

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

A Consulting Lab envisioning the future of Diário da República: Implementation of User Experience and Awareness initiatives to guarantee a well- established future for Diário da República

Inês da Cruz Pereira Correia Lopes | 49626

Work project carried out under the supervision of:

Constança Monteiro Cristiano Casquinho

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Abstract

The current project involves the conception of a strategy to guarantee a well-established future for Diário da República. The purpose of this Work Project is to support Diário da República in adapting to the new trends regarding User Experience and online consumption of information, leading to efficiency, accessibility, and proximity relationship with Portuguese society. An analysis of the Official Journal, User Experience, Customer Proximity Trends, and Loyalty Strategies allowed the identification of Best Practices, Concept Testing, and Validation, which are the key steps in the methodology. The outcome led to a set of recommendations that ground the strategy.

Keywords: Strategy Consulting, Strategy, Loyalty Loop, User Experience, Awareness, Portugal, Official Journal.

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1. Executive Summary

Diário da República is the Official Journal of the Portuguese Republic since 1976 where normative and jurisdictional acts are published. It is the responsibility of Imprensa Nacional-Casa da Moeda to guarantee the publication of Diário da República, as well as, providing several fundamental services and goods to the well-functioning of Portuguese State, namely, identification and travel documents, minting of metallic coins, and publishing of official publications.

Even though it is exclusively electronic with universal and free access to all of its content and functions, the rise of new online information channels combined with prevailing juridic illiteracy, led to a **lack of interest and knowledge from Portuguese society towards Diário da República**. Moreover, this shift regarding online consumption of information allocates **high weight to the User Experience**, which is a disadvantage for Diário da República when compared to other legislation platforms.

Following the previous paragraph, the raised question is: **can Diário da República become the top-of-mind platform in the consultation of legislation?** The answer is yes, through a strategy based on loyalty, grounded in boosting Awareness among the Portuguese society and investing in User Experience improvement.

The project intended to answer the previous question based on three steps: *Diagnosis*, in order to examine intensely Diário da República and understand Official Journals' characteristics outside Portugal; *Analysis*, based on the in-depth External and Internal Analysis provided significant insights to outline hypotheses that could be potential project directions; *Recommendations*, the strategy was developed considering the User Experience, Awareness, and *Further Recommendations* which include both revenue increase and a conclusion on how the entity should behave in the future. Finally, an implementation roadmap was developed as well as Key Performance Indicators to monitor the impact of suggestions.

The recommendations were based on three main topics. On **User Experience**, the group suggested six main improvements to promote a user-friendly website, by increasing accessibility and allowing a better experience for every Portuguese citizen. On **Awareness**, five recommendations were developed centered on the reinforcement of social media platforms' presence, presence in the academic ecosystem, and implementation of new communication channels in order to successfully reach Portuguese society and create a relationship of proximity with users. Lastly, on **Further Recommendations**, a balance was made regarding disruptive ways of generating revenue without compromising the universal access as well as promoting an agile culture.

2. Project Overview

2.1. Project Context and Project Governance

Consulting Labs are real-world business projects conducted by a group of students in a professional context, giving the opportunity for both students and the respective company, to learn and improve competencies. Students have the chance to understand how the studied theoretical content can be applied to real-world projects, improving skills that will be essential during professional and personal life. This allow students to develop a deep understanding of an industry and, in this case, learn more about Imprensa Nacional-Casa da Moeda (**INCM**) and how Diário da República (**DR**) is delivered to Portuguese citizens. Nevertheless, the company will benefit from highly qualified students with disruptive ideas, great analytical skills, and open-mindedness, challenging INCM with new market trends. Since students are not inside the company's environment, new approaches and critical thinking are more easily provided when compared to the many biases collaborators have.

The project's main goal was to implement a strategy to guarantee DR is the first choice when Portuguese citizens want to consult for legislation in the future. Nova SBE's team cooperated with INCM's team for four months, discussing perspectives and brainstorming

innovative approaches to develop a consistent adding value strategy for DR. The success of the project relies on the support and collaboration of the follow-up team - Project Manager, and Steering Committee. The Steering Committee members were Dr. Bruno Pereira, Dra. Dora Moita, Eng. Ricardo Matias, Eng. Filipe Leite, and Professor Constança Casquinho. The follow-up team, Dr. Bruno Pereira, Eng. Ricardo Matias, and Eng. Filipe Leite. Finally, Dr. Bruno Pereira, as Project Manager, not only assured the project was going in the right direction and defined deadlines were met but also facilitated contacts and support, giving access to all the necessary information for the development of the project.

2.2. Project Challenge

Nowadays in digital environment, the winner is the one delivering the most innovative and faster products/services. The way information is consumed has faced several changes throughout the years. In fact, there has been a growing transition in the consumption of information from print to digital format and consumers are increasingly looking for ways to digest information easily and quickly (Ofcom 2018). The technological progress and constant change in users' preferences require transformation, giving INCM an opportunity to adapt.

INCM should improve its digital User Experience (UX), implement strategies to raise Awareness of DR, and implement New Business Models. Having this said, the team set the following questions to the challenge:

- What are the new trends regarding information consumption?
- What new functionalities and services should DR invest on, in order to become the first option when it comes to legal consultation?
- How can DR increase its presence in Portuguese citizens' daily life?

2.3. Project Scope and Goals

The Consulting Lab main purpose was to develop a Loyalty Strategy adapted for DR, given the current and future market trends, users' preferences, needs, and behaviour, prioritizing

technological advancements and online consumption of information. In agreement with INCM's main goal of making DR the first option regarding acts consulting in Portuguese society, and implementing innovative strategies to call people's attention of its importance, three goals were set to guarantee a successful project:

- Analyse DR's platform (website, app, social media) and recognize potential directions according to the trends in Official Journal, UX, and online consumption of information.
- Understand the perception of DR for both Legal Professionals and not Legal Professionals in Portuguese society.
- Define DR's value proposition while expanding to new communication channels to reach out to more people, prioritizing each recommendation and developing an implementation roadmap.

It was not within the scope of the challenge to recommend alternatives for the draft writing process, act approval, act reception and validation, consolidation, and clarification functions. Moreover, the group has also not worked on the customers' side, those who pay for the publishing service in DR. In fact, this whole process is highly legislated and there is no scope for change at all.

3. Methodology

3.1. Project Calendar and General Methodology

The Project calendar was designed according to the following three key phases: Diagnosis, Analysis, and Recommendations. These stages enabled the group to answer the proposed challenge – formulate a Loyalty Strategy for DR. Each phase was structured based on the evolution stages of the project.

Phase 1: Diagnosis – This stage involved five weeks | From the 12th of September to the 14th of October – Throughout this phase, it was conducted a review of DR and research of Official Journals in other countries. This phase started with the presentation of the Kick-Off

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Document, which included the aforementioned content and a preliminary organizational analysis of INCM, Official Journals Analysis, Best Practices, and benchmark Analysis. Furthermore, it was also possible to align expectations related to the proposed methodology with INCM. The Diagnosis phase played a vital role in the project.

Phase 2: Analysis – This stage was carried out over five weeks | From the 7th of October to the 15th of November – During this phase, an in-depth External and Internal Analysis provided significant insights to outline hypotheses that could be potential project directions. The group also delivered a document with the results of the interviews and surveys done as well as market research about trends in the consumption of information. It was important to understand how UX affects a company and how should DR apply the Loyalty Loop framework.

Phase 3: Recommendations – Approximately three weeks were required in this stage | From the 15th of November to the 5th of December – A detailed strategy and respective recommendations were formed. To support successful implementation and ensure the recommendations are rigorous, an implementation roadmap was designed, and some Key Performance Indicators (**KPIs**) were defined to monitor its impact. Having said this, the group handed over a final document including the above-mentioned aspects and the project key takeaways.

The **Project Calendar** (Gant chart), used as a project management tool, can be visualized in Appendix 1.

3.2. Phase 1: Diagnosis

The goal for this first stage of the project was concerned with a deep understanding of the Official Journal landscape combined with an exhaustive analysis of the current situation of INCM and External Analysis of the new ways of consumption of information in Portugal.

This phase was split into the following topics: Situation Analysis, Research Analysis, Best Practices Analysis of Official Journals, UX, and Customer Proximity. Moreover, during

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this stage, the team had several meetings with INCM to promote an in-depth view of the company, by talking to several employees and gathering different perspectives on what needed to be improved.

Situation Analysis

This analysis was divided into two main parts: External Analysis and Internal Analysis. The External Analysis aimed to understand the current position of INCM in Portugal, with a focus on DR. Therefore, a PESTEL framework was developed. To understand the benchmark of DR, the group developed a detailed analysis of the European Union's member states and Portuguese-speaking countries allowing a proper perception of the current state of DR's website and functionalities. The study was delivered to the client and the extracted Best Practices were also discussed. The second part comprised an Internal Analysis and was possible due to the various meetings scheduled with the client. The group performed a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), which derived a TOWS Analysis (Threats, Opportunities, Weaknesses, and Strengths), and developed a Resource-Based Analysis, evaluating the internal resources of DR, which were relevant tools for drawing some conclusions.

Research Analysis

The group dedicated some time to understanding the current trends in the consumption of information. Moreover, after doing the situation analysis, the team realized that the main pain point of DR's users was regarding UX, so research was conducted to recognize the importance of UX in a company.

Best Practices and benchmark Analysis

Since DR is the Official Journal in Portugal the team decided to focus on understanding the benchmark of the European Union's member states and Portuguese-speaking countries and gather some Best Practices which can serve as a reference for DR. Furthermore, some time was

dedicated to searching for features, services, or references that could be applied to DR, outside the Official Journals' to promote a better UX and Customer Proximity.

3.3. Phase 2: Analysis

The second phase of the project aimed to meet the goal of understanding the current Awareness of DR in Portugal, gathering pain points identified regarding UX, formulating, and testing hypotheses for the recommendations. Additionally, the group made some internal discussions and a brainstorming session with the client to get the final hypotheses that would be appropriate to develop given the results obtained.

Hypotheses formulation

A set of hypotheses were formulated after identifying and understanding the main pain points users currently have, as well as applying some UX improvements and Customer Proximity the group found in other Best Practices. Therefore, eight hypotheses were formulated. The group aimed to test the hypotheses designed in qualitative interviews and quantitative research.

Qualitative Analysis

For this stage, the approached phases were the following: script design, interviewing according to it, and answers analysis. When developing the script, the team decided it was important to follow the steps of the Loyalty Loop - Awareness, Activation, UX, Loyalty, and Advocate. This means the goal was to start by understanding the current Awareness and perception of DR and then, evaluate the UX of the interviewee. The group interviewed twelve people linked to the legal field, expert interviewees since this group represent the largest users of DR and could give an insightful perspective and compare it to other platforms. Each interview had approximately ten open questions and the total sample consisted of forty-two interviewees. The results were registered and analyzed in Microsoft Excel. This stage was

helpful, enabling the realization of the formulated hypotheses were aligned with people's expectations about DR.

Quantitative Analysis

A survey was developed and intended not only to perform a different walkthrough according to the current Awareness of the inquired but also to figure out the preferences in consumption of information. The main goal was to infer the priority hypotheses to focus on, how consumers recognize preferences, and finally to test the receptivity to new initiatives that could be done by DR. The survey was formulated in Microsoft Forms and shared through social media and WhatsApp. In total, 1010 valid answers were collected, with a gender distribution of 63% female and 37% male.

3.4. Phase 3: Recommendations

All the analyses performed, with emphasis on qualitative and quantitative research, validated some hypotheses, especially related to UX improvement and raising Awareness. Therefore, the last stage of the project focused on developing recommendations and an implementation plan, as well as analyzing further implications and define KPIs.

Intra-team Brainstorm

Through intensive Brainstorm meetings, the team was able to define the project's deliverables. These sessions were also vital to design a prototype website for DR from scratch, which was possible through Figma, a design software. The prototype design was supported by the collected Best Practices and helped in perceiving concrete suggestions to recommend. Moreover, the gathered data from the interviews and survey validated the creation of an external communication strategy to meet Portuguese's needs. Further recommendations to meet other client's needs were also indicated.

Implementation Plan

The team provided an implementation plan, which consisted of a timeline to represent each recommendation's implementation moment. Furthermore, it was also possible to define a monitoring strategy through the establishment of KPIs to assess success. At this stage, it was also possible to conduct a financial analysis based on the costs of each recommendation. Lastly, the limitations and risks of the project were conceived.

3.5. Literature Review

3.5.1. Loyalty Strategy Research

According to Hamilton et al. (2017,1) loyalty is based on the preferences and commitment of non-passive and engaged users or consumers. Moreover, other studies concluded that customers become loyal through experiences (Garrett 2010) and pointed out two types of loyalty: behavioral and attitudinal (Dick and Basu 1994). The behavioral one indicates consumers that repeat purchasing of a brand demonstrates loyalty (Ehrenberg 2000). Whereas Dick and Basu (1994) stated that attitudinal loyalty is more than a consistent act of buying from the same brand. In fact, it also relies on a positive attitude towards the brand leading to a reiteration of this behavior in the future.

Furthermore, other authors advocated that trust is the cornerstone of loyalty (Harris and Goode 2004). Thus, a framework was created to support that loyalty is a consequence of the relationships between trust, perceived value, satisfaction, and service quality. Trust is a fundamental driver to ensure commitment and maintain loyalty. Concluding, trust has a positive effect on loyalty (Reichheld and Schefter 2000).

Additionally, trust directly impacts the perceptions of satisfaction and perceived value, implying an influence on loyalty. It is also mentioned that the overall concept of relationship quality is motivated by service quality which foments trust. Thus, it can be inferred that trust is the central driver of loyalty (Harris and Goode 2004).

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Regarding the online context, online users' loyalty may be induced by different aspects, especially customer satisfaction and relationship commitment (Cheng, Wu, and Chen 2020). Customer satisfaction is intrinsically related to whether the attitude towards a brand is positive (Baldinger and Robinson 1996). On the other hand, relationship commitment was defined by Garbarino and Johnson (1999,71) as “an enduring desire to maintain a valued relationship”, emphasizing that this commitment is pivotal to ensuring successful long-term relationships. In this sense, online platforms should focus on engaging and building relationships with their respective users while providing quality and structured information to build long-term loyalty (Cheng, Wu, and Chen 2020).

In order to understand the exact role of commitment in assuring long-term loyalty, it is relevant to approach the aforementioned attitudinal perspective. In fact, constant behavior may be a cause of a solid commitment to the brand (Samuelsen and Sandvik 1997). Nevertheless, commitment also represents bonds (Amine 1998). This commitment can be a result of two phenomena: affective causes as emotional and attachment feelings towards the brand - affective commitment, or cognitive causes, such as perceived risks among competitive companies - calculative commitment, (Amine 1998). Having said this, commitment assumes a prominent function in customer retention over an extended period.

A result of a consistent commitment is the concept of word of mouth (**WOM**). Amine (1998) as well as Dick and Basu (1994) studied that when consumers are confident with a brand they are committed to, they tend to recommend it and defend it from negative ideas.

Regarding customer satisfaction, it is essential to point out the importance of brand identity. This concept can be related to customer satisfaction since the identity of brand can express its prestige and particularities (He, Li, and Harris 2012).

Another pertinent aspect that should be mentioned is UX and its influence on user loyalty. Users can become loyal due to the experiences they are exposed to, and several factors

can shape that experience (Garrett 2010). Garrett (2010) suggested that it is crucial to have a proper information architecture in order to organize the information, so that users can comprehend it and use it. Therefore, information architecture reveals to be an understanding of users' psychology by developing what they expect without even requesting, contributing to users' loyalty. Moreover, this experience should also be based on easy navigation, which includes supporting users to access what they are looking for while communicating to them all available features. Caruana and Ewing (2010) also highlighted that it is necessary to have systems that can fit into the users' lifestyle requirements, which are "time-poor", and user-friendly platforms to ensure loyalty. Thus, if the overall experience on the website does not meet the users' expectations, it can also negatively affect their loyalty levels (Garrett 2010).

All in all, it is relevant to not just consider the behavioral perspective when analyzing loyalty but also the attitudinal one. Brands should also be aware that customer satisfaction promotes WOM and supports the relationship in the long run (Dick and Basu 1994). Withal, brand commitment and trust play a vital role in terms of achieving sustainable competitive advantages (Amine 1998).

3.5.2. Framework and Methodology Concepts

Some frameworks were used to make assessments, evaluations, and analyses of the Official Journals industry, trends in consumption of information, and structure recommendations to deliver value for DR. Furthermore, it was needed to study relevant concepts. Therefore, the development of the research concepts is divided into three phases of the project: Diagnosis, Analysis, and Recommendations.

Diagnosis

PESTEL: First introduced by Francis Aguilar in 1967 in the book *Scanning the Business Environment*, PESTEL is a strategic framework that helps deconstruct and understand external factors that can affect businesses, such as Political, Economic, Social-cultural,

Technological, Environmental, and Legal (Rastogi and Trivedi 2016). The PESTEL Framework was used to recognize the external factors that may affect DR.

SWOT: First conceived by Albert Humphrey in the 1960s, the SWOT Analysis plays an important role when it comes to understanding the strategic vision of an organization, by analyzing the Internal (Strengths and Weaknesses) and External (Opportunities and Threats) factors of an organization (Aslan, Çınar, and Kumpikaitė 2012). A SWOT Analysis was conducted to identify factors that influence DR.

TOWS: TOWS Matrix was developed by Weihrich in 1982 and can be considered a complementary tool of SWOT, allowing the appliance of the SWOT's findings to elaborate a strategy. The TOWS Matrix includes four conceptual strategies, tactics, and actions through the intersection of factors approached in SWOT (Weihrich 1982) . It was essential for the project since it allowed the elaboration of strategic responses for DR.

Resource-Based View Model: Developed by Jay Barney in 1991, the Resource-Based View Model aims to comprehend if the organization's resources can boost a competitive advantage. In case a resource is valuable, rare, inimitable, and contributes positively to strengthening the organization then it is considered a sustainable competitive advantage (Barney and Hesterly 2012). It was used to evaluate how DR's resources are delivering a competitive advantage when compared to other institutions. It is important to notice that, even though DR does not face direct competitors, there are some players offering similar services.

Analysis

Deductive and Inductive Approach: As the first step for the analysis phase, it was essential to identify and tackle challenges, so a Deductive and Inductive approach was used. Barbara Minto presented this approach in the book "*The pyramid Principle*", which aims to create a path of thinking by establishing logic and reasoning between ideas. Thus, deduction corresponds to the line of reasoning that leads to a "*therefore*" conclusion, while inductive

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relies on the observation of facts and ideas making statements (or inferences) about the observed results (Minto 1996, 63).

Brainstorm: Brainstorm concept was first introduced by Alex Osborn in the 1950s, who described it as the process of finding a solution for a specific problem as a group by bringing large quantities of ideas, building on each other's ideas, and allowing healthy criticism (Besant 2016). Throughout the project, several brainstorming sessions were held with the client and internally to guarantee the project was in the right direction.

Loyalty Loop: The Loyalty Loop is a McKinsey strategy approach regarding how customers make decisions, involving five steps: consider the existence of a product; then evaluate the product according to needs and requirements; buy the product, enjoy it and, finally, advocate others (McKinsey 2009). For the aim of the project to make DR a top-of-mind legislation consulting platform, Loyalty Loop was adapted when structuring the hypotheses and recommendations. Firstly, it was essential to focus on increasing **Awareness** regarding DR in Portuguese society; then people **Consider** DR when searching for legislation. Afterwards, the user starts navigating in DR and if the **User Experience** is fluid and efficient, the user will be satisfied. Continuously good UX in the platform will increase retention, leading users to **become Clients**, and **Recommend** DR to other people. It can be visualized in Appendix 2.

Mixed Methods: Mixed methods is a research approach whereby researchers collect and analyze both quantitative and qualitative data within the same study (Guest and Fleming 2015). During the project analysis phase, both qualitative and quantitative research methods were used.

Sample: To recognize the findings in the qualitative and quantitative research statistically, the team needed to identify samples to develop the research.

Recommendations

Penetration Pricing Strategy: Penetration Pricing is a marketing strategy that aims to start selling a product/service at a lower price, allowing it to penetrate the market, attract customers, and gain market share (Kenton 2021).

Implementation Roadmap: To support the project, it was used an Implementation Roadmap which is a critical tool to organize and prioritize each recommendation.

4. Internal Analysis – Company Overview

INCM is a public company that resulted from the merger, in 1972, of Imprensa Nacional and Casa da Moeda. The combination of these two historical companies originated one of the oldest industrial establishments and one of the most recognized companies in Portugal. Currently, INCM is responsible for providing several important services and goods fundamental to the well-functioning of the Portuguese State, namely, identification and travel documents, minting of metallic coins, and publishing official publications, being Diário da República the most relevant one. Furthermore, INCM also aims to supply other countries with essential goods, protect brands, and identify people and goods (INCM, n.d.).

The mission of INCM is *“To create, produce and supply goods and services that require high-security standards focused on the customer and on innovative solutions”* (INCM, n.d.). The company has been trying to incorporate new technologies into its core activities. In fact, the evolution of new technologies in this company is a success namely in security printing and digital security. Moreover, INCM states that will always assume its central role in Portuguese society and its recovery, through key relationships with its customers and partners, specifically, Public Administration services, by providing digital and physical security solutions and having an important role in terms of digital transformation (INCM 2022). Advances in its strategic framework which is based on seven important guidelines such as customer focus, innovation, internationalization, efficiency, employee development, sustainability, and brand recognition.

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Over the last years, it has been evident a growing recognition by stakeholders, a consequence of becoming more innovative and market-focused as well as the deep structural changes that occurred in the organization. In the context of the pandemic, the company has become more dynamic and agile, making significant changes in the social and economic environment as well as accelerating the digital transition. INCM is committed in achieving carbon neutrality in 2030, maintaining the annual investment of 1% turnover in innovation, and allocating a similar amount in social responsibility actions namely focused on promoting Portuguese culture and language, gender equality, and conciliation between professional and personal life (INCM 2022).

To reinforce how important innovative culture is to INCM, an autonomous department was created, INCMLab, where a collaborative strategy and integration of research, development, and innovation makes it possible to position INCM in the future. The main areas for R&D are Creation of new security elements; Development of Information Technologies; Creation of new products and services; Development of flexible, reconfigurable, adaptive, and networked collaborative production systems; Creation of New Business Models. Moreover, this department is a result of strategic partnerships consisting of universities, technologies and research centers, laboratories and startups, and investors (INCM, n.d.).

Since 1820, one of the INCM's missions is to publish DR, through which the citizens become aware of the acts that govern the life of Portuguese society. *Diário da República* is the Official Journal of the Portuguese Republic, founded in 1976, and is responsible for the publication of normative and jurisdictional acts. Nowadays, it is exclusively published electronically as a public service with universal and free access to all its content as well as functions and it comprises the “*Série I*” and the “*Série II*”. The “*Série I*” shall publish the normative and jurisdictional acts, and the “*Série II*”, is where administrative and jurisdictional acts, contracts under public, private, and cooperative law are published. To publish, the acts

have to obey requirements of reliability and security of qualified electronic signature, technical requirements of receptions, and authentication defined by INCM. When it comes to the publication of acts in the “*Série I*”, it must be submitted to an accredited platform by means of a communication from the Government member responsible for the edition of DR to INCM board of directors. Moreover, INCM is a founder member of the European Union Official Journals Forum and an excellent promoter of the Portuguese Speaking Countries Official Journals Forum (INCM, n.d.).

As of 2019, DR has published an average of 45 thousand acts annually and the average revenue made exclusively by DR is about €3.6 million. In recent years, 2021 was the best year (48 thousand acts published and €3.9 million of revenue), which is strictly linked to Covid-19 and the constant need to publish acts. In addition, since DR is exclusively online, the biggest cost is associated with all the website maintenance and with the payment of software licenses so that the entire process is digital, from the client's request for publication to publication in the Journal.

4.1.1. SWOT Analysis

The identification of DR's Strengths, Weaknesses, Opportunities, and Threats was an important step to understand the actual situation of this unit business of INCM. It was crucial for the team to elaborate the SWOT Analysis focusing on DR and consequently having a vigorous impact on our proposed hypotheses. It can be visualized in [Appendix 3](#).

Strengths

As previously mentioned, INCM is the only Portuguese institution responsible for publishing Official Publications. This exclusivity provides unrivaled know-how. Therefore, DR's business model works as a monopoly regarding editing and publishing. As a consequence, DR is highly recognized and respected by Portuguese citizens, which is certainly an advantage compared with other entities. This high recognition was achieved through an extremely rigorous service

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provided by the collaborators, being a national reference with an extremely residual margin of error, demonstrating that human capital is a strong asset for the company.

Nowadays, DR is exclusively electronic which adds value relative to the sustainability of the business and is in line with INCM's strategy. Besides the consultation of the Journal, acts, and codes, the website provides several types of content, such as legal analysis, legal translator, lexionary, consolidated version, and abstracts in clear language. Also, it is one of the few countries in the world that has a mobile app available for all possible versions.

The creation of INCMLab aims to boost innovation in R&D-related activities through the creation of new security elements for citizens' identification documents, and New Business Models incorporating new technologies to the digitalization of the business, among others. These are strong resources DR can take advantage of.

Weaknesses

According to studies done by DR and the results of the conducted surveys and interviews, there is still a lack of knowledge about the importance and role of DR in Portugal, especially among young people. Hence, brand Awareness shows to be a great point of improvement.

Regarding UX, there is clearly room for development in the website and the mobile app. DR's lack of investment in improving the UX causes inefficient searches, namely for Legal Professionals who need this tool daily. For instance, the search engine present on the website does not assimilate abbreviations and common language, making less accessible compared to other search-driven platforms. This highlights the barriers to research efficiency, leading some users to stop consulting it. Additionally, as the website itself is not intuitive, there are Legal Professionals who are unaware of all functionalities and content available. Concluding, the transition from paper to digital was not efficient, as some parts were not totally dematerialized.

Furthermore, INCM belongs to the State Corporate Sector stipulated in the State Budget Law, which limits flexibility in terms of investment decisions and other expenses such as operations and personnel. Also, the editing process as well as the publication of acts is defined by law, making any change not only extremely costly and time-consuming but also causing a culture of resistance created within INCM.

Finally, DR has only one revenue source: the publication of acts. For this reason, DR should try to optimize the business model without interfering with free and universal access to all published acts.

Opportunities

The main new trend DR can take advantage of is related to technological developments. Given the crucial role DR has in Portugal, it should be able to keep up with the biggest technological changes.

In the last years, the consumption of information has seen a growing transition from print to digital format. As mentioned previously, the current generations are much more demanding and rigorous regarding the credibility and quality of their information sources. This may highlight an opportunity for DR, given that it is a highly recognized entity in Portugal, to have a more significant presence in new communication channels of information, such as social media, podcasts, among others.

Moreover, there is an enormous tendency to use only mobile in the future, showing the urgency to have either a website optimized for mobile or improve the functionalities of the mobile app.

Threats

Nowadays, the biggest threat companies are facing are cyber-attacks, with tendency to increase in the future. This can be a potential threat since DR is not only exclusively online as

well as the whole value chain is done digitally. This highlights the urgency of protection from cyber-attacks, especially as it deals with highly secretive matters.

The indirect competitors can be considered a threat since these platforms provide the same information as DR. Furthermore, the gradual presence of other information platforms, even social communication entities, in other distribution channels such as social media, leads to a reduced need to consult DR.

Additionally, the new generation appreciates more focused content, which leads to a conflict with DR as it is perceived as a juridic platform and, consequently, to a general lack of interest. Moreover, Portuguese society is still facing a challenge when it comes to juridic illiteracy making the search complex for those who do not know the right terms.

4.1.2. TOWS Analysis

The TOWS matrix allows the analysis of Strengths, Weaknesses, Opportunities, and Threats jointly, creating a clearer vision regarding how DR can improve its strengths, ease weaknesses, benefit from the opportunities that arise, and overcome potential threats in the market. It can be visualized in [Appendix 4](#).

Regarding **SO Strategies**, DR could benefit from having an already established 100% electronic product and a mobile app. The mobile app offered by DR serves as a differentiator compared to other websites and Official Journals, reinforcing its digital presence. In fact, the Internet is becoming mobile, implying that DR should cater the need of having all functionalities included in the app. To do so, DR ought to focus on developing a more user-friendly platform to retain users. Furthermore, it is also essential to be cognizant that DR is one of the most credible institutions in Portugal, which may represent an opportunity to approach new generations who avoid “fake news” and prefer the original information. Moreover, it is an opportunity to strengthen DR’s presence on social media since young generations could trust DR’s profile while being engaged. Also, the cyclical nature of the economy and policies leads

the government to constant need to make decisions, which implies publishing acts, strengthening the prominent role of DR.

When it comes to **ST Strategies**, it is important to recall that DR offers some content that enables a clearer understanding and demystify some legal concepts. In doing so, DR is providing resources to combat current legal illiteracy. Additionally, DR encompasses more free content than just publishing acts, which would be a reason for attracting users.

For the **WO Strategies**, even though DR is exclusively online and has an app, the UX in both devices is not as intuitive as it should be. As was already mentioned, DR's website is designed for a specific target, becoming not accessible for most of society. To be successful as a brand today, digital presence is the key. Therefore, if DR wants to maintain its visibility and recognition in the future, its digital presence must be improved. Investing in social media platforms, making the website more intuitive, complete the dematerializing process, and making the app user-friendly should be seen as priorities to succeed in the current digital world.

Lastly, for the **WT Strategies**, INCM plays an important role for all citizens and so, one of the most important factors is its credibility and seriousness. Furthermore, as previously mentioned, more focused content has been highly preferred for the new generation and DR is seen as a platform used exclusively for jurists. The fact the website is not user-friendly and does not have some content appreciated by the younger generation will lead to an increase in the gap between DR and society.

4.1.3. Resource-Based View Analysis

The Resource-Based View is a strategy that emerged during the 1980s and 1990s by Birger Wernerfelt, Prahalad, and Hamel, among others, to evaluate the elements needed to achieve a long-term competitive advantage (Wernerfelt 1984). Therefore, there are some resources and competencies that DR could be exploit and develop which will be the VRIO

resources. These are the competencies INCM must prioritize and align with the organizational strategy. It can be visualized in Appendix 5.

There is strong indirect competition as there are other legal databases and platforms enabling information consumption, emerging the need to understand if DR can have the aforementioned advantage.

To evaluate DR's internal resources and capabilities, a **VRIO Analysis was conducted, which focus on (1) Value, (2) Rarity, (3) Imitability, and (4) Organization**. The resources that should be analyzed are related to three different topics: Competences, Strategic Resources, and Architecture of Relations.

Starting with the **Competences of DR**, it is fundamental to mention **Human Resources**. In fact, most of DR's collaborators have vast experience as most of them made a career there and have been working for more than thirty years. Therefore, this constitutes a massive proficiency in their areas of expertise, representing a valuable resource. Due to this extensive know-how, DR's staff can also fulfill the rarity criteria. However, it cannot be considered inimitable, since there are no limitations contracting top talent for those matters. However, it can be concluded that DR has organized management systems to retain and develop its employees. Yet, it should be noted that having staff for so long, creates a culture characterized by resistance to change. Nevertheless, it is relevant to mention that DR's human resources can be considered a temporary competitive advantage.

Moreover, **Product Exclusivity** can be considered a **Strategic Resource**. As previously referred, DR represents a reliable and trustworthy source. Therefore, exclusivity is a valuable resource. Additionally, it can also represent a rarity and inimitable resource as there is no direct competition for the act's publication, and it is defined by law that DR is the only institution responsible for it. Hence, the Official Journal also has the management systems, processes, structures, and culture to own this responsibility, which can be proven by the number of years

of service. Having said this, it is possible to conclude that **Product Exclusivity represents a sustainable competitive advantage.**

When it comes to **Brand Reputation**, which is a **Strategic Resource**. The recognized seriousness behind DR, making it a respected and distinguishable brand, is valuable and rare. Regarding inimitability, other competitors can publish laws and offer other juridic services. Organizationally, DR's reputation and relevance for Portugal strengthen the importance of INCM, working as a strategic resource. Therefore, it is possible to state that Brand Reputation works as a temporary competitive advantage.

Regarding the **Architecture of Relationships**, the **Parent Company** of DR is INCM. This is valuable because it provides high credibility to DR which is hardly beaten by any competitor. In terms of rarity, is not possible for any other company to have the history and positioning of INCM in Portugal as well as it is not possible to replicate the product exclusivity it has in many important services in Portugal. The parent company has total autonomy to develop and provide the best solution to Portuguese citizens. For the reasons set out above, **the Parent Company is a sustainable competitive advantage.**

About **Network of Partnerships**, INCM Lab was developed and able to establish strategic partnerships with Universities, Startups, and technological centers. This is valuable since these partnerships have deep and unbiased knowledge, promoting an innovative environment to leverage the quality of development of this company. This is something rare among other indirect competitors in strategic partnerships for development's purposes. In terms of inimitability, there are no significant barriers from competitors to replicate established partnerships as INCM did. These partnerships help establish an irreverent position for the next few years for INCM in trendy topics such as R&D projects and increased security of documents, goods, and people. For this reason, the Network of Providers gives a temporary competitive advantage to the company.

Concluding, **DR should focus on its sustainable competitive advantages**, namely, (1) Product Exclusivity, and (2) Parent Company. By prioritizing these VRIO resources, will be possible to leverage the service provided and embrace a user-centric approach based on deep user knowledge and new generation trends. The goal is to add value to the users in a way that customized and meaningful service can become an important consultation platform for any Portuguese citizen, of any age and educational background.

4.2. Key Conclusions

The challenge the team had been carrying out consists of whether DR can become the top-of-mind legislation platform in Portugal in the medium run based on a Loyalty strategy.

Having said this, the performed External Analysis enabled the finding of relevant conclusions to support the project's overriding question. Firstly, the government's cyclical decisions will directly influence the number of published acts and DR's activity. Secondly, there has been a clear shift in how people consume information, from direct access to social media and other media platforms, creating indirect competition for DR. However, it is crucial to keep in mind that heavy internet users are demanding the sources' credibility. Finally, there were also explored UX trends that highlighted how users value online experience, expecting personalized content and easy navigation.

Furthermore, through the Internal Analysis, it was possible to realize DR should increase its visibility. The Official Journal can benefit from being a trustworthy and reliable entity. Additionally, DR has some sustainable competitive advantages such as its Parent Company, which ensures its reputation, and Product Exclusivity, which can reinforce its status as a credible source.

5. Recommendations

5.1. User Experience

The UX assumes a vital role in the Loyalty Loop process. **If the online experience is easy, fluid, and efficient, the user will be satisfied and more likely to return to DR's website when needed.** Hence, to promote an enhanced UX, it is essential to improve the website itself by introducing new functionalities and layouts. That said, the website should be optimized relying on two fundamental aspects: the promotion of a more accessible website for every Portuguese citizen and the development of a more efficient platform. The recommendations were designed in Figma platform and were encompassed in six different sections (1) Improvement of the Homepage, (2) Optimization of the Search Engine, (3) Introduction of Thematic Areas, (4) New form of provision of Legislation, (5) Incorporation of FAQ's, and (6) Development of Personal Account. These initiatives will contain an in-depth explanation in the following sub-chapters.

Improvement of the Homepage

A suggestion for a prototype can be checked in [Appendix 6.1.1.](#)

The **website's Menu** was conceived to promote a more fluid and intuitive experience for users. In fact, a system was designed based on four categories that should represent the most wanted themes: About DR, Official Publications, Around Law, and FAQ's. This measure is in accordance with the answers given in the interviews and surveys that pointed to the valorization of a website's organization and categorization.

On what concerns the search engine, it is pivotal to remember that DR can be considered a search-driven platform and, therefore, the search engine can be recognized as a pillar. As a result, the group suggested this should be highlighted to demonstrate its significance. Additionally, the search engine should comprise some *a priori* filters so users can perceive the

information more quickly, such as law codes or jurisprudence, and the degree of search accuracy.

Currently, on DR's Homepage, the acts of the day are listed. According to qualitative research, this characteristic can be an unpleasant factor for common citizens to the extent that it creates a massive view and is not appealing to explore the platform. On the other hand, the group is conscious that daily publications are the core product of DR. To balance these two visions, it is recommended to introduce a carousel in which the first slide should be related to daily acts and quick access to the "*Série I*" and "*Série II*". The display of a carousel came up to create an interaction with the user since it should contain explanatory slides regarding the navigation of the website and other ones with current topics. In addition, the **quick access** zone should also encompass direct links to the legal codes, consolidated legislation, and jurisprudence, which represent essential sections related to legislation.

The thematic areas, which will be further explained in detail, were elaborated with the purpose of having a platform that not only is designed for professionals but also accessible to every citizen. Therefore, two sections were developed: one targeted at citizens and another at professionals. These sections should be mentioned on the Homepage with a direct link to these parts. By implementing this, an individual could feel more integrated on the website.

Lastly, the team proposed inserting two additional buttons to promote a more user-friendly platform. The first one constitutes a **help button**, which intention is to support users in understanding the meaning of each section and functionality present on each page. Whereas the second button is an "**back to top**" button that enables users to immediately return to the beginning of the page without having to scroll.

Optimization of the Search Engine

First and foremost, it is undeniable that a **development in search engine efficiency** needs to be done to give users the information need. It should be noted that DR currently makes

available *circa* five million acts, so it is important to understand what the user is looking for. This efficiency can be realized, at the first moment, as an understanding of the language used since legal language can be complex to an ordinary citizen. Thus, the search engine needs to be artificially intelligent to recognize those words. Afterward, the search results should be more organized, as will be explained. It can be checked in [Appendix 6.1.2](#).

The first initiative corresponds to **highlighting the searched word(s)**. DR website could put those words in bold, enabling users to make visual filtering of the information provided. In line with this initiative, the group recommends **the first result shown would be a legal code** if the searched word(s) are directly linked to it. For instance, if the user typed “*Labor*”, the first suggestion would be the Labor Code. This proposal complies with the professional interviewees who shared it could help for duties.

Furthermore, it is crucial to emphasize the option of **choosing the version** the user wants for consolidated legislation. In this case, users can decide between the current or a previous version through a timeline. Having a more visual option was a need demonstrated by professionals during the in-depth interviews and an aspect that benefited PGDL. Moreover, all filters that can be applied should be comprised in one button and as the user selects filters, these will appear before the search results, with the possibility of being deleted.

Finally, it is recommended to provide users with **general information beforehand**, without even opening the act. For instance, the date of publication, the date of entering into force, the issuer, and, in the case of a revoked act, mentioning the act by which it was revoked. Adding this information in advance could contribute to a more efficient filtering process. A proposal for this section is available in [Appendix 6.1.2](#).

Introduction of Thematic Areas

As mentioned before, two thematic areas were created to ensure better accessibility for common citizens. Incorporating these areas, would not only enable a more organized platform but also more fluid research for people not comfortable with law terms.

Starting with the **citizen area**, the main objective is to organize the acts by themes representative of the citizens' daily life. For instance, an acts compilation for topics such as family, health, and companies, among others. For this reason, DR should gather legislation corresponding to each theme alongside a summary of each topic's key aspects, written in a clear and accessible manner. It is relevant to consider that this initiative requires a great effort by legal experts, not only due to the difficulty in compiling the available acts but also in writing in a non-legal language. A solution to this adversity could be the establishment of partnerships with law schools involving students in this process, namely seniors or master students given the degree of knowledge.

Moreover, the team recommended incorporating a carousel to extend the users' interaction, where would be questions or sentences that represent and concern any citizen, namely the beginning of adulthood, entry into the labor market, and retirement.

On the other hand, the **professional area** would be a section with direct access to the main content, such as legal codes, legal consolidation, and jurisprudence, among others. Moreover, it would also have a direct link to the citizens' area since some professionals expressed their interest in having this organization. As for the carousel, it would display slides encouraging the optimization of DR's features, account creation, and functionalities that may interest professionals. Representations of both thematic areas are demonstrated in Appendix 6.1.3 and Appendix 6.1.4.

New form of provision of Legislation

In terms of legislation, the group proposed some measures to improve the UX when reading an act, considering the point of view of both professionals and citizens.

The first initiative to be pointed out refers to mentioning the aforementioned **symbology at the beginning of the act**. For instance, if the act is no longer in force, the user should be aware of it. In respect of consolidated legislation, the options to choose the **required version should be visually more prominent**. Additionally, it should also be highlighted the option to compare differences between versions, as it represents a valuable aspect for legal professionals. The versions' history would be exhibited through a clear timeline.

During in-depth interviews with professionals, it was possible to conclude that accessing the text directly without having to do a massive scroll down is valuable. Hence, the group suggested incorporating the **interactive index in the left-hand section**, as it can be visualized in [Appendix 6.1.5](#). This way, the user can check the index while reading the main text, promoting a flexible experience. Also, in the left section, an introduction of an **internal search engine** was suggested as it can provide more accurate and quick research for users looking for a specific part of the text. On the right side of the page, the group suggested incorporating **additional information**, such as the acts' general data, legal analysis, related jurisprudence, abstracts in clear language, and suggested acts, which are associated with acts and can enable continuous research.

Finally, the team proposed the existence of the **zoom and “back to top” buttons** integrated into the main text section. Adding these options could promote a less heavy reading, allowing users to adapt texts to their different needs. The mention of sharing acts through other channels should also be more evidenced next to the print, download, and notifications icons.

Incorporation of FAQ's

This section emerged since the existence of explanatory content was one of the most chosen initiatives by the inquired sample. As the name indicates, this section should cover a **group of potential questions** several users may have in common, related to the website's navigation or increasing legal literacy. Those issues may be organized into different topics such as “About DR”, “DR navigation”, and “Personal area”, among others. Given that this page will be specially developed for users unfamiliar with DR, it is necessary to be careful with the adopted language, which needs to be clear and simple. A proposal for this website can be found in Appendix 6.1.6.

Since this is an explanatory section, the group also recommends **explaining in detail the meaning of the symbology** proposed for the acts' state. In this regard, six different states would be exposed: act in force, consolidated act, act that is not in force, act in update, act partially in force, and conditional effective act. Contrary to the current model of matching color to a state of the acts, which may not be intuitive to users, the team proposed to apply a symbol.

Finally, within the FAQ's section, the group also recommended this part have **direct links to other content** that can support users navigating more easily or understanding the acts. For instance, a direct reference to the citizens' area, lexionary, and abstracts in clear language. Concluding, the website can promote more user-friendly navigation and be accessible to every Portuguese citizen by having these explanations. It should be noted that, as mentioned in previously, demonstrating empathy for users can be essential to improve UX (Forbes 2022).

Development of Personal area

This proposal is intended to be the last step of the Loyalty Loop framework, as it includes the “clients” of the platform. In case frequent users are satisfied with their online experience, will be more likely to create an account. However, it should be noted that even in this phase the website should also focus on providing a personalized experience, clearly

showing the advantages of creating a personal account. Two examples of personal accounts are available in [Appendix 6.1.7](#).

In this way, the group recommended renaming it “*My DR*”, which gives the user a sense of proximity and personalization. According to quantitative research, one of the factors that motivate people to create an account on a website is related to access to **personalized content**. Therefore, this is the motto for the development of this section, which includes giving users more interesting information, and through this way, establishing a close relationship. Account personalization could give DR a competitive advantage over other legal database platforms and be developed through Machine Learning.

The personal area would be different depending on the user behind it, for professional and student. The common aspects would be quick access to favorite acts, the historical visualizations, and personalized codes, which will be explained further. The professional users would also have a direct link to the recently published acts from their areas of interest, while the students would have a fast connection to the lexionary and abstracts in clear language. This is important for students as it explains legal content. It is relevant to point out that users’ areas of interest would be defined in the registration process.

All in all, improving the UX by enhancing the website can play a crucial role in terms of DR becoming the Portuguese citizens’ top-of-mind platform when searching for legal information. The developments were targeted at sporadic users to make them feel more integrated and to frequent users by providing a personal experience. These two approaches will undeniably have a positive impact on users’ emotions, being a major next step toward their loyalty (Garrett 2010).

As a further recommendation, all the **advances made on the website should also be transferred to the mobile version website to guarantee consistency**. This action can be particularly meaningful for occasional users who need to check some information or who have

a direct link to the website through social media and other channels. As the first experience may be done via mobile, DR should also provide effective, organized, and fluid navigation. On the other hand, when focusing on frequent users, the mobile app should also be aligned with the new website version. The mobile app is expected to be more used by professionals, to check information as well as to receive notifications. Yet, it should be highlighted that an app optimized for tablets can also be a potential suggestion since these devices are increasingly becoming essential work and study tools.

5.2. Awareness

In order to create greater Awareness regarding DR and its importance in people's lives, five recommendations were articulated with the **goal of building a closer relationship with citizens and strengthening the connection**. These five recommendations rely on three important main pillars (1) Reinforcement of the presence in social media platforms, (2) Presence in the academic ecosystem and (3) Implementation of new communication channels. Nevertheless, to execute these recommendations efficiently and guarantee a positive outcome, the group suggested the creation of a specialized External Communications team, responsible for not only establishing partnerships to approach the academic ecosystem but also defining the whole communication strategy from social media management to new communication channels. In the initial phase, it is believed the team should be composed least three employees, having one per task. Over time, may be needed to expand this team.

Reinforce presence on social media platforms

Through the surveys, interviews, and External Analysis, it was possible to validate the importance of social media in the matter of online consumption of information, especially considering the youngest as the main source of information. Thus, it is essential to implement an effective communication strategy in social media, facilitating information access and promoting engagement and interaction with Portuguese citizens.

Firstly, it is important to recall the popularity of **Instagram**. To make DR an attractive account to follow for everybody, in first place, it must start by sharing information that is from the interest of both segments – Legal Professionals and Non-Legal Professionals. A feed suggestion could be executed is based on the intercalation of posts between legal content, for instance, daily posts with the acts of the day posts addressing topics and legal boundaries of general citizen interest. The group recommended topics such as the right to vote, permission to drink alcohol, parental leave, and retirement. Furthermore, DR should benefit from the Instagram functionality of *stories* highlights, with several common themes for every citizen. A suggestion of how DR's Instagram account should look-alike is available in [Appendix 6.2.1](#). The team believes by doing so, DR will create a more organized page, accessible to every Portuguese citizen, with relevant and attractive content. Nonetheless, to increase engagement, DR should interact with its followers by posting daily *Instastories*, namely, acts of the day with quick links and punctual sponsored *Instastories* every time a change in the law is previously expected to impact society, such as renting. ([Appendix 6.2.2.](#))

LinkedIn was also referred to as a useful social media platform, especially for professionals. LinkedIn is considered to deliver reliable and informative content, so DR's presence on it must also be improved. Hence, DR should publish the acts of the day with a direct link and share publications informing a specific change in the law that is previously expected to impact, also with quick access to it. ([Appendix 6.2.3.](#))

Twitter could also be recognized through the interviews and surveys a relevant social media when it comes to consuming information online. However, due to the current instability of Twitter and new usage measures, the group decided not to consider it when developing a communication strategy plan (Quartz 2022).

Presence in the academic ecosystem

The second recommendation will lead to higher Awareness and relies on the establishment of a stronger connection with students. Through the surveys and interviews, it was possible to recognize this as one of the most preferred ones, since it is believed that the ignorance and lack of interest towards DR can be justified by the degree of juridic illiteracy faced by Portuguese society. Thus, not only the older ones stated that younger generations should be more aware and awake for this subject but also the younger complain regarding schools not addressing topics such as this. Hence, the group suggested DR should be incorporated into the academic program, creating a greater bond with students, and raising Awareness among the younger generations. To achieve this successfully, a plan should be implemented, considering the differences between the diverse academic phases.

Starting with **University students**, the team considered that a distinction should be made between law students and the remaining ones when structuring a strategy since law students face a higher probability of employing DR as a daily working tool. In **Law Universities**, INCM's External Communication Team should understand, alongside the teaching staff, which moments would be appropriate to address the topic DR: if in a specific course or class, through talks and modules. Hence, DR will increase its presence in the academic curriculum of these students, explaining its importance, purpose, and the functionalities it offers for students and professionals, reinforcing the fact students will become daily users. Further than this, INCM must also invest in connecting with the **Students' Union and Academic Institutions**, such as European Law Students Association – Portugal, becoming more involved in the students' atmosphere, developing an opportunity to establish an open relationship with undergraduates, while identifying needs, wants, and expectations. Thereby, DR will have the opportunity to keep updated on new trends, encouraging innovation and constant development.

Another suggestion in Law Universities is the development of an Awareness-raising moment regarding the **paper-reduction tendency**. Legal professionals have a strong culture regarding consulting physical codes and printed versions of the legislation, a behavior that is adopted by students in the area. However, it is important to warn about the stated behavior not only due to all the environmental concerns involving paper production (deforestation, waste of energy and water, and air pollution) but also recognizing the commitment of the Portuguese Government and the Portuguese Education Ministry on fighting against paper consumption. Thus, INCM could promote a talk supporting environmental consciousness and digitalization. By doing so, the acknowledgment regarding this global current issue will increase, while an opportunity for DR to promote itself would arise. As previously stated in Section 6.1, the website is ready to offer content and diverse functionalities, incentivizing students to switch from physical codes and printed material to DR's website.

When it comes to the **remaining universities**, firstly is important to identify in which courses there is already a Law subject, and then evaluate what moment would be the best to talk about DR. Otherwise, a Law subject should be incorporated into the academic program. In fact, DR may appear as a tool for students for instance, in management universities, there is usually an entrepreneurship class so DR could approach the legal parameters needed to start a business, promoting the “*DRE Investors*”. Additionally, in the senior year, it could be beneficial for students to have information concerning labor laws, where DR could be referred while discussing legal matters of the job market. It is important to keep in mind that DR should not be the central topic of these modules, but as a complement to the explained information. In this way, students will be more engaged, while getting information in a natural way regarding DR, raising Awareness for these students.

For **primary, elementary, and high school**, INCM should focus on establishing a partnership with the Portuguese Education Ministry, arguing the importance of having DR as a

topic to be approached during students' academic life. As a result, it will guarantee constant Awareness of DR among the younger generations, supporting juridic literacy and citizenship. INCM should also suggest different approaches for each education phase, incentivizing interesting and attractive topics, while keeping students involved in the conversation. Some suggestions can be found in [Appendix 6.3](#). Wherefore, DR arises as a topic addressed at school by teachers, optimizing INCM human resources, making it essential to establish a partnership and ensure the involvement of the Portuguese Education Ministry.

Furthermore, when the team presented the recommendations to the client, there was felt an urge to further extend this strategy to Executive Education as a way to get in touch directly with companies and their employees.

New Communication Channels

To increase visibility of DR, the institution must consider the entrance into new communication channels. Through the interviews, it was possible to recognize that many inquiries stated that DR does not promote itself - citizens may know what it is by name but are not conscious of its role in society.

The team recommended, primarily, an investment in advertising. Firstly, DR should increase its proximity to people by **advertising outdoors, panels, television, and radio**. The advertisement should be appealing and have a practical component to call people's attention to the usefulness of DR in their daily lives. Furthermore, it should contain a QR code with quick access to the publicized subject which will allow people to go directly to the website. Nevertheless, it is crucial to place advertising in strategic locations. For example, to approach younger generations, it should be placed near schools and universities. Moreover, the team believes it would be beneficial if INCM dealt with law universities to advertise DR inside the infrastructures, showing predominantly the functionalities the website offers that may work as study tools ([Appendix 6.4](#).) There are some prototypes of ad recommendations. For television

and radio, the same strategy is recommended to be adopted: appealing advertising with a practical approach, catching people's attention for the utility of DR in their daily lives and boosting Awareness and consciousness.

Through the surveys' results, it was possible to identify the **tendency to consume podcasts**, either for entertainment or to be informed. Thus, it is recommended that the development of a podcast, expand its presence on communication channels, and approach listeners with topics of interest. The focus of it would be **bringing to society a deeper understanding of the legal implication of diverse issues in people's daily lives**. Examples of episodes and a proposal for a cover can be found in [Appendix 6.5](#). To promote the podcast, not only DR should engage through social media, but also brings a Portuguese personality who is known as an excellent communicator, not necessarily related to the juridic ecosystem, and has a discrete presence in the society.

To raise visibility of DR, **INCM should establish strategic partnerships** with entities and institutions that support literacy and citizenship education, to boost proximity with Portuguese citizens. Two suggestions for strategic partnerships are Rádio e Televisão Portuguesa (**RTP**) and Fundação Francisco Manuel dos Santos (**FFMS**).

RTP is a Portuguese public service broadcasting organization, which through the years has been improving its positioning, bringing continuous innovation and diversification of content, building progressively a closer relationship with Portuguese citizens. In its strategic plan, RTP states the desire on welcoming new partners (RTP 2021). Furthermore, RTP Play offers a large variety of podcasts on distinct subjects, namely Institutional where DR could easily be framed, not only to raise Awareness but also to reduce production costs. Nonetheless, RTP1 has initiatives to promote literacy and education during the morning TV News ('*Minuto Verde*', '*Bom Português*'), which could be adapted for DR, fostering juridic literacy.

FFMS is an institution whose mission relies on knowledge transmission to Portuguese society, identifying itself as independent from political ideologies. Moreover, this institution cares about future generations, trying to keep up to date with new trends and innovations (FFMS, n.d.). Because of this, DR could benefit from establishing a partnership with FFMS since it creates an opportunity to get information regarding the tendencies and needs of future generations, as the institution's website has a section on "*Justice*" and "*Rights and Duties*" creating a match between DR and FFMS. Nonetheless, the institution has a podcast called "*Fundação (FFMS) – [IN] Pertinente*", where diverse questions are discussed, encouraging acknowledgment and literacy. By establishing a partnership with FFMS, would be possible to reduce podcast costs and gain from expertise the institution already has.

5.3. Further Recommendations

Throughout the project, the client asked the team to think about possible new forms of increasing revenue DR might implement. In fact, this is particularly difficult to have a direct answer given the universal and free access to legislation, that fully represents its business. For this reason, the team thought of ways to increase revenue that, on the one hand, the user continues to be able to access free of charge all the legislation made available by DR, and on the other hand, that would not disturb or tarnish the highly credible image that DR has.

The first recommendation is the **implementation of institutional advertising on DR's website**. This advertising serves the purpose of alerting users to various life aspects so the content published will be more in line with what is published in DR as compared to commercial advertising. For this to happen, DR should, in the initial phase, establish partnerships with reference institutions in Portugal that regularly do this kind of advertising, such as DGS and Portugal Chama. Moreover, it may either appear discreetly on the Homepage or appear as a pop-up window before consulting an act ([Appendix 6.6.](#)) Also, it should be adapted seasonally, for example, by advertising for fire prevention during summer.

The other recommendation is related to the **introduction of premium accounts**. When the website is fully optimized and users recognize an excellent UX, DR can develop a Minimum Viable Product (**MVP**). The MVP is the most advisable measure as it was not possible to fully validate this hypothesis throughout the interviews and surveys due to a possible lack of demand. However, the client wanted the group to explore this possibility. In this way, DR should invest this new form of increasing revenue as least as possible, only ensuring it is launched as a viable product and then understanding the market's reaction. If case there is not enough demand for this premium service, the loss will be marginal as the company has not invested much. Otherwise, DR should continue investing in it, understanding exactly what the users' needs are (ProductPlan, n.d.) (Appendix 6.7.1.).

4.1. Financial Analysis

In this chapter, a detailed analysis will be made of the costs that the proposed recommendations may represent for INCM, namely, costs related to the improvement of UX and the strategy developed to increase Awareness of the Portuguese population regarding DR.

Regarding **costs related to the website**, would be necessary to (1) Implement the suggested features an investment of at least €360 thousand is estimated, (2) Optimize the search engine, it will be necessary to implement machine learning, with the cost ranging from €30 thousand to €300 thousand, (3) Hire an external designer to help create the new website, representing a minimum cost of €100 thousand, (4) Development of a mobile-friendly website can vary between 10% of the total cost of the website, which represents €36 thousand, and the total cost of a completely new website, thus representing a cost of €360 thousand, (5) Improvement of the current mobile app, it is estimated a cost of €100 thousand, and (6) If the MPV takes place, a payment platform will be needed, chosen according to the characteristics that INCM intends. The aforementioned costs were given internally by the client and do not include Value Added Tax (**VAT**).

When it comes to the **costs related to the approach to the academic ecosystem**, would be necessary to (1) Create a team responsible for external communication, which is estimated a cost around €75m (Information was given internally by the client), (2) For trips to schools and colleges, it is estimated a travel cost of around €5041 (excluding VAT). A scenario was assumed in which 600 kilometers are done, 5 times a month plus car maintenance (Michelin 2022).

Furthermore, the **costs related to the communication strategy** would be (1) The design and conception of advertising, which is estimated at €40 thousand of costs (Information was given internally by the client), (2) An ad on the RTP television channel, lasting 20 seconds with 10 daily repetitions and for 1 month, costs around €41 thousand (RTP 2022a). It is important to note that it was not possible to determine the schedule for these ads, bearing in mind that prime time may have an added value, (3) A 20-second Antena 1 radio ad that runs between 6 and 10 am, for 22 working days, is estimated to cost around €14 thousand (RTP 2022b), (4) To estimate the costs related to advertisement, the group decided to create scenarios to be more accurate. An ad placed on an outdoor in Greater Lisbon for about 2 months represents a cost of €1340 (DreamMedia 2022a) and an ad placed on panels in the city of Braga for about 2 months represents a cost of €212 (DreamMedia 2022b), (5) For Instagram, DR should decide how much the budget wants to allocate to sponsored posts. This social network allows the company to decide what to invest in according to the objectives set. Thus, it was not possible to estimate a cost scenario. The above-mentioned costs do not include the VAT.

5.5. Risks and limitations

A good consulting project should always analyze what risks and limitations are associated with the recommendations that were made, so the group carefully identified what the implications might be related to improving the UX, raising Awareness and ultimately, the new forms of increasing revenue. Starting with the improvement of the UX, it is important to

be aware that the **perception of the most frequent users can change**. To mitigate this risk, DR should emphasize that the website is still a platform for professionals, highlighting the access to the daily Journal and the professional thematic area. Moreover, it should be considered the fact that the investment in changes and maintenance of the website can escalate to values greater than expected.

Regarding raising Awareness of DR in schools, it is likely to face a **lack of adherence of students**, given immaturity and illiteracy about the purpose of DR. Furthermore, the **Ministry of Education and the schools themselves may not consider this a priority topic** in teaching or even, due to the lack of knowledge, schools may not know how to incorporate this subject into the students' curriculum. To diminish this risk, INCM should guarantee that the first negotiation sessions are clear and explanatory, standing out the importance of DR in the future students' lives. It is also important to note that this recommendation will be highly difficult to monitor and ensure that the message is correctly passed on to new generations.

When looking at the risks associated with the new communication strategy and the entry of DR into new communication channels, the group found the possibility of a **lack of interest either in the publicity made or in the creation of the podcast**. In addition, at an early stage, the results of social networks may not be as good as expected. It should be noted that these strategies take some time to show results. This underlines the importance of selecting trendy topics for the podcast design and developing advertisement where people can recognize themselves.

Regards new forms of increasing revenue, it is important to refer that in case of MVP is launched, DR may start to compete with other websites, distorting the image of DR. This can result in a very serious problem given the high credibility it has in Portuguese society.

5.6. Implementation roadmap

In order to ensure the efficacy of each recommendation, the group formulated an implementation plan containing different phases of execution. It is relevant to note that before starting all external communication initiatives, the website must be reformulated, due to the decisiveness of the first experience a website can have. Therefore, it may not be prudent if DR launches all the advertising campaigns before improving the UX. A representation of the implementation plan is available in [Appendix 10.8.](#)

Regarding the website improvement, the first step would include the aspects related to the new platform's design, for instance, the contact with potential designers and layout execution. This stage is predicted to be accomplished in six months. Then, DR needs to focus on website development by organizing all content and providing new functionalities. Since this is a process with a high degree of complexity, it is expected to be executed in one and a half years, being available afterward. While the website is being developed, DR can also start to plan its communication strategy and prioritize the partnership's establishment. During negotiation processes, DR may focus on social media and other campaigns. The partnership involving the Ministry of Education is expected to take the longest period since the educational programs need to be modified. Therefore, it is projected that the partnership concerning schools takes one year, while the others take half a year.

After the website's launch, DR can start reinforcing its digital presence through social media and implementing advertising campaigns. However, it should be noted that the advertising measures should take one year, whereas the digital initiatives need to be consistent. After spreading Awareness through these recommendations in 3 months, the Official Journal can also introduce its podcast.

5.7. Monitoring KPIs

The group defined some measures the client may follow to measure the success of the recommendations. Starting with the goals related to the website, there were four metrics defined (1) Increase the number of users who created an account in the first 2 years by 20%, (2) Increase the number of searches directly in DR rather than through Google, (3) Increase user satisfaction measured through periodic evaluation of UX feedback, and (4) Increase account creation by law students as future frequent users of DR. In case MVP is applied, increase in law students using the premium account.

Regarding how to measure raising Awareness, the group defined three metrics (1) Increase in the number of young people using DR and enjoying the thematic area, (2) After one year of launch, to be considered one of the reference podcasts at the informative or educational level in Portugal, (3) Increase user Awareness and more visits to DR through strategic partnerships and advertising.

In case all the metrics described are met, the group believes it will be possible to increase the engagement rate of users and to become the first choice in the consultation of acts.

6. Project limitations

Firstly, the team had some difficulty understanding the scope of the project. It was the first project developed between Nova SBE and INCM, namely with the Official Publications Unit, which may have made it difficult to define the expectations for the challenge because there was no previous experience. Besides, the team also felt that the client had several needs leading to complexity in defining the project lines. Not only the client wanted the team to improve things immediately and see quick results, but also wanted out-of-the-box ideas with a perspective for the next 10 years, making the project highly challenging.

Given the specificity of the industry, it took the team some time to be able to understand the technical aspects and terms related to DR. Throughout this phase, the team realized that

Group Part

given all the legal formalities associated with DR, there was huge resistance to change within the company thus leaving little room for change and conditioning the proposals.

Another limitation the group felt was that there was minimal information available about Official Journals. As there was no associated literature and no website dedicated to studying Official Journals, the analysis was not only based on visiting other Official Journals but also needed to look for different industries, for instance, in UX and Customer Proximity.

To conclude, the group highlighted some limitations related to the recommendations. The first major limitation is related to the difficulty in making a cost-benefit analysis of the recommendations, explained by the fact that the core business of DR is free. Furthermore, some of the recommendations made were related to website improvement and better social media positioning, and given the fast pace at which technological advances have been happening, it may be that in a few years' time our recommendations will not be suitable. This led the group to another limitation related to the difficulty in understanding the future trends at a technological level that will be present in DR.

Although the group felt the client was satisfied with the recommendations, it is believed that if the group had had more time to develop, it would have been able to over-deliver and focus more on the small details.

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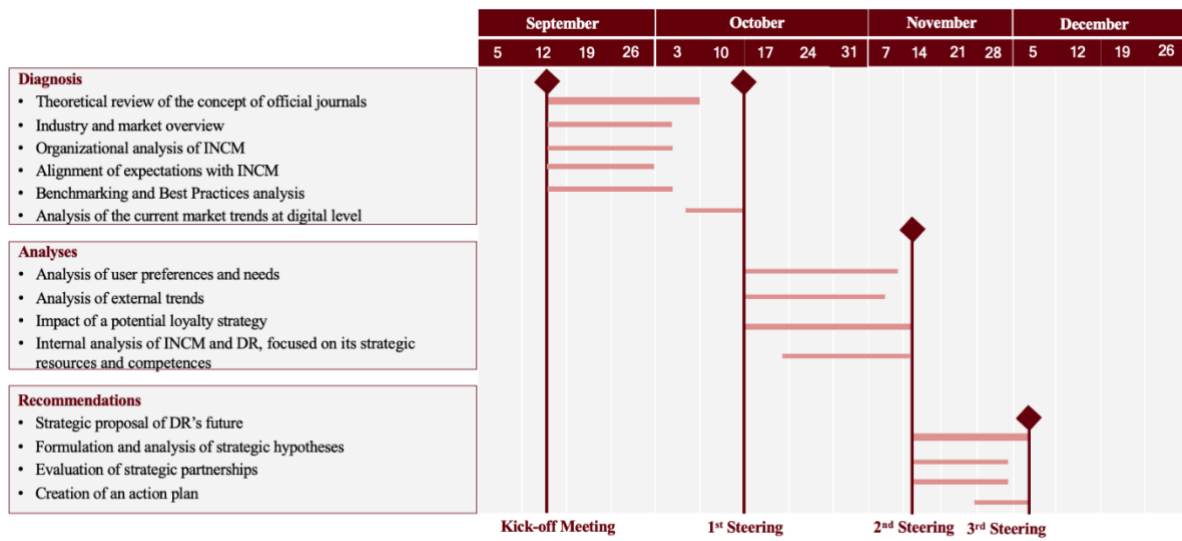
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8. Appendix

1. Project Calendar



2. Loyalty Loop



3. SWOT Analysis

S - The DR is the only official entity in Portugal responsible for the publication of legislative and administrative acts, working as a monopoly; - It belongs to INCM, being associated with the underlying notoriety of the institution; Rigorousness in the exercise of its activity, which is evidenced by the various stages of revision, culminating in a very residual percentage of errors; - Aligned with the current trends of sustainability by offering a 100% electronic product and removing the use of paper; - Not limited to the publication of acts, offering other functionalities; - It has a Mobile App available in all versions.	W Difficulty in implementing changes, as many aspects are defined by law; - INCM belongs to the state business sector, which limits its performance in different areas, for instance in terms of investment; Website not very user-friendly and oriented to a target audience with a legal background; Search engine not very inclusive by not recognizing abbreviations and "non-legal" language.
O - Technological advances, especially regarding Artificial Intelligence; - New trends concerning the consumption of information in a quick and easy way, through videos and social media; - Trend of Internet access via mobile; - The large amount of information available makes users more demanding, avoiding "fake news" and preferring reliable and credible sources of information.	T - Wave of cyber attacks that several companies and institutions have been victims of; Other platforms, which despite not being responsible for the publication of acts, also enable to check the acts; - Growing presence of other sources of information on social media, which create less need for checking on DR; - National panorama of legal illiteracy; - Young generations prefer "more focused content".

Sources: INCM.

4. TOWS Analysis

		STRENGTHS		WEAKNESSES	
		S1: Exclusivity in the publication of acts S2: Notoriety and trust due to belonging to INCM S3: Rigor in the exercise of its activity S4: 100% electronic product S5: Availability of other functionalities S6: Mobile App		W1: Difficulty in implementing changes W2: More restrictions in different areas for being a public entity W3: Unfamiliarity with the brand W4: Website limitations W5: Not very inclusive search engine	
OPPORTUNITIES	O1: Technological Advances O2: New trends in information consumption O3: Internet being mobile O4: Demand from users O5: Demographic scenario	S4, S5, S6 O1, O2, O3 Considering the trend of consulting information online, this is an opportunity for DR to enhance communication channels and the user experience. S1, S2, S3 O4 Since DR is a reliable source, it is an opportunity for users to be increasingly suspicious of fake news.		W1, W4, W5 O1, O3 DR can take advantage of technological advances to improve the website by addressing current gaps that are not defined by law. W1, W4 O2, O4 Increase brand awareness, by intensifying the digital presence and showing the credible source it is.	
	T1: Cyber attacks T2: Indirect competition T3: Social networks as a source of sharing information T4: Strong legal illiteracy T5: Preference for focused content	S5, S3 T2 Since there are other platforms that provide some DR's features in return for a fee, this is an opportunity to understand the reasons behind this payment. S4, S5, S6 T3, T4, T5 DR can help combat legal illiteracy by promoting website features that allow the demystification of legal concepts.		W1, W2, W3 T3, T4, T5 Considering budget constraints, the RD can take the opportunity to increase social media activity and adapt publications, something that does not require a huge investment. It can also help clarify some legal concepts and expand legal literacy.	

Source: SWOT.

5. VRIO Analysis

Resource	Description	Valuable	Rare	Inimitable	Organized	Result
Strategic Resources						
DR's reputation	 DR is seen as a relevant and serious entity in Portugal	 DR is the only institution that publishes the Portuguese laws	 The laws come into effect after being published on DR	 Competitors can publish the laws and offer other legal services	 DR's prestige and relevance allow to strengthen INCM position	Temporary competitive advantage
Architecture of relations						
Parent company	 INCM is one of the most renowned institutions in Portugal	 The provided services are highly credible	 Wide range of exclusive services and products available in Portugal	 Given the exclusivity of the services provided, no other competitor can replicate them	 Autonomy to develop and provide the best solution for Portuguese citizens	Sustainable competitive advantage
Organizational capabilities						
Human Resources	 Specialized team in the process of publishing acts	 Employees with vast experience	 Know-how due to its exclusivity in publications	 Competitors have no barriers in hiring people	 Management structures and processes, which enable this development	Temporary competitive advantage

Sources: INCM and DR.

Resource	Description	Valuable	Rare	Inimitable	Organized	Result
Architecture of relations						
Product Exclusivity	 DR is the only entity responsible for publishing acts	 Reliable and trustworthy source when searching for legal information	 There is no direct competition for the acts' publication	 Defined by law that DR is the only institution responsible for publishing acts	 Management processes and culture to own this responsibility	Sustainable competitive advantage
Organizational capabilities						
Network of Partnerships	 INCM Lab was developed to establish strategic partnerships	 An unbiased knowledge promotes an innovative environment to leverage INCM	 Indirect competitors are not investing in strategic partnerships	 Competitors have no barriers in establishing partnerships	 These partnerships will allow to build a strong position	Temporary competitive advantage

6. Recommendations

6.1. Website proposal

6.1.1. Homepage



6.1.2. Search Results page

The screenshot shows the DRE (Direção Regional de Educação) website's search results for the keyword "Trabalho". The header includes the DRE logo, navigation links (SOBRE O DR, PUBLICAÇÕES OFICIAIS, EM TORNO DA LEI, PERGUNTAS FREQUENTES), and a language selector (PT | EN). Below the header, there are filters for "ESCOLHA O CONTEÚDO" and "EM TODOS OS CAMPOS", with "Trabalho" entered in the search bar. A "Pesquisa avançada" link is visible. The results section shows three items: "Código do trabalho" (published 27/08/2003, entered in force 17/02/2009), "Resolução da Assembleia da República n.º 73/2020, de 13 de agosto" (published 31/10/2022, entered in force 4/10/2022, issued by Assembleia da República), and "Lei n.º 4/2008, de 7 de fevereiro" (published 7/2/2008, entered in force 13/2/2008, issued by Assembleia da República). A note indicates that the law was revoked by Decreto-Lei n.º 105/2021, de 29 de novembro. A "Limpar" button is present. A question mark icon is in the bottom right corner.

6.1.3. Citizen thematic area page

The screenshot shows the DRE website's citizen thematic area. The header is identical to the previous page. Below the header, there are filters for "ESCOLHA O CONTEÚDO" and "EM TODOS OS CAMPOS", with "O que Procura?" entered in the search bar. A "Pesquisa avançada" link is visible. A large banner image shows a group of smiling people with the text "FIZ 18 E AGORA?". Below the banner, there are three thematic areas: "FAMÍLIA" (with a photo of a family), "SAÚDE" (with a photo of a doctor examining a patient), and "EMPRESAS" (with a photo of people in a meeting). A question mark icon is in the bottom right corner.

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[SOBRE O DR](#)[PUBLICAÇÕES OFICIAIS](#)[EM TORNO DA LEI](#)[PERGUNTAS FREQUENTES](#)[O MEU DR](#)[PT](#)[EN](#)

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**TURISMO**

**SEGURANÇA RODOVIÁRIA**

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6.1.4. Professional thematic area page


[SOBRE O DR](#)
[PUBLICAÇÕES OFICIAIS](#)
[EM TORNO DA LEI](#)
[PERGUNTAS FREQUENTES](#)
[O MEU DR](#)

[PT](#) | [EN](#)

[ESCOLHA O CONTEÚDO](#)

[EM TODOS OS CAMPOS](#)



[Pesquisa avançada](#)



ÁREAS PROFISSIONAIS



CÓDIGOS



LEGISLAÇÃO CONSOLIDADA



JURISPRUDÊNCIA

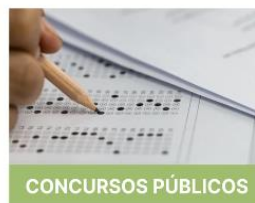



[SOBRE O DR](#)
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6.1.5. Legislation page

The screenshot shows the DRE (Direção Regional de Economia) website interface. At the top, there is a navigation bar with links: SOBRE O DR, PUBLICAÇÕES OFICIAIS, EM TORNO DA LEI, PERGUNTAS FREQUENTES, and O MEU DR (with PT | EN language toggle). Below this, there are filters: ESCOLHA O CONTEÚDO and EM TODOS OS CAMPOS, followed by a search bar containing 'Arrendamento' and a magnifying glass icon. A 'Pesquisa avançada' link is visible. The main content area features a header with 'Versão até ao momento' (Hoje), 'Ou de (DD/MM/AAAA)', 'Cronologia', and 'Compare as diferenças'. On the left, there is a sidebar with 'Pesquise no ato' and a list of articles (Índice, Diploma, Artigo 1.º to 10.º). The central area displays 'Portaria n.º 257/2021, de 19 de novembro' with a 'Sumário' section. The 'Sumário' includes 'Regulamenta o regime do procedimento de injunção em matéria de arrendamento.' and 'Texto'. Below this, 'Capítulo I Disposições gerais' and 'Artigo 1.º Objeto' are shown. The 'Objeto' section contains the text: '1 - A presente portaria regulamenta os seguintes aspetos do procedimento de injunção em matéria de arrendamento, previsto no artigo 15.º-T do Novo Regime de Arrendamento urbano (NRAU), aprovado pela Lei n.º 6/2006, de 27 de fevereiro, e regulado no Decreto-Lei n.º 34/2021, de 14 de maio: a) Forma de apresentação do requerimento de injunção em matéria de arrendamento (IMA), do requerimento de oposição à injunção e dos demais requerimentos;'. On the right, there is a sidebar with 'Dados gerais', 'Resumos em linguagem clara', 'Análise jurídica', 'Jurisprudência', and 'Temas relacionados'. A question mark icon is visible at the bottom right of the sidebar.

6.1.6. FAQ's page

The screenshot shows the DRE website interface for the FAQ's page. At the top, there is a navigation bar with links: SOBRE O DR, PUBLICAÇÕES OFICIAIS, EM TORNO DA LEI, PERGUNTAS FREQUENTES, and O MEU DR (with PT | EN language toggle). Below this, there are filters: ESCOLHA O CONTEÚDO and EM TODOS OS CAMPOS, followed by a search bar containing 'O que Procura?' and a magnifying glass icon. A 'Pesquisa avançada' link is visible. The main content area features a header with 'Como podemos ajudar?' and a search bar with the placeholder text 'Pesquise uma pergunta ou tópico'. Below this, there is a section titled 'PERGUNTAS FREQUENTES' with three columns of questions and answers. The first column is 'Sobre o DR' with questions: 'O que é o DR?', 'O que contém a Série I?', and 'O que contém a Série II?'. The second column is 'Navegação no DR' with questions: 'Como faço uma pesquisa?', 'O que é a área temática?', and 'O que é a Jurisprudência?'. The third column is 'Conta pessoal' with questions: 'Como crio conta?', 'Quais as vantagens?', and 'Como anotar nos códigos?'. Each column has a 'Ver mais' link at the bottom. At the bottom center, there is a 'Ver mais categorias' button. A question mark icon is visible at the bottom right.

Group Part

SOBRE O DRPUBLICAÇÕES OFICIAISEM TORNO DA LEIPERGUNTAS FREQUENTESO MEU DRPT | EN

SIMBOLOGIA

 Ato em vigor

 Ato em atualização

 Ato consolidado

 Ato parcialmente em vigor

 Ato revogado/caducado

 Ato com vigência condicionada

FUNCIONALIDADES SUGERIDAS

 Dificuldade em compreender linguagem jurídica? Consulte o **Lexionário**

 Não percebe o conteúdo de um ato? Aceda aos **Resumos em Linguagem Clara**

 Pretende uma pesquisa por áreas temáticas? Procure na **Área do Cidadão**

FALE CONNOSCO

Deixe um comentário ou sugestão

ENVIAR

?^

Mapa do Site | Avisos Legais | Sugestões | Acessibilidade do Site | Contactos | Ajuda



INCM, SA - TODOS OS DIREITOS RESERVADOS





6.1.7. Personal area

SOBRE O DRPUBLICAÇÕES OFICIAISEM TORNO DA LEIPERGUNTAS FREQUENTESANAPT | EN

ESCOLHA O CONTEÚDO

EM TODOS OS CAMPOS

O que Procura?



[Pesquisa avançada](#)

Olá Ana. Bem-vinda de volta!

Os meus diplomas favoritos

Consulte os diplomas guardados como favoritos



As minhas áreas de interesse

Esteja a par das últimas atualizações



Visualizados recentemente

Aceda ao seu histórico de consulta



Os meus códigos

Aceda às suas anotações





**RETIRE O
O MELHOR DO SEU DR**

?

Group Part

SOBRE O DRPUBLICAÇÕES OFICIAISEM TORNO DA LEIPERGUNTAS FREQUENTES

MIGUEL
[PT](#) | [EN](#)

ESCOLHA O CONTEÚDO

EM TODOS OS CAMPOS

O que Procura?



[Pesquisa avançada](#)

Olá Miguel. Bem-vindo de volta!

Os meus diplomas favoritos
Consulte os diplomas guardados como favoritos

Material de apoio ao estudo
Consulte o lexionário e resumos em linguagem clara

Visualizados recentemente
Aceda ao seu histórico de consulta

Os meus códigos
Aceda às suas anotações



**RETIRE O
O MELHOR DO SEU DR**



6.2. Social media initiatives

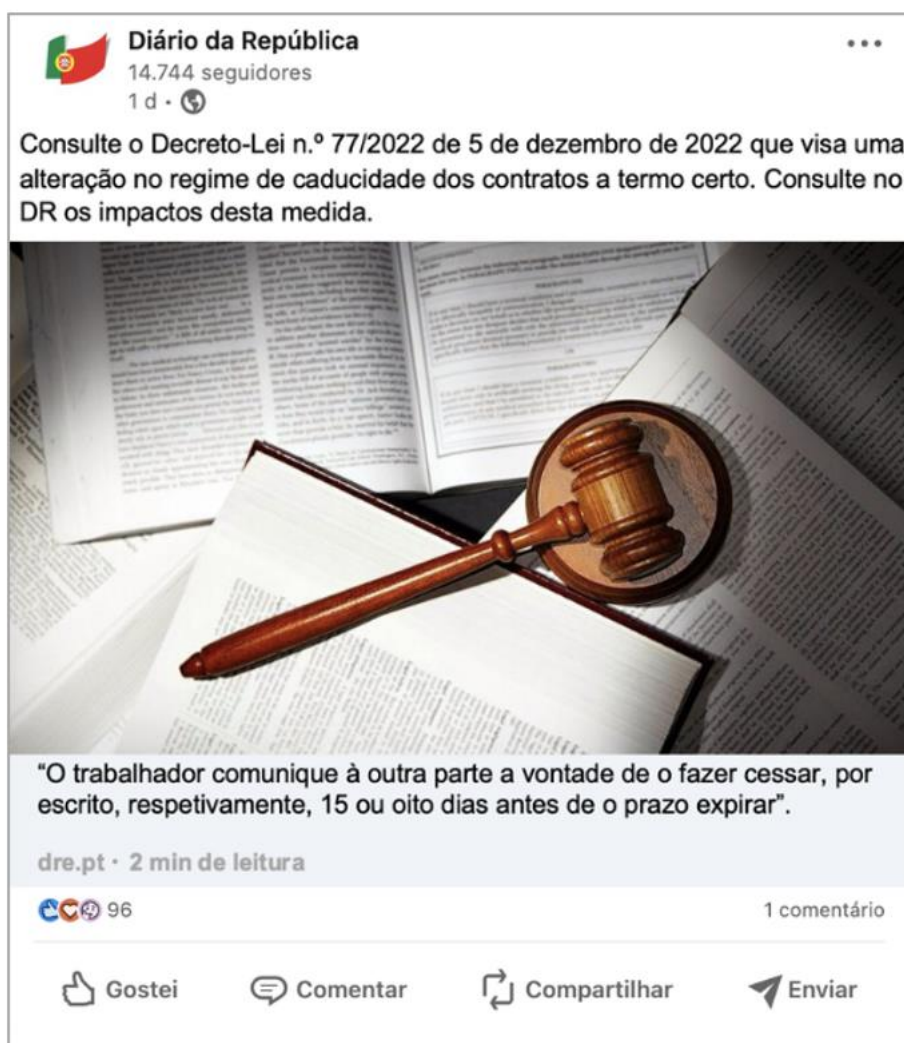
6.2.1. Instagram Feed proposal



6.2.2. Instastories proposals



6.2.3. LinkedIn Post proposal



6.3. Suggestions for schools' initiatives

Education Degree	Primary School	Elementary School	High School
Recommendation	Incorporate in the subject of 'Estudo do Meio', in the 4 th grade, a moment to explore Children's Rights, encouraging the use of DR, through the elaboration of an individual/group project. By doing so, students will get familiar with the website, acquiring awareness regarding DR, while being stimulated with interesting topics.	Approach topics which are generally controversial, for example, in the 9 th grade, teachers/schools could promote a talk concerns internet dangers and cyber-bullying, warning about the legal boundaries regarding this topic. In this way, students will be sensitized for the incremental need of responsible internet usage, while listening where the legislation can be found (DR).	One of the most debating topics when in high school is the age of adulthood. Thus, DR could appear as a complement in a talk explaining what changes when turning 18 – right to vote, drive, alcohol consumption. This will create citizen responsibility at the same time that DR is mentioned, increasing the awareness regarding it.

6.4. Advertisements prototype



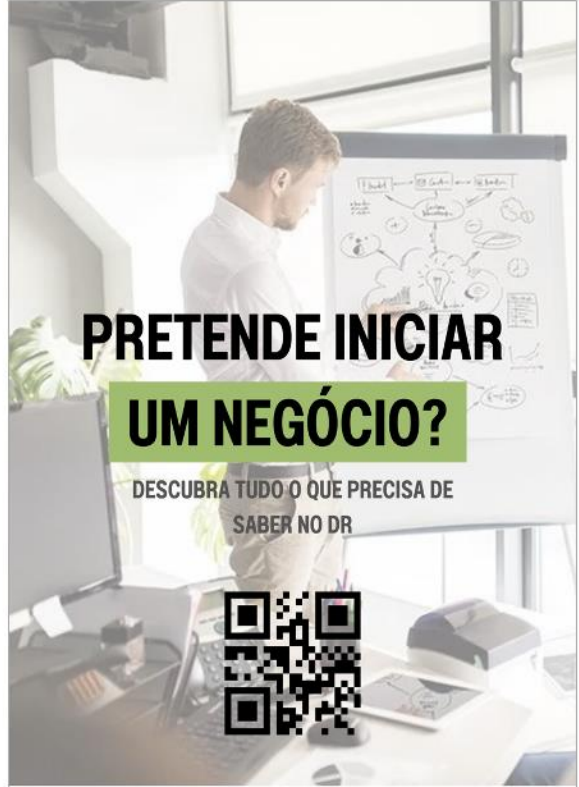
**FIZ 18
E AGORA?**

DESCOBRIR O QUE MUDA NO DR



 REPÚBLICA PORTUGUESA  DRE  INCM

This advertisement features a background image of three smiling young people. The text is centered, with the main headline in a green box. Below the headline is a QR code. At the bottom, there are three logos: the Portuguese Republic, DRE (Direção Regional de Economia), and INCM (Instituto Nacional da Conservação da Natureza e do Ambiente).



**PRETENDE INICIAR
UM NEGÓCIO?**

DESCUBRA TUDO O QUE PRECISA DE SABER NO DR



 REPÚBLICA PORTUGUESA  DRE  INCM

This advertisement features a background image of a man in a white shirt looking at a whiteboard with a flowchart. The text is centered, with the main headline in a green box. Below the headline is a QR code. At the bottom, there are three logos: the Portuguese Republic, DRE (Direção Regional de Economia), and INCM (Instituto Nacional da Conservação da Natureza e do Ambiente).



**VOU-ME REFORMAR
E AGORA?**

DESCUBRA AQUILO QUE MUDA NO DR



 REPÚBLICA PORTUGUESA  DRE  INCM

This advertisement features a background image of a woman with glasses resting her chin on her hand, looking thoughtful. The text is centered, with the main headline in a green box. Below the headline is a QR code. At the bottom, there are three logos: the Portuguese Republic, DRE (Direção Regional de Economia), and INCM (Instituto Nacional da Conservação da Natureza e do Ambiente).

6.5. Podcast

a) Potential cover page



b) Proposed episodes

Podcast Episodes Suggestions
• Legal boundaries in the family, approaching pregnancy, abortion, parental leave, fiscal benefits, and heritage. • Legal issues previously expected to impact society, such as Covid-19, or migrations, for example.

6.6. Suggested institutional advertising on the website



6.7. MVP

6.7.1. Premium accounts proposal

The screenshot displays the DRE website's premium account proposal. The navigation bar includes links for 'SOBRE O DR', 'PUBLICAÇÕES OFICIAIS', 'EM TORNO DA LEI', 'PERGUNTAS FREQUENTES', and 'O MEU DR'. The 'Planos' section lists four options:

- Gratuito:** Access to favorite diplomas, access to consultation history, page of areas of interest, and no publicity. Price: Gratuito.
- Profissional:** Access to favorite diplomas, access to consultation history, page of areas of interest, no publicity, possibility of annotating and sublinharing codes, synchronization of annotations between devices, access online and offline to annotated codes, and adaptable reading format. Price: 5€ por mês ou 50€ por ano.
- Estudante:** Access to favorite diplomas, access to consultation history, page of areas of interest, no publicity, possibility of annotating and sublinharing codes, synchronization of annotations between devices, access online and offline to annotated codes, and adaptable reading format. Price: 2,5€ por mês ou 10€ por semestre.
- Empresas:** Access to favorite diplomas, access to consultation history, page of areas of interest, no publicity, possibility of annotating and sublinharing codes, synchronization of annotations between devices, access online and offline to annotated codes, adaptable reading format, and general annotations available for collaborators. Price: Consulte o preço.

Each plan has a 'SELECIONAR' button. A help icon (?) and a back icon (↑) are visible in the bottom right corner.

6.7.2. Payment plan for companies

Preçário para as Empresas	
Até 50 colaboradores	200€
Até 100 colaboradores	300€
Até 300 colaboradores	600€