



A work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the NOVA – School of Business and Economics

**POMOTING THE BIG SLICE PIZZERIA AND DEVELOPING KEY
PARTNERSHIPS**

Adele Marcianò, # 1750

A Project carried out on the Management course, under the supervision of:

Professor Victor Centeno.

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ABSTRACT

The Purpose of this Work Project is to develop a Marketing plan, with a special focus on promotional activities and partnerships' developments, for the Big Slice, a fast food Pizzeria that is currently operating in Lisbon, where I'm currently working in the marketing and promotion department.

The project aims at developing promotions and key partnerships that maximize the opportunity. For that, I have analyzed the major trends in the food sector in Portugal, and I have conducted several qualitative interviews among young individuals. Finally I have developed and implemented various alternative promotions and established important key partnerships.

Keywords: Fast Food, Big Pizza, Quality Products, Promotions, Partnerships.

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EXECUTIVE SUMMARY

The Big Slice Pizzeria is a Pizza Fast-food company that was established in Lisbon in 2013, which sells big and tasty slices of pizza. It currently operates in three different strategic areas of Lisbon, and it is able to fulfil the needs of hundreds of young individuals among students and workers. It caters for those that look for a healthy, big and fast meal by offering the possibility of choosing between several pizzas and snacks and the opportunity to order online with the added benefit from the free delivery service. The purpose of my job in the company and for this paper is to create several promotions and develop partnership. By doing this, the company will be able to reach their two main objectives. First objective is to increase by 10% the number of the customers after one year and to increase the frequency of visit from 10 to 7 days.

In order to achieve those objectives I have analysed the market trends in Portugal and I have conducted several qualitative interviews that have allowed me to understand better which kind of strategy to use. Lastly, I have developed a marketing plan that reports several promotions that have already been implemented with great success and I have also provided different suggestions for forthcoming years.

1. MARKET ANALYSIS

1.1 CONTEXT

The previous years have represented a critical period for the food service in Portugal. In 2012, due to the series of fiscal measures implemented in that year and with high unemployment rates, there were less Portuguese people dining out and more were cooking at home. In 2013, a new trend started to grow in Portugal; people began to be interested in low-cost fast food but also wanted high quality food. Moreover, the high operational costs that the independent encounter have led the fast food chain to corrode

their market share. The economic crisis has also led several companies to attract consumers by launching several promotions; one example being Telepizza. In 2012 Telepizza offered the first 25,000 online customers, pizzas for €1.00. Whereas in previous years to 2013 showed a deep economic crisis, the second half of 2013 saw a slow recovery with a prevision on 1,3% growth for the 2015 and moreover the unemployment rate decreasing from 16% in 2013 to 13% in 2017. Furthermore, new trends such as the increasing purchases of smartphones led consumers to order meals online especially pizzas, since they can have the food delivered directly to their home and thus saving fuel costs. More companies are using social networks to keep in touch with customers, informing them in real time about new promotions. The modern lifestyle that consists of a 'lack of time' is pushing people to eat out more often, opting for fast and healthy food. (Euromonitor International 2014)

1.2 CUSTOMERS

After analysing the market the Big Slice's target was fixed. Young individuals seem to represent our best target. Indeed, the lack of time of young workers involves a particular need. Therefore, this segment of the market needs a different solution compared with those who can enjoy a long and expensive meal. Pizza has always been one of the most pleasing meals by the young. Furthermore, young individuals are the segment of the market that is more interested in pizza as well as fast food. By taking advantage of the increased consumption of fast food and take-away 'trend is probably the best solution these young individuals may find. (a trend confirmed by an inquiry that shows that take-away developing significantly in both volume and value; Euromonitor International). Thanks to our service these young individuals have the possibility to enjoy a full, tasty, fast and healthy meal, all for fair price. By having a fair price we also

fulfil another important need of young people, as they are more price-sensitive and are regular users of fast food and take-away restaurants. We offer a product/service, which allows all these young individuals - from the independent young workers to the young students - the possibility to enjoy a full, satisfying and healthy meal in short time.

1.3 COMPETITORS

The area of Lisbon and all around Portugal does not hold a large number of Pizza fast food restaurants; nevertheless it is wise to take into consideration those that surely can be considered competitors for The Big Slice Pizzeria. The major competitors that are possible to identify are Telepizza, Pizza Hut and McDonalds. All of them can boast a high level of brand awareness and a good portfolio of products. In particular, Telepizza, which was established in Spain in 1988, it is known for a strong delivery service and for the several promotions. For example, one offer they have is with a purchase of a medium pizza, you can have the second one for just one euro or a discount on an online order. Alternatively, Pizza Hut is targeting families and offers several products as well as pizza; compared to TelePizza it works more like a restaurant. Finally, McDonalds has been open in Portugal since 1991, with a strong brand awareness, it consists of 138 restaurants across Portugal. McDonalds differs from the others competitors since it sells hamburgers. It doesn't offer delivery service but it stays open until late at night.

2. INTERNAL AUDIT

2.1 COMPANY

BIG SLICE is a new concept of a fast-food pizzeria, inspired by New York pizza-corner and Italian taste, where it is possible to buy huge pizza slices and either savour them in the moment or take them with you. It opened in Lisbon (Portugal) in 2013 and it is

currently operating in three different strategic area of Lisbon; Baixa, Saldanha and Bairro Alto. Besides the possibility of buying huge slices of pizza, The Big Slice offers a wide variety of pizzas available in 4 different sizes – S, M, L and XL-but also several delicious snacks and desserts.(Exhibit 1 all Menu) Thanks to the high quality of the Italian products with the freshness of the local Portuguese ingredients, Big Slice is able to guarantee and promote healthy nutritional values that people need. However, what makes The Big Slice unique is the large size of the slice of pizza.

Vision: To be the number one pizza chain in Portugal and then in Europe, in order to provide customers with the amazing experience of eating a huge and delicious pizza wherever they are.

Mission: Fit with our customer's expectations. Provide high quality fast food at an affordable price to the customers. Create a strong brand recognized throughout Portugal with high equity and brand value.

Values: We offer high quality products, thanks to the quality of the Italian ingredients, and the freshness of the local Portuguese products, we aim to attract a huge number of people. We directly aim at young talented people, our Chef Manager, Antonino Salerno is an Italian cook/pizza chef and thanks to his passion and skills we “form” a new kind of talent, therefore giving the young people the possibility to learn what we love to define as an “amazing art/job” and thereby the bases to build their future.

2.2 COLLABORATORS & COMPLEMENTORS

Suppliers: One strength of The Big Slice Pizzeria besides the huge size of the slices, is the quality of the ingredients with which the company prepares its products. In order to guarantee the perfect combination, several suppliers supply The Big Slice. Indeed,

Italian suppliers provide ingredients such as mozzarella, cheese, flour and salami, other ingredients such as vegetables are provided by Portuguese suppliers thereby supporting the local Economy.

Erasmus Associations: Since our principal target are young individuals I understand that the best partnership would have been the one with the Erasmus Associations present in Lisbon. Every year thousands of exchange students come to Lisbon to start a new experience and since they usually don't know the city, Erasmus associations are the first place where they go in order to obtain the most important information. In particular Erasmus Life Lisboa and ESN Erasmus Lisboa are both a No-Profit organizations that offer support and help to international students that come in Lisbon by providing first information about the city and its events.

Pepsi Portugal: The collaboration with Pepsi Portugal bring to The Big Slice several advantages. First of all, for every new restaurant that the company opens, Pepsi gives The Big Slice 5000 Euros. Furthermore, Pepsi provides the restaurant with fridges, tables, and sunshades with the Pepsi logo.

3. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Huge size of Slice/Pizza • Quality of the food • Italian Chef • Environmentally active and community supporter • Strategic location • Open until night • Young people	• Unknown • Unreliable delivery service • Lack of employees' involvement
OPPORTUNITIES	THREATS
• New opening in Lisbon • Franchising	• New entries

Table 1: SWOT analysis summary

3.1 STRENGTHS

- The Big Slice is proud to be the only fast food pizza restaurant to offer such a large size at an affordable price. It is the first pizzeria in the Iberian Peninsula to have the XL pizza.(Exhibit2)

- Thanks to the quality of the Italian ingredients and the freshness of the local Portuguese products we are able to offer high quality products and therefore we aim to attract a huge number of people.

- Our chef and manager is an Italian cook/pizza chef and thanks to his passion and skills The Big Slice is able to guarantee the best pizza in Lisbon as well as the best service with the goal to fully satisfy our clients.

- In order to be environmentally active and community supporter, The Big Slice reduced the use of plastic cutlery and plates. Furthermore sustain the community by giving human organization the possibility to pick up the slices of pizza that has not been sold at the end of the day, and then they distribute the slices to the people in need.

- The company can boast of three strategic locations, located in the centre of Lisbon, Baixa, Saldanha and Bairro Alto, where there are the largest number of Tourists, Offices and Universities.

- Big Slice restaurant represents several of the few places where it is possible to eat even during the night, by doing this it satisfies the needs of hundreds of people.

- Big Slice believe and invests in young people, as such all the employees are young and most of them without any experience, but thanks to the skills and the patience of our chef they have the possibility to learn an old fashioned and precious profession.

3.2WEAKNESSES

- Since The company is new in Lisbon, Big Slice need to make the possible clients aware of who is the company and what it can offer.
- Given the high demand there is a need to increase the number of motorcycles for the delivery service.
- Need to make employees more involved so they feel part of the company in order to act in a more responsible way (more training can bring positive results).

3.3 OPPORTUNITIES

- The possibility of opening a new store in another strategic locations in order to achieve its objectives.
- The possibility to open several franchising all over Portugal and then in Europe represent a huge opportunity for The Big Slice indeed it would allow the company to become a strong, well-known, international fast food and therefore to multiply its earnings.

3.4 THREATS

- The threat of new entries can represent a real problem if we take into consideration that the possible new entrances can easy copy the concept of the Big Slice.

4.POSITIONING

TARGET AUDIENCE

Active Young individuals, which are busy by their "Jobs or study". In particularly, in defining the target audience I have taken into consideration two levels of target, the first

target and the second target; the first one is represented by all the people that walk/live next to the stores and for this reason they come for convenience, consequently we need to "push them" to buy; the second one is represented from the travels, people that are looking for Big Slice, so they appositely go to the stores to buy Big Slice's products. Concerning the size of the target, has been taken into consideration an assumption, considering the number of buildings present within 1.5 Km near the restaurants, and then the number of people that are living there, the number is around 90.000 habitants.

FRAME OF REFERENCE

Fast food pizza restaurants, serving a huge pizza that guarantees only fresh top-quality Italian ingredients such as mozzarella, flour, cheese, pepperoni and at the same time, it offers the benefits of traditional local food and the possibility to choose between several snacks.

POINT OF DIFFERENCE

The size of the pizza makes our product unique, giving consumers a scrumptious product able to satisfy their needs.

REASON WHY

Our Italian Chef guarantees the best combination of flavour's, thanks to his ability and skills he has been absolutely indispensable to create the best pizza and choose the best ingredients.

5.RESEARCH

In understanding the efficiency of the Big Slice's strategy and concept, research plays a crucial role. In depth researches have been done from the owner and the chef in order to choose the best suppliers, the location for the stores and the range of product. I have conducted another important research through several interviews.

5.1METHODOLOGY

I have conducted several interviews, of approximately 30 minutes on two different groups: six employees and six students between 20 and 32 years old. The interviews have been divided into three parts. During the first part I explained to them what the Big Slice 's concept consisted of, and I have showed them the logo (exhibit 3) and some pictures of the restaurants asking them what they think and if these things are in line with the concept. The second part consisted in showing our range of products and asking what they expect to find in every restaurant. During the final section of my interview I have shown one by one the different promotions present in every restaurant and ask the interviewees what they think about and which kind of promotion we can add in order to better fulfil their needs.

5.2FINDINGS

The conclusion that I have deduced from these interviews are that our customers like the Big Slice's concept; moreover they think that it is something unique and fun. Whereas, about the second part of the interview, what they expect to find in the stores, it was found that a consistent number of interviewed would like to have the possibility to buy a fresh orange juice, and a few of them also said that they would like to find a soup and at least two different types of cake. And finally about the last part of the interview the students appreciate the partnerships between BS and the Erasmus associations that

give them discount at the pizzeria. Portuguese students asked for a convenient beer in Arco do Cego, since there are several bars that sell the imperial beer for 0,50 cents and finally both workers and Students asked to have the possibility of choose in the menu between beer and Pepsi in Barrio alto; and at least one time for week they would like to find in the restaurant a "all you can eat" option. The interviews have proved to be extremely useful, so these have been taken into consideration and have contributed to the creation and promotion of the suggestions that I have developed.

6.OBJECTIVES AND ISSUES

The business model of the company can be resumed by this formula:
$$\text{Sales} = \text{n}^\circ \text{ of customers} \times \text{frequency of visits} \times \text{spent per visit.}$$
 In particularly the current marketing plan aims to achieve two important objective for the company that are:

- Increase by 10% the number of customers after one year 1.
- Increase frequency of visit from 10 to 7 days.

I'm not focusing on spend per visit because a relevant part of the Big Slice target are students, their budget is limited, therefore the company aims to increase the penetration through creating interest and increase the repeating of purchase by developing loyalty.

7. MARKETING STRATEGY

In order to fulfil the goals mentioned above a pivotal role is represented by the promotions and the partnership that the Company implements. The different factors that have been taken in to consideration have led to develop different kind of promotions that best fit to the different objectives. In addition key partnership can contribute to lead the company toward the success.

7.1 THE PLAN

This section presents a marketing plan to meet the described objectives. In order to complement the previous analysis was used the 4 P's approach (Products, Price Place and Promotions).

7.1.1 PRODUCTS

In deciding which products to offer to the customers, The Big Slice pizzeria has adapted to the market needs. Indeed, after market research conducted from the owner of the company with the goal of understanding and meeting customers' needs, provide satisfying products and services to the Big Slice's target customers the products range was fixed. First of all, the main product of the Big Slice is the pizza, since the concept is offer a big slice of pizza and meanwhile guarantees the best quality joint with the comfort of "eating fast", the client has the possibility to buy a 25 cm of slice of pizza choosing between four different variations, three of them "fixed" and the other one is the "Slice of the week", it changes every week in order for the client to have the possibility of trying different options and never getting bored. Furthermore there is the option for customers to buy the whole pizza, choosing between four different sizes, S,M,L,XL (Exhibit 4) and in addition in order to satisfy all the tastes/ needs of them, Customers can "make the own pizza" By deciding among different kind of dough, several sauces and numerous ingredients. The range of products includes several snacks such as Chicken wings, Garlic bread (with or without cheese), bruschetta, nuggets, crispy coconut shrimp and salads (vegetarian and not). (Exhibit 5)

Product Strategy and tactics.

In deciding which kind of strategy to use in selecting the range of products, Big Slice has to take in to account the food trend and the needs of customers in Lisbon.

There is an increasing trend for grab and go food due to the consumers' lack of time. As consequence of this, for customers find a food outlets that offers convenient food, in convenient locations with convenient packaging is absolutely relevant (Allegra Strategies. 2009). In order to meet these needs, the company offers a wide range of snacks, but decides to follow a strategy of "not too much diversification" in order to "not lose its identity". With the purpose to be a "personal fast food" and to demonstrate how much the company cares about customers, to them is available the opportunity of "make your own pizza", and in addition The big Slice provides special menus for kids, celiac, vegetarians and was also has introduced the integral dough. (See Exhibit 1 for the all Menu). The company has customized its packaging with Big Slice logo and for every delivery a magnet with the addresses and numbers of the three restaurants is delivered to the customers, in order to incentive repurchase by remembered that Big Slice is available every time that they need.

7.1.2 PRICE

In deciding the price for every product The Big Slice has taken into consideration that one of the major inputs to the price decision is the cost of producing and marketing the product (Butler, 1996). But it is not the only one, the pricing decision is indeed impacted by many different factors such as the variable costs that should be reduced as much is possible, to obtain the maximum profit, maintaining high quality, right price and high standard service. Furthermore, environmental factors such as legislation, with the current business climate, influence the price decision. (Butler 1986)

Big Slice has decided to adopt a price "not too cheap" since many time a cheap price is perceived from customers as a low quality, therefore The Big Slice has opted for an affordable price in order to meet its customers' needs.

7.1.3 PLACE

Establish the right position for the Big Slice Pizzeria represent a critical decision; indeed the place where the Pizzerias operate will affect the whole business.

In deciding where to open the stores a really important consideration has been made, The Pizzerias have to be positioned close to the consumers, therefore malls have not been taken into consideration in order to have proximity with the consumers, since be presence in a mall would result in a "cold relation" between the pizzeria and its clients, becoming in this way "One of the many restaurants" among which the customer can choose. Furthermore, as consequence of the fact that Portuguese cities are steadily becoming more cosmopolitan and thus more attractive to consumers, during the last years, high street outlets have grown significantly in Portugal and therefore they seem to be more resilient to the economic recession thanks also to the fact that even more tourists are appealing from them; consequently there was a decreasing preference from shopping centres to the high street.(Euromonitor International. 2014)

Currently The Big Slice Pizzeria is present in Lisbon with three restaurants positioned in three strategic areas of the City.

Baixa: Is the first Big Slice's restaurant, close by the River Tejo and perfect to have a slice at after a night out with friends. It is placed in the historical part of Lisbon where the main cultural attractions are and the most important events are happening. This restaurant aims to attract a huge number of tourist and at the same time a considerable number of workers due to the high number of offices present in the area.

Saldanha: The best location to have a meal while relaxing or studying . We created a comfortable space just for students with WIFI, Sofa's, TV. This restaurant aims to attract a huge number students and workers due to the high number of offices, schools and universities present in the area.

Bairro Alto: Perfect for enjoying a Big Slice with friends and having a big cup of beer until late at night. This restaurant aims to attract a huge number students since Bairro Alto represents the most famous meeting point for the nightlife.

Since The Big Slice Pizzeria is a Fast Food chain all the restaurant present the same design. As the Logo all the interiors of the Pizzeria are red, white and green representing the quality of the Italian products and the three-principal/basic colours of the pizza. Moreover, in order to create an atmosphere of transparency and trust for the customers, the kitchen is visible, only a glass wall separates the different areas. These two elements are outstanding principles for the company.

Distribution channels.

In order to provide the best service for our clients and with the goal to satisfy their needs The Big Slice Pizzeria operates with three different channels: the “Dine-in”, the possibility to eat in the store or take away. The “Online order”, it allow consumers to consult the entire menu and order from the comfort of home. And the “Delivery service” in all the Central Lisbon Area from 12 pm to 2 am. Since the company should increase the number of motorcycle, a solution could be hire people that already have one, offering them a higher salary.

7.1.4 PROMOTIONS AND KEY PARTNERSHIP

Considering that every objective needs a specific approach, after having identified the target audience, defined the objectives, developed the messages, selected the medias, the specific promotion has been created.

As I have already mentioned above in the section collaborators, since Ell represents a real landmark for a huge number of students, the partnership with this organization seemed to be crucial for the Big Slice. With a small amount of 75 Euros and the chance for all the ELL card owners to benefit of 15% discount on all products of the company, The Big Slice had the possibility to become partner with Ell. This implies:

- Be present in the Welcome Kit, a brochure containing all the most important information for a student who arrives in Lisbon, such as: info about the City, accommodations, transport, communication and a special section for Partners like Gym, restaurant, schools etc.
- Be present in the ELL's internet site in the special section Partners where there is an explication of The Big Slice's concept, products, locations, and the promotions/discounts that the ELL's card holders are entitled to exercise.

During all the boat parties that ELL has organized, the Erasmus association has bought several Pizza with a special discount of 20% in order to resold them during the parties. In the meanwhile The Big Slice was promoting itself with flyers and gadget such as balloons, backpacks with the logo of the company. Thanks to the success achieved during these parties The Ell and The Big Slice have agreed for others parties in the most famous Clubs present in Lisbon. Increasing on this way the notoriety of The Big Slice and consequently bringing new customers to the restaurant.

Estrella Damn: is a pilsner beer, brewed in Barcelona, Catalonia, in 1876. It represents the oldest beer brand in Spain. It is the only brand of beer sold in The Big Slice. Thanks to the agreement made between the two companies, The Big Slice has the right to take part to the famous event, that in every editions brings to the associated restaurants a huge number of new customers, "Rota de Tapas", at which The Big Slice has already participated in the last two editions from May 22th to June 6th and from 16th October to 2nd November. The event consist on several restaurant that during this period sell for the price of 3 Euros an Estrella Damn beer and a small tapas (food), in particularly The Big Slice offers a small pizza, two chicken wings and one crispy coco shrimp, experiencing among the people an high success. (Exhibit 6)

Cidade FM Radio: The Cidade FM radio is one of the most popular in Portugal, targeting young individuals between 18 and 24 years old. The collaboration with the radio that count a million listeners everyday is a useful tool through which The Big Slice can communicate to the customers and attract a lot of them. Therefore every day an advertising of the pizzeria is transmitted to the listeners. Last January the radio did a live show in the pizzeria, offering to every person that was passing in front of The Big Slice a piece of Pizza. The live show was fully appreciated by listeners.

OBJECTIVESANDRELATEDPROMOTIONS

•Increase by 10% the number of customers after one year.

With the purpose to achieve this objective, in support of the partnership previously examined, The BS has developed the following promotions:

-Occasionally (usually once every 5 months), during the "dead hours" of the delivery service, the delivery assistant goes to Plaza do Comercio, close to the BS restaurant distributing flyers with a special promotion for the customers which consist in presenting the flyer the same day, at the restaurant and with the purchase of whatever product (not drink) the customer gets a free Pastel de Nata.

Furthermore, the most efficient action seems to be the distribution of flyers through public relation in the strategic point next to the three stores such as Plaza do Comercio, Arco do Cego and Bairro Alto especially if there is some specific event on that place.

-For the duration of specific events like The Football World Cup that took place during the months of May, June and July, on Plaza do Comercio and on Parque, there were two huge screens that projected the matches, these were an amazing opportunity to advertise the company, therefore The BS decided to distribute flyers and gadgets such as balloons with the BS Logo. The result was an increase in sales.

Outstanding importance is attributed to the word of mouth, indeed Big Slice's customers are fascinated by the unique size of the pizza, this led them to talk with friends, colleagues and family about the Big Slice, that in turn, go to visit the store.

It is often possible to hear from customers " See? I told you that it was big!"

•Increase frequency of visit from 10 to 7 days .

"We will grow with our loyal customers. Cause new ones is too risky and too expensive". This famous statement of Brian Moynihan, CEO of Bank of America, shows how loyalty represents a valuable source of income for every business. The relationship of the White House Office of Consumer Affairs says that: Costs about six times more to reach a new customer than to get a regular client; Loyal customers

are worth up to 10 times as much as their first purchase; The chance to sell to a new customer is 5-20%, while selling to an existing customer is 60-70%; It takes 12 positive experiences to offset a single negative experience. This means that it is vital to have a significant share of loyal customers that ensures a stable revenue base and lasting. In light of this, certain promotions have been developed such as:

- **Permanent promotions**

- 15% discount for students, police, fireman and nurses. (Exhibit 7)
- Adding only 50 cents to the purchase of one slice of pizza, customers can get a glass of Pepsi/Pepsi light, and after the survey that I have conducted, due to the hint by the customers and a study of the market, in Bairro Alto has been introduced the option of the beer on this special menu.
- The menu "Special Lunch" that consists on: eggplant Parmigiana, one salad, one unit of garlic bread and a glass of Pepsi for the extraordinary price of 5,49 Euros. (Exhibit 8)
- The "Kids menu", a kids slice of pizza plus un Bongo at only 2,5 Euros.(Exhibit 9)
- Since that in Arco do Cego several bars sell the glass of beer at a very affordable price, taken into account the suggestions collected from the customers through the survey conducted by me, The Big Slice has introduced the 0,75 glass of beer for 1,5 Euros in the restaurant of Saldanha. (Exhibit 10)

- **Temporary Promotions**

- With the purchase of a pizza customers have the right to buy 1Kg BBQ chicken wings for the exclusive price of 3,95 Euros. (Exhibit 11) This promotion has been done this summer for the duration of 3 weeks.
- 20% discount for online orders with the duration of one month..- 20% discount on take

away (Exhibit 12) with the duration of three months. .

- Customers can get a "make your own pizza" L at the price of one M. (Exhibit 13)
- On the occasion of Valentine's day, one week before, the Big Slice launched a contest called "Pizza lovers" that consisted on uploading a romantic picture on the BS Facebook page and the one that obtained more "likes" won a free dinner on that day. Aside from this contest, a special menu "The Lovers Special" was created for this day, for the price of 17,99 Euros, couple could have 2 starters choosing between garden salad, coconut shrimps and chicken wings plus one pizza in the shape of a heart with the possibility to choose three different ingredients plus two drinks and two sweets. (Exhibit 14)
- During last summer The Big Slice launched new promotions in order to incentivize customers to buy; with a certain minimum purchase customers get a gift, minimum purchase of 15 Euros customers get a free ball, and with a minimum purchase of 25 Euros customers get a free back pack. All the gifts present the logo of The Big Slice. (Exhibit 15) Furthermore with every delivery is included a free magnet for the fridge and every time that a new customers make an order, the staff of The Big Slice ask for the e mail on order to send periodical e mail with all the promotions and news.

•Promote products

For the launch of new products such as eggplant Parmigiana or Calzone and to incite customers to buy specific products like bruschetta or salads, the company advertises them through Social network, e-mail, radio advertising and direct sale at the store.(Exhibit 16)

- **Future promotions**

1) For February 2015 we are developing a new program with hostels, which implies that every single hostel should have BS flyers available at a visible place and it should make sure that the staff informs their guests of the existence of BS and advise them to order pizzas from BS, instead of competitors (Telepizza, Pizza Hut). In exchange, The Big Slice should upload the logo and the link of the Hostel on the section friend on the BS Internet page. Moreover, the hostel has a credit of 10% over the value of every order made from its clients. This credit (only for food) is accumulative and has a 6 month expiration date and this partnership only works with the delivery service. In order to understand the feasibility of this program, I have already contacted several Hostels in the area of Baixa to ask them if they would like to make this agreement, I have showed them The BS's proposal that we have purposely created and all answered in a positive way.

2) The second program planned for the next year is the “Pizza Day” program for primary schools located in the centre of Lisbon. It is a plan that provides once a week a special lunch composed by one kid's slice of pizza with an Um Bongo. It is designed for children who want to be energetic and dynamic. Thanks to its nutritional values and the use of selected product, this initiative can be a good option to offer a fun and healthy lunch. This is available for a price between 1,5/2 Euros. The BS will transport the menus once a week to the schools. And agree with the student's parents that they will pay monthly or annually. In order to understand the validity of this project I have asked to several families if they would like that their children take part of this program and the answer was positive. Furthermore, before launching this initiative we need the

permission of the school department and we would like to launch a survey inside the school for the parents of the children.

8.SUGGESTIONS

After analysing all the trends and the advice from the customers, I have developed several suggestions that I believe can help the company to grow and fulfil its objectives:

1) Since during the interviews I found that several customers would like to find in the store fresh orange juice and at least two kinds of cakes, I would like to suggest the introduction of the fresh juice and two different cakes, cheesecake and tiramisu.

2) Since the social network have proved to be an outstanding tool whereby it is possible to keep in contact with customers and reach new of them; my proposal promotion consists of: asking customers to take a picture while eating a BS's pizza, upload to Facebook and tag the BS and then they will get a coupon discount or for instance a free pastel de nata during the next purchase. This will increase the popularity of the brand. Several times customers rely on the opinion of current customers; it is also a way to simplify the decision process. Brand awareness plays a really important role in customers purchase decision. Customers seem to be more willing to buy other products of the same brand. Therefore, Brand awareness is a starting point for customer satisfaction and them loyalty. (Pmr-research) .

3)The interviews I have conducted have shown that many customers between workers and students would appreciate the presence of an "all you can eat" option in one of the restaurants. Considering that the Saldanha restaurant is the biggest and that it works more during the week than during the weekend my idea is create a "all you can it" there for dinner during the weekend that consists of paying for instance 10/12 Euros and has the possibility to eat all the pizzas without limit, excluding beverages. This promotion

can be valid for a minimum of 2 or 4 people .

4)In order to increase the awareness of the brand in Lisbon I proposed to contact MOP, the advertising company that operates inside the metro of the City. This kind of advertising can reach a huge number of potential customers, as the numbers show, every day thousands of tickets are used inside the metro. I strongly believe that through this powerful tool the Big Slice can reach exceptional brand recognition, following a road that will lead the Big Slice to expand across Portugal. .

5)Thanks to the increasing number of smart phones sold, and to the growing of the available Wi-Fi points, the online orders are registering a positive growth. More and more Portuguese consumers are purchasing food online, especially pizza, allowing them to save fuel thanks to the free delivery. In 2012 TelePizza Portugal SA and Pizza Hut started to use two different sales solution from mobile phone in order to simplify the online purchase. In my opinion the company should develop an app that can help customers to easily keep informed about all the promotions and that can help them to order fast and show the coupons that they get .6)My last suggestion regarding the opening of a new store. Since Portugal has one of the highest motorway densities in Europe, that have brought Tangerina, a store situated in the Galp fuel stations to grow among the all Portugal, I think that opening a new store next to the motorway close to the city could result in a positive feedback, giving to millions of drivers the possibility to enjoy a huge and delicious meal. Another option is to open a new store can be considered Telheiras, it is a residential area of Lisbon, opening a new store there could increase a lot the delivery service bringing new customers and incentive the others to repurchase.

9. COSTS

Among the costs that the company has to face there are: costs for advertising such as flyers, public relation and Mop (Exhibit 18), cost for develop the new app, online costs (mainly Facebook ads and Google ad-words). Costs for the new store such as wages of the new employees, rent, advertising and bills. These investments will allow the BS to reach a big audience, achieve the established objectives and to better fulfil the need of customers.

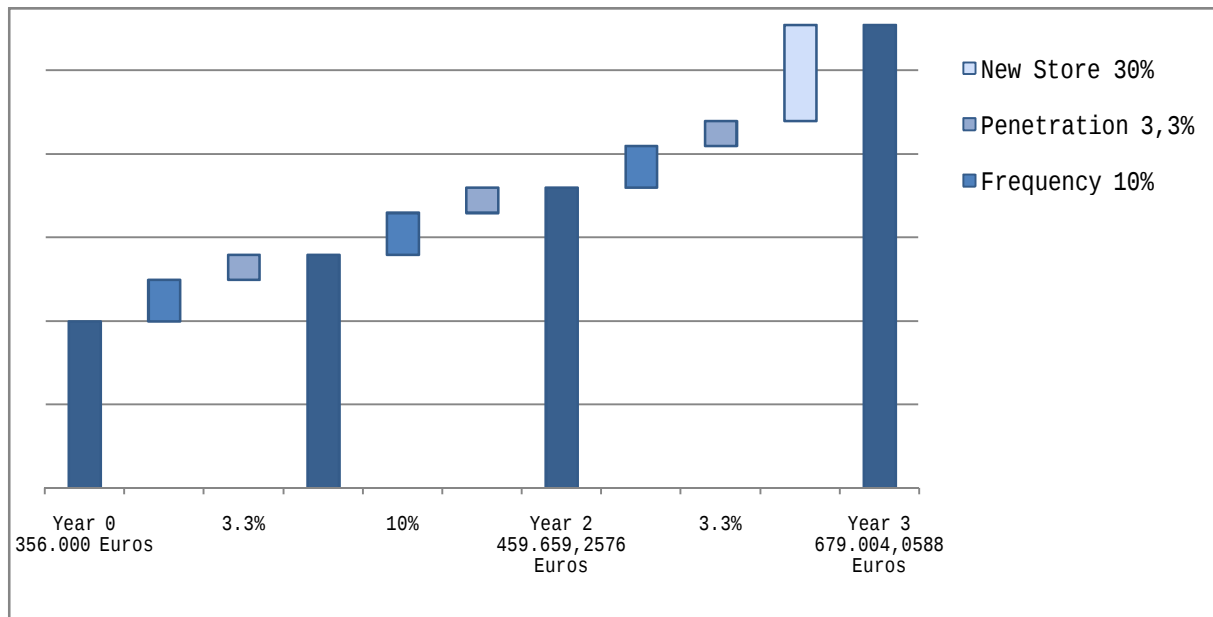
10. PROFIT & LOSS STATEMENT

Finally, the table below shows a sales forecast for the three next years based on the application of the new suggestions, taking into account the objectives that the company intend to reach, the strategy and the costs; therefore during the beginning of the first year will be implemented the MOP advertising inside the metro, during the second year will be implemented the Mobile App and during the third year there will be the opening of a new store that could be financed by a percentage of previous income.

	Year 0 2014	Year 1 2015	Year 2 2016	Year 3 2017
Total Operating Revenues	356.000 Euros	404.522,8 Euros	459.659,2576	679.004,0588
COGS				
Handwork	71.200	80.000	80.640	116.778
Food cost	64.080	72.000	76.160	116.752
Paper cost	28.480	32.000	31.360	48.085
Gross Margin %	192.240 54%	220.522,8 55%	271.499,2576 59%	397.389,0588 59%
Maintenance	8.722	9.800	11.872	29.677
Rent	18.000	24.000	24.000	39.000
Expenses	17.800	20.000	22.400	34.346
Internet Maintenance	12.000	6.000	6.000	6.000
Marketing	34.888	39.200	47.488	74.194
Mobile app	-	-	5.000	5.000
EBTDA	100.830	121.522,8	154.739,2576	209.172,0588

Table 4: Profit and Loss statement(Source: primary data)

GRAPHIC 1: REVENUE FORECASTS FOR THE NEXT THREE YEARS



11.CONTROLS

With the purpose of examine and control the effectiveness of our marketing objectives, and hence the validity of the strategies developed, we adopt several measures.

The financial department deals with the control of sales and consequently of the results of the different promotions that are periodically examined in order to understand the validity of them. Furthermore, we also control the number of visits to our web site, and number of online orders, Facebook “likes” etc. Moreover, another way to monitor the right performance of the company is the Customer Feedback ; as I have explained previously in the section "Objectives and Issues" In order to understand the validity of our promotions I have conducted several interviews directly to students and workers. Therefore periodical surveys can represent a valid tool to allow the company to understand how the business is going and meet the customers' needs.

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To my Parents, to Santina and to Nino.

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And finally I would like to express my deepest gratitude to Nino, for motivating and supporting me in every moment.

ANNEXES

Exhibit 1 : Full Menu.

808 B SLICE

808 275 423

Pizzas da Casa

Classic Super
Italian pepperoni, green peppers, fresh mushrooms, mozzarella
Pepperoni italiano, pimentos verdes, cogumelos frescos, mozzarella
S 9,95€ | M 13,25€ | L 19,95€ | XL 24,95€

Alaskan Seafood
Shrimp, tuna, red onions, tomato, garlic, parmesan sauce, cilantro, mozzarella
Camarão, atum, cebola picante, tomate, alho, molho parmesão c/ natas, coentros, mozzarella
S 9,95€ | M 16,95€ | L 23,25€ | XL 28,45€

New York Cheese Steak
BBQ steak strips, fresh mushrooms, red onions, sweet garlic & pepper seasoning, provolone cheese, mozzarella
Bife grelhado com molho BBQ, cogumelos frescos, cebola roxa, tempero de alho e pimento, queijo provolone, mozzarella
S 9,85€ | M 16,95€ | L 23,25€ | XL 28,45€

Pesto Amore
Whole wheat multigrain crust, spinach, fire roasted red peppers, red onions, Italian blend seasoning, pesto sauce, goat cheese, mozzarella
Massa integral, espinafres, pimentos vermelhos, cebola roxa, tempero italiano, molho pesto, queijo cabra, mozzarella
S 9,85€ | M 16,95€ | L 23,25€ | XL 28,45€

Bacon Double Cheeseburger
Ground beef, bacon, fresh mushrooms, three cheeses
Carne picada, bacon, cogumelos frescos, três queijos
S 8,95€ | M 13,25€ | L 19,95€ | XL 24,95€

Canadian Eh!
Italian pepperoni, bacon, fresh mushrooms, mozzarella
Pepperoni italiano, bacon, cogumelos frescos, mozzarella
S 8,95€ | M 13,25€ | L 19,95€ | XL 24,95€

Meat Supreme
Italian pepperoni, bacon, salami, Italian sausage, mozzarella
Pepperoni italiano, bacon, salame, salsicha italiana, mozzarella
S 9,85€ | M 16,95€ | L 23,25€ | XL 28,45€

Bacon Chicken Mushroom Melt
Meatloaf chicken, fresh mushrooms, red onions, Italian blend seasoning, garlic parmesan cream sauce, mozzarella
Frango, cogumelos frescos, cebola roxa, tempero italiano, molho parmesão c/ alho e natas, mozzarella
S 9,85€ | M 16,95€ | L 23,25€ | XL 28,45€

Sweet Chili Chicken Thai
Whole wheat multigrain crust, grilled chicken, broccoli, sun-dried tomatoes, sweet chili Thai sauce, Italian seasoning, goat cheese, mozzarella
Massa integral, frango grelhado, bróculos, tomates secos, molho chili tailandês, tempero italiano, queijo de cabra, mozzarella
S 9,85€ | M 16,95€ | L 23,25€ | XL 28,45€

Spicy BBQ Chicken
Mesquite chicken, Texas BBQ sauce, jalapeños, peppers, red onions, mozzarella
Frango, molho Texas BBQ, pimentos jalapeño, cebola roxa, mozzarella
S 8,95€ | M 13,25€ | L 19,95€ | XL 24,95€

Mediterranean Veggie
Black olives, sun-dried tomatoes, broccoli, red onions, grilled zucchini, feta cheese, mozzarella
Azeitonas pretas, tomate seco, bróculos, cebola roxa, courgette grelhada, queijo feta, mozzarella
S 10,45€ | M 17,45€ | L 24,45€ | XL 28,90€

Garden Veggie
Whole wheat multigrain crust, roma tomatoes, green peppers, fresh mushrooms, mozzarella
Massa integral, tomates, pimentos verdes, cogumelos frescos, mozzarella
S 8,95€ | M 13,25€ | L 19,95€ | XL 24,95€

Chicken Bruschetta Parm
Chicken, roasted garlic, chopped and marinated tomato, Italian blend seasoning, parmesan cheese, mozzarella
Frango, alho, tomate marinado e picado, tempero italiano, queijo parmesão, mozzarella
S 8,95€ | M 13,25€ | L 19,95€ | XL 24,95€

Goat Cheese Spinach
Spinach, goat cheese, fresh basil, mozzarella
Espinafres, queijo de cabra, manjericao, mozzarella
S 9,85€ | M 16,95€ | L 23,25€ | XL 28,45€

Tropical Hawaiian
Bacon strips, ham, pineapple, mozzarella
Tiras de bacon, fiambre, ananás, mozzarella
S 8,95€ | M 13,25€ | L 19,95€ | XL 24,95€

Snacks

Garlic Bread / Pão de alho
Simple / Simples
S (3 units/unidades) - 1,55€
Simple / Simples
L (6 units/unidades) - 2,45€
With Cheese / Com Queijo
S (3 units/unidades) - 1,95€
With Cheese / Com Queijo
L (6 units/unidades) - 2,95€

Garlic Fingers / Tiras de alho
(pizza 5 size cutted in strips)
(pizza tamanho 5 cortada em tirinhas)
Simple / Simples - 3,95€
With Cheese / Com Queijo - 4,95€

Bruschetta
(6 units/unidades) 4,95€

Nuggets
S (6 units/unidades) - 4,45€
L (12 units/unidades) - 7,95€

Chicken wings / Asas de Frango
S (1/2 Kg) - 3,95€
L (1 Kg) - 7,45€

Crispy Coconut Shrimp / Camarão c/ coco Crispy
S (100g) - 5,95€
L (200g) - 9,95€

Saladas

Cesar
Romaine lettuce, parmesan cheese, croutons
Alface romana, queijo parmesão, croutons
S - 3,45€
L - 5,45€
+ Chicken / Frango 1,50€
+ Bacon Strips / Tiras de Bacon 1,00€
+ Bacon Bits / Pedacos de Bacon 1,00€

Mediterranean Greek
Romaine lettuce, feta cheese, black olives, cucumber, red onions, grape tomato
Alface romana, queijo feta, azeitonas pretas, pepino, cebola roxa, tomate
S - 4,45€
L - 6,45€

Garden
Romaine lettuce, green peppers, cucumber, grape tomato, croutons
Alface romana, pimentos verdes, pepino, tomate, croutons
S - 2,45€
L - 4,45€

Sobremesas

Custards Pastry / Pastel de Nata
1 - 1€
2 - 1,85€
6 - 5€
Petit Gateau
1 - 1,75€
2 - 2,95€

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Encomendas online ou por telefone

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Bebidas

Pepsi, pepsi light, 7 Up, Sumol Laranja, Iced tea
Pepsi, pepsi light, 7 Up, Orange Sumol, Iced tea
20 cl - 1,25€ | 33cl - 1,5€ | 1,5L - 2€
Campari Laranja, Pêssego, Frutos Vermelhos, Pera
Orange, Peach, Red Fruits, Pear
1,8€
Água Water
20 cl - 1,5€
Um Bongo Bongo Juice
20cl - 1,8€
Cerveja Beer
0,33cl - Can / Lata - 1,5€
0,20cl - Cup / Copo - 1€
0,50cl - Cup / Copo - 2€
0,75cl - Cup / Copo - 2,75€
Café Coffee
0,8€

Faça você mesmo

1° Choose your size
Escolhe o tamanho

1 Pizzas

S - 6,95€
M - 9,95€
L - 14,95€
XL - 18,95€

2 Pizzas

S - 12,95€
M - 17,95€
L - 23,95€
XL - 29,95€

Gluten Free*
Available for Medium pizza's only for 3,25€ Extra
Disponível para pizzas médias por mais 3,25€ Extra

2° Choose your crust
Escolhe a base

Classic
Classic crust trans-fat free
Massa fresca sem gorduras

Whole Wheat
Whole wheat multigrain crust made with extra virgin oil
Massa integral multi-cereais com azeite virgem extra

3° Choose your sauce*
Escolhe o molho*

Tomato
Classic tomato sauce
Molho de tomate clássico

Italiano
Traditional Italian recipe with tomatoes and herbs
Molho italiano com tomate e ervas aromáticas

Zeisti
Garlic parmesan creamy sauce infused with garlic and herbs
Molho parmesão e natas com alho e ervas aromáticas

*NOTE / *NOTA:
All pizza's have tomato sauce and mozzarella included
Todas as pizzas incluem molho de tomate e mozzarella

4° Choose your toppings
Escolhe os ingredientes

Meat & Seafood / Carne & Marisco
Shrimp - Camarão
Tuna - Atum
Salami - Salame
Bacon - Bacon
Smoked Ham - Fiambre Fumado
Chicken - Frango
Italian Pepperoni - Pepperoni Italiano
Italian Sausage - Salsicha Italiana
Ground Beef - Carne Picada

Cheese / Queijo
Provolone Cheese - Queijo Provolone
Mozzarella Cheese - Queijo Mozzarella
Three Cheese Blend - Mistura Três Queijos
Feta Cheese - Queijo Feta
Parmesan Cheese - Queijo Parmesão
Goat Cheese - Queijo de Cabra

Veggies / Legumes
Grilled Zucchini - Courgette Grelhada
Black Olives - Azeitonas Pretas
Green Olives - Azeitonas Verdes
Fresh Mushrooms - Cogumelos Frescos
Green Peppers - Pimentos Verdes
Red Peppers - Pimentos Vermelhos
Hot Peppers - Pimentos Picantes
Jalapeño Peppers - Pimentos Jalapeño
Fire Roasted Peppers - Pimentos Assados
Tomato - Tomate
Broccoli - Bróculos
Red Onion - Cebola Roxa
Roasted Garlic - Alho Assado
Spinach - Espinafres
Pineapple - Ananás

Sources: www.bigslicepizzeria.com

Exhibit 2: XL size



Exhibit 3: Logo



Exhibit 4: Size



Exhibit 5: Snacks



Exhibit 6: Rota da Tapas



Exhibit 7: Discounts



Exhibit 8: Special Lunch



Exhibit 9: Kids Menu



Exhibit 10: Special Beer



Exhibit 11. Promotions



Exhibit 12: Temporary Discounts



Exhibit 13: Temporary Promotion



Exhibit 14: San Valentine Day



Exhibit 15: Social network Promotion



Exhibit 16: Mop Proposal Advertising

Metro of Lisbon Stations	Daily Contacts	Stations that we sugest for Big Slice	Optio n A	Optio n B
Cais do Sodré	156.587	Linha Verde	2 Mupis	4 Mupis
Marquês de Pombal 1	129.759	LinhaAzul	2 Mupis	4 Mupis
Marquês de Pombal 2	98.856	LinhaAmarela	2 Mupis	4 Mupis
Saldanha 1	85.950	LinhaAmarela	2 Mupis	4 Mupis
Restauradores	79.264	LinhaAzul	2 Mupis	4 Mupis
Saldanha 2	59.324	LinhaVermelha	2 Mupis	4 Mupis
Avenida	45.405	LinhaAzul	2 Mupis	4 Mupis
Total Mupis			14	28

	Form at	Qu anti ty	Start/ End	Timing	Rate Card €	Discou nt	Nett Price	Producti on/printi ng
Option A	6 Sheet/ Mupis	14	To be defined	6 weeks in arow	16.800,00 €	68,0%	5.376,00 €	592,00 €
Option B	6 Sheet/ Mupis	28	To be defined	6 weeks in arow	33.600,00 €	73,0%	9.072,00 €	709,00 €