consumers. The main questions that should be asked are: *"How are we going to get our products across to our customers?" "Should there be middlemen in our distribution channel to ease the process?" "Where is our store, if there is one?"*

Promotion is understood as all the signs the company emits voluntarily to reach the target. It goes from publicity, public relations, salesforce, sales promotions to merchandising, sponsoring, and the packaging itself. It is the key variable for increasing brand awareness and sales. (Dionísio et al., 2018)

However, as times changed, so did the market and technology and the way to look at a business. The 4P's are no longer the "whole picture". "*If we update them to reflect the holistic marketing concept, we arrive at a more representative set that encompasses modern marketing realities: people, processes, programs, and performance*"(Kotler & Keller, 2016, p. 76).

"***People*** *reflect, in part, internal marketing and the fact that employees are critical to marketing success.*" (Kotler & Keller, 2016 p. 76). As employees are the first brand's ambassadors, everything they do to develop a product or performing a service will directly impact the final customer and everything in between in the value chain. They have earned an increasingly bigger role in companies' success over the years.

Processes reflect the companies set their procedures to be, from making the product available in the store to managing customer complaints. It is the way the company operates. Marketing ideas should play a relevant role in this area since it is a department capable of

producing important insights on how the customer sees it and how the company wants to be seen. It is all about creativity, discipline, and structure combined.

Programs refer to all the activities directed to consumers. It reflects all the activities that may not be considered fully by the Traditional 4P's.

Performance is deeply related to Return on Investment and profitability. Every activity should have an expected performance and it should be evaluated to maximize profits and have the biggest impact possible.

Also, the **Physical Evidence** matters from the facilities where you welcome your customer to the facilities you produce your products will impact the purchase decision. Also, branding is relevant to this matter since it produces major guidelines for clothing, colouring, signage, and the way your physical spaces convey your brand image.

2.2 Customer Satisfaction and Service Quality

2.2.1 Customer Satisfaction

For the common customer, his satisfaction is measured through feedback inquiries that almost every service provider asks the customer to answer. In Marketing, Customer Satisfaction is widely assumed as a stimulator of customer loyalty and commitment (Roth & Bösener, 2015). Measuring the levels of customer satisfaction and its correlation to a customer's loyalty has been subject to different interpretations. Also, the way brand image impacts customer satisfaction is a topic of research since its positive impact has been testified, but there are still minor disagreements between different researches (Zhang, 2015).

There is a distinction between customer satisfaction as related to tangible products and as related to service experiences since services are intangible and the satisfaction regarding a service can be measured given many different factors. The concept has been, however, perceived as key in determining why customers leave or remain clients of an organization (Arokiasamy, 2013).

2.2.2 Service Quality

A service is, according to the Business Dictionary, "*a commercial enterprise that provides work performed expertly by an individual or team to benefit its customers*".

Quality was defined by Parasuraman, Zeithaml, and Berry (1985), inferring the authors that quality is a comparison between expectations and performance. This leads us to the definition of Service Quality.

Although difficult to define and to measure, it is possible to define Service Quality as "*a measure of how well the service level delivered matches customer expectations*" (Lewis & Booms, 1983). Customers obtain the expected performance of service providers according to their needs, experiences, and information from themselves, and the smaller the difference between their expectations and the perceived reality of the provided service, the higher the satisfaction they experience (Adamska & Minárová, 2014), improving consequently their perception of the quality of the service.

2.2.3 The Influence of Service Quality on Customer Satisfaction

According to the ServQual framework, the five determinants of Service Quality are, in descending order, the following:

- Reliability - Performing the service dependably and accurately.
- Responsiveness – Willingly help customers and providing service.
- Assurance – Having employees with knowledge and courtesy, conveying trust and confidence throughout the provided service.
- Empathy – Through providing individualized attention to customers.
- Tangibles – The existence of physical facilities, equipment, staff, and communication materials (Kotler & Keller, 2016).

Adding to it, Parasuraman *et al.* (1985) have defined a framework that analyses ten determinants for Service Quality: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding, and tangibles. Focusing on the credibility determinant, the company's name and reputation and the characteristics of the established contact are some of the components companies must have in mind when establishing contact with potential customers, being these vital in building trust in the seller, in the brand, and in determining whether he is recommending the company to his peers or not. It all depends on his satisfaction.

In the Marketing and Business areas, these concepts are vital to ensure clients' satisfaction, since the better the service quality is, the higher the customer satisfaction (Yang, Yang, Chang & Chien, 2018). This one of the reasons why intensive marketing activities focus on achieving

a competitive advantage by earned confidence in the brand, bringing the expected results to the organization (Adamska & Minárová, 2014).

The same author has used a framework to identify, in the banking sector of Malaysia, if Customer Satisfaction has an impact on Customer Loyalty. He concluded that "*Customer satisfaction has a positive effect on an organization's profitability*". He also acknowledges that building loyalty with key customers has become "*a core marketing objective shared by key players in all industries catering to business customers*". However, satisfaction, as essential as it may be, it is not enough to create long-lasting loyalty. There is satisfaction without loyalty, but the other way around cannot be. That is why companies must find strategies that ensure Service Quality, to assure satisfaction. Although one does not imply the other, it will be a step forward towards Customer Loyalty, which is determinant for building long-term relationships with customers and for the survival of businesses.

Creating a strong and customer-focused Customer Journey is mandatory for most companies, although this topic is multidisciplinary and requiring multiple methods, but most of all because it needs further research so that forward steps can be made (Lemon & Verhoef, 2016). However, an omnichannel strategy can be a legitimate way of setting all the touchpoints with the customer, better integrating the company's channels, as well as investing in management technology systems to make relevant information available, with segmentation tools that allow them to better identify their customers and respond specifically to that customer's wants and needs (Barwitz & Maas, 2018).

Besides being seen as a way to achieve a competitive advantage, Service Quality has also a positive influence on Brand Loyalty since emotions provided by a high service quality are viewed as a significant indicator for brand loyalty, leading to future purchases that will gradually increase if the same emotions are a common denominator is the provided service (Yang et al., 2018). Brand Loyalty was defined in 1991 as the attachment that a customer has to a brand (Chieng & Lee, 2011). It represents a force that leads the customer to resist switching brands, regardless of any good reason that can motivate change (Toufaily, Ricard, & Perrien, 2013). This is a key concept in Branding because its final goal is to obtain loyalty from its customers, cultivating strong relationships with them, maximizing the customer's lifetime value.

2.3 Branding

According to the American Marketing Association (AMA), a brand is a "*name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition*". A well-defined brand and brand strategy can contribute to engaging customers in a long-term perspective, leading to brand loyalty, increasing the brand's value, also known as brand equity.

2.3.1 Brand Equity

Brand equity is believed to be best defined by Smith and Aaker (1992), who claimed that brand equity is "*a set of assets and liabilities linked to a brand, its name, and symbol, that adds to or subtracts from the value provided by a product or a service to a firm and/or to that firm's customers*" (pp. 125), but the concept has been given several different interpretations and frameworks, due to its complexity and different approaches (Brahmbhatt, D. & Shah, 2017).

A framework that measures brand equity from the customer's perspective is Customer-Based Brand Equity, defined by Keller (2013). It tries to understand what factors influence the value of a brand and how they contribute to building equity. The framework has been updated ever since, having Keller concluded that the key point to recognize is that the power of the brand and its ultimate value to the firm resides with customers (Keller, 2001).

2.3.1.1 Sources of Brand Equity

Brand Equity comes from two primary sources: **Brand Awareness** and **Brand Image**.

Brand Awareness divides into Brand Recognition and Brand Recall. The first refers to the customer's ability to confirm previous exposure to a brand. Brand Recall is about the customer's capability to remember a brand when thinking about the product's category. Recognizing and/or recalling a product may make a difference, in some cases, when it comes to the consumer's purchase motivation and his purchase ability. When there are no strong differentiation features visible to the customer he may go for the one he is aware of and when he is not informed enough about the product he is more likely to choose the brand he recalls the most.

Brand Image is attained through repetitive exposure to the brand, thus increasing the familiarity with the brand or by building strong favourable and unique brand associations with the appropriate product category. This is done either through brand attributes or brand benefits.

Brand attributes are descriptive features inherent to a product or service. These are often context-dependent and may be valued in one situational context but not in other ones.

Brand benefits are directly correlated to the personal value and meaning that consumers attach to the product or service attributes. It is the ""*unique selling proposition" that gives consumers a compelling reason why they should buy it"* (Keller, 2013, p. 79).

2.4 Marketing Communications

2.4.1 What are Marketing Communications

After the Marketing and Branding strategies are in place, Marketing Communications are one of the forms companies can materialize referred strategies.

"*Marketing communications is a management process through which an organization engages with its various audiences. (…) By conveying messages that are of significant value, audiences are encouraged to offer attitudinal, emotional, and behavioural responses.*" (Fill, 2009, p. 16).

It may be used to differentiate, reinforce, inform or persuade (Fill, 2009) and the possible outcomes of the exposure to Marketing Communications are to create awareness and salience, to convey detailed information, to create brand imagery and personality, to build trust, to elicit emotions, to inspire action, to instil loyalty or to connect people (Batra & Keller, 2016).

2.4.2 The Communication Process

To communicate is to make information common. To do so, a source, a message, a receiver, and a vector are necessary (Dionísio et al., 2018).

The source is the entity sending the message, as the receiver the individual, or the organization that receives it.

The source encodes the message by using symbols, words, images, or sounds in a way it can be transmitted (Fill, 2009). The encoding process must have in consideration its receiver, so the message is successfully conveyed. The better the knowledge the sender has on the receiver, the greater the probability of conveying correctly the intended message, being that the reason why "*some organizations spend a great deal of time and expense on marketing research, trying to develop their understanding of their target audience*" (Fill, 2009, p. 42).

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After the message is designed, it must be transformed into any form that can be conveyed. This form can be written, oral, non-verbal, symbolic, or signs (Fill, 2009).

As the message gets through to the receiver, he interprets it and makes judgments about it, resulting in feedback. This is the decoding process. This process results best as the receiver knows and understands more and better the source, the same as the other way around.

2.4.3 Message Structuring and Appeal

Structuring a message should be done having in mind the vised target. As such, according to Fill (2009), some characteristics should be held into consideration when performing this task.

When it comes to **conclusion drawing**, "*explicit conclusions are more easily understood and stand a better chance of being effective*" (Fill, 2009, p. 516), however, it always depends on the targeted audience. It also depends on the complexity of the service, as the bigger it is the more conclusions should be drawn for the audience. Depends on the level of education of the receiver, and the level of involvement. The bigger they are, the fewer conclusions must be drawn. It also relies on whether it is needed immediate action or not, as if it does, the more conclusions should be drawn in the message structure.

Whether the message is a **one-sided message** or a **two-sided message** also impacts the way the target perceives the message**. A one-sided message** is presented when it defends only one side of the situation and works best when the target's opinion before the exposure is favourable to the one presented and when the target is less well-educated. The opposite is observable on **two-sided messages,** as they present both pros as cons to the presented message and is suitable for well-educated targets and when their opinion is contrary to the presented statement.

Regarding **Presentation Order,** the strongest points may be presented at the beginning of the message, resulting in the *primacy* effect and it is particularly effective when the engaged audience has a low level of involvement with the company or provided service. On the other end, presenting those same points at the end of the message results in the *recency* effect. The secondary points are often presented first when the audience is highly involved, giving them more specific details first.

Different messages appeals may result in different reactions in the target audience.

2.4.4 Integrated Marketing Communications

Integrated Marketing Communications (IMC) is a common approach that sets the coordination of the various promotional elements and other marketing activities that communicate with a

firm's customers, or a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines (Don E. Schultz, Stanley I. Tannenbaum, & Robert F. Lauterborn, 1993; Belch & Belch, 2004). IMC models are used with the purpose to align strategic and tactical marketing communications activities, ensuring the brand's message consistency and an all-around media synergy (Valos, Maplestone, Polonsky, & Ewing, 2017).

To have an Integrated Communications Plan, some elements must work synergistically as the following picture shows:

Image 2: Communication Elements
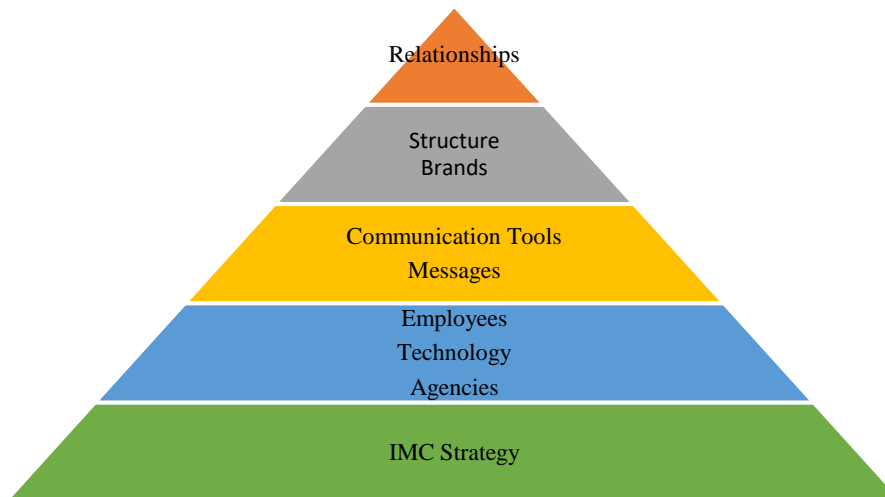
Source: Own Elaboration. Adapted from Fill (2009).

This model should be applied depending on market-situation factors, which should help managers decide whether to go with IMC planning or not. These include Cultural Factors, Technological Factors, Economical Factors, Political/Legal Factors, Product Factors, Organizational Factors, Agency-Client Relationship, Organizational Culture, Organizational Culture, Interoffice Coordination, Information Technology, and Brand Performance.

To assess communication's overall integration, 7 steps should be followed. As defined by Batra and Keller (2016), the 7 C's of Communication are: Coverage, Cost, Contribution, Commonality, Complementarity, Cross-Effects, and Conformability.

1. **Coverage** – refers to the proportion of the target the chosen communication means reach.

2. **Cost –** expenditures must be analysed, typically using a multivariate design, based on tracking metrics, ultimately leading to the Return-On-Investment. This also allows companies to better understand the customer's purchase behaviour, understanding through which platforms customers spend more and how, effectively redirecting efforts to those platforms.

3. **Contribution –** tries to understand the individual contribution of each channel for certain metrics as brand awareness and sales or responses inducing.

4. **Commonality –** it has been proven that a message conveyed two or more times through different communication channels is more effective than those that do not. This step evaluates the induction of stronger brand feelings and attitudes, among others, by the customer, through the different channels.

5. **Complementarity –** As commonality evaluates repetition, complementarity tries to understand how different associations are emphasised by different means of communication. Each channel serves a purpose for each company, being this the main reason why complementarity should be analysed.

6. **Cross-Effects –** studies the different effects the different channels and means have on customers. If one mean should be paired with others or if it works better alone. When correctly applied, synergistic cross-effects are caused, leading to the objectives' completion.

7. **Conformability –** refers to the plan's viability. Tries to assess if it works across different targets, regardless of the path each one pursued.

2.4.5 Developing a Communication Plan

To effectively develop a communication plan, according to Tennyson & Ray (2005), the following steps must be followed:

1. **Identify goals and objectives** – The communication plan must be developed having in mind prior goals and objectives defined by the company, and they divide into corporate objectives, that are related to the company's mission and long-term vision and marketing communications objectives, that have to do with how the company is perceived and the consumer's attitude towards the brand.

2. **Identify audiences –** Each message is received differently by different audiences. The messages must be directed to specific target groups the company knows are the ones who matter and those in whose minds the message will sink in better.

3. **Establish messages** – As part of a communication plan, the key messages must be planned and should be simple, limited, and priorly identified, as "*messages enable all organizations to focus their communication in a way their audiences can understand and retain*" (Tennyson & Ray, 2005, p. 51).

4. **Develop strategies and tactics** – This involves understanding how to put in the market the messages, define the vehicle of the message and understand how affects the target audience and understand what is the best way to communicate to effectively reach the prior set goals. Creativity plays a huge role in this section of a communication plan, as customers are becoming ad-adverse, and new ways of getting in touch with them can mean better success. Some examples are conveying the same message in multiple channels, using different information materials, and taking advantage of community relationships. According to Kotler and Keller (2016), communication ideas can have different purposes. The main ones are to recall and recognition about the brand, learn about its characteristics, like the brand offering, generate preference, driving purchase decision, driving purchase action, and driving repurchase.

5. **Prioritize** – Defined the strategies and tactics, a company must decide what is more urgent and relevant for their goals, defining the plan accordingly. Some tactics can have a cost-outcome relationship better than others, or some may even not work effectively on the targeted audience. Prioritizing strategies is key for an effective communication plan

6. **Create an action plan** – The action plan can be deployed by a timeline, with divided responsibilities, so that everyone involved knows at what stage of the plan the company is and can be able to keep up with the demands. It is especially relevant in the operational part of the plan.

7. **Evaluate** – Measurements to assess the success of the deployed strategies is the way for companies to understand if the goals were met and what fine-tunings need to be done for the next plan. It is the final step, but one of the most relevant ones.

Each of these steps does not work without the prior one and are correlated to each other and dependent. The success of a communication plan depends on it.

2.4.6 Choosing media tools

Different tools can be used by a brand, with different methods, processes, meanings, perceptions, and actions, to achieve different goals and engage its target. In the current business plan, five communication tools will be approached and divided into online and offline communications' types:

Online:

1. **Website:** is "*the cornerstone of Internet activity for organizations, regardless of whether they are operating in the B2B, B2C or not the purpose is merely to offer information or provide fully developed embedded e-commerce facilities*" (Fill, 2009, p. 751). Also, these can increase sales if its' characteristics match customers' cognitive styles, and provide them with answers to their needs and wants (Batra & Keller, 2016).

2. **Social Networks:** also known as Social Media, is about "*people using the Internet to share lifestyle and experiences, concerning the Internet's ability to enable people to share these experiences*".

   Social networks are the most popular online communication instrument, according to Fierro, Isidro; Arbelaez, Diego; Gavilanez (2017). It enables people to build a network to interact with other people (Boyd & Ellison, 2007). In this sense, as people can interact with each other, brands can also interact and their target. Social Networks should be addressed as an integrated means to interact with customers since it is proven that if companies focus only on one specific social media platform, focusing on "*a single venue or ignoring differences across venues have been shown to produce misleading brand sentiment metrics.*". Also, display ads on Social Network platforms increase by 10% of the visits to the website (Batra & Keller, 2016).

3. **Direct Marketing:** In this specific case, Direct Marketing is made through E-mail Marketing. Email Marketing "*can be directed at clearly defined target groups and individuals and can be personalized and refined to meet the needs of individuals.*" (Fill, 2009, p. 785). E-mail marketing is proven to prompt purchases three times more than social media advertising and the order value is estimated at 17% higher (Batra & Keller, 2016).

Offline:

1. **In-store Experience:** "*as an increasing number of brand choice decisions are made during the shopping experience, advertisers have become aware of the need to provide suitable in-store communications*" (Fill, 2009, p. 723). The real estate market is not an

exception. The in-store direct contact conveys more confidence, proximity, and security, which directly influences the clients' decisions.

2. **PR Events:** As referred by Dionísio et al. (2018), PR is a type of Below-the-Line investment. The same source defines Public Relations as "*the deliberated, planned, and continued effort to establish and maintain the best mutual understanding between an organization and its audiences. The main goal isn't to sell a product or a service, but to outline a favourable image of a company and improve it, if necessary.*". There are countless ways a company can invest in Public Relation. In this specific case, the company does it through PR Events, which could be "*participation in congresses and seminars, meetings, clubs or associations of professional or social nature, reception and integration of workers, training actions, conducting meetings, colloquia, and seminars.*", as defined by Dionísio et al. (2018)**.**

3. Methodology

Data collection is imperative to understand the market and to be able to provide clients better solutions. The understanding of how the target client interacts with Real Estate companies and how they act in the market, understanding how the market evolved in the past years, and predict how it's going to behave in the future are some of the components necessary to better meet client's expectations while communicating value to them and that is only possible to plan with both quantitative and qualitative methods (Saunders, Thornhill, & Lewis, 2016).

For this matter, the descriptive method was adopted.

3.1 Data Collection

The collected data has been of primary source and secondary source. Primary data has been collected through a questionnaire conducted by the researcher and through informal interviews with TREE Real Estate Experience's CEO Carlos Modesto that shared TREE's vision and mission, some insights on the market, and its future trends.

The secondary data was collected to get further insights into the Real Estate industry in Portugal, the Macroeconomic analysis both in Europe as in Portugal, and the housing sector of the market.

3.2 Data Analysis

3.2.1 Questionnaire

The questionnaire was conducted via online distribution, annexed in Appendix A, with the results' analysis present in Appendix B.

The main objective of conducting a survey was to understand, first, the way clients perceived the work performed by Real Estate companies, infer how these reacted to TREE's concept of allying Real Estate transactions with sustainability and, finally, to get insights on their preferred means of communication of these kinds of companies and what do they value the most when looking at advertising.

This helped the researcher to develop a more effective and focused communication plan, as he had a deeper understanding of the company's target.

The questionnaire was structured in five major areas:

1. Demographics (Age, Gender, Educational background, and Income)
2. Client's perception and attitude towards Real Estate Companies

3. TREE Value Proposition Acceptance

4. Means of advertising and Brand elements presence

5. Types of content shared by Real Estate companies

3.2.1.1 Demographics (Age, Gender, Educational background, and Income)

Proceeding to the questionnaire analysis, 156 complete responses were collected, being that the proportion of male and female respondents is 47% to 53%.

31% of the respondents have over 2.500€ of liquid household income, as 22% of them have from 1.501€ to 2.000€, which proves them to be relevant to the analysis, as TREE focuses on a very specific niche with high buying power.

45,51% of the respondents are aged between 45 and 65 years old and 26,28% between 18 and 24. Most of the respondents (76%) have at least a bachelor's degree.

3.2.1.2 Client's perception and attitude towards Real Estate Companies

78% of respondents have already purchased Real Estate previously. 60% of them have required services from a Real Estate company. This shows that, although more than half understood the value a Real Estate company can provide, it is still a low value from a business development point-of-view.

Those who have needed Real Estate companies' services and those who considered they may need them in the future considered that the added value the Real Estate company provided came in form of "Process simplification" (24%), "Time and resources saving" (24%), and "Know-How and Expertise for the process" (23%), neglecting the negotiation skills and the ability to find ideal buyers. This shows that as the process of buying and selling Real Estate is a long and exhausting process, often constitutes too much to handle for regular household families and that help is necessary for process simplification and in knowing how to proceed.

On the other hand, those who did not require Real Estate services, nor intend to in the future considered that the service fee is too high (42%) and that being able to find the ideal buyer/seller/landlord/tenant by themselves (30%) are the main reasons why. This substantiates the fact that Real Estate companies are not communicating well enough their way of doing business, as they have many clients straying away from them for poorly communicated business models. By communicating the advantages above pointed, the clients will better understand the need for the fee and the difficulty of finding the ideal counterpart of a trade.

Regarding the characteristics' clients value the most in Real Estate consultants, the most appreciated ones were "Trust" and "Honesty", totalizing together 48% of the respondents' answers. "Market experience" has also been recurrent in the respondents' answers (18,28%). As so, companies must focus on effectively communicating the feeling of trust and honesty, as this is a high implication purchase, as well as their experience in the market.

When confronted with the difference between Familiar Agencies and Multinational Agencies, the respondents associated the attributes of "Proximity", "Trust", and "Safety" to Familiar agencies more often than to Multinational agencies. On the other hand, Multinational agencies were more often associated with "Expertise", "Experience, "Negotiation Skills" and "Value Proposition".

As takeaway points, Familiar agencies have the advantage of being associated with attributes like "Trust" and "Proximity" that are very valued by clients. On the other hand, Multinational agencies have the expertise and market knowledge that also make a difference in the agency's choosing process in the clients' minds.

3.2.1.3 TREE Value Proposition Acceptance

To understand the acceptance of TREE's value proposition, resultant of its most recent rebranding, the new concept was presented.

When asked to evaluate the impact of the value proposition on the choice of the Real Estate company they work with, the score was 7,01 out of 10. This translates to be a differentiated value proposition that, if communicated effectively, can have a positive impact in creating brand awareness and building the brand in the customer's decision process.

When asked if they would consider using the services of TREE as their Real Estate company, 95,51% of the respondents considered that they would. This is a good indicator, although it can be considered deceiving as most of the respondents are acquainted with the researcher and with his peers.

3.2.1.4 Means of advertising and Brand elements presence

This section of the survey was present to understand what means clients use to promote their Real Estate or what means they use for searching for alternatives, as well as understanding what kind of brand elements stay present in the decision process in the clients' minds. This is relevant for the company to develop proper communication planning and using the right tools, taking a customer-centric approach.

Most respondents prefer to go to physical Real Estate agencies and talk to friends and family as to how to do so when it comes to buying or selling Real Estate. Next, comes Imovirtual, Digital Real Estate Agencies, Idealista, and Specialized journals and magazines. Only then comes Social Media, Custo Justo, and OLX.

As to where they prefer to be approached by a Real Estate company, they prefer through their e-mail and their cell phone, which justifies by being a more personal approach, which is enjoyed by the respondents. Then comes physical agencies, Social Media, mail, outdoors, and merchandising. These are more massified means and clients do not feel they are into a personalized experience.

Lastly, TV and Internet Ads are the least preferred means, justifiable by the fact these are the most massified means of them all. The respondents want personalized services, that can only be achieved by direct contact.

When asked to recall the last ad they have seen regarding Real Estate companies, recalling some factors present in the communication, the respondents more often recalled the name (26,49%) and the colour (19,78%). Also, the presence of a human person (17,91%) is often recalled. The respondents do not recall as often the slogan nor the conveyed message. Thus, it is possible to understand that the colour plays a huge role when recalling alternatives in the decision-making process, and to conclude that the slogan of the current players of the market is not as strong or visible, or it is not that relevant. The fact that the conveyed message is not recalled as often as it should open a window of opportunity to tackle the market with a strong message. That is supported by the fact that when asked about what the most differentiating factor of the presented ones is, 33,33% claimed it was the conveyed message.

3.2.1.5 Types of content shared by Real Estate companies

This section is relevant for the company and to the researcher to understand what kind of content will keep the clients' engaged and more suited for an approach.

The type of content they believe to be more inviting and believed to bring more value is "Campaigns, promotions, and events", "News related to the market", "Guide to buying and selling Real Estate" and "News Related to future trends of the market". This shows that the concern with getting to know better the Real Estate companies' work and the concern with the

service is real and that, overall, the respondents are still uncertain about how the market is going to evolve.

Corporate Social Responsibility scored low among the respondents (6,65%), probably because it is not something respondents see directly correlated with the industry, which constitutes a major opportunity for TREE and its value proposition.

4. Macro Analysis

A PESTEL analysis will be performed, as it is a useful tool to understand the market in Political, Economic, Social, Technological, Environmental, and Legal matters.

From a political-legal standpoint, Europe has many incentives for foreigners who want to purchase residencies on the continent, and Portugal is not an exception. It is an open country to foreigners without barriers for those who want to contribute to the growth of the country.

European citizens who purchase 500.000€ worth of Real Estate in Portugal have an exemption of 10 years of a tax deduction (Global Citizen Solutions, 2020).

The same applies to the Golden Visa incentive programme that, for non-EU citizens, provides them with temporary residency visas for five years after the purchase and maintenance of real estate in the country, which becomes permanent after those five years, with an investment of also 500.000€. After six years of the original purchase, Portuguese nationality is available for the investors. During the six years, these have a free pass in the Schengen Area, which allows them to grow businesses in the European Union (JLL, 2020).

As the political sphere is stable, open to investment, and tax-friendly, the investment is increasing, and Europe's economic situation has been on the rise. This tendency coincided with the increase in the GDP per inhabitant in the European Union.

Table 2: GDP per inhabitant in EU on Q1 of 2018, 2019 and 2020.

Q1 of the Year	GDP per inhabitant variation (when compared to the previous year)
2018	0.3
2019	0.6
2020	-3.3

Source: Eurostat (2020).

In 2020, in virtue of the Covid-19 pandemic, the GDP per inhabitant decreased drastically, as the internal consumption in every country drastically decreased, as people were forced to stay the second quarter of the year at home and the countries practically stopped their activity.

In May of 2020, the European Parliament has predicted that the EU economy is to shrink 7.4% in the same year (Parliament, 2020). However, with the deconfinement underway since June of 2020 for most of Europe, there are some signs of recovery in the European countries, but the outcomes are still very uncertain.

The Foreign Direct Investment balance in Europe has increased in 2019, roughly doubling the value when compared to 2019, reaching 206.667 million euros. On the other hand, when looking at investment made from the outside in the European Union, the number has decreased by 53.987 million euros (PORDATA, 2020).

The situation in Portugal follows the European trend for the past 5 years of economic prosperity and growth. The Portuguese GDP per capita was, in 2019, 19.675,9 million euros, confirming the tendency of always increasing since 2012 (PORDATA, 2020). When looking at 2020 numbers of this indicator, in the second trimester of the year, the annual variation was -12,6%, which confirms the tendency of a decrease of the productivity of the country, as in all of Europe, in virtue of COVID-19's pandemic current status (Country Economy, 2020).

The Foreign Direct Investment in Portugal has been decreasing since 2011, when we look at the balance, being that, in 2019, the value was 7.776 million euros. However, the investment made from foreign countries in Portugal was 7.383 million euros, increasing 12,06% when compared to 2018, which confirms the incentive to the foreign investment made by the last Portuguese legislators (PORDATA, 2020).

Overall, the Portuguese are feeling better in society, as the Five Well-Being Index (WHO-5) has been increasing since 2012, the year where the financial crisis hit the country harder. In 2018, this index scored 0,471 (PORDATA, 2020).

The average salary has also been increasing since 2014, reaching its maximum in 2018 since 2002, totalizing 1.170,3€, thus explaining the increasing overall household consumption expenditures since 2000. In 2018, Portuguese families spent, on average, 140.437,7€ (PORDATA, 2020).

When it comes to Technology, the Internet plays a key role in our lives nowadays. Social media has more users than ever and, as days go by, it becomes a more complete source of information. As of July 2020, 69% of the Portuguese population uses social media regularly

(STATISTA, 2020) and as content-based social media continue to come up and solidify its model, such as Tik-Tok and Instagram, the tendency of this number is to rise as time goes on.

This opens new opportunities for businesses to communicate more efficiently with consumers, knowing that the mobile phone is one of the most utilized tools during the day and one of the means where the evaluation for alternatives most likely is to happen.

Environmental issues have been on top of the table of the world decision-makers. Europe set up the European Environment Agency which objective is to support sustainable development through helping achieve improvements in law-making regarding this topic, by providing in a timely measure of accurate data.

Our species consumes one a half times more resources annually than the planet can naturally provide in normal situations. The Welsh government has, for instance, implement a programme called One Planet Development that incentives people to build homes and farms away from city centres, giving them the licencing required to do so, if they can prove their ecological footprint is lower than the standard (Magan, 2020).

The investment in green spaces in city centres has also been a focus of autarchies around Europe, taking as an example Lisbon's municipality which is in the process of installing a central splitter path with trees in one of the main driving arteries of the city, 2ª Circular, as a way to stimulate Oxygen production and diminishing the Carbon Dioxide emissions.

5. Real Estate Market

As the company only intends, as a strategic objective to operate in Portugal, only the European and Portuguese markets will be analysed, for the purpose of this communication plan. Additionally, the different segments differ from country to country and from region to region, thus, these will only be analysed in the Portuguese market, as it is the only one the company intends to operate in.

Real Estate can be defined, as in the Oxford Dictionary (2020), as "*the business of selling houses or land for building*". As a market, this is an extremely fragmented one, as a visible increase in the number of companies in the market from 2015 onwards.

Table 3: Number of Companies in the EU in the Real Estate Business

Years	Number of Companies in the EU in the Real Estate Business
2013	1.307.706
2014	1.375.148
2015	1.308.348
2016	1.436.433
2017	1.415.887

Source: Eurostat & OCDE (2020).

The housing market is on the rise in Europe. According to Eurostat's Housing Price Index Statistics (2020), since the first quarter of 2015, housing prices have been on the rise all over Europe. The market has shown, despite the GDP is decreasing in 2020, house prices have gone up by 5.0% in the euro area and 5.5% in the EU, during the same period (Eurostat, 2020).

Image 3: House Prices Index of euro area and EU27 aggregates from 2007Q1 to 2020Q1.
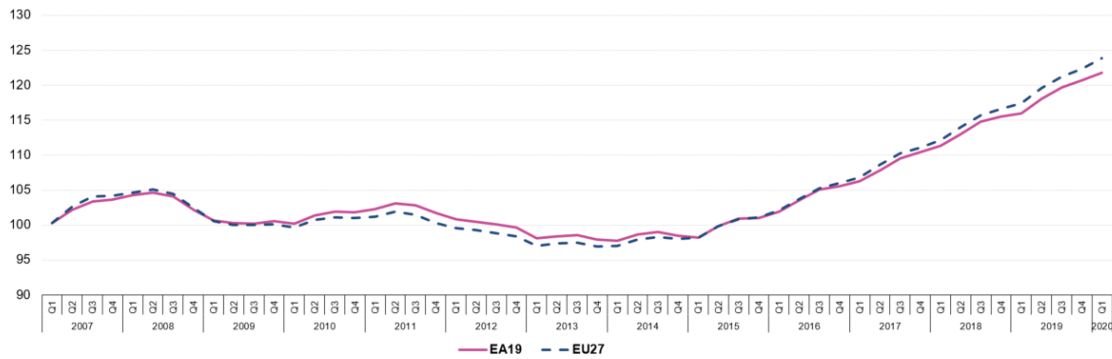
Source: Eurostat (2020)

Table 4: Housing pricing variations in EU
on Q1 of 2018, 2019 and 2020.

Q1 of the Year	Housing Pricing variation indexed to Inflation (when compared to the previous year)
2018	1.0
2019	0.7
2020	1.2

Source: Eurostat (2020).

The Real Estate market has grown from the past few years onwards, becoming one of the biggest in the European Union, as it is significantly impactful in the economy of a country.

The main clients are single individuals or couples who search for homes for their familiar aggregate, which is either growing or decreasing in number, or want to switch their residency for every other multitude of reasons. These often need capital financing for this purpose.

Financial institutions are often connected to this industry as these often lend money to individuals who want to purchase any piece of Real Estate, evaluate the value of the properties and/or lands, set up mortgages and, if be the case, foreclose the property and seize it, as a way

of compensation when the beneficiary of the credit does not comply with his financial obligation with the capital lender. These institutions then sell these properties either in an auction or by promoting it for a determined price by its specialists in real estate evaluation.

With the presence of financial institutions, Real Estate investments became safer from a risk point-of-view, which raised interest by some investors who are now growing in number and became a significant part of the client base of the market. They either buy isolated projects or big property endeavours at low prices in a pre-planning stage, before its building process initiates, or they buy the banking institutions owned properties and/or lands in auctions for a lower price. The presence of this kind of player in the market gave room for "home-flippers" who buy, refurbish, and sell for a higher price, thus growing the companies connected to the market. As the demand increased, the number of property licensing increased as well, making the market grow.

Despite this fact, the number of properties licensed in the same year was 33.570, although growing 14,5% when compared to the previous year and the market itself grew, it registered the lowest variation since 2013, 1.6%, thus showing signs of slowing down. Also, the total value of sales of real estate was 25.6 billion, registering an increase of 1.5 billion euros (6.3% increase) compared with the transact year.

The housing prices in Portugal rose higher in past years than the average of the European Union, registering a 4,9% increase between 2019 Q1 and 2020 Q1. This increase reflected on the average price of family housing in Portugal which was, as of 2020, 1.081€/m2, increasing 8.5% when compared to 2018. In the Metropolitan Area of Lisbon, this value was 1.460€/m2, being only surpassed by the Algarve region (1.655€/m2) (Instituto Nacional de Estatística, 2020).

Table 5: Housing pricing variations in Portugal
on Q1 of 2018, 2019 and 2020.

Q1 of the Year	Housing Pricing variation indexed to Inflation (when compared to the previous year)
2018	3.7
2019	3.6
2020	4.9

Source: Eurostat (2020).

As a result of this increase, the number of companies on the Real Estate market in Portugal rose, in 2018, to the highest number since 2004, reaching 45.510 companies. This number is an increase of 11,6% when compared to the previous year of 2017 (PORDATA, INE, & DGS/MS, 2019).

5.1 Real Estate Market Trends

There are some trends in the Real Estate market that influence the communication strategy of Real Estate companies. The major trends are related to macroeconomic factors, including the most recent COVID-19 pandemic situation.

A recent article of Dinheiro Vivo (2020), the result of an investigation of market experts refers that one of these trends is related to the pricing of this industry that market agents, already had announced that the prices increased until June of the present year. Despite the expectation of many potential buyers and sellers, the first half of 2020 did not show the expected decrease in real estate prices, despite COVID-19's pandemic.

Still related to the amount to be paid by customers, is also important to refer interest rates. According to the previous source and Doutor Finanças (2020), in the remaining second half of 2020, interest rates are expected to remain low, as the European Central Bank (ECB) does not intend to raise them in the coming months, which is reflected in credit agreements with individuals. Banks can, despite the previous fact, restrict the criteria for granting credit, given

the risks of the country's economic situation. This situation is a good indicator for potential investors and buyers.

However, this situation will not remain a reality in a near-future perspective. Experts predict significant declines in the real estate sector in the future, and the same source has referred that a significant drop is estimated this year (30%), in the number of transactions, with properties' prices still expected to fall, depending on when financial institutions stop granting credit so easily, and how long will this crisis last and how quickly can the market resettle after it.

Rents are decreasing, due to the tourism sector's crisis, which led to a larger number of properties entering the long-term rental market, consequently dropping rental values. However, forecasts suggest that this reality will end as soon as the Covid-19 crisis ends. The other one refers to the demanded areas. The confinement period has led many families to realize that they need another type of housing. It will be expected that, in the coming months, there will be a higher than the normal exchange of properties in dense urban centres for properties in the peripheries, with less population density and with greater available outdoor spaces.

Also, the future of the return on foreign investment will influence the real estate market. According to a study by Almeida (2020), published by Cushman & Wakefield, there are around seven billion euros available for investment in the national market, which demonstrates Portuguese real estate remains an attractive asset for foreign investors.

Regarding Real Estate companies' operational models and its trends, according to Maxim Bobyrev (2020), the Real Estate market is now more prepared for the day-to-day usage of digital tools, which allow an increasingly effective response to the client and the challenges that arise. Operational tasks can now be initiated remotely and completed through face-to-face contact, which is also allowed by the increase of security protocols, which are created and instituted, whether for visits to properties or the deeds' signing, thus changing the agencies' internal procedures. Internationally, money transfers are now more facilitated, allowing contract signings online, which will become an increasingly common practice.

As List Globally (2020) refers, travel and transactions are to slow down in 2021. Real Estate companies will start to use different tools and ways to make their international businesses, such as e-mail marketing and newsletters, and virtual tours of the properties.

Marketing automation is also gaining increasingly important in defining the company's marketing and communication strategy, as agencies need to decrease operational costs. According to List Globally (2020), the challenge of automating tasks will be a reality for Real Estate companies, that have, until this day, remain loyal to the traditional methods. This includes tasks related to the improvement of the relationship with its customers and redefining communication flows. This can be achieved through developing email marketing campaigns to engage with leads and get clients coming on the sales funnel, creation of email campaigns that segment a list and send a series of emails based on client's preferences and their position in the funnel, the usage of chatbots on Real Estate companies website and Facebook pages, to reach out, to engage in a conversation and answer helpful questions that can immediately solve potential customers pain points.

In this industry, however, the human factor still makes a difference, being that the challenge will be the relation between automation and human interaction.

6. Internal Analysis

This analysis will provide insights on key points of the company relevant for the development of a communication strategy and key implementation points. As the company is very recent and has been operating under a different name and objectives until this day, prior knowledge to the company will only do for a contextual standpoint, being only analysed in certain aspects.

6.1 The Company

Tree Real Estate Experience is a company founded in 2018 by Carlos Modesto. It was founded to provide a very specific niche with distinct, committed, and unbiased advisory and negotiation service in buying, selling, or renting real estate while contributing to a greener development of the region, planting trees, or growing plants for every successful deal made. The company also offers restructuring services if required by the new owners, allowing them to personalize the property to their taste.

The company is currently undergoing a rebranding process, scheduled to finish by December 2020. The company was called IF Properties, dedicating only to buying and selling real estate advisory. The company realized the model they were operating in was not sustainable enough in the long term, thus having put time and effort into finding a relevant concept that allowed them to captivate more interested clients and to expand their business horizons.

The company is based in Foros da Amora, where its offices are, and is currently studying a relocation to Charneca da Caparica where there are more available green spaces and real estate suitable for the plantation of trees.

TREE operates mainly in Almada and Seixal's municipalities since these are the two areas where there are bigger knowledge and expertise regarding the area, specific zones, market knowledge, and where there are more potentially interested clients in the investment of real estate, due to the overall growth of the two municipalities and the overcrowding of Lisbon's metropolitan centre. Also, it is an area with many areas that can be turned into green spaces, according to the municipality directory plan. This region has areas that are premium, given its proximity to nature, to the beach, the tranquillity that characterizes them, and the environment that the community plays. This includes Herdade da Aroeira, Verdizela, Belverde, Marisol, Quinta do Pinhão, and Quinta da Trindade.

The focus of the company is the residential submarket, having a marginal interest in the offices market, not currently operating in the industrial submarket.

It is currently employing five people, being three of them part of the salesforce, grossing in sales 98.699,12€.

6.1.1 Vision and Mission

The company's vision is to be the first regional real estate provider of greener spaces and sustainability habits in Almada and Seixal.

Its' mission is to provide guidance and education to the Almada and Seixal's inhabitants in buying and selling real estate properties and in making their residential area greener and a better place to live.

It also part of the company's medium-term goals to expand to other geographical areas where the potential of sales and sustainability is similar to the current ones.

6.1.2 Pricing

The pricing strategy in the Portuguese Real Estate Market is up to each company to decide how much they charge per deal. The usual in a home sell deal is 5%+VAT of the final agreed price. Some players have based their value proposition on charging only 2%+VAT or charging a fixed fee of 4.999€+VAT. Regarding rentals, the usual charge is one-month worth of the rent value.

Tree Real Estate Experience usually charges 5%+VAT, unless the agreed is different and one-month worth of rent in rental deals. This pricing strategy relates to the fact that the company wants to convey in their pricing strategy the message that the provided service is of excellence and superior in many ways when compared to other competitors that charge the same but don't have the level of proximity and commitment with their clients.

Regarding the division of the charged fee with the Real Estate Agents, currently, the company splits it 50% to the company, 50% to the agents, but is considering changing the proportion to 45%/55% as a way to captivate experienced professionals to grow the business and keep them as assets.

6.1.3 Partnerships

As main partners, Tree Real Estate Experience has all the Real Estate agencies willing to share the service fee with the company 50%/50% either by representing the buyer or the seller. These partnerships are extremely common in the business, allowing companies to close more deals by

not having to find both the buyer and the seller and establishing relationships with competitors in a healthy way.

The company is currently negotiating strategic partnerships with local municipalities and public entities to better understand where the plantation areas may be and where more suitable locations may be to do such activities.

Additionally, symbiotic partnerships are being drawn with private local service providers as a way of engaging with potential clients, contributing to better present them the area they are interested in, and offering these clients a full experience when buying a house and choosing a new area to live in.

7. Competitive Analysis

Having analysed the company, a SWOT Analysis will allow the researcher and the company to identify business opportunities and how to tackle them.

7.1 SWOT

Strengths

- High Prospect-to-Client Conversion Rate
- Know-how and knowledge expertise
- Complete and distinct and fast processes
- Good reputation amongst competitors and customers
- High referral percentage amongst our customers
- Differentiated Value Proposition

Weaknesses

- Lack of salesforce
- Poor product portfolio due to the previous point
- Low brand awareness
- Lack of visibility of the existent workspace

Opportunities

- Technology increase in the Real Estate business
- The need for human interaction due to the fact we are dealing with high implication purchases
- Dynamic and volatile market
- Low-risk investments involved in Real Estate buying
- The geographical area is of high interest to international clients
- Lack of differentiation in the provided service, due to the high number of competitors

Threats

- Highly saturated market with many competitors
- Lack of legislation regarding Real Estate mediation
- The negative reputation of Real Estate Agencies' processes and Real Estate agents
- Increase in the unemployment rate and decreasing buying power and GDP

By taking a closer look at the SWOT Analysis, the company established the following strategic objectives:

1. Take advantage of its salesforce, dedicated to deeply understand the needs of the client to provide them with a better offer, reinforcing the message of competence and a customer-centric approach of the business.

2. As technological endeavors become more and more preponderant in the Real Estate Business, such as virtual visits, proptech startups, and Artificial Intelligence mechanisms, the company's value proposition is due to be conveyed in the digital channel, as a way to increase brand awareness and to lead customers to the physical workspace, if need be. The digital will be essential to the development and communication of the company's value proposition.

3. As the referral percentage is high, the salesforce is due to establish further relationships in its network to diversify its product portfolio.

7.2 Critical Success Factors

The company has identified 5 Critical Successful Factors for the fulfilment of its medium-term goals:

- Partnerships
  - Partnerships with Local Entities
  - Public Entities (Municipalities and Non-Governmental Organizations)
- Customer Service and Post-Purchase Service
  - Establish, in the short term, post-purchase mechanisms to expand its customer's database.
- Organizational Structure
  - Number of consultants
  - Organized Company
- Online and offline visibility
  - This includes a visible agency and number of followers on social media, number of visits on the website and the Real Estate portals
- Product Portfolio
  - Having, all times, at least 60 properties on sales and 10 on rental

7.3 Competitive Advantages

The company's competitive advantages are the following:

1. More complete service, with restructuring services in the deal closing follow-up, if needed

2. The purpose of the provided service – sustainability in the real estate business

3. Partnerships with local entities, providing a better and fuller experience to clients

7.4 Competitors

The presented competitors have been considered because of its preponderance in the geographical area of operation of TREE Real Estate Experience, given its physical presence, the number of partnerships celebrated with, and the number of sales. The Portuguese market is dominated by three main agencies: RE/MAX, Century 21, and KW. The first two will be referred to below, is that KW has little expression in TREE's area of operations.

RE/MAX

RE/MAX is an American Real Estate company founded in 1973 that operates in over 100 countries, through a franchise system. Each franchise is financially independent but legally blinded to the RE/MAX business model, communication guidelines, and personnel-related concerns.

RE/MAX usually pays their Real Estate Agents about 40 to 45% of the charged fee when a deal is closed, thus being one of the highest paying companies in the current market.

This model allows them to increase the number of successful transactions, scaling the business, and increasing its revenue stream.

Century 21

Century 21 was founded in 1971 and is currently "*the franchisor of the world's largest residential real estate sales organization*" (Avelino, 2013). As of today, Century 21 operates in over 80 countries and has over 8000 independently owned franchises.

In the past two years, Century 21 has been heavily investing in the digital channel and renewing its branding strategy, basing in on the crème colour and on transmitting a sober idea of respect in every agent the company employs.

7.5 STP

7.5.1 Segmentation

The company segments its audience based on the following criteria:

1. **Geographical:** Living in Lisbon's metropolitan area, with desires to move to Almada and Seixal's municipalities.
2. **Demographic:** Aged between 28 to 70 years old, with medium to high buying power.
3. **Psychographic:** Wants to better their lives and their own, by moving somewhere where they can get the best of both countryside and city worlds. Enjoys peace and quiet and understand the world surrounding them and wants to make a difference.
4. **Behavioural:** People who think they can make a difference and that do it by achieving their own goals. According to the VALS system, the target can be considered Thinkers and Achievers.
5. **Buying Decision Process Roles:** Initiators, Deciders, Influencers, Users, and Gatekeepers.

7.5.2 Target

End Customer:

1. Individuals or families that live around that in Lisbon's metropolitan area, desiring to move to Almada and Seixal's municipalities, aged between 28 to 70 years old, with medium to high buying power. These entities want to better their lives, living in a better place where they can live and think sustainably, enjoying peace and quiet with everything they need around them. These entities also believe they can make a difference, are educated people, aware of their surroundings, they are goal-oriented, and strive for their people.

2. National and international investors looking for top tier properties under the Golden Visa programme and Non-Habitual Resident status.

Partners:

1. Companies located in the same area of operation as TREE's, which share the sense of global community and strive to better the lives of their customers, providing quality, well-being, and sustainability in their businesses.
2. Financial institutions that grant financial credit to customers.

7.5.3 Positioning

The company positions itself as a competent real estate buying and selling advisor that has a positive and greener impact on its community.

7.5.3.1. Points of Parity and Points-Of-Difference

Points-Of-Difference

The identified Points-Of-Difference are:

1. A more complete service, with restructuring services in the deal closing follow-up, if necessary
2. Providing sustainable services and making a positive impact on the community, by making the area greener and more sustainable, changing the way of doing business in the Real Estate industry
3. Established partnerships with local entities, providing a better and fuller experience to clients

Points-of-Parity

The identified Points-Of-Parity are:

1. The methods utilized for property evaluation and all the operational methodology
2. A website with property listing and social media platforms with property's content
3. Know-How and Expertise of the market

7.5.3.2. Golden Triangle of Positioning

Clients' expectations

Clients want quality properties. While searching for them, they want to feel safe and trust the company they work with, expecting honesty and know-how from it. They need someone who understands the way of doing business with the market and that can be open to them when it comes to exploiting new opportunities and that can provide them with information that is credible and reliable. Reliability has been for some time one of the issues that customers struggle the most with companies in the market, being this one of the main dissuaders of working with Real Estate companies.

According to the conducted survey, clients want Real Estate companies to educate them and to provide them with contents and opinions that can help them make a safer decision regarding Real Estate and want to save time and resources when buying properties.

Potential service benefits

TREE's main service benefits are the quality of the properties in its portfolio and the possibility to contribute positively to the production of oxygen and diminishing the emissions of carbon dioxide, making a positive impact in the community and in the world we live in.

The first one substantiates the quality of the service and gives the customer his expected end to their journey, which can be disappointing at times if the expected quality of the product and services is not matched to the reality.

The ability to contribute to a more sustainable world is an entry door to the world of sustainable practices and the beginning of a journey between the company and the customer, that does not in with the property purchase, but carries on with time, as both parties' objectives are the same, as the customer becomes more sensitive to the cause as he is alerted to it throughout the process: Contribute to a sustainable and green community, improving the lives of the ones around them and their own.

Competitors' positioning

RE/MAX: "*Its mission is to maintain market leadership, through professional conduct based on a strict code of ethics, with a single objective: to provide an excellent service that satisfies all of its clients' real estate needs.*"

RE/MAX positions itself as a market leader that has a quality and professional stamp attached to it.

Century 21: "*Continuously offering a culture of excellent customer service. Its mission is to find and provide the best real estate mediation service, working as a true adjunct and interested in the success of the business. The dedication, integrity, exigence, and expertise in these areas of expertise positions it as an excellent partner for any business.*"

Century 21 positions itself side by side with the customer as a helping hand in Real Estate consulting.

8. Communication Plan

8.1 Communication Goals

These are the main communication goals the company is expecting to achieve with the implementation of the communication plan, dividing into corporate communication objectives and marketing communication objectives:

Corporate Communication Objectives

1. To be a recalled and recognized company in the geographical area of operations and surroundings.
2. To advertise the company's presence in the market with a sustainable posture and know-how, advertising the company's services and regional impact and presence.

Marketing Communications Objectives

1. To communicate the renaming and rebranding, emphasizing the value proposition and the differentiation factor.
2. To convey that customers can be an integral part of the project, creating the perception that this mission should not be limited to the company but also all the community, creating buzz and generating word-of-mouth.
3. Raising awareness about the relevance of supporting sustainable practices
4. Creating brand awareness not only to the potential customer but also with the potential direct and indirect partners (Almada and Seixal's municipalities), local commerce, and social institutions.
5. To build traffic to the company's website and social media platforms and advertising portals.
6. To advertise the opening of the new Real Estate company's physical store.

8.2 Values and Brand Image

Considering that many potential clients find Real Estate companies being poorly reliable, the company is due to transmit the following values:

Honesty, Security, and Experience – by being open and transparent when communicating with the audience, supporting the claimed quality of services and environmental concerns.

Facilitation of the Process: Clients value the fact that Real Estate companies simplify the process, resulting in an effective saving of resources, demystifying the potential client's ideas

that the fee is too high and that he does not need the specialized services of an agency, alerting to the dangers inherent of this perception.

Sustainability: By raising awareness of the environmental concerns that surround us, the company intends to keep its ecological footprint to a minimum and incentive good practice amongst the community and its customers.

Compromise: besides compromising with providing top-tier quality service, the company compromises with acting sustainably and with improving their customers' lives, as well as to contribute to its community's thriving.

The country's and acting area's popularity as an enjoyable, cultural, and attractive to real estate business represents an opportunity for the brand to become known and well-considered among foreigners.

8.3 Message designing and content

The main topics that should be included in the company's message are:

1. TREE Real Estate Experience is an agency specialized in the niche market comprising the municipalities of Almada and Seixal.
2. The acquisition or other similar type of transaction, under the aegis of the company, directly contributes to the ecological sustainability of the above-mentioned municipalities.
3. The main values of Honesty, Security, and Experience must be emphasized in communication to give total confidence to clients.
4. The beauty of Almada and Seixal's municipalities' nature and green spaces.

The information should be based on statistics and general market information and facts, to give the power of choice to potential clients. By informing them, the company will be top of mind and in a competitive advantage status facing competitors.

Confirmed by the undertaken survey, clients are interested in contents related to the market and its' future trends, campaigns, events and promotions, and guides on how to buy and sell Real Estate.

This type of content can be of different sources, targeting different buyer types in different stages of their buying journey. This includes:

1. Promotion of local events in specific locations promoting different local businesses and Non-Governmental Organizations, such as local gyms and Brigada do Mar.

2. Photo documentation of the different transaction stages, such as clients' first approaches to the company, signing Buying and Selling Promise Contracts, documentation requests, deeds signing, and clients turning the key of their new home, with their new tree or plant/bonsai.

3. Construction and landscaping guidelines, and project updates.

4. Community and local area news and project updates

5. Mortgage information and government legislation of the sector.

6. Local market and investing insights for potential investors, either national or international.

7. After-sales process and support guides.

8. Referral and loyalty benefits.

9. Campaigns, Promotions, and Events.

10. Market-related news and its future trends.

11. Guides for buying and selling in the real estate market.

8.4 Tone of Voice

The tone of voice of the company should be factual and honest. The type of language should be formal to convey trust and to be trustworthy when bringing up environmental and market themes that are brought up to raise awareness and to become an active part of the subject.

In the call-to-action moments, the brand is to be affirmative, relegating to the client the possibility of choice, that is now aware of the company's mission and the positive consequences to the community of choosing the company.

8.5 Communication tools

This content is to be communicated through the digital channel, abolishing the paper waste in physical triptychs and brochures. When in the physical store, customers will have QR Codes that lead them to TREE's website and social media platforms where they can sustainably access the information.

8.5.1 Website

The website is the most institutional tool of communication the company will have, thus acquiring special relevance when communicating through it.

Visitors must have a precise idea of the properties and all the business environment, understanding the company's contribution to improving the condition of our planet and their role on this mission.

The fact that the competitor's website only approaches their product portfolio, opens an opportunity for the company to differentiate itself with market-related news, sustainability issues, and a calendar with future events and conferences relevant to the market.

The opening page is due to have a banner corporate communication implying that buying Real Estate with TREE contributes to a better place for them to live. On that same page, a Real Estate search engine should be displayed for clients to search for possible alternatives for their home. A digital counter is displayed also, counting the number of trees planted by TREE for clients to have real-time information on the ecological footprint of the company.

Separate dividers will display "Corporate Information", "Market News and Trends", "Testimonials", "Events", "Merchandising" and "Contacts".

To put the website on top of Google search SEO will be made with words like "Real Estate", "Sustainability", "Aroeira", "Verdizela", "Almada" and "Seixal".

8.5.2 Social Media

Social media became mandatory for all companies that wish to be in direct contact with their customers. It serves the purpose of advertising products, initiatives, a channel for customer support and post-purchase service, and a platform for contests and brand activation moments.

TREE Real Estate Experience will invest in Facebook, Instagram, and YouTube as main social media platforms, given these platforms will give the company the ability to reach its target across the three platforms, through sharing different content through them.

8.5.2.1. Facebook and Instagram

Facebook and Instagram will be the ground basis of TREE's digital communication with its followers. The investment will be made in the search for:

1. Raising awareness for the company's existence, goals, and values, as well as portfolio advertising and events
2. Generating Word-of-Mouth
3. Keep the audience engaged

4. To conduce customers to the company's website where the institutional information will be

Additionally, the investment will also be made in paid ads on Facebook and Instagram, to build traffic to these pages, which will afterward build traffic to the company's website where the properties' listing will be.

All the posts should either the presence of a human figure or a tree/plant, being that either the name or the logo must be present. The colour must be green and blue, following the brand's imagery guidelines.

On Facebook, posts should be more descriptive, in Instagram, more visual. Nevertheless, the content should the same, driving traffic to the company's website where the complete information will be.

The posts should be as visual as possible as they are simpler for consumers to interpret and shared on Instagram should be the same that is shared on Facebook.

8.5.2.2. YouTube

TREE Real Estate Experience's YouTube channel will be the main channel for properties video content and a display of after movies of the company's initiatives. It is a secondary Social Media platform in a way that it does not have the potential that Facebook and Instagram do, but it is needed from an integrated communications point-of-view.

8.5.3 Merchandising

As TREE Real Estate Experience is a sustainable company, the merchandise should also be sustainable and eco-friendly. The items should be used by the company's staff and be made available to clients on visits and events. These items include:

- Key Holders
- Pens
- Erasable Notebooks
- USB Pen Drives
- T-shirts
- Sweaters
- Umbrellas

These items' design should be aligned with the current communication campaign, alluding to the sustainability issues raised by the company.

8.5.4 Events

To create community impact, events serve the purpose of building brand awareness, raising awareness for the sustainability issues, and for how clients can have a way of being part of the solution to the problems. These reinforce the clients' brand resemblance, associating the company with positive and impactful feelings.

Also, events are a way of channelling interested clients in the company's physical store.

The main goal idea is to establish a relationship with customers, increasing the trust clients' trust in the company, by making them feel rewarded and relevant to the company, as TREE's long-term goals will only be fulfilled with the community's help.

8.5.5 In-Store Experience

The store is the place where clients will feel the impact of the company as the space will be an eco-friendly space. In this space, clients will have digital access to the company's product portfolio, the events the company has made and is planning on doing, the number of planted trees, having the possibility to discuss business in a private area with the designed Real Estate agent.

The store will be painted in tones of green, having access to a green backyard, where nature will prevail.

8.5.6 Direct Mail

Given the segment the company operates in, clients are interested in being contacted through direct contacts. Their direct mail, which will be provided by the client with his consent will be the primary channel of communication regarding new properties in the company's portfolio, new market trends, and news, as well as invitations for events and special deals.

8.6 Communication Ideas

A)   Contest on Facebook

The company should create a contest on the brand's social media pages offering a relaxing short weekend for 2 in Tree House in Pedras Salgadas in Portugal, a sustainable accommodation.

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The participants must follow the brand's Facebook, like the post, identify their friends, and share the post on their personal Facebook page using the #TREERealEstateExperience.

The winner's experience on a Tree House will be photo and video documented, being afterward shared on the brand's Facebook and Instagram page.

This initiative will give the company brand awareness and will serve the purpose of associating the brand with nature and sustainable practices, as well as making the community aware that TREE Real Estate Experience is active in extending its longevity.

B)   Customer's Testimonials

Testimonials provide trust for those who watch them. The fact that other people trusted the company and had positive experiences with it, it may encourage others to do as well. These will be presented in short video format and short text testimonies and will be present on the company's website and being sporadically posted on Facebook and Instagram.

C)   Newsletter

A newsletter will be created to keep the clients that have provided their e-mail for the purpose engaged, providing them with first-hand knowledge of new properties and market trends and news.

This newsletter will be sent once a week, via direct e-mail and will be available on the company's website and Facebook.

D)   Promotional Launch Video

A promotional launch video will be made available in all communication channels as a way to inform the community of the company's mission to build a more sustainable community and to alert the viewers of their possible role in the sustainable future of the company. The geographical area and its natural beauty will also be present in the video, to raise area interest in the potential clients.

E)   Referral System

A referral system will be established to expand the customer's database and business relationships. For each client brought to the company, depending on the completion of the purchase with TREE's associated services, the customer that brought it will have the ability to

be part of the Annual Dinner of the company, a place with peer investors and residents where business ideas can be discussed, and synergistic relations attained.

F) TREE's Annual Dinner

This Dinner will take place in a restaurant in the local community, such as Sr. Patolas, which will be an opportunity for all the clients who came from the referral system and some other previously selected by the company to have dinner with the company's staff and discuss business opportunities and to discuss the community sustainability. It will make the clients feel rewarded and relevant to the company, as TREE's long-term goals will only be fulfilled with the help of the community.

G) Guide for Buying and selling Real Estate with TREE

For everyone interested, in the store, a pdf version of a guide will be delivered for everyone who wants to know how TREE operates in buying and selling properties, what is the client's role and responsibilities and what are the main advantages of working with the company. It will reaffirm the role of the company in the clients' minds and relegate the responsibility of choosing the company to the client, with all the risks associated with not doing so.

H) Local Sponsorship

TREE will sponsor local Paddle tournaments in Verdizela and local football teams, such as Charneca da Caparica Futebol Clube, thus incentivizing the practice of sports and healthy lifestyles.

I) World Nature Conservation Day Event

On this day, TREE will go to Fonte da Telha collect residues with their local partners and everyone interested inside the community.

J) International Women's Day

TREE will be on this day, March 8th, delivering on the entrance of Herdade da Aroeira a flower and a seed, symbolizing the growth that women can bring to other people's lives and their community. It will reaffirm TREE as an equalizing company, making no gender discrimination.

K) Business Cards with seeds inside

TREE's business cards will be unique. It will be a pouch containing seeds of different plants, offering the opportunity to clients to make a difference in the region. It will put the company resonating in the clients' minds when thinking about buying or selling their properties.

L) T-shirt Sentence Designing

TREE's brand pages followers on social media will have the opportunity to design a sentence that will be incorporated into next year's TREE's t-shirts. They will be provided with some guidelines they must follow when designing the sentence ante the most original one will be selected to be an alternative design of the t-shirts, offering the winner one of them and a visit to the company's physical space.

All these initiatives will be advertised on the company's website, social media platforms, and physical store.

Table 6 - Summary of communication initiatives objectives

Initiatives	Educate	Present the Service	Create Brand Awareness	Generate Word-of-Mouth	Keep the audience engaged	Establish close contact	Induce Purchase	Receive feedback
Facebook Contest			✓	✓	✓			
Customer's Testimonials	✓	✓				✓	✓	✓
Newsletter					✓	✓		
Promotional Launch Video		✓	✓	✓	✓			
Referral System						✓	✓	✓
TREE's Annual Dinner		✓	✓	✓	✓	✓		✓
Guide for Buying and selling Real Estate with TREE	✓	✓				✓	✓	
Local Sponsorship		✓	✓	✓	✓			
World Nature Conservation Day Event	✓	✓	✓	✓				
International Women's Day	✓	✓	✓	✓				
Business Cards with seeds inside			✓	✓				
T-shirt Sentence Designing	✓	✓	✓	✓	✓			✓

Purpose

8.7 Calendarization

Type of Communication	Communication Ideas	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Digital Channels (Social Media and Website)	Facebook Contest	X	X										
	Customer's Testimonials			X	X								
	T-shirt Sentence Designing										X		
	Promotional Launch Video	X	X	X	X	X	X						
Direct Marketing	Newsletter	X	X	X	X	X	X	X	X	X	X	X	X
	Referral System	X	X										
	Guide for Buying and selling Real Estate with TREE	X	X	X	X	X	X	X	X	X	X	X	X
PR & Events Dinamization	Local Sponsorship								X	X	X	X	X
	TREE's Annual Dinner												X
	World Nature Conservation Day Event								X				
	International Women's Day						X						
	Business Cards with seeds inside							X	X	X			

8.8 Budget

The following budget was built based on real budgets asked by the company to evaluate its financial viability:

INITIATIVE	YEARLY COST
WEBSITE BUILDING	**1300€+VAT**
SOCIAL MEDIA MANAGEMENT (CONTENT MANAGEMENT)	**7200€+VAT**
PHOTO AND VIDEO CONTENT	**6000€+VAT**
MERCHANDISE	**3.000€+VAT**
UNIQUE BUSINESS CARD	**1.800€+VAT**
TREE'S ANNUAL DINNER	**1.500€+VAT**
LOCAL SPONSORSHIP	**2.000€+VAT**
INTERNATIONAL WOMEN'S DAY	**400€+VAT**
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TOTAL COST	**23.200€+VAT**

8.9 Results' Evaluation

As the company is starting its activity, comparing results with the homonymous period will not be possible. As so, for each communication channel, certain metrics will be applied.

For Social Media, the number of followers on Instagram and of Likes on the Facebook page will be measured, namely the Audience Growth Rate, the Post Reach, Applause Rate, and the Average Engagement Rate. The metrics of the paid ads will be analysed monthly, evaluating if the target is correctly set and adjusting it on the same time basis. The Click-Through Rate and the Conversion Rate will be analysed regarding the deployed ads. The number of messages received in each platform will be crucial to evaluate the reach of the posts, which will also be evaluated.

As for YouTube, the number of subscribers will be subject to evaluation, as well as the number of views in each video and comments.

Merchandising's sales and offers will also be subject to evaluation, assessing the merchandising stock throughout the period. Stock turns will be analysed to assess the success of the campaign.

Direct Mail will be evaluated by the number of e-mails sent and its monthly variation, as well as the Click-Through Rate, the Unsubscribe rate, and the Bounce Rate.

The dynamized events will be evaluated on a qualitative basis, through the participants' feedback and quantitative, regarding the number of contacts that follow the event's date. Also, surveys will be delivered via e-mail to participants to quantitatively evaluate the success of the vent.

9. Professional and Academical Implications

This project was developed with the main purpose of providing TREE Real Estate Experience with tools for planning marketing communications that can help the company achieve its objectives and its long-term goals.

However, it is also meant for marketing and business professionals and entrepreneurs to start a business, who wish to obtain benchmarks on marketing communications strategy, connecting two different concepts: in this case, buying and selling real estate and sustainability, possibly inspiring all the referred categories in their endeavours.

It also provides a synthetic overview of the real estate market for market professionals who may need data and a recent analysis of a market that is extremely volatile and dependent on the county's overall situation.

From an academic standpoint, this project is a platform for all the teachers who want to present a case study in their classes when approaching topics such as communication management, new products launching strategies, and marketing planning.

It is also meant for students who wish to enrich their knowledge and contact with the practical planning of a communication strategy.

10. Project Limitations

The project faced several limitations, being some of them solved and others not.

The consumer's perception of the market and their preconceived ideas regarding Real Estate companies was, although known by the company's professionals, not sufficiently understood for the development of the project. This was relatively solved with the deployment of a survey, evaluating these aspects. However, a widely spread questionnaire should be considered by the company as the presented one was only answered by the researcher's contacts.

Additionally, the international expectations and perceptions on the market were not possible to assess in the development of the project, as the means to reach this target were not attained. This should be one of the company's priorities for the coming times, as this is a relevant target for it, and it would help them understand how these could be reached and targeted more effectively.

11. Conclusions

The main objective of the project was to provide TREE Real Estate an effective and refreshing communication plan that could help the company to communicate its new concept and way of doing business, as it operates in an overly saturated market and where the way companies communicate makes a huge difference in the customers' brand resemblance in the decision-making moment.

A Literature Review was conducted to withstand the researcher's findings, thus enabling the development of this project. It was based on scientific articles that approach the main topics on which the project is based: Marketing, Customer Satisfaction, and Service Quality, Branding, and Marketing Communications.

The conducted external analysis had as a base a PESTEL analysis that constitutes an overview of the European and Portuguese status and an analysis on the Real Estate market, which enabled the researcher to better understand the market where the company fits in.

The internal analysis was performed for the reader to better understand the process the company has recently been put through, its reformulated marketing strategy, and its mid-term objectives. It was conducted through several informal conversations with the company's CEO and with the insights the researcher took from being part of the company for the past year.

Data was afterward collected with the purpose of better understanding the customer the company is dealing with, understanding its demographic characteristics, its perceptions towards the market and Real Estate companies, the acceptance of the company's value proposition, the preferred means of advertising, and the types of content these companies should share to keep the customer engaged and prone to approach the companies. After obtaining market insights by the company CEO Carlos, a survey was undertaken, which provided the researcher and the company with very positive insights. Customers accepted the company's value proposition and valued its offering. They also value the presence of a human figure, trust, and honesty, which will be present in the company's communication and business strategy. Despite having a significant amount of responses, the researcher still lacked the international customer's insight to better target their communication.

The communication plan was carefully planned to have in mind every aspect covered before, conveying innovation from the company's point-of-view, despite staying loyal to the human perspective that makes a difference in the market. To this specific market, actions that were never made were suggested to differentiate the company in the market and fulfilling the

company's objective to increase brand awareness, communicating the rebranding efficiently, and bring customers as an integral part of making the community a better place to live in.

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XIII.   Annexes

Annex A – Survey Copy

Sou aluno do 2º ano do Mestrado em Marketing na ISCTE Business School e estou a conduzir um estudo sobre o setor imobiliário, tendo em vista o lançamento de uma empresa inovadora e simplificadora de processos. O presente questionário é parte da metodologia utilizada para a obtenção de dados que servem como auxílio para o desenvolvimento de uma proposta melhor e mais eficaz para o consumidor final.

O objectivo deste projeto é desenvolver um Plano de Comunicação integrado para o lançamento de uma empresa no setor imobiliário e para o seu primeiro ano de atividade.
Todas as respostas a este questionário são anónimas, sendo utilizadas exclusivamente para fins académicos. O questionário tem uma duração de 5/6 minutos.

Page Break

Q1 Já comprou/vendeu ou arrendou casa?

◯ Sim (1)

◯ Não (2)

Q2 Quando comprou e/ou arrendou, recorreu a alguma agência imobiliária?

◯ Sim (1)

◯ Não (2)

Q3 Na eventualidade de ter de o fazer num futuro próximo, consideraria recorrer a alguma agência imobiliária?

◯ Sim (1)

◯ Não (2)

Q4 Quais as mais-valias que considera que a agência imobiliária trouxe/poderá trazer para o negócio que fez/fará?

☐ A agência possuiu know-how e expertise essenciais no processo de compra e venda de imóveis (1)

☐ A agência poupou-me tempo e recursos (2)

☐ A agência auxiliou-me nos momentos de tomada de decisão e de negociação (3)

☐ A agência simplificou o processo (4)

☐ A agência encontrou o comprador/vendedor/arrendatário/senhorio ideal (5)

Display This Question:

If Quando comprou e/ou arrendou, recorreu a alguma agência imobiliária? = Não

Or Na eventualidade de ter de o fazer num futuro próximo, consideraria recorrer a alguma agência imo... = Não

Q5 Por que razão considerou/consideraria não recorrer a uma agência imobiliária no decorrer de um processo de compra/venda/arrendamento de um imóvel?

☐ A agência leva uma comissão demasiado alta (1)

☐ Não vejo valor acrescentado no serviço de mediação imobiliária (2)

☐ Sozinho(a) poupo mais tempo e recursos (3)

☐ Sou competente na negociação e nos processos de tomada de decisão (4)

☐ Consigo, de forma independente, encontrar o comprador/vendedor/arrendatário/senhorio ideal (5)

Q6 Que características considera mais valiosas na figura de um consultor imobiliário?

☐   Confiança (1)

☐   Segurança (2)

☐   Capacidade de negociação (3)

☐   Sinceridade (4)

☐   Proximidade (5)

☐   Experiência no ramo (6)

☐   Outra (7) _____

Q7 Assinale o tipo de agência que associa mais às características apresentadas na coluna à esquerda.

	Agência Familiar (1)	Agência Multinacional (2)
Confiança (1)	◯	◯
Proximidade (2)	◯	◯
Expertise (3)	◯	◯
Experiência (4)	◯	◯
Segurança (5)	◯	◯
Capacidade de negociação (6)	◯	◯
Proposta de valor (7)	◯	◯

Q8 Considere as seguintes características inerentes a um imóvel e indique de que forma as valoriza.

	Desvalorizo completamente (1)	Desvalorizo um pouco (2)	Indiferente (3)	Valorizo razoavelmente (4)	Valorizo bastante (5)
Anos de construção (1)	◯	◯	◯	◯	◯
Conforto (2)	◯	◯	◯	◯	◯
Localização (3)	◯	◯	◯	◯	◯
Preço (4)	◯	◯	◯	◯	◯
Dimensão (assoalhadas) (5)	◯	◯	◯	◯	◯
Proximidade de serviços e transportes (6)	◯	◯	◯	◯	◯
Área (7)	◯	◯	◯	◯	◯

Page Break

Considere, hipoteticamente, que existe uma empresa familiar de mediação imobiliária com serviços idênticos à oferta disponível no mercado atual. A sua proposta de valor acrescentado passa por proporcionar a si e à sua família uma experiência única, capaz de tornar o planeta e a sua região mais sustentável e um melhor local para viver, abordando a sustentabilidade ambiental como parte integrante dos seus valores e da missão da mesma. Para além da sustentabilidade ambiental que defende, esta empresa prima pela proximidade e preocupação constante com os seus clientes.

Q9 Considera que esta proposta de valor é diferenciadora o suficiente para que optasse por esta agência em detrimento da concorrência? Avalie o impacto que teria no seu processo de decisão.

	0	1	2	3	4	6	7	8	9	10
Proposta de valor diferenciadora ()										
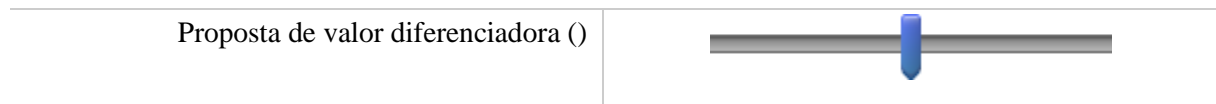
Q10 Consideraria recorrer a esta empresa na compra/venda/arrendamento de um imóvel?

○ Sim (1)

○ Não (2)

Q11 Na eventualidade de querer comprar/vender um imóvel, ordene os seguintes meios de acordo com os que consideraria primeiro.

_____ Agência imobiliária com espaço físico (1)
_____ Agência imobiliária sem espaço físico (2)
_____ Jornais/Revistas Especializadas (3)
_____ Recomendações de familiares/amigos/colegas (4)
_____ Redes Sociais (Facebook/Instagram/LinkedIn) (5)
_____ OLX (6)
_____ Custo Justo (7)
_____ Idealista (8)
_____ Imovirtual (9)
_____ Casa SAPO (10)

Page Break

Relembre-se das últimas comunicações e publicidade que viu de agências imobiliárias.

Q12 Dos seguintes fatores, qual/quais se recorda melhor?

☐ Cor (1)

☐ Nome (2)

☐ Logótipo (3)

☐ Slogan (4)

☐ Presença da figura humana (5)

☐ Mensagem transmitida (6)

Q13 Dos seguintes fatores, qual considera mais diferenciador?

○ Cor (1)

○ Nome (2)

○ Logótipo (3)

○ Slogan (4)

○ Presença de figura humana (5)

○ Mensagem transmitida (6)

Q14 Através de que meio(s) gosta/gostaria que uma agência imobiliária interagisse consigo? Ordene as seguintes hipóteses por ordem de preferência

_____ E-mail (1)
_____ Telemóvel (2)
_____ Redes Sociais (3)
_____ Correio (4)
_____ Merchandising (5)
_____ Outdoors (6)
_____ Loja Física (7)
_____ TV (8)
_____ Anúncios na Internet (9)

Q15 Que tipo de conteúdo gostaria que uma agência imobiliária partilhasse consigo?

☐   Notícias relacionadas com o mercado (1)

☐   Notícias relacionadas com tendências futuras de mercado (2)

☐   Campanhas, promoções e eventos (3)

☐   Dia-a-dia de uma agência imobiliária (4)

☐   Guias para a compra e venda de imóveis (5)

☐   Testemunhos de clientes (6)

☐   Factos Curiosos (7)

☐   Responsabilidade Social Corporativa (8)

☐   Outro (9) _____

Page Break

Q16 Indique, por favor, as suas habilitações literárias (terminadas ou correntes)

○ Ensino Básico (1)

○ Ensino Secundário (2)

○ Licenciatura (3)

○ Mestrado (4)

○ Doutoramento (5)

Q17 Indique, por favor, a sua idade

○ 18-24 (1)

○ 25-34 (2)

○ 35-44 (3)

○ 45-65 (4)

○ 65+ (5)

Q18 Indique, por favor, o seu género

○ Masculino (1)

○ Feminino (2)

○ Prefiro não dizer (3)
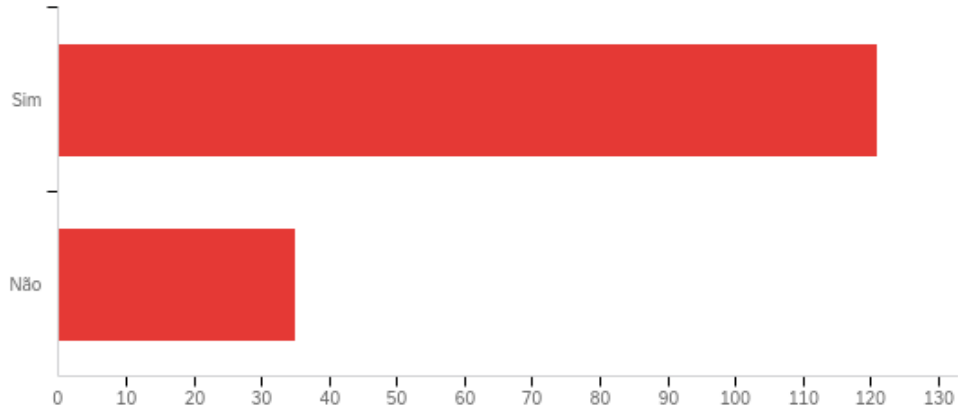

Q19 Rendimento Mensal Líquido do agregado familiar

○ (1)

○ 500€-1000€ (2)

○ 1001€-1500€ (3)

○ 1501€-2000€ (4)

○ 2001€-2500€ (5)

○ 2500€ (6)

Obrigado pela sua colaboração.

End of Block: Default Question Block

Q19 Rendimento Mensal Líquido do agregado familiar
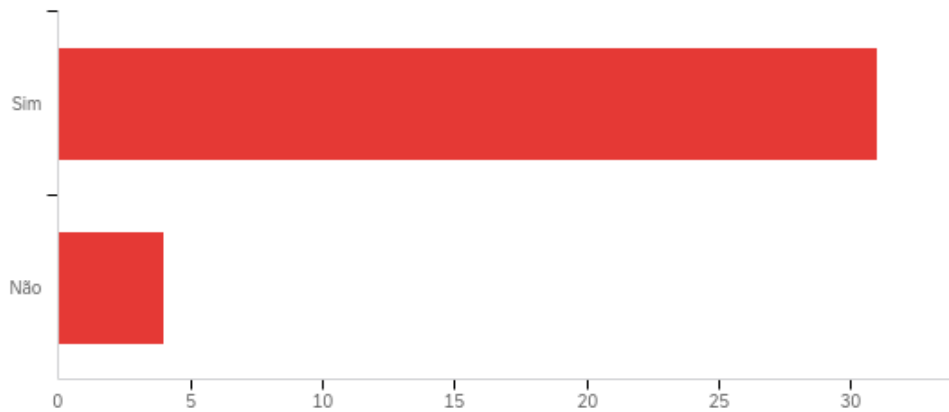
Annex B – Survey Analysis

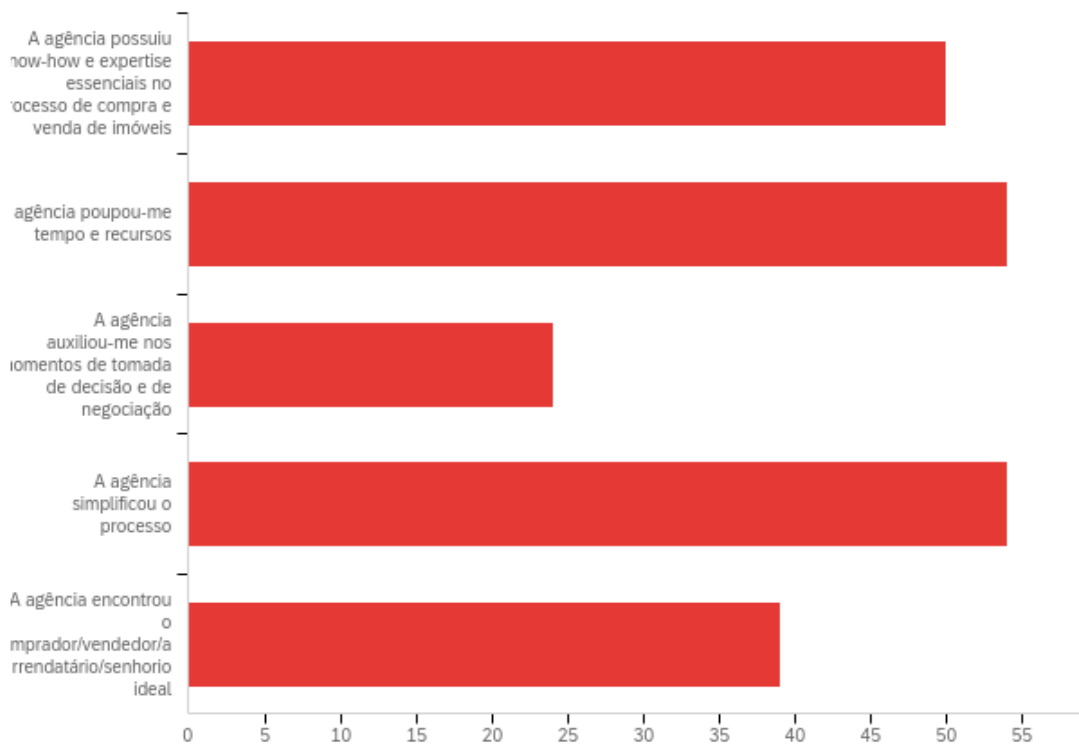## Q1 - Já comprou/vendeu ou arrendou casa?

## Q2 - Quando comprou e/ou arrendou, recorreu a alguma agência imobiliária?
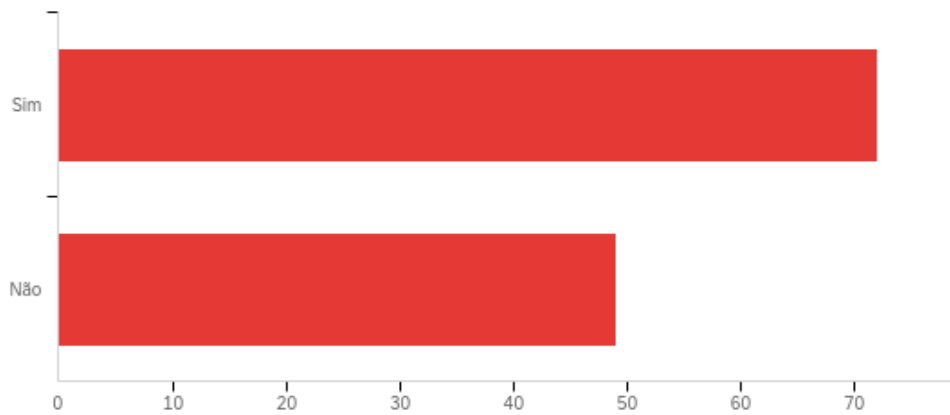
Q3 - Na eventualidade de ter de o fazer num futuro próximo, consideraria recorrer a alguma agência imobiliária?
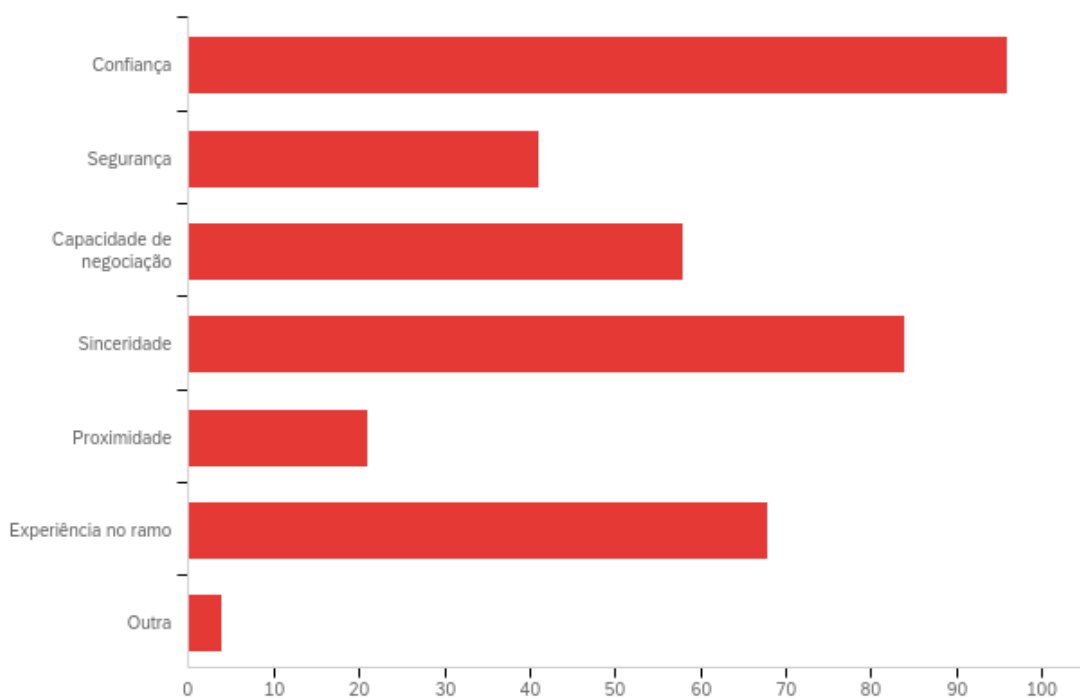

Q4 - Quais as mais-valias que considera que a agência imobiliária trouxe/poderá trazer para o negócio que fez/fará?

Q5 - Por que razão considerou/consideraria não recorrer a uma agência imobiliária no decorrer de um processo de compra/venda/arrendamento de um imóvel?
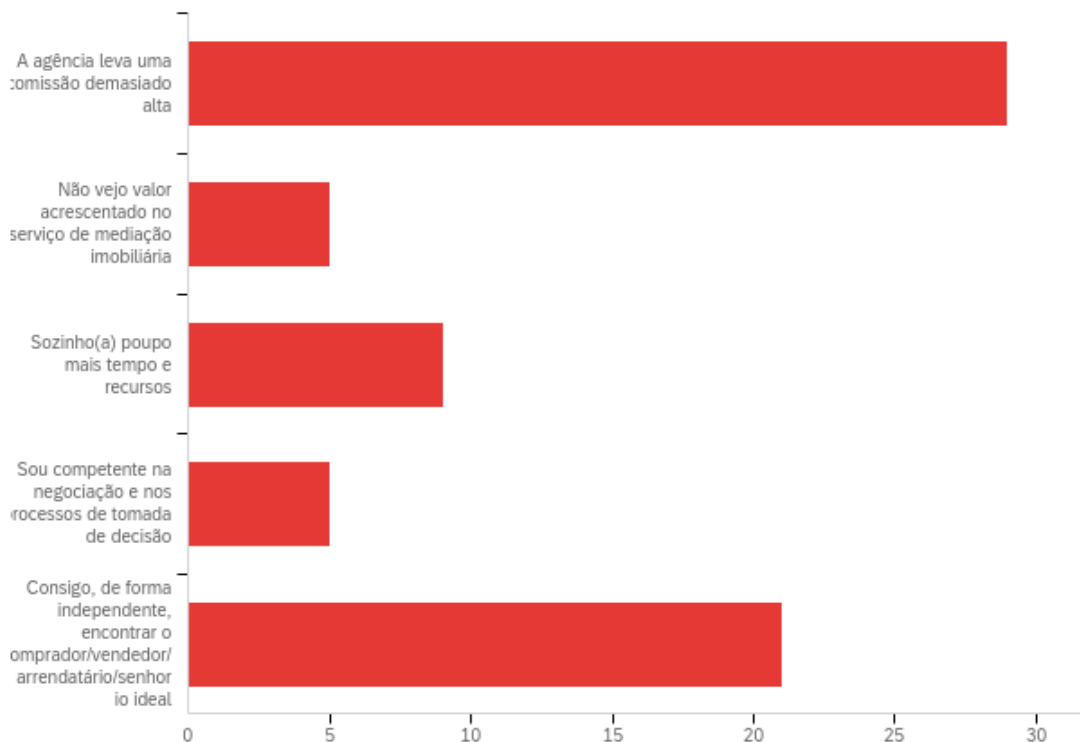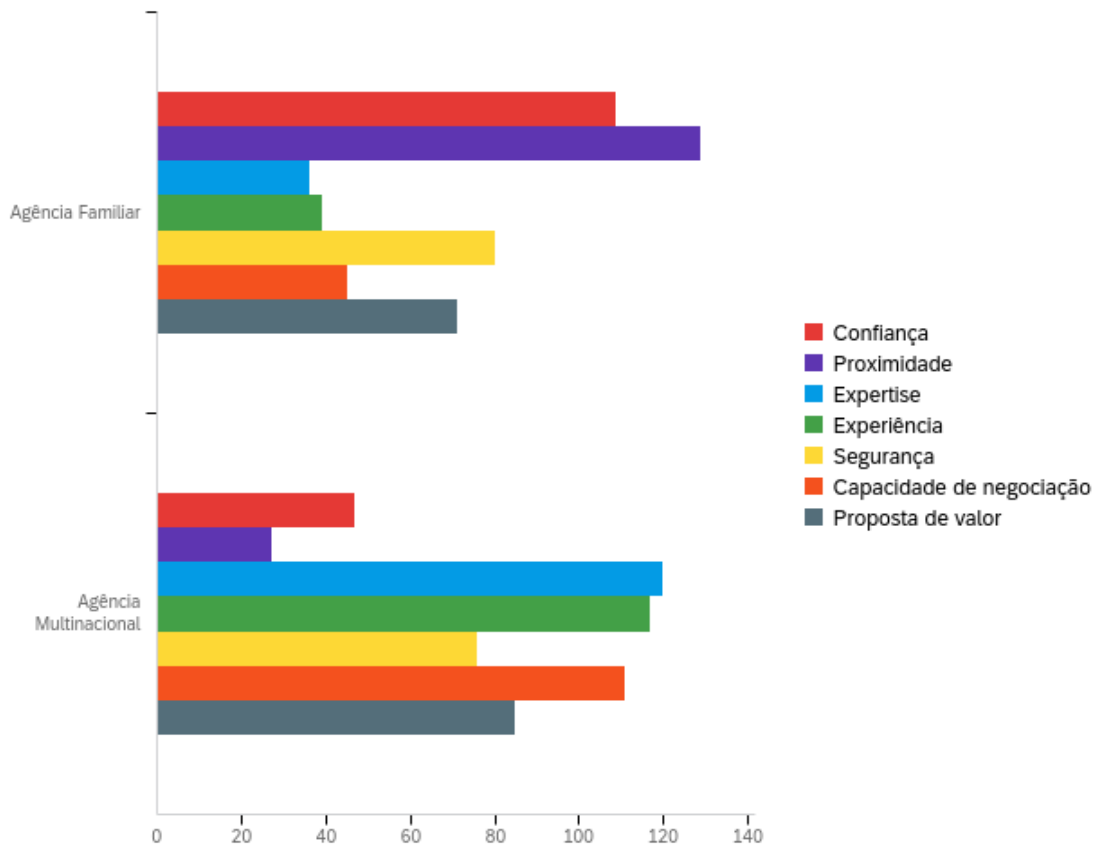

Q6 - Que características considera mais valiosas na figura de um consultor imobiliário?

Outra

Qual?
Honestidade
Responsável pela parte toda processual, bem como de comunicação com os diferentes intervenientes.
Honestidade
Empatia/tato

Q7 - Assinale o tipo de agência que associa mais às características apresentadas na coluna à esquerda.

| #	Variable	Agência Familiar	Subtotal	Agência Multinacional	Subtotal	Total
1	Confiança	69.87%	109	30.13%	47	156
2	Proximidade	82.69%	129	17.31%	27	156
3	Expertise	23.08%	36	76.92%	120	156
4	Experiência	25.00%	39	75.00%	117	156
5	Segurança	51.28%	80	48.72%	76	156
6	Capacidade de negociação	28.85%	45	71.15%	111	156
7	Proposta de valor	45.51%	71	54.49%	85	156

Q8 - Considere as seguintes características inerentes a um imóvel e indique de que forma as valoriza.

#	Variable	Desvalorizo completamente		Desvalorizo um pouco		Indiferente		Valorizo razoavelmente		Valorizo bastante		Total
1	Anos de construção	1.92%	3	9.62%	15	19.23%	30	42.31%	66	26.92%	42	156
2	Conforto	1.92%	3	1.92%	3	3.85%	6	12.18%	19	80.13%	125	156
3	Localização	1.92%	3	1.28%	2	0.64%	1	25.00%	39	71.15%	111	156
4	Preço	1.28%	2	1.28%	2	0.64%	1	18.59%	29	78.21%	122	156
5	Dimensão (assoalhadas)	0.64%	1	2.56%	4	2.56%	4	55.77%	87	38.46%	60	156
6	Proximidade de serviços e transportes	1.28%	2	3.85%	6	17.31%	27	32.69%	51	44.87%	70	156
7	Área	0.64%	1	1.92%	3	5.77%	9	48.72%	76	42.95%	67	156

Q9 - Considera que esta proposta de valor é diferenciadora o suficiente para que optasse por esta agência em detrimento da concorrência? Avalie o impacto que teria no seu processo de decisão.

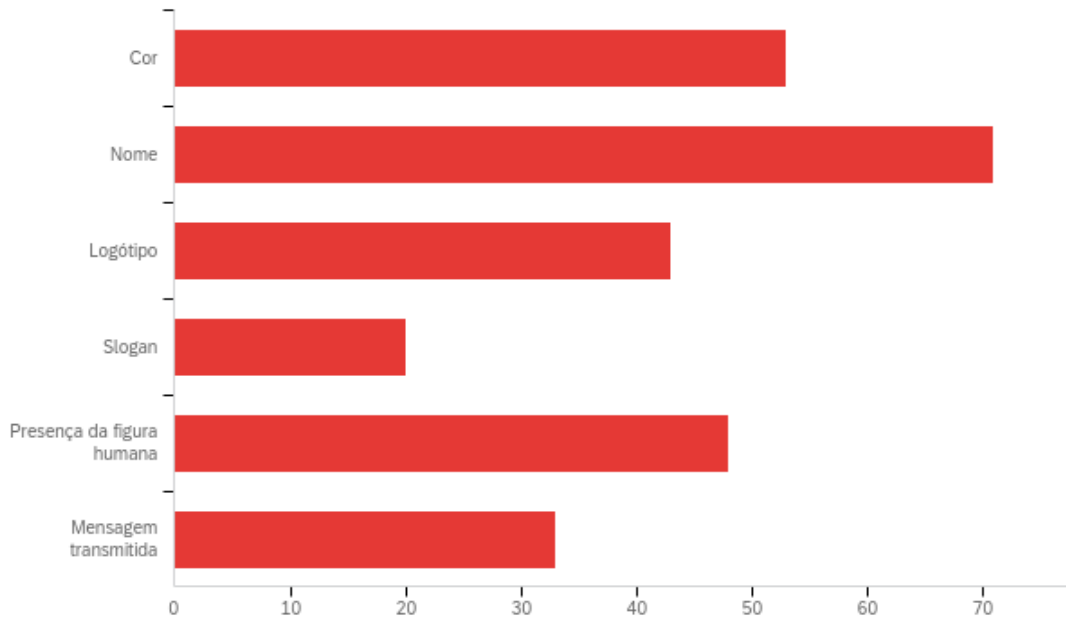| #	Field	Minimum	Maximum	Mean	Count
1	Proposta de valor diferenciadora	0.00	10.00	7.01	156

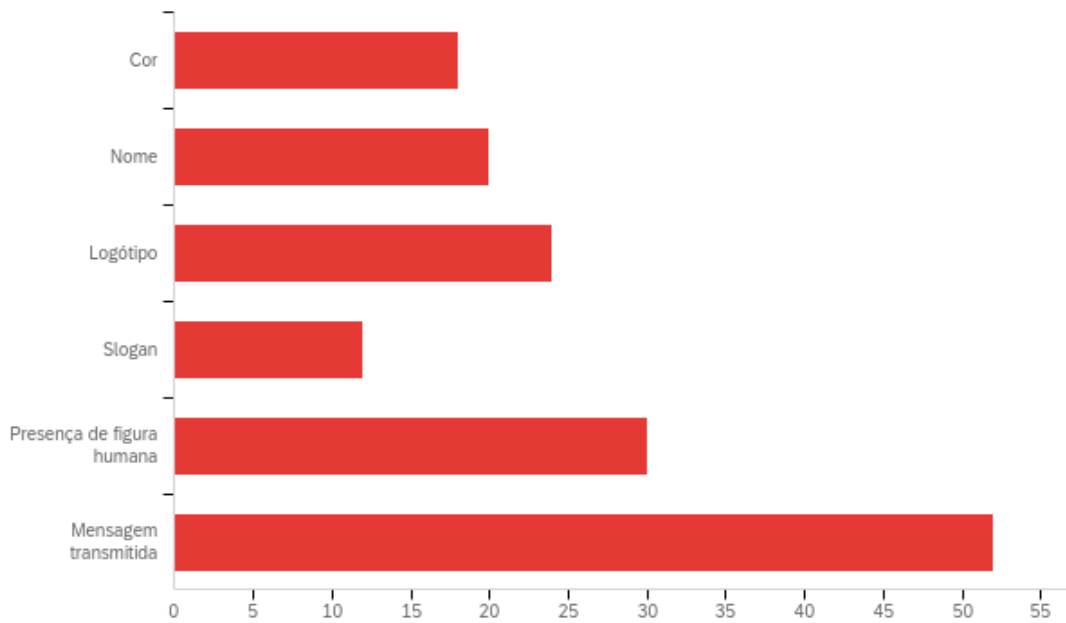**Q10 - Consideraria recorrer a esta empresa na compra/venda/arrendamento de um imóvel?**
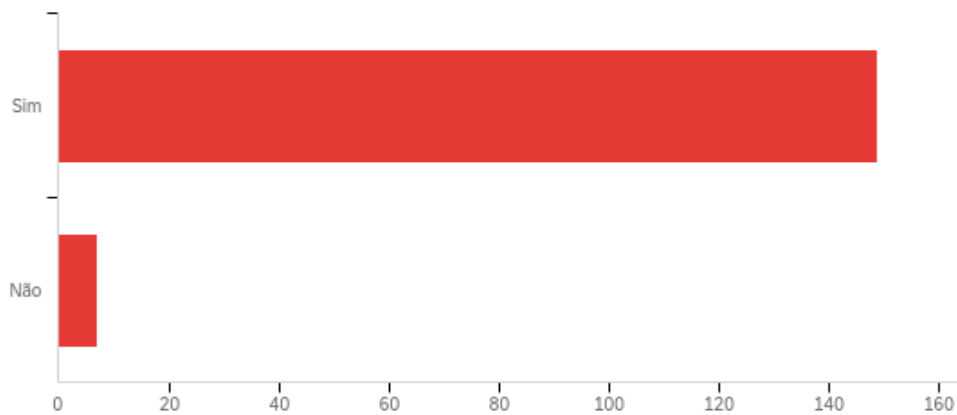
Q11 - Na eventualidade de querer comprar/vender um imóvel, ordene os seguintes meios de acordo com os que consideraria primeiro.

Variable	1	2	3	4	5	6	7	8	9	10	Total
Agência imobiliária com espaço físico	44.87% / 70	25.00% / 39	5.13% / 8	7.05% / 11	1.28% / 2	3.21% / 5	3.85% / 6	2.56% / 4	5.13% / 8	1.92% / 3	156
Agência imobiliária sem espaço físico	1.28% / 2	16.03% / 25	14.10% / 22	10.90% / 17	14.10% / 22	5.77% / 9	6.41% / 10	9.62% / 15	8.97% / 14	12.82% / 20	156
Jornais Ou Revistas Especializadas	0.64% / 1	4.49% / 7	19.23% / 30	14.74% / 23	9.62% / 15	13.46% / 21	9.62% / 15	5.13% / 8	8.33% / 13	14.74% / 23	156
Recomendações de familiares/amigos/colegas	40.38% / 63	22.44% / 35	9.62% / 15	7.05% / 11	7.05% / 11	3.85% / 6	3.85% / 6	3.21% / 5	1.92% / 3	0.64% / 1	156
Redes Sociais (Facebook/Instagram/LinkedIn)	2.56% / 4	7.05% / 11	7.69% / 12	14.74% / 23	13.46% / 21	9.62% / 15	7.69% / 12	13.46% / 21	7.05% / 11	16.67% / 26	156
OLX	0.00% / 0	3.85% / 6	3.85% / 6	5.13% / 8	14.74% / 23	17.95% / 28	16.03% / 25	11.54% / 18	14.10% / 22	12.82% / 20	156
Custo Justo	0.00% / 0	1.92% / 3	3.85% / 6	5.77% / 9	7.05% / 11	11.54% / 18	21.15% / 33	23.08% / 36	14.74% / 23	10.90% / 17	156
Idealista	5.13% / 8	9.62% / 15	8.33% / 13	12.18% / 19	5.77% / 9	14.10% / 22	16.67% / 26	14.10% / 22	9.62% / 15	4.49% / 7	156
Imovirtual	5.13% / 8	7.69% / 12	21.15% / 33	16.03% / 25	11.54% / 18	10.90% / 17	5.13% / 8	7.05% / 11	12.18% / 19	3.21% / 5	156
Casa SAPO	0.00% / 0	1.92% / 3	7.05% / 11	6.41% / 10	15.38% / 24	9.62% / 15	9.62% / 15	10.26% / 16	17.95% / 28	21.79% / 34	156

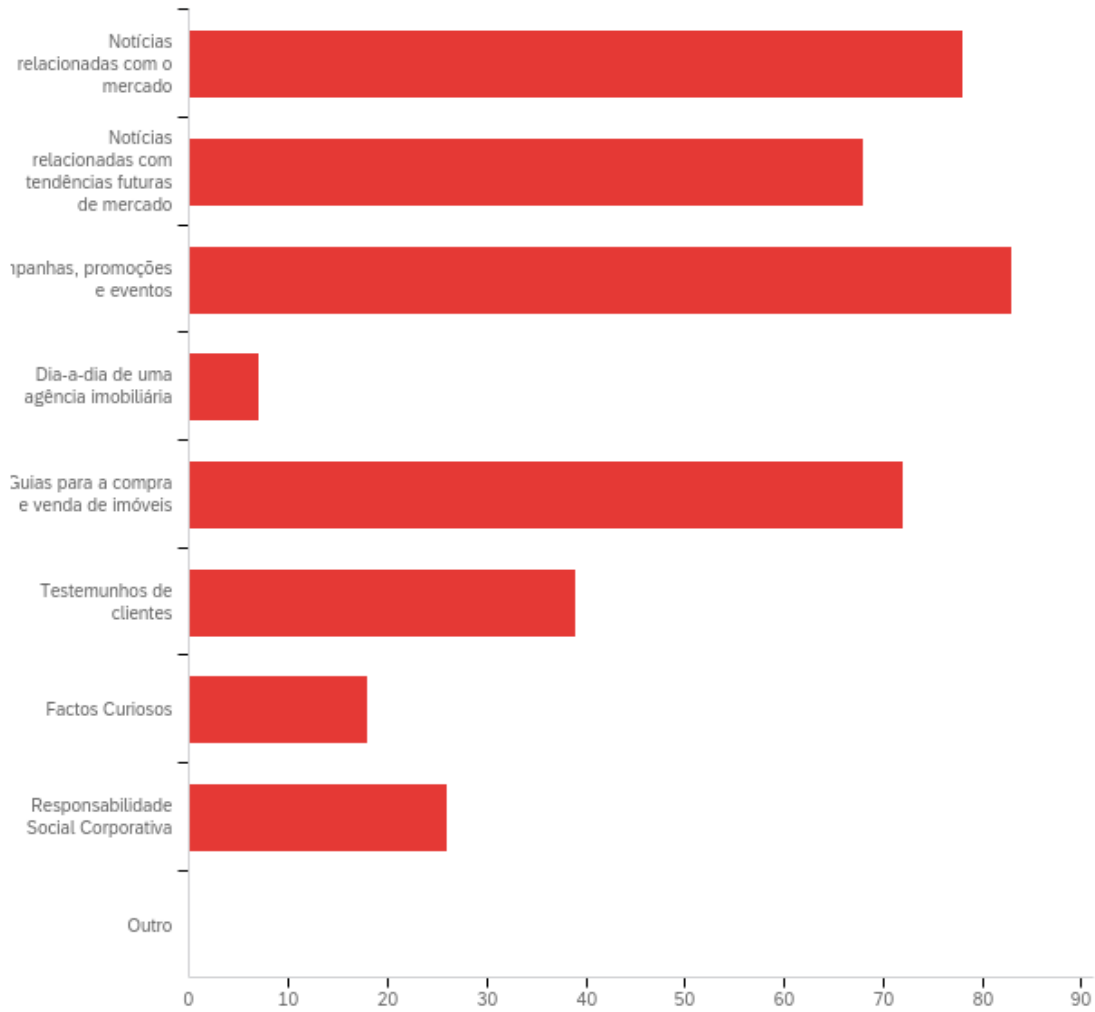## Q12 - Dos seguintes fatores, qual/quais se recorda melhor?

## Q13 - Dos seguintes fatores, qual considera mais diferenciador?

Q14 - Através de que meio(s) gosta/gostaria que uma agência imobiliária interagisse consigo? Ordene as seguintes hipóteses por ordem de preferência

| Variable	1		2		3		4		5		6		7		8		9		Total
E-mail	26.92%	42	27.56%	43	21.15%	33	6.41%	10	6.41%	10	0.00%	0	7.05%	11	3.85%	6	0.64%	1	156
Telemóvel	21.15%	33	29.49%	46	12.18%	19	7.05%	11	4.49%	7	5.77%	9	3.85%	6	6.41%	10	9.62%	15	156
Redes Sociais	8.97%	14	9.62%	15	21.15%	33	21.15%	33	14.10%	22	9.62%	15	8.97%	14	3.85%	6	2.56%	4	156
Correio	1.28%	2	5.13%	8	8.33%	13	15.38%	24	23.72%	37	11.54%	18	9.62%	15	10.26%	16	14.74%	23	156
Merchandising	0.64%	1	5.13%	8	5.13%	8	11.54%	18	16.67%	26	26.28%	41	17.95%	28	9.62%	15	7.05%	11	156
Outdoors	7.05%	11	3.21%	5	6.41%	10	12.18%	19	8.33%	13	25.64%	40	21.15%	33	11.54%	18	4.49%	7	156
Loja Física	26.28%	41	11.54%	18	13.46%	21	10.90%	17	7.69%	12	5.13%	8	13.46%	21	10.26%	16	1.28%	2	156
TV	3.85%	6	1.92%	3	4.49%	7	3.21%	5	8.33%	13	9.62%	15	14.10%	22	34.62%	54	19.87%	31	156
Anúncios na Internet	3.85%	6	6.41%	10	7.69%	12	12.18%	19	10.26%	16	6.41%	10	3.85%	6	9.62%	15	39.74%	62	156

Q15 - Que tipo de conteúdo gostaria que uma agência imobiliária partilhasse consigo?
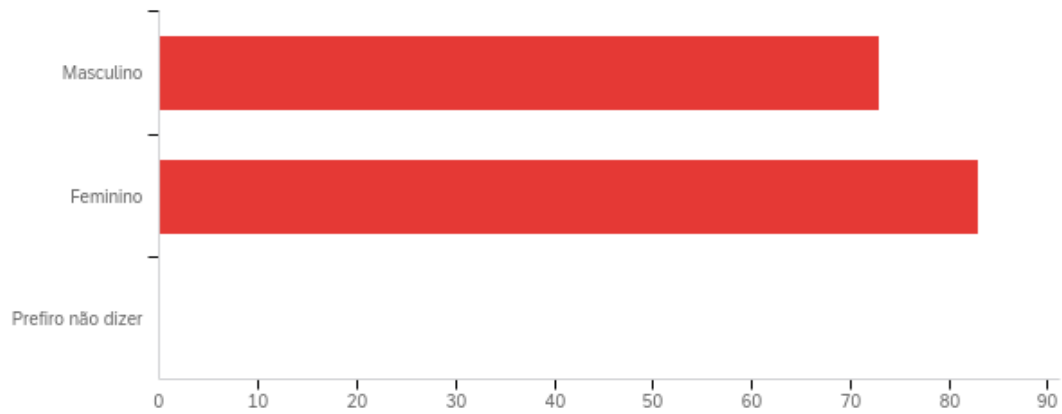

Q16 - Indique, por favor, as suas habilitações literárias (terminadas ou correntes)
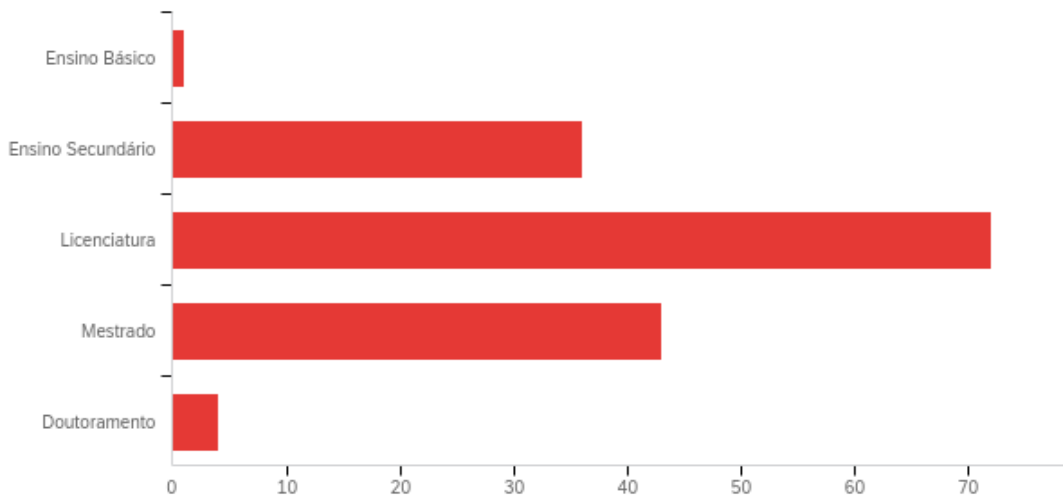
Q17 - Indique, por favor, a sua idade
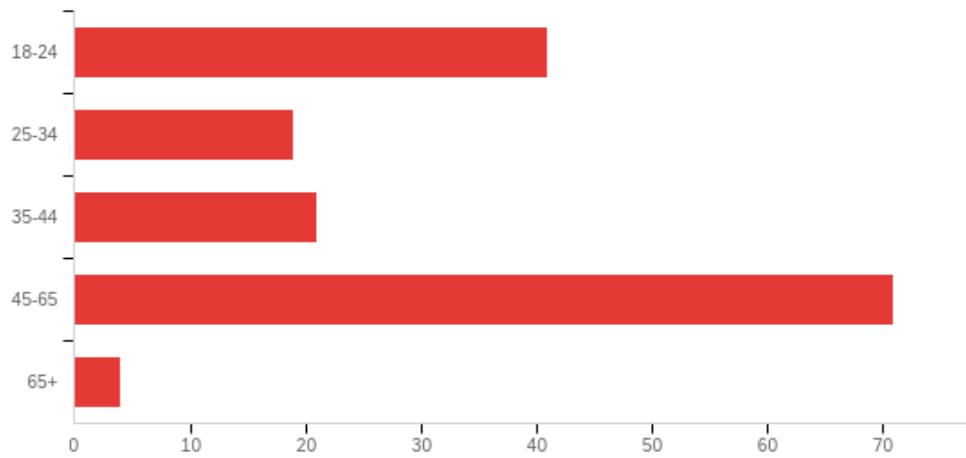
Q18 - Indique, por favor, o seu género

Q19 - Rendimento Mensal Líquido do agregado familiar