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# **The Flying Man's Journey – Evolution of the Multimedia Market**

Guilherme Melo Ribeiro - 152112161

Advisor: Pedro Celeste

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## **Abstract (English)**

**Dissertation Title:** The Flying Man's Journey – Evolution of the Multimedia market

**Author:** Guilherme Melo Ribeiro

In the year 1999 and 2000, Nikon and Canon launched the first digital single-lens reflex camera (DSLR's), and some years later the first DSRL shooting full high definition (HD) video was on the market at an extremely affordable price.

Along with the Internet boom and the era of social networks, the multimedia market suffered a dramatic change. Knowledge and equipment became much more accessible, and companies started to see innovative and creative multimedia projects done by individual young enthusiasts that reached larger audiences with extremely low budgets, through the electronic word of mouth on the Internet. Web Marketing became one of the most important marketing tools available for companies.

This dissertation focuses on the evolution of the multimedia market, and how Internet and technology affected it, by creating a new market for online content. By making a parallel of a young business student's path and his market research efforts, the study concludes that there is an open space on Web marketing market and investigates how can the student capitalize on his skills by properly introducing a new brand and concept into the market.

## Abstract (Português)

**Dissertation Title:** The Flying Man's Journey – Evolution of the Multimedia market

**Author:** Guilherme Melo Ribeiro

No ano de 1999 e 2000, a marca Nikon e Canon lançam no mercado a primeira câmara digital reflex de lente única ( DSLR's ), e uns anos mais tarde é lançada a primeira DSLR a filmar em alta definição (HD) a um preço extremamente acessível.

A era da Internet e das redes sócias veio revolucionar o mercado multimédia. O equipamento e o “know-how”, que eram anteriormente difíceis de obter, tornaram-se baratos e acessíveis, e as empresas começaram a ver projetos inovadores no mercado produzidos por jovens criativos com poucos meios, mas que se tornavam extremamente eficazes atingindo um público enorme e com orçamentos baixos devido à estrutura dos produtores. No entanto mostravam-se eficientes e eficazes parte devido a partilhas e a boca a boca electrónica nas redes sociais. O Web marketing tornou-se uma das ferramentas de marketing mais importantes e utilizadas pelas empresas

Esta dissertação centra-se na evolução do mercado de multimédia, e como a Internet e evolução da tecnologia o afetou , através da criação de um novo mercado de conteúdos online. Utilizando o exemplo do progresso de um jovem estudante de gestão como metáfora e fazendo um paralelo com o seu estudo de mercado, a tese visa encontrar a melhor maneira de capitalizar as habilitações do jovem com uma devida introdução da sua marca e conceito no mercado.

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# 1.Introduction

Technology brought the world together. We can now know, at a distance of a click, what is happening on the other side of the world, and actually see it. People have now access to mountains of information in a matter of seconds, and consume it more than ever.

Technology also changed the way people communicate and the way information spreads. We now like, share, post and upload instead of talking, meeting or showing something. Multimedia is the language of the modern times.

Text used to be enough to tell a story on a newspaper, then photos started to appear to complement it. However, now people simply search it on YouTube or share it with friends on Facebook . *If a picture is worth thousand words then 24 pictures per second worth even more*<sup>1</sup>. Video is indeed, a powerful tool of nowadays' communication.

YouTube statistics say that over 6 billion hours of videos are watched each month, that's almost an hour for every person on Earth, and 50% more than last year<sup>2</sup>. So how does a video stands-out in the middle of million others? What makes a video spread so easily?

## 1.1 Research Problem

This dissertation will focus on the multimedia market and the nature of video as product, the aspects that make it spread and viewers behavior towards it. Once understood and proved, the creation of a new multimedia company concept will be tested, and market research efforts will be made to position this new concept in the market. To fulfill this, four research questions were raised.

Firstly, this dissertation will analyze how the multimedia market has been evolving over the past years. In order to implement a new concept in the market, the features of a viral video will be investigated and studies will be done to

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<sup>1</sup> <http://www.quicksprout.com/2013/11/27/if-a-picture-says-1000-words-than-video-is-priceless/>

<sup>2</sup> <http://www.youtube.com/yt/press/statistics.html>



determine what marketing departments expect from creative multimedia companies. Once developed, the study will explore how to promote and position the new company.

RQ1: How is the multimedia market evolving?

RQ2: What is a viral video? What are the main features to include in a video?

RQ3: What do marketing departments expect from a creative multimedia company?

RQ4: How to promote the perception of being creative and innovative multimedia company and properly position it in the market?

## **2. Methodology**

It was used primary and secondary data in order to complete the study and answer all the research questions.

Since this is a very updated and recent topic, the main data utilized was the primary one. The business student's progress and experience were analyzed, complementing it with two interviews conducted to the L'Oreal brand manager and a professional Canon photographer that he had met during his videographer and market researcher path. Additionally, it was created an online survey to study the desired features a video should have.

To complement the primary data it was also collected some secondary data like YouTube statistics and trends, some information about the digital image history and the multimedia market, as well as some detail information on some companies in analysis.

## 3. Literature Review

### 3.1 Marketing communication and branding

The major hurdle of selling goods or services is the link between the seller and the buyer. Initiating and maintaining a good and efficient interaction with the client is a big challenge for companies (Praude and Bormane, 2011). A good quality product does not immediately reflect on sales, a whole marketing analysis has to be done in order to transmit and enhance its features so that it reaches the right potential clients and turn them to loyal clients, resulting on sustainable sales (Schlink and Crain, 2013). Markets are so crowded and people are invaded by so much information that is important to integrate and simplify the interaction with the market (Spotts, Lambert and College, 1998). Consequently, through sales promotion, public relations, direct marketing, social media and advertising, companies seek to install their brands on the consumers' mind, so that they can raise interest in the product they are offering. If that communication is done in a clear and simple way, targeting the right audience and using their language, potential consumers will turn in to loyal clients (Praude and Bormane, 2011).

#### 3.1.1 Marketing communication evolution

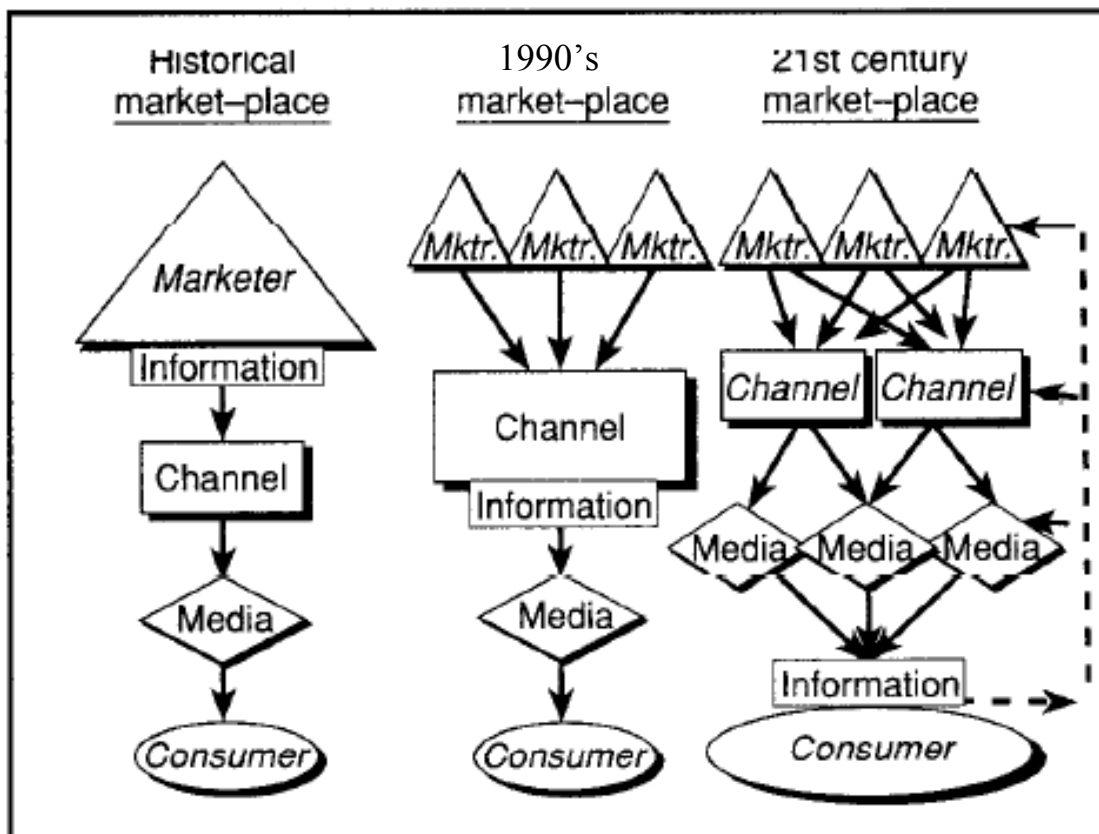
The first notion of modern marketing communication began in the USA after the Second World War. Since demand was so high the immediate period after the war, marketing was not important to generate sales, as mass production was the primary concern. Though, the countries and economies that had been destroyed during the war started to recover and commenced to attack other markets causing the first signs of Globalization, thus increasing competition.

One decade later, in the 1970s, production was higher than demand, and companies started to lower margins and prices to attract more consumers. Marketers started to feel higher pressure and began to use some marketing techniques used nowadays, like special volume sales promotion in order to achieve same past results in a short term period. Yet consequences were not measured and brand reputation started to deteriorate. Marketers would have

double the work to recover brand reputation and sales (Schultz and Schultz, 1998).

As competition was growing, so would the importance and responsibility of marketing departments to keep up the sales. New marketing variations began to appear to stand out in the market (Keller, 2009).

Technology and Internet would turn out to be the last contribute to completely change the market's scenario. By bringing the world together and respective markets, globalization and competition was higher than ever in the twenty-first century market place, as we can see on Figure 1, communication flows are much higher. Consumers are the center of the market as they control it. Marketers don't sell what they want anymore, but what consumers prefer. And that's where the main focus of marketing efforts rely, on consumers preferences, consequently trying to influence by using new channels and media.



Source: (Schultz and Schultz, 1998). Figure 1 – Market-place evolution

## 3.2 Web Marketing

With the Internet boom, the way that companies and clients interact progressed and it gave the opportunity for a closer and a more direct contact with the consumer (Schlink and Crain, 2013). By complementing different communication alternatives, matching standard media tools with Web-marketing, companies can build a stronger, more durable and active brand. Consequently, according to an academic research, there are some consequent advantages of having a strong brand, as there is a larger customer loyalty and clients link the communication and good perceptions to the product performance. Additionally, consumers live and think about the brand concept, which will later result on increased sales and larger margins (Hoeffler and Keller, 2003; Keller 2009).

Web Marketing came as a response of the growth of competition and globalization, it came as a new tool for marketers to answer the new market-place disposition, where consumers are in the center. Thus allowing a more interactive communication between companies and costumers (Schultz and Schultz, 1998).

## 3.3 Traditional medium channels

Hence, companies spend a lot of resources to create efficient and effective marketing communication strategies, as the communication environment is becoming more and more competitive. The standard and traditional advertising media like magazines, radio or TV are becoming less important as technology advances and takes consumers' attention through other means. Video hosting websites with skipping advertisements and smartphones with billions of users have enforced marketers and companies to rethink the way they advertise and build brands (Kaplan Thaler and Koval, 2003; Kiley 2005; Keller, 2009).

TV is not as powerful and efficient as it used to be (Kelty Logan, 2013). There was a study made that indicated TV's advertisement performance, comparing the effectiveness of a 30 second ad in 1960 and 2009. The company would reach 80% of the US women by only using 3 TV channels and would have to use 100 different channels to achieve the same results nowadays (Keller,

2009)

Is not the TV itself that is less effective, is the consumers acceptance and attitude towards the advertising. Internet and Technology brought new tools to communicate with consumers, and they can now choose the media they prefer. Integrated marketing communications started to appear to complement standard tools and create more impact and brand awareness (Keller, 2009). According to a study of Jiyoung Cha for George Mason University, the general tendency is the online video cannibalizing television share. Depending on the content of the online video, in majority the more time spent online the less is spent watching television. Companies are following that tendency and adjusting their budgets, where naturally prices adapt the market (Cha, 2013)

### 3.4 Web Marketing and interactive marketing

The data shown in table 1 reveals interesting numbers regarding the money spent on advertising, stating that percentages spent in different communication channels have been changing along the years. Traditional media channels loss some importance and weight, like magazines and newspapers, and the amount of money spent on TV also decreased. Accordingly, Internet represents a much higher percentage on these companies' budget (Praude and Bormane, 2011). The tendency is to equilibrate the budget since integrated marketing communication is proved to be more effective as average people are exposed to around four thousand advertisement messages a day through different media channels (Keller, 2009).

Web Marketing not only allowed to complement traditional marketing tools with lower budgets but also made the communication more direct, targeting the right consumers making the advertising in some cases desired versus the intrusive TV advertising (Kelty Logan, 2013). Online advertising is significantly growing and there are a variety of ways of practicing this interactive communication. From creating websites or paying search ads, to pop-up videos or direct email, online advertisement is the trend for the next years since it

gathers billions of users and can easily be targeted (Keller,2009). These channels have in common the costumer stimulation and interest, as most of the times they represent non-invasive advertising, as it is related to consumers' taste and interests.

Medium	2006		2007		2008		2009		2010		2011	
	Amnt.	%	Amnt.	%	Amnt.	%	Amnt.	%	Amnt.	%	Amnt.	%
Newspapers	18 927	24.9	20 669	22.0	17 654	18.2	7 542	14.3	5 154	11.2	5 154	10.8
Magazines	11 189	14.7	16 264	17.3	15 557	16.0	5 809	11.0	4 078	8.9	4 078	9.9
TV	27 112	35.7	32 783	34.9	34 684	35.7	20 752	39.2	20 536	44.7	20 536	45.9
Radio	8 531	11.2	9 764	10.4	10 606	10.9	6 520	12.3	5 294	11.5	5 294	10.9
Outdoors	6 535	8.6	8 076	8.6	9 470	9.8	5 881	11.1	4 607	10.0	4 607	8.7
Internet*	3 263	4.3	5 889	6.3	8 491	8.7	6 019	11.4	5 906	12.9	5 906	13.3
Cinema	453	0.6	494	0.5	635	0.7	355	0.7	317	0.7	317	0.5
<b>Total</b>	<b>76 010</b>	<b>100</b>	<b>93 939</b>	<b>100</b>	<b>97 097</b>	<b>100</b>	<b>52 878</b>	<b>100</b>	<b>45 892</b>	<b>100</b>	<b>45 892</b>	<b>100</b>

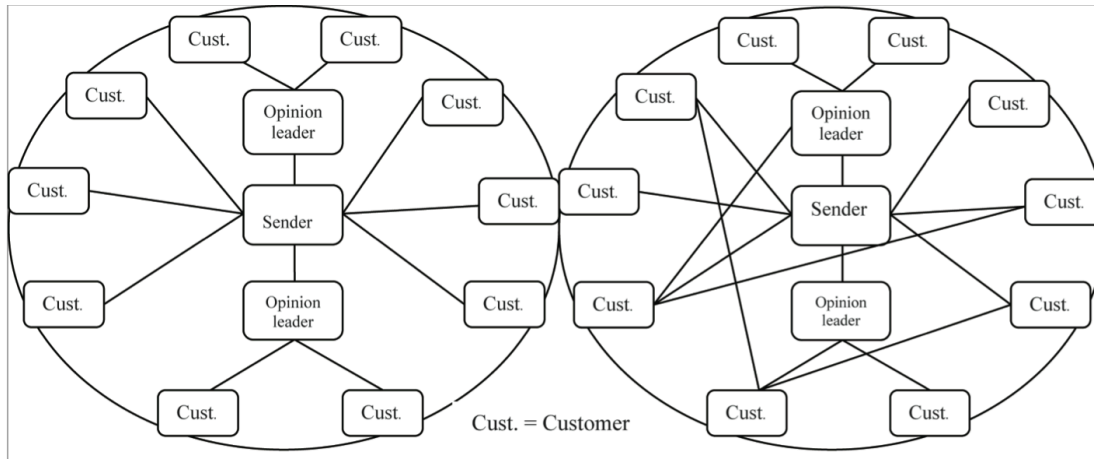
Source: (Praude and Bormane, 2011). Table 1 – Amount of expenses on advertising

### 3.5 Social media

Social media networks became incredibly popular and naturally a really important marketing tool for companies. It is a powerful instrument that offers many advantages for an effective communication and buzz around the brand (Keller,2009). Firstly because it has billions of users and a lot of useful information that can be either sold or used to target potential costumers and create the desired advertising. Secondly, is where the modern electronic word of mouth is created, reaching unthinkable audiences at a low or even free price. Viral is now a word that companies seek more and more, by creating appealing, creative and unusual advertisements to be shared in these social networks (Schlink and Crain, 2013).

Figure 2 illustrates a communication model of consumers after receiving a brand's message stating two different situations. The right circle represents a proximity to the relations between social media users where they not only receive information flows from Opinion Leaders, but also spread among themselves,

representing and important factor for viral marketing and for this revolutionary new market (Praude and Bormane, 2011).



Source : (Smith and Zook, 2011) – Figure 2 – Communication's flow graphic

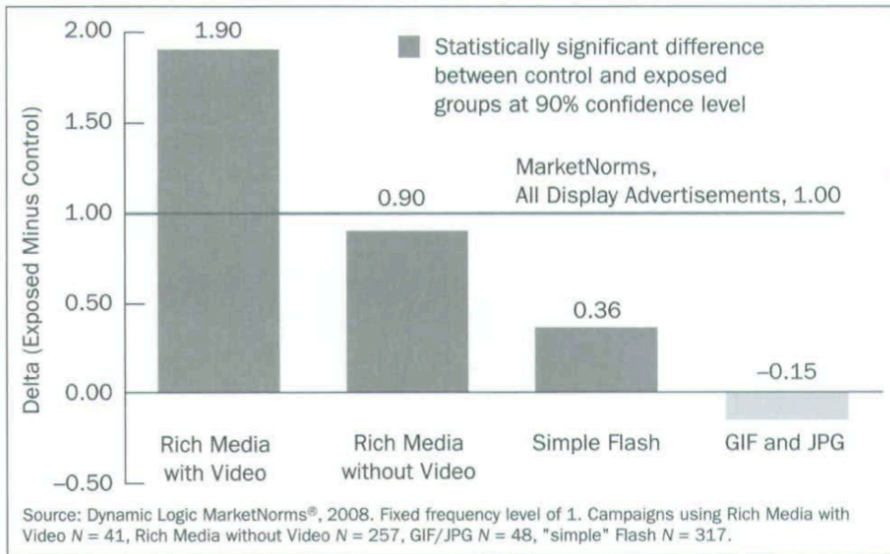
Chasing those results marketers utilize emotions as their principal weapon to produce viral content, paralleling their campaigns with consumption of experiences to engage viewers (Botha and Reyneke, 2013).

But how can companies create viral content to feed these channels? What is the real effective way of communicating in the modern times?

### 3.6 Online Video

With the evolution of technology and the Internet, marketers have a wide range of possibilities to feed the online medium, and make combinations of the different formats depending on the media budget and the creative team available (Spalding, Cole and Fayer, 2009).

A study completed by Google and Dynamic Logic compared the effect on the brand equity done by more than four thousand online campaigns with different advertising formats, from simple text to image files and rich media with video features, comparing each types' performance.



Source: (Spalding, Cole and Fayer, 2009) Figure 3 – Multimedia performance graphic

As Figure 3 indicates, the performance of using rich media with video in the brand awareness is much higher than using simple formats.

Video is the language of modern times. It's simple, easy to share and contains fast and concise information that leans to be more credible than simple text. Moreover, the trend is for companies to utilize more this tool, as it is so efficient and can be produced, distributed and hosted at low cost compared to other marketing means. The video creates emotional bonds with the viewer, stimulating the share and a call to action (Clark and Stewart, 2007).

Furthermore, complementing rich media video formats with simple images in different marketing channels is the optimal solution to build brand awareness and grab consumers' attention (Spalding, Cole and Fayer, 2009).

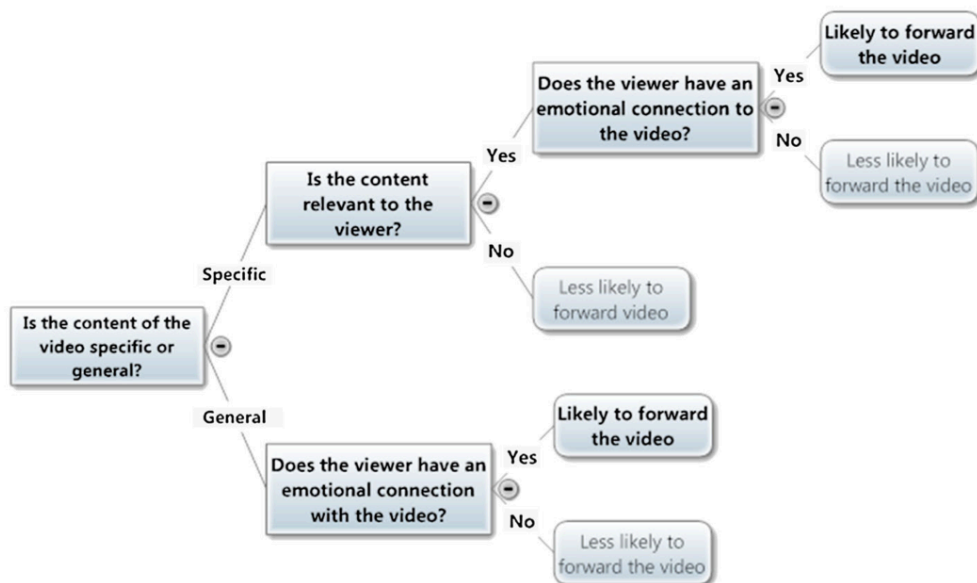
There was an analysis directed by two universities in the US that studied



the impact of a promotional video on a destination image change, namely China. It was compared the analysis that the participants did before and after the promotional video. The responses were analogous and stable, both before and after watching the video and most important, the improvements on almost all attributes were remarkable after watching the video, where the history, culture and modernism were reinforced and enhanced creating an appellative impulse to the participants to travel. (Shani, Chen Wang and Hua, 2009)

According to the findings of Elsamari and Mignon regarding the behavior of participants towards a video and their likelihood to share, it depends on the relevance of the content to the viewer, meaning that if he connects with the content and identifies himself with that experience creating a positive emotional reaction, it is most likely to share it. And those cost-effective campaigns are what marketing departments seek to create buzz around their brands (Botha and Reyneke, 2013).

To sum up, there is a pronounced trend on Web Marketing as advertising channel due to its efficiency and low cost (Praude and Bormane, 2011). Social networks users are still expanding and information flows are immense and enables companies to target potential consumers and create effective campaigns (Schlink and Crain, 2013).



Source: (Botha and Reyneke, 2013) Figure 4 – Viewer's behavior graphic

## 4. Case Study – John’s Journey

Facing the growth of the digital market in parallel with the path of a young business student and a multimedia enthusiast, the implementation of a new concept in the market will be tested, as well as John’s market research efforts to fit his skills in this emergent market. Using his story as a metaphor, the dissertation will analyze the market and its intervenient, just like the implementation of a new multimedia company.

There will be a parallel between John’s case study and his market research efforts to fully understand how this trendy market is evolving, and how can John capitalize on his skills.

### 4.1 The Multimedia Market

The multimedia market suffered a complete revolutionary change with the introduction of digital image. It brought photography and filmmaking together and opened a new range of possibilities.

This market has been changing dramatically over the past years and is still evolving every day. As the market is fed by pure technology, it wasn’t available to everyone since the equipment was expensive and the knowledge difficult to get.

So it was when the first commercialized digital camera was released back in 1990. Instead of using the film to record and capture images, it used an image sensor that would register the intensity of light when in contact with it<sup>3</sup>. But the first attempts were naturally expensive to majority and the knowledge was still difficult to obtain. Real experts wouldn’t share their knowledge so easily and marketing departments would just leave photography for photographers. But that would completely change in the next millennium.

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<sup>3</sup> <http://www.bobbrooke.com/digitalstudio/digitalhistory.htm>  
<http://inventors.about.com/library/inventors/bldigitalcamera.htm>

In the year 1999 and 2000 Nikon and Canon introduced the first series of DSLR's (digital single lens reflex camera) that would affect the entire market forever. The cameras were still not very cheap, but were a true revolution as they offered good results at a better price, were versatile and equipped with APS-C sensor with 3.1 megapixels and 3 focus points<sup>4</sup>. As Nikon and Canon continued competing, the cameras evolved significantly reaching full frame sensors with 21 megapixels and 91 focus points. More important, in 2008 Canon released the first DSLR to film at Full HD, the Canon 5D Mk II. The evolution was so substantial that entire Series or even Hollywood movies were shot with that camera. But where the camera would make more damages would be in the multimedia market. At an extremely affordable price, professional quality images were then available to everyone. Moreover, with Internet boom, knowledge also became more accessible to everyone. Not only the technique aspects were simpler, but also millions of tutorials and reviews were added to the Internet, creating a free virtual multimedia school. Photography and filmmaking communities were created, and we started to see professional documentaries and movies done by young kids that had saved money to buy an HD camera and learned everything on the Internet.

With Dslrs on the market thousands of new accessories and techniques were introduced, innovation and creativity seemed to be boundless. We started to watch special effects that didn't come from Hollywood but from a normal kid with a simple HD camera. Then Go Pro introduced the world's smallest camera that records high definition videos, or even Iphone with an 8 megapixel camera. High definition videos were then available to basically everyone at a never imagined low price. This led to a revolution of the multimedia market, marketing departments are starting to seek these new creative filmmakers instead of the old-fashioned video production companies.

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<sup>4</sup> <http://www.kenrockwell.com/tech/nikon-vs-canon.htm>  
[http://en.wikipedia.org/wiki/Digital\\_single-lens\\_reflex\\_camera](http://en.wikipedia.org/wiki/Digital_single-lens_reflex_camera)

According to CEA (Consumer Electronic Association) the prospects for the future of the digital image market is around 6% of growth. This market is already worth around 6.5billion dollars a year and numbers are still growing. The reason beyond this is because technology is still advancing and cameras are turning cheaper and better, thus targeting beginners and inexperienced users. 84% of the American households own a camera, which are impressive numbers for a market like this<sup>5</sup>.

Translating these numbers into the multimedia market, the same CEA study referred that most of the DSLR users are still average users, although the professional users percentage is significantly growing. Which means that competition on the multimedia market and Web marketing market will also grow expressively. The free place John spotted on the market just opened some years ago with the introduction of cameras like Canon 5D MkII, but cameras and knowledge are becoming even more cheaper and easy to get, so the tendency will be higher competition.

## 4.2 Meet John

John is a young student from Católica-Lisbon University that followed what he thought would be his future, pure business; management. He joined strategy and entrepreneurship master but never left his taste for photography and filmmaking.

He bought his first camera in 2005 and used to take pictures as an hobby, until 2009 when he bought an HD camera and started to learn how to make good quality videos. As an autodidact, he spent a lot of his time on the Internet watching tutorials and videos and practicing filming sports and action just for fun.

This hobby started to become more serious as he started to develop a passion for filmmaking and got some followers on social media networks. The

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<sup>5</sup> CEA (Consumer Electronics Association) Digital Camera Market Overview, by Chris Ely and Kevin Tillmann

word started to spread: “have you watched John’s videos?”, until it reached the right person, a friend of friend that had a business to launch and needed a promotional video. John, that wanted a new lens thought it could be interesting and accepted the challenge. As he didn’t have any formation on videos he did something completely different and unexpected. Moreover, since his studies had been on business he took that job as a manager instead of a photography director. The promotional video was about a luxury equo resort situated in Alentejo and John invested some time understanding who would watch the video and who could be the potential client. Together with the manager of the resort they reached a conclusion and John created the script of the video. Instead of a normal standard promotional video he created a concept for a kind of episode from the resort: The Day Dreaming Alentejo<sup>6</sup>. He created an emotional journey with nature as main actor, where he included horses, foals, trees and a lot of sun, as he concluded that the target would be horse lovers from north of Europe that couldn’t ride in the winter because of the negative temperatures, and that wanted to explore nature riding horses. It was a success, the resort is now overbooked, the video reached thousands of views, and those views turned in to real costumers, real buyers.

John and the client were very happy with the result. But little did John know about the potential of his videos. The Day Dreaming Alentejo lead to other videos and John started to invest some money on better material. One day, his videos came to the attention of a marketer from the big brand L’Oreal. He stated that his unusual methodology and creativity was a big pro for his videos. L’Oreal was launching a new product for the brand Elnett, a big event with celebrities and the presence of the media. As it was a big event for L’Oreal, all the components were already in the budget, including the coverage and media, they had hired a media company that was their partner for years to do the highlight video of the event. Still, they wanted to try John’s vision and hired him one week before the event. He, again, wanted something new and accepted the challenge, but it was his first time doing that as the other video company had 20

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<sup>6</sup> <https://vimeo.com/69922912>

years of experience. Elnett's launching was a success, celebrities came to the event and John and the other company delivered their videos. The results were completely different. The company did a video like the others, same module, same effects same structure. On the other hand, John managed to surprise once again. He started the video with a *timelapse*<sup>7</sup> from a fantastic view of Lisbon, he went to the top floor of a building next to the event to get a different angle, and he used plenty of different techniques during the video. L'Oreal's team were really surprised and immediately chose John's video<sup>8</sup>, even included it on their website, which was not in their plans.

This episode changed John's perception regarding the video market. He went home thinking that maybe his opportunities were not a coincidence, maybe he could himself face the big multimedia companies.

So he started wondering what do marketing departments look for in a multimedia company? What advantage did they see in his videos? Why did the Equo Resort video become so popular? How can he position his product in the market? Is there any space for his kind of videos after all?

John, as a Católica's student, learned to be organized, and challenged himself to answer all of those questions before doing any other video, so he could chase his dream of starting up a new company doing what he loves: videos and photography.

Taking advantage of the good relationship he established with the marketing department at L'Oreal, he arranged an interview to better understand what they look for in a multimedia company when launching a campaign.

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<sup>7</sup> Timelapse is a sequence of photos that create a fast-forward video

<sup>8</sup> <https://vimeo.com/68305188>

### 4.3 L'Oreal Brand's Manager interview

Seeking the answer for the first interrogation, John prepared some questions to Diogo Lima Mayer – Brand Manager L'Oreal Paris Portugal. They spoke for two hours about various themes, and John, that had a structure for the interview, ended up discovering something unexpected.

Motivated by the results of his past videos, John started asking who were their partners for all of their multimedia projects, as he thought he could compete with every project that included videos or photography.

Being L'Oreal an international brand present in 130 countries<sup>9</sup>, the communication strategy has to be coherent along the globe, therefore standard advertising has some rigid rules to follow, and most of the communication including TV advertisement ends up being produced by the same company. Most of the time, an international script is created for each country to use. Therefore, due to its inflexible communication norms there are practically no space for new and creative producers like John, said Lima Mayer. In the case of L'Oreal, it even has its own creative department for design and photography.

It was a surprise for him, so he insisted by asking what are the advantages of working with such “uncreative” departments. It's not a matter of “uncreativity”, Diogo said, it's a matter of methodology and communication norms. Working with these companies makes the process simpler and efficient, the contact is easier, they already know the target they are addressing, what they can do and cannot do. Additionally, they contract big production teams, with huge investments in equipment and studios.

The questions that John had prepared became meaningless, as he had realized that he didn't have space in that market with his DSLR camera. When he was about to finish the interview, Lima Mayer added something to the conversation: “On the other hand, what you did with Elnett's event video is what we are looking for the Web Marketing”.

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<sup>9</sup> <http://pt.wikipedia.org/wiki/L'Oréal>

That expression echoed in John's mind, and completely changed his picture of the market.

#### 4.4 Web marketing market

With the Internet boom thousands of new markets arose. A virtual world was born, people now coexist in real life and on the Internet. Facebook reached 1.1 billion users on May 2013<sup>10</sup>, and is nowadays the biggest market available, where advertising is low cost or even for free.

According to some studies on the Internet, there are some favorable statistics to this market. Over 500 years of YouTube videos are watched every month, Forbes indicates that 65% of executives visit relative websites after watching their videos and that for instance real estate video advertisements are 403% more effective than standard ones<sup>11</sup>. These and more statistics prove the effectiveness of a video as an informative tool to sell, educate or engage viewers.

Companies like L'Oreal are starting to bet a lot more on social media, having to add a daily content to their pages, where they maintain a close relationship with their clients. L'Oreal has 2 million active followers on the United States, and 300 thousand just in Portugal<sup>12</sup>.

As expected, with such potential on advertising, millions of product and services pages were created, thus millions of content started to invade peoples' timelines. With that in mind, well-established companies started to bet a lot on the so called Web Marketing to stand out in the middle of so much content.

Web Marketing is one of the main and most utilized marketing tools nowadays, entire campaigns can be done on the Internet or it can also serve as a

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<sup>10</sup> <http://www.statisticbrain.com/facebook-statistics/>

<sup>11</sup> <http://www.videobrewery.com/blog/18-video-marketing-statistics>

<sup>12</sup> <https://www.facebook.com/LOrealParisPortugal>



complement to typical TV advertisements, like behind the scenes, or extended versions of the adds.

Internet together with Social Media created the electronic word-of-mouth. People like, share and post creating immense buzz around a story. That is what companies seek with their campaigns, utilizing Media disruption and Internet as a mean to spread the brand. Media disruption consists on utilizing the standard media communication tools in an innovative and creative way, which will later draw people's attention and reach a bigger crowd by it's unusual and non conventional means<sup>13</sup>. The language that both companies and crowds utilize to communicate these campaigns is, again, multimedia, the universal language of modern times.

As a variable of Media disruption, the term Guerrilla Marketing started to become more popular in the advertising world. It's characterized by being an extremely effective campaign as it reaches a lot of people due to its unorthodox methodology and is really cost effective<sup>14</sup>.

## 4.5 Back to John

John, whom had grown up during the Internet boom, realized that he had real chances to enter in this market, that creative people like him were those who could really fuel this emergent market. So he asked Diogo why he had chosen his video over their partners' one. The answer was simple, the Web Marketing communication norms are not as rigid as in the typical advertising channels. Creativity is the key. They look for something unexpected, for ideas out of the box, and not the same old patterns that they use to edit same types of videos. For instance, in the case of Elnett's event, the other company had used the "fashion" structure for the video they produced. They knew that it was a fashion event and what was going occur, so due to their experience and attempt to turn video production structured and efficient they utilize it on all of their videos related to fashion. This creates a barrier to creativity and the result is beforehand known.

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<sup>13</sup> <http://www.forbes.com/sites/carolinehoward/2013/03/27/you-say-innovator-i-say-disruptor-whats-the-difference/>

<sup>14</sup> <http://socialmedia.biz/2013/03/11/rules-for-successful-guerrilla-social-media-marketing/>

That's why John's video created such an impact, and is that impact that companies seek for the Web Marketing.

John now knew that there is a space for him in the market. He just had to continue with his creativity and create those surprising videos.

However, he was not confident that his creativity would always work, so he started wondering about the features of a video like that. What is a viral video? What makes it viral? Why do companies want viral marketing?

#### 4.6 Video features breakdown

The young producer started to search for definitions of viral videos and marketing. As written before, companies seek for this viral marketing to raise brand awareness and possibly reflect it on sales. Most of the content is multimedia, from videos to images, a virtual word of mouth is created and spread along the Internet, putting brands and products in consumers mind.

John wanted to understand how could he produce viral videos to sell them to companies so he explored the features of the most viral videos on YouTube. Most of them contains humorous scenes, some from TV shows other from real life occurrences. Also, the majority is related to famous celebrities: singers, actors or even football players. But John was not completely satisfied with his answers, as he saw some videos that didn't have any humorous scenes, nor a celebrity not even good quality image, but with millions of visualizations. How did they have millions of views with such a bad image quality?

John related that question with the video sharing website called Vimeo. Vimeo is similar platform to YouTube in almost every aspect. You can follow, like and upload videos. But the main difference is that Vimeo is targeted to video producers and lovers, it was created by a group of filmmakers that wanted to share their work with the world, and it got bigger and became an huge community. Most of vimeo's videos are high quality with interesting stories, innovative techniques and even humorous scenes. Then why do YouTube gets

more views and viewers? Wasn't suppose to be backwards, Vimeo the leader platform?

John then realized that what makes a video viral is not the video itself, but the viewer's reaction towards it, as people are the responsible for sharing the videos.

#### 4.7 Viral video inquiry

Taking that in mind, he did an online survey to some friends and Facebook users that usually share videos in social media networks, to better understand their behavior.

The results were clear, 100% of the respondents frequently watch videos on the Internet. This might be a little deviated from the reality as the channel that the survey was spread is characterized by exactly that. Still, it confirms the trend that the market is facing now, otherwise the whole work wouldn't make sense. Then John wanted to know about the origin of those videos that are so frequently watch. Viewers have two main incentives to watch videos, they search directly on YouTube because they heard about a story on the news or in conversations with friends, or they see their friends sharing on social media networks. With less results, emails and newsletters come as mean to spread videos. The third question was about viewers' behavior after watching a video that they really like, and the results were clear, 78% share it with their friends. Therefore, John concluded that in order to reach bigger crowds, you have to incentive people to interact with the video by sharing and creating buzz around it. So how can you make them behave like that?

The survey ended with two supplementary questions that aimed to conclude the features that viewers like the most and that makes them share videos with the world. As written before, the majority of the answers had to do with sharing with their friends : "If I like the video, I want to share it with my friends because they will like it too and I want them to have the same experience that I

had". With a space for open answers, John asked about the most important features a video should have. He then organized the answers and created 5 main pillars for a video to be successful on the Internet.

Firstly, the video has to be universal. It won't get much success if it is only addressing a specific niche. John knew that not all the videos he would sell had to become viral, because it would depend on the specifications for the script and the target it was addressing. There are many variations and purposes for a video to be created, but at least he now knew that if he would have a chance to make it universally appellative he would choose that path.

Secondly, by sharing something people are showing a little of themselves, thus a video must be recognizable, as people see themselves on the images which make them share it. The message has to be clear.

Humor is also really persuasive. Parody films, unusual scenes and really bad quality funny videos incentive people to share. That explained why some of the most viral videos included scenes with low quality. Before image quality comes the content itself, the message of the video, but then of course, good quality images, synchronized with a suitable soundtrack works as a lever for the videos' success.

Timing and relevance are two another important aspects. It means that depending on the period when the video is created and released it can be accepted or not. There are two recent examples that explain it. The first one was the fact that some videos became viral when Nelson Mandela passed way as it was the hot topic on Google and people were searching for that specific content. The other example, that occurred the past October in Nazaré, was the phenomenon of the biggest waves in the world ever surfed. Many photographers and filmmakers were there to capture the event, including John, but only one picture and one video became viral, since it was the first to be released. Later some extra images were released, but only that one reached millions of views, as it was the first one. People also value exclusivity, some share because no one has ever seen something like that, so they feel special and unique.

A video has also to call the viewer to action. One of the most viral and known videos on the Internet is the Kony 2012, that was created to spread the crimes of Joseph Kony, so he would get famous and captured. The video met most of the conditions stated above, and created a big impact to the spectator, as it had emotional content, was identifiable, had relevance and the right timing and was calling to action.

Despite Kony's success, the length of the video (29 min) would, in normal conditions, be a barrier to become viral. Most of the shared videos are short and simple (around 3 min), plus the survey indicated that it is one of the main features of a video.

Taking the last feature into consideration, John studied the new successful application for smartphones called Vine.

Vine was created on June 2012 and became one of the most utilized apps in few months. It wasn't a revolutionary invention or even something completely new. You could already do the same thing on other applications. The main difference that this app has, is the bet on the social trends of the market, meaning that as multimedia is the language of modern times and people share and visualize millions of videos daily, this app just allowed videoclips of maximum 6 seconds and was integrated with the social media networks to facilitate sharing. The result was an immediate huge success.

John completed the study about viral videos, and took all the notes to transfer the knowledge to his future brand.

## 4.8 The Brand creation

It was time to create a brand and launch it in the market. He recalled the interview with Diogo Lima Mayer from L'Oreal and what he said were the first steps to contract a multimedia company. Most important of all, he said, was the portfolio and related portfolio. Companies give a lot importance to previous works and versatility. Even if you haven't done a similar video, they look into your past videos to see what you are capable of. Experience is not as important as

versatility, since you just have to show that you are capable of doing different style of videos and not the same video over and over again. Then he stated that design and presentation is also very important: “If you are trying to sell a product that will be the main tool of communication of your client, your own communication has to be convincing”. He also added that usually they request three or four quotations from different companies, so that they can analyze and decide on presentation, scripts, prices and the portfolio. Thus an eye-catching brand communication and first impact is also very important.

#### 4.9 Joel Santos’ Interview

Once again John wasn’t satisfied with the information he had obtained until that time. He wanted someone that was on his side of the market, someone with experience in the multimedia world. He remembered Joel Santos<sup>15</sup>, a prestigious Canon photographer that has years of experience and have worked around the globe, with whom John had small photography workshop.

Joel’s interview was more practical than the previous one. The photographer shared his experience dealing with his clients and John took some important notes for his future brand. First, the design and presentation is really important, something that Diogo Lima Mayer had also said before. Thenceforth, facing the market as an individual is more difficult then as a brand or company. The perception might be diverged if you sell a product or a service as an individual producer, for instance, if you create *John’s video production* brand. It’s much easier if you create a virtual identity like a brand, as people will accept it better and it will be easier to build a concept on it. Furthermore, there are many advantages of partnering with a team of creative people, said Joel. “ Designers can complement your work and help you to sell it”. Additionally, Joel gave the final advice of showing innovative techniques and professional equipment that gives confidence to clients.

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<sup>15</sup> <http://joelsantos.net>

## 4.10 Welcome Simon

Coincidence or not, two weeks before the interview John had to do a promotional video of some luxury residential developments from Estoril, subcontracted by an experienced designer that was selling the project as a whole to a real estate company. The project included the branding of the three residences, the communication tools like brochures, website, flyers, all the photography to be used on the project and three promotional videos, one for each residence. Simon, the designer and responsible for the project, had to subcontract a photographer and a filmmaker to work with him. The project was a success, and the interaction between the three creative worked out great.

John proposed Simon to pay him half of his payment as a new concept for his new brand, so he could follow the advices he collected before and present a serious and professional brand to the market. Simon liked the idea, and together with John started brainstorming the new concept.

During the brainstorm, they started wondering about the products that John could offer, being video the main one, it was suggested to add photography since John was also an expert on it. Simon started to become more and more enthusiastic about the idea of assembling both products and challenged John to add one more, design - Simon's design. This new idea added a whole new range of possibilities, and made complete sense in John's mind considering everything that we had been through and studied. He could now offer a complete and coherent multimedia service, that was after all what he had observed as an hot trend in the market. From offering a whole campaign with all three products included (video, photo and design) to selling them separately, or even complement a video with some good professional design. The possibilities were endless.

Both were thrilled and decided to advance with the next phase of the project: find a new eye-catching concept to sell the three products together or separately.

In order to stand out from competition and create an eye-catching concept they first had to study competitors and what was already done in the market.

#### 4.11 Multimedia competition overview

Considering what he had learned and observed in the market, John divided the multimedia market into three main groups, which contrast from each other depending on their structure and target.

The first group does not represent direct competition for John's future product since they are responsible for the standard advertising tools and have big structures that are difficult to compete since it requires huge initial investments. These are the long-life partners from companies like L'Oreal that John met early in his study. They are not direct competition for Web Marketing services as their main target are TV advertising and other standard communication tools. Although some of these companies adventure into Web Marketing from time to time, Web Marketing is not their main focus. Creating standard TV advertisements require an entire creative and technical team and that is not John's purpose, as he doesn't even have formation on Video or Sound. It's called standard TV advertisements because even TV advertising is changing, John has been noticing some innovation on television commercials, he saw DSLR's techniques being used on some of them. Hence, these companies are normally responsible for big productions with composed teams and scenarios. In majority, these are well-established companies, that have been in the market for more then ten years, thus before the DSLR boom, but that have been adapting and evolving with the market. There are not much of these companies as those who couldn't adapt to the evolution of this market were expelled and those who did adapt became known and established in the market. Companies like Krypton, Black Box and



Bar, are responsible for the majority of the big brand's commercials. The reason why John pointed out this group is because he will eventually compete with these companies if their clients choose to create different and innovative commercials, though not being the main target of John's concept.

The second and the third group major difference is their structure. Initially John will be positioned in the first group as it is characterized by small teams and lower cost equipment, normally with cameras being DSLR's. Thus this group will primarily focus on Web Marketing only and eventually progress to the second group where they have capacity to offer bigger video productions with more of the required equipment. This doesn't mean that the top of the market is the first group that almost only works for standard marketing, it only means that unless the commercial is innovative, different than the average and doesn't require big crews, the first group will not be able to compete with the big multimedia companies in the first group since they have no capacity. Though, on the Web Marketing, that is the market that John is considering, all three groups can compete, but is more likely to compete only with the second and third group.

Black ink is a competitor that John highlighted from the others, as they started in the third group, as a team of four members, and is now reaching the first group. This company started only with Web Marketing and evolved so quickly by using creative and innovative techniques that is now working with MEO, a telecommunication company, in all of their Web marketing communication and also with other big brands like the national bank BES in TV commercials. Therefore it is an example of a multimedia company that passed through the three groups and can now compete in all of the multimedia market.

John also pointed out some young creative people that are organizing their skills and brands in this market, like the Creative Lemon and Origamind, which are much like John regarding structure techniques and team.

Finally, there are still a lot of old-fashioned multimedia companies in the second group that compete in this market, but also that are falling apart as some can't adapt to the new technologies so they can't offer innovative videos. An example of a company like this one is the responsible for the video of L'Oreal's

event where John was also present. These are not the main threat for Web Marketing market as the companies in general are changing to these new creative.

As he had learned in his university, John did a Porters five Forces analysis to conclude the competition in this market. The threat of new entrants is very high and will definitely increase in the next few years, as written before, the costs of entering are becoming lower since cameras and knowledge are easier to obtain. The bargaining power of the buyers is not very high but is increasing as the competition increases. There are still a few of multimedia companies that can offer some specific techniques, which makes the bargaining power of buyers lower since they have fewer options if they want pure creativity. The old-fashioned companies and internal design departments (that some times improvise videos) represent the substitutes, although they stay a threat, the product doesn't have the same quality, and image and communication is very important to companies so they invest a lot on it and want a quality product, thus they don't represent a large threat. The bargaining power of the suppliers is not a considerable threat in this market.

To sum up, the competition in this market is not yet high, but as all of the potential growing markets will increase as the market increases. It is a very good time for John to enter in this market and establish is brand in the clients' mind.

## 5. The Flying Man - Creation

### 5.1 The Concept

Having done the majority of the market research in order to implement their brand, the new partners started to reflect: what is the real objective of a promotional video or any other application of a communication tool? It's above all to surprise the viewer, creating an emotional behavior and a big first impact. With that in mind, they tried to find something unusual, astonishing and really extraordinary. Something related to their objectives as a company, to take their clients to a higher place, lead them to better performances and greater brand awareness.

How can you set your company apart from the competition and reach higher results? Simon answered: "You need to fly!" That's when the idea was born, *The Flying Man*. An unusual name, out of the box, easy to remember, that creates a big first impact and is related to strength, velocity, altitude, and gives the sensation of being objective oriented.



Along with the brand name, came the logo and the slogan that would end up being the company's mission: "*How high do you wanna fly?*". Suggesting that with The Flying Man, clients' businesses will reach higher and greater results, as it has previously happened with Monte Velho Equo Resort.

According to previous market research efforts, John had concluded that there is a space for young creative people in the market, and even company's marketing departments distinguish old-fashioned multimedia firms from these new innovative producers. So he knew he had to reinforce and position The Flying Man as being innovative, young and versatile, which the name and concept itself already secure those characteristics.

## 5.2 The product

John had already done some important steps regarding the creation of his new company, but he still had some work to do. He still had to properly introduce the brand in the market, so he decided to test the concept and accepted some projects to better understand the market's acceptance. Taking advantage of Simon's experience and network, John complemented his services to Simon's design and did three new projects as part of *Slide Studio*, Simon's previous company. The results were what John expected, clients prefer integrated services, they prefer a coherent and homogeneous communication strategy, which is easier to obtain if they buy it to the same company.

Taking Simon's and his experience they decided to apply the market knowledge they had acquired along this study, namely some of the important features to include on a video and any other communication tool, on The Flying Man products and services.

## 5.3 The five areas

They divided the company into five main target/areas, where they will offer the three products video, design and photography, preferably all together as one, integrating the services to create a coherent communication. Apparently, they will offer some separate services, for instance just a photography shooting, a branding for a company or a promotional video in separate. Still, the main objective is to integrate the three products.

Before revealing the five areas, John concluded that the core product, whether it is video, design or photography would have to be homogenous and adaptable to the market. As he had seen before, Web marketing grew so quickly because of the electronic word of mouth created in the social media platforms, so he decided that if he had independence to choose, the products would be short,

simple and easy to share.

### **5.3.1 The Flying Man Enterprise**

The first area will be The Flying Man enterprise that will be further divided into three targets. The first area is for big companies, where campaigns and events will be the main product, integrating video episodes with design and photography, or events wrap ups like the Elnett L'Oreal's launch. Secondly, there will be an area targeting small and medium companies, where through the communication tools the company will help the clients to get brand awareness and promote their products, much like Monte Velho equo resort. Finally, in this group there will be a special package for start ups, with a lower cost pack that include branding, photography and a promotional videos, to help creating and implementing new ideas in the market.

The Flying Man enterprise will be the main focus of the company as the core business relies on those clients.

### **5.3.2 The Flying Man Moments**

Yet, John and Simon didn't stopped there. During the experience months that John was working with Simon's company Slide Studio, they spotted a niche that was growing and also had a potential for their services. So they decided to apply the short and easiness to share concept into a new are of The Flying Man called Moments. Where they are targeting individuals' personal moments to create a cinematographic product that become appellative to share with friends and family. The main target is weddings, with photography and video products, as The Flying Man structure allows participating in these small events. The core product will be an highlight video of the wedding's day, and instead of three boring hours of the whole event, the best moments are compiled into a short clip of 3 to 5 min. Complementing the service with photography and design products like flyers or invitations, The Flying Man will offer its services in this new area,

along with baptisms, anniversaries or even personal trips. This target is characterized by having an income above average, since cinematography applied to this market cost more than the substitute products.

### 5.3.3 The Flying Man Team

The company's position and communication is also built through the product it offers, thus John and Simon still wanted to reinforce his positioning as being a young, innovative and creative company. So they started to wonder how could they promote The Flying Man as young and creative?

Besides the concept and logo that already raises that perception, they concluded that the better way of showing that a team is young, creative and talented, is... to show a team that is young, creative and talented. So they formed a new area for The Flying Man called TFM team, where they will carefully choose a young rising talent in diverse activities in order to represent the brand. This would mean to have a sponsored team like Red Bull or TMN has, in order to reinforce the brand's image.

Red Bull is not an energy drink, is a way of life, a radical concept. This brand invests millions every year to sponsor athletes around the world to represent them and to associate their lifestyles and achievements to the brand itself. By doing this, Red Bull makes people think of their brand as a cool and radical drink much like their team, so that their clients are associating themselves with the athletes by drinking and buying Red Bull. It is a study case of a really successful model, and a lot of companies are following it.

Hence, by offering a profile video and photography for certain athletes, they get visibility and a way of gathering more sponsors and support for them, and The Flying Man gets the opportunity of building their concept of "how high do you wanna fly", achieving great results, and the association of young, creative and talented company. Furthermore, this area will also show that the company is flexible and versatile, which are characteristics that John found valued by companies.

### 5.3.4 The Flying Man Social

The fourth area is related to the power of communication of a video. A good idea spreads better with images to support it, and John discovered a lot of interesting and sustainable entrepreneurial social projects that needed to be spread to get support. As he had studied, the best way to do that was through the power of a video. So they decided to open a new area called The Flying Man Social that will support some interesting social projects and help them to fly higher. In return the company gets visibility, is associated with good causes and gives an important help to society.

### 5.3.5 The Flying Man Store

By creating these two last areas, The Flying Man would now be able to truly build the concept of being inspirational, creative and to take their clients higher. So Simon thought they could capitalize on that visibility and created a last area to allow people to identify themselves with the concept and the brand. This area will focus on producing and selling some pieces of clothing with the The Flying Man design and pictures & paintings to capitalize on the photography side. This way, people can truly feel associated with the brand that mostly TFM team and Social areas will build.

## 5.4 The partners' ranked list

In order to have capacity to respond to these five areas, John and Simon recalled how they first met in the Estoril resort's project, where Simon had

subcontracted John only for that project. That would be a good dynamic to apply to The Flying Man so they wouldn't have big initial investment costs to build and sustain a team. Consequently, they both created a list of potential partners where they would rank each individual and subcontract by project, depending on their skills and rank. That way, they would have capacity to respond to more projects at the same time and flexibility to adjudicate the right employee to certain projects. Additionally, the objective of the different areas was to separate the activity and to structure and automate each one of them.

## 5.5 Pricing & Positioning

Because The Flying Man will not have major initial investments, the structure will allow to practice low and competitive prices. John and Simon don't want to position the company as a low cost multimedia like *Shortfuse*, but to enter in the market they will begin with lower prices. A video doesn't have a price by itself, it depends on the effort invested on it. So you can never say beforehand how much will the product cost, only when you plan the time you will spend on it. By integrating the three services, the clients will be benefited of lower prices for special packages. Additionally, the budget for a project will be flexible, meaning that if a client has less budget for a specific project, it can still be done decreasing the hours spent on determined product, affecting evidently the final quality of the video. For example, the video that John did for Monte Velho could be completed in only one weekend instead of a month that he took. But he wouldn't have so many opportunities of sunsets for example, and the final result would be poorer. The clients normally have this sensibility stipulate a specific budget. This only works for some promotional videos where you have the flexibility of choosing determined plans, it wouldn't work with photography, a design project or a video for an event like L'Oreal's.

With the five areas working together, The Flying Man will be promoted through their viral projects on the Internet and the buzz around the concept of flying higher. To highlight creativity and fresh thinking there will be a bet on the



social networks creating daily content and a community around the concept, but the marketing mix will be further explored with the creation of the company.

The Flying Man will not focus only on its products but also on creating a brand instead of being just another multimedia company. Clients will then look at The Flying Man as a community of creative young people that represent a generation.

## 6. Conclusion

The objective of this dissertation was to discover how can a business young creative student capitalize on his skills and passion for multimedia, thus successfully entering on the evolving market by investing his skills and willingness to learn. Hence, it was raised four research questions in order to implement a plan and a concept on the multimedia market.

### **RQ1: How is the multimedia market evolving?**

The multimedia market has dramatically changed over the last ten years with the introduction of digital image. Before the Digital single-lens reflex camera (DSLR's), the market was restricted to real photography and videography experts as the knowledge was complex, expansive and difficult to obtain. With the evolution of technology and the Internet, both knowledge and equipment became much more accessible. With cheap high definition cameras, millions of free tutorials and simple powerful software, the market opened doors to creative and auto didactic people that started to produce good quality multimedia services for much cheaper prices.

Additionally, Internet also brought a new market for multimedia products. Web Marketing came as a complement to traditional medium channels like television or magazines, but grew so rapidly that is already taking space and attention from the old fashioned media. The new creative producers are taking online advertising market share, and also competing on standard medium channels.

### **RQ2: What is a viral video? What are the main features to include in a video?**

A viral video is a video that spreads rapidly over the Internet and reaches millions of views in a short period of time. For that, the video has to be in majority short, simple and with a clear message. Viewers tend to share the videos when they get emotional attached with the content and by sharing it they are showing a little of themselves, thus the video has to be identifiable to appeal the viewer.

**RQ3: What do marketing departments expect from a creative multimedia company?**

The Marketing department ultimate's objective is to increase the company's sales and raise brand awareness. Taking that in mind, they seek creative and innovative campaigns that reach higher visualizations and that stimulate consumers. Therefore, they are looking for new creative producers that are not formatted to a unique style and can produce unexpected campaigns, especially for Web Marketing.

**RQ4: How to promote the perception of being creative and innovative multimedia company and properly position it in the market?**

Because digital image is so recent and is still evolving in the market, most of the early adopters and explorers of DSLR's are from younger generations. The equipment used to be so expensive and multimedia companies invested so much on their arsenal, that they are not adopting these new cameras and techniques for now. On the other hand, the young enthusiasts are constantly seeking new techniques and innovative images, and are not formatted to do the same videos over and over again. Companies recognize and are chasing these creative.

Taking that in mind, the proper way to position the multimedia company in the market is to create a brand with those characteristics, meaning that by building a fresh and young concept, being active on social media networks with simple communication and building a close relationship with young people will transcode it for the company's image. Moreover, projects have to be creative and unexpected, and its also much valued external personal projects that are not sold to companies and show versatility and creativity.

The Flying Man will not resume as being one more multimedia company, but a community of a young creative people that want to achieve better results and fly higher, each one with their own objectives.

## 6.1 Limitations and Future Research

This dissertation's objective was to analyze the multimedia market and how it has been evolving. Hence, market research efforts were made to properly explore John's skills by introducing him in the market.

The Flying Man concept still has to be further worked and developed, as this dissertation focused on spotting an opportunity on the market and adapting a new brand to fit the market's needs. The next phase is to create a fully developed business plan to study each topic and adjust it to what was discovered in this thesis. Including a deeper competition exploration, a marketing mix plan among other.

This dissertation is assuming that the conclusions from the interview of L'Oreal's brand manager are applicable to every other marketing department, though some companies might still prefer the standardized communication channels and are not following the Web Marketing trend.

As written before, this topic is very recent and it's still evolving and changing every day, meaning that what was concluded here might not be applicable tomorrow. The market opportunity was indeed spotted, but digital image is so recent that big and well-established companies will probably adapt over the next years and contract these young creative enthusiasts to be part of their teams, creating once again sunk costs to new multimedia start ups. In other words, if big brands invest quickly and heavily on this new techniques and create great structures and productions on the same line of creativity targeting the same market of these new producers, companies will stop being surprised by John's creations and they will expect much more from a multimedia product for their Web Marketing channels. Instead of just needing a DSLR and some minor extra equipment, John will need big structures like studios for special effects, big team of creative like animation experts and photography directors and big crews for each video like actors and figurants.

## 7. Appendices

### 7.1 Diogo Lima Mayer/L'Oreal Brand Manager interview guideline

Presentation of the thesis and interview's objectives.

1. Which are the main partners for your multimedia projects?
2. How do you choose between them? Do you have any kind of year basis agreement?
3. Do you follow straight creativity lines from L'Oreal headquarters or do you have flexibility to innovate?
4. Do you buy advertisements and campaigns from other L'Oreal companies?
5. Do you have your own creative department to work with other multimedia companies?

Open space for other questions.

End of the Interview

### 7.2 Joel Santos/ Canon official explorer photographer interview guideline

Presentation of the thesis and interview's objectives.

1. What are your main clients besides Canon?
2. How was the first contact done?
3. How do you sell your product? What to have in mind?
4. Are your clients flexible? Do you have freedom for your own creativity?
5. What are the main features to promote in order to sell your product/service?

Open space for additional questions.

End of the Interview

## 7.3 Viral video Survey

1. Costuma ver videos na Internet? / Do you usually watch videos online?

Yes or No. If No, end of survey.

2. A partir de onde? Through which websites?

- Directamente do youtube / Directly on YouTube

- Através de partilhas nas redes sociais / Through social network shares

- Email/Newsletters

- Outro /Other

3. O que faz quando vê um video que gosta? / What do you after watching a video that I enjoyed?

- Partilho nas redes sociais / Share on social networks

- Gosto e subscrevo o autor / Follow the author

- Conto aos meus amigos pessoalmente / Tell my friends personally

- Outro / Other

4. Se alguma vez partilhou um video, porque é que o fez? If you ever shared a video, why did you do it?

- Resposta aberta / open answer

5. O que acha mais importante num video? / What do you value most in a video?

- Resposta aberta / open answer

Fim do Questionário / End of survey

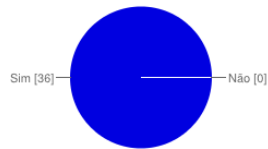
## 7.3.1 Survey Results

# 36 responses

Publicar estatísticas

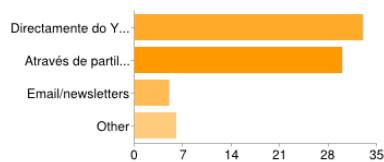
### Resumo

#### Costuma ver videos na Internet?



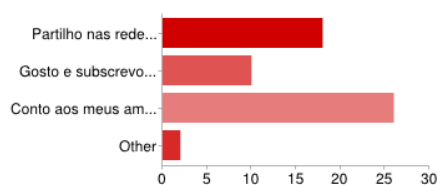
Sim 36 100%  
Não 0 0%

#### A partir de onde?



Directamente do YouTube 33 45%  
Através de partilhas nas redes sociais 30 41%  
Email/newsletters 5 7%  
Other 6 8%

#### O que faz quando vê um video que gosta?



Partilho nas redes sociais 18 32%  
Gosto e subscrevo o autor 10 18%  
Conto aos meus amigos pessoalmente 26 46%  
Other 2 4%

#### Se alguma vez partilhou um video, porque é que o fez?

Porque queria que os meus best's vissem Por ser fora do normal Identifico-me com ele Porque o video é muito bem feito ou tem imensa piada. porque gostei e tinha a ver comigo Queria que toda a gente visse, porque achei muito bom...ou muito mau! Para parecer fixe Porque considerei o assunto ou o video interessantes. Porque o achei muito interessante ou porque ainda ninguém o tinha visto Porque se gosto quero que os meus amigos também o vejam Porque se eu gostei e achei interessante tb gosto que os meus amigos possam ter a mesma experiência que eu, e em vários casos puder dar conhecer coisas que são importantes para a nossa vida? Porque gostei e quis partilhar com as pessoas que conheço. Tanto coisas divertidas como factos que considero pertinentes partilhar e dar a conhecer a outros. achei interessante partilhar gostei Porque mexeu comigo! Ou me fez rir, ou é sentimental, ou identifiquei-me com o video. Para partilhar com os meus amigos aquilo que me cativou. quis partilhar a emoção que senti com os meus amigos, só ponho aqueles mesmo especiais porque queria que os meus amigos o vissem. Identifiquei-me com ele. porque tinha alguma coisa p ensinar ou pq tinha mta piada ou lembra alguma situação conhecida ou ... Para que eu não seja o único a ter o momento de gozo (ex: se for um video cómico, que os meus amigos se riam também, etc.) Transmitir uma mensagem ou para mostrar a alguém em especial Por achar engraçado ou por ter algum conteúdo importante relacionado com a minha profissão. Porque gosto de fazer videos e de os partilhar com as pessoas. Gosto que vejam os meus videos O filme identificava se com algum dos meus amigos e fiz questão de partilhar com ele/a/e para que pudesse usufruir da mesma experiência

#### O que acha mais importante num video?

Qualidade visual Objectividade Ter piada ou ser interessante interessante Tem que cativar do início ao fim. 2 minutos de palha e passo à frente.. Humor, causa e qualidade Originalidade e diferença, bem como a sua qualidade conteúdo, a ideia q transmite e só depois a forma Pergunta muito vaga... Mas ser curto ajuda (>10min) As imagens em conjugação com a música A qualidade imagem, as musicas e a qualidade da edição Diversão, não ser demasiado comprido, factos interessantes, etc. A sua pertinência e se a informação transmitida acrescenta algo de novo ao conhecimento se a mesma é fidedigna. O conteúdo boa imagem, bom som e cativante ter algo novo, ser curto, captar a atenção, que faça rir e tenha emoção Actualmente, a duração do video é claramente o mais importante. Produção, ideia, conteúdo, simplicidade na transmissão/comunicação da mensagem Obrigar-me a ver até ao fim. Não ser maçador... Que passe uma boa mensagem numa forma intensa Musica coordenada com imagens. Curto, musica adequada e bom conteúdo Curto e directo. Não há paciencia para estar a ver 5 minutos de um video quando so interessa 10 segundos ao minuto 4 da anterior e a qualidade da imagem a montagem o tempo o texto as vozes e as personagens se existirem a luz a cor resumindo: tudo Som e realização A mensagem que passa, qualidade de imagem que tem e a banda sonora ou ausência dela O conteúdo e a forma como é apresentado. Ser divertido e não ser demasiado longo o que acho mais importante num video depende de que video se trata para que fim ele foi feito e depois se partilha ou não ,dependendo se eu achar que as pessoas podem beneficiar por qualquer razão ,ou apenas por ser interessante ou divertido depende do tipo de video produção qualidade História que está a contar graça qualidade

## 7.4 Five Years of Social Media statistics



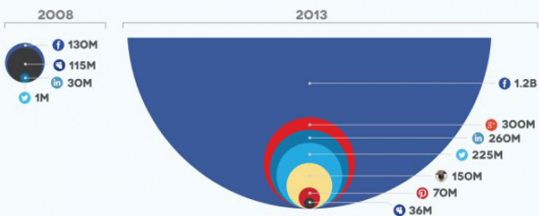
### NUMBER OF ACTIVE SOCIAL MEDIA USERS

**1,730,000,000**

active users worldwide.

1/4 of the World's population uses social media.

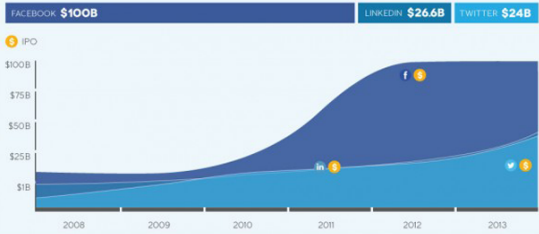
### NUMBER OF ACTIVE USERS PER SOCIAL NETWORK



### SOCIAL NETWORK VALUATIONS

**\$150,600,000,000**

Total value of top networks



### SOCIAL MEDIA MILESTONES



#### 2008

**First "Social Media" President**  
Barack Obama is elected after running the most advanced social media campaign in history.

**Facebook Surpasses MySpace**  
In May, for the first time ever, Facebook has more monthly unique visitors than MySpace.

**HootSuite Launches**  
A team of 3 people launch the product that would become HootSuite.

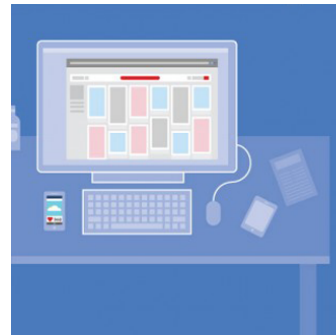


#### 2009

**Twitter First on the Scene**  
News of a plane landing in the Hudson River is broadcast to the world not by a journalist, but a regular citizen on Twitter - a sign of how the world desires and receives news is changing.

**Facebook Turns on "Like"**  
Facebook creates the "Like" button, providing marketers with a new metric to prove the value of their content.

**HootSuite iPhone App Launches**  
HootSuite's new iPhone App allows people to manage social media on the go.



#### 2010

**Facebook One-Ups Google**  
Google is surpassed by Facebook as the most viewed website in the U.S.

**The Explosion of Visual**  
Both Instagram and Pinterest launch their flagship products.

**HootSuite Goes Pro**  
With 1 million users, HootSuite enters the freemium market offering advanced functionality for individual SMBs and Enterprise organizations.

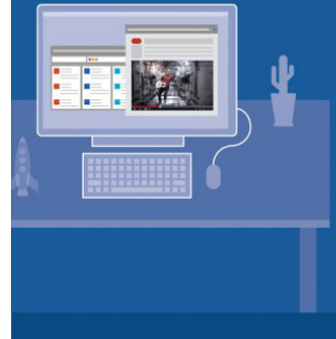


#### 2011

**Arab Spring, Occupy Wall Street**  
For the first time in history, social media is successfully used as a vehicle for social change on the world stage.

**Google Enters the Social Network Fray**  
Google+ launches and introduces "circles" and "+" into popular social media speak.

**HootSuite Goes Feature Crazy**  
HootSuite adds secure profiles functionality, social media scheduling tools, announces Google+ pages integration, YouTube, Flickr and Tumblr apps, and the Spanish localization of the dashboard.



#### 2012

**A New World View**  
Astronaut Chris Hadfield tweets images from space, and Redbus captivates the world with its social media-driven Stratosphere campaign.

**A Billy**  
Facebook attains the one billion user mark. Then they spend one billion dollars to buy Instagram.

**HootSuite Goes Global**  
HootSuite says thanks to its 5 million users worldwide by inviting them to ride on the #hootbus.



#### 2013

**Twitter Joins the IPO Party**  
Twitter announces and holds a very successful IPO, seeing its share prices rise substantially on the first day.

**Everyone Loves a Good Video**  
Twitter buys and unveils a new 6-second video tool called Vine. Instagram notices, and replies with Instagram video.

**Making Moves**  
HootSuite, now with over 8 million users, attracts the biggest ever venture capital investment for a Canadian tech company (65 million) and continues its expansion into EMEA and APAC markets.



HootSuite is a social relationship platform for businesses and organizations to collaboratively execute social media strategies across networks such as Twitter, Facebook, LinkedIn and Google+ Pages from one secure, web-based dashboard. Advanced functionality includes tools for audience engagement, team collaboration, account security and comprehensive analytics for end-to-end measurement and reporting.

Resources for number of active users and valuation per social network:  
<http://www.statista.com/statistics/264100/active-social-media-users/>  
<http://socialbase.com/2013/01/13/facebook-has-1-billion-members/>  
<http://www.techcrunch.com/2013/01/29/linkedin-reveals-300-million-members/>  
<http://www.techcrunch.com/2013/01/29/linkedin-reveals-300-million-members/>  
<http://www.techcrunch.com/2013/01/29/linkedin-reveals-300-million-members/>  
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<http://socialbase.com/2013/01/13/facebook-has-1-billion-members/>  
<http://www.techcrunch.com/2013/01/29/linkedin-reveals-300-million-members/>  
<http://www.techcrunch.com/2013/01/29/linkedin-reveals-300-million-members/>  
<http://www.techcrunch.com/2013/01/29/linkedin-reveals-300-million-members/>  
<http://www.techcrunch.com/2013/01/29/linkedin-reveals-300-million-members/>

\* All numbers are approximate.



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<http://webvideomarketingportugal.com/the-power-of-online-video-the-stats-2013/>

<http://pt.wikipedia.org/wiki/L'Or%C3%A9al>

[http://en.wikipedia.org/wiki/Social\\_media\\_marketing](http://en.wikipedia.org/wiki/Social_media_marketing)

<http://www.quicksprout.com/2013/11/27/if-a-picture-says-1000-words-than-video-is-priceless/>

<https://www.facebook.com/LOrealParisPortugal>

<http://www.transparencymarketresearch.com/digital-photography-market.html>

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