

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.

E-READERS INDUSTRY:  
WHAT ARE THE PERCEPTIONS OF THE PORTUGUESE CONSUMERS ON E-  
READERS AND HOW CAN BRANDS IMPROVE THEIR POSITIONING STRATEGIES  
ACCORDINGLY?

MARIA CASTRO DE CARVALHO

Work project carried out under the supervision of:

Professor Daniela Schmitt

22-01-2025

## **Abstract**

This study examines Portuguese consumers' preferences and perceptions of e-reader devices, providing insights into the factors that drive their appeal and adoption in the growing digital reading market. Employing conjoint analysis and perceptual mapping, the study assesses key factors such as usability, price, and technological features that shape consumer decision-making. Data obtained from surveys, interviews, and secondary research identify opportunities to improve brand positioning strategies, foster greater subscription service adherence, and address adoption barriers. The findings provide actionable recommendations for e-reader brands to enhance their devices' appeal, foster stronger consumer engagement, and support strategic growth in the competitive e-reader market.

## **Keywords**

E-readers Industry, Consumer Preferences, Consumer Perceptions, Brand Positioning, Portugal, Digital Reading, Marketing Research, E-books Subscription Service

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209)

## **1. Introduction**

In today's world, digitalisation has become a pivotal aspect of the daily lives of most societies across the globe, giving rise to profound shifts in consumer behaviour, preferences, and perceptions of value (Cham et al., 2022). The technological advancements registered in the last decades, together with the widespread use of the Internet, have been driving a real transformational process, with profound implications for the way the economy and society function (McKinsey Global Institute & Roxburgh, 2011). Moreover, the growing awareness of the finite nature of natural resources and the phenomenon of climate change have prompted a global discourse on sustainability, exerting pressure on companies to offer environmentally friendly solutions. Hence, digitalisation and growing environmental consciousness have driven significant growth in recent years in the market for specialised e-reader devices, with readers appreciating the convenience and accessibility of these devices (E-Reader Market Size | Mordor Intelligence, n.d.).

As reported by Statista (2024), approximately half of the Portuguese population engages in reading activities, with 4.5 million individuals reading physical books and 0.8 million reading e-books. Furthermore, it was verified an increase of 9% in the number of readers embracing digital reading formats, versus 2022 (APEL, 2024). Nevertheless, despite the prevalence of reading habits in Portugal and the apparent increasing attractiveness of digital reading, only 7% of the population owns an e-reader device (Statista, 2024). Therefore, Portugal represents an appealing case study for analysing how companies might enhance the appeal of e-reader devices and the extent to which these devices currently align with the ideal configurations preferred by consumers. Considering this, the objective of this research is to develop a comprehensive understanding of Portuguese consumers' preferences and perceptions concerning e-reader devices. These perceptions will be

## Group Part

further explored to identify optimal positioning strategies that will enhance the market growth of e-reader brands.

In addition, to complement the primary research question, the project aims to provide comprehensive responses to auxiliary questions concerning consumers' perceptions of e-reader brands' e-reading subscription services. In particular, the supplementary research will examine which characteristics of e-reader brands' e-reading subscription services are most highly valued by consumers, what factors are inhibiting the success of these services, and how subscription services can be enhanced to improve adherence and retention rates. The present study excludes any analysis associated with multi-purpose devices, such as tablets, smartphones, or laptops, focusing solely on specialized e-reader devices.

The initial stage of this study encompasses the analysis of secondary data to gain a deeper comprehension of the various brands and their contextual background. In this regard, the literature review examines essential concepts, offering valuable insights into the attributes of e-reader devices, the customer decision-making process, technology acceptance and intention to use, smart product-service systems, subscription-based business models, and brand positioning. The second stage of the study comprises preliminary interviews with e-reader users and an industry specialist, selected to represent a range of backgrounds and demographics. The interviews facilitate the gathering of preliminary insights about the primary factors that consumers consider valuable when engaging with e-reader devices and their associated e-reading subscription services. The third step comprises the creation of two distinct surveys, which will be analysed employing two different methods: conjoint analysis and perceptual mapping. To address the necessity of sharing several surveys within a constrained timeframe and to ensure consistency in analysis results by using the same sample, both perceptual maps and e-reading subscription questions were integrated into a single survey.

## Group Part

The comprehensive research offers valuable insights into the Portuguese e-reader market, which is primarily characterised by four players: Kobo, Kindle, PocketBook, and Woxter. Kobo and Kindle are established market leaders, whereas PocketBook and Woxter are emerging competitors. These companies demonstrate a consistent commitment to innovation, integrating advanced features into their devices on a continuous basis, thereby contributing to a dynamic market landscape. Furthermore, established market players differentiate themselves through the offering of e-reading subscription plans, which will be subjected to further analysis in this project.

The first method employed during this research is the conjoint analysis, which will be conducted using the “Conjoint.ly” platform. In this research, the type of conjoint method applied is the Choice-Based Conjoint Analysis (CBCA), which utilises a tool that simulates real-market decision-making by presenting respondents with different product profiles to identify their preferred options. Accordingly, the corresponding survey is focused on seven key attributes of e-reader devices, and corresponding levels, selected based on preliminary interviews and prior market research. These attributes are presented in the form of hypothetical device options with varying levels, and respondents are asked to choose their preferred option. Consequently, this method enables the comprehension of consumer preferences through the examination of trade-offs between product attributes. A further analysis of the level partworth utilities enables the quantification of the utility assigned by consumers to different attribute levels, thereby providing valuable insights into consumer preferences and highlighting the impact of different attribute levels on overall product preference.

The second method employed in this study is perceptual mapping, a research tool that enables the visualisation of consumer perceptions of brands within a multidimensional framework. This approach yields valuable insights into consumer preferences, brand positioning, and

Maria Castro de Carvalho

competitive dynamics. Data for the analysis was collected through a survey created on Microsoft Forms, which examined e-reader usage patterns, brand preferences and awareness, as well as evaluates perceptions across twelve key attributes using a five-point Likert scale. The gathered data was subsequently analysed using SPSS software.

Subsequently, further research is conducted through the analysis of the data collected from the subscription's subset of the perceptual maps survey. This section of the questionnaire comprises a series of questions pertaining to a number of topics, including the current rate of subscribers, levels of brand awareness and preference, primary obstacles to adherence and renewal of e-reading subscriptions, preferred payment frequency, and the relative importance of seven key attributes of e-reading subscription plans, evaluated on a five-level scale. The combination of the data obtained from the survey with insights gathered from secondary research and reviewed literature enables the formulation of conclusions.

This project aims to enhance the comprehension of how consumers perceive not only e-reader devices, but also the complementary e-reading subscription services offered.

Considering the findings, recommendations are proposed for the enhancement of brand positioning and the acquisition and retention of users.

## **2. E-reading Subscription Services**

The insights from previous analysis on consumer preferences and perceptions on the e-reader market elucidated the importance of the inherent connection between e-reader adoption rates and the access and availability of e-books within the device's ecosystem.

Consumers primarily purchase e-readers to access and consume digital media, such as e-books, whose accessibility can be significantly improved through the existing e-reading subscription services offered by e-reader providers. The complementary nature of these products and the capacity of brands to produce both the hardware and software represent a critical opportunity

Maria Castro de Carvalho

to mitigate e-reader adoption barriers in the Portuguese market (Li, 2019), constituting a possible differentiation strategy for e-reader provider brands.

By investing in the development of subscription services, companies can improve their perceived value, increase acquisition and retention rates, and potentially provide additional incentives for the purchase of e-reader devices. Besides having the potential to stimulate device sales, this approach can also generate increased revenues through subscription service adoption.

In this sense, an analysis was developed to gain deeper insights on the perceptions and preferences of consumers regarding the e-reading subscription plans offered by e-reader brands, in Portugal. More specifically, the study will examine the characteristics of e-reading subscription platforms that are most valued by consumers, the potential obstacles to their adoption and retention rates, and the identified gaps in the current subscription services.

### **2.1. E-reading Subscription Services Market**

In the Portuguese market, among the four e-reader brands previously analysed, only two of them offer e-reading subscription services: Amazon Kindle and Rakuten Kobo with Kindle Unlimited and Kobo Plus, respectively (Rahmania et al., 2022).

Kindle Unlimited is a subscription service that offers access to more than one million e-books, audiobooks, magazines and self-published works, for a fixed monthly fee of 9.99€ (Amazon, n.d; Amazon Kindle Direct Publishing, n.d.), with a free trial period of 30 days offered to new subscribers. Despite the great number of content available, subscribers can only download up to 20 different items at the same time. Consequently, to access additional titles after reaching the limit mentioned, users must “return” the titles by removing them from their device or library. The subscription service can be accessed directly through the e-reader or through the Kindle app on smartphones, tablets, and PCs, offering seamless synchronization across devices (Chen, 2023).

Maria Castro de Carvalho

Kobo Plus, offers subscribers unlimited access to a curated library with hundreds of thousands of e-books and audiobooks. For new Portuguese subscribers, the membership offers a free trial period of 15 days (Kobo, n.d.). The service is divided into three different plans: Kobo Plus eBooks, which provides access to e-books for 6.99€ per month; Kobo Plus Audiobooks that provides access to audiobooks for 6.99€ a month; and Kobo Plus eBooks e Audiobooks, which grants access to both e-books and audiobooks for a monthly payment of 8.99€. Despite the subscription plan selected, users have a limited number of 15 titles that they can download at the same time to read offline (Kobo, n.d.). Similarly to Kindle Unlimited, to access additional content besides the offline limit imposed, subscribers need to remove the previous ones from their digital library. The subscription can be accessed directly through Kobo e-reader devices or through the Kobo app on iOS, Android and other platforms (Rakuten Kobo, n.d.).

Moreover, in terms of the languages in which the content is offered, the two services have different strategies. While Kindle Unlimited boasts a significantly larger global library, Kobo Plus provides a comprehensive selection of both Portuguese original and translated literature, which might constitute an advantage in the Portuguese market. This availability of Portuguese content is a primary result of the partnerships that Rakuten Kobo establishes with local bookstores and publishers. An example of those partners is LeYa, a well-known Portuguese book publisher (LeYa, n.d.; Coutinho, 2021).

## **2.2. Survey**

To gain a substantial understanding of consumers' preferences regarding e-reading subscription plans, an additional section was incorporated into the perceptual maps survey, conducted via Microsoft Forms (*see Appendix, Table 1*). In this sense, the same demographic questions and screening criteria that were applied and explained in the perceptual maps survey description also apply for this dataset. As a result, out of the 186 responses registered, only 112 met the inclusion criteria and were deemed valid for the analysis.

Maria Castro de Carvalho

The resulting sample was then classified according to current subscription statuses, being segmented into four distinct groups: participants who subscribe to an e-reading plan, participants who do not subscribe but would consider doing so, participants who were previously subscribers but cancelled their subscriptions, and participants who do not subscribe and would not consider subscribing to a plan.

Additionally, the subscriptions subset of the survey comprises a series of questions designed to examine a range of factors, including brand preference, the main barriers to the adoption and renewal of e-reading subscriptions, preferred frequency of payment, identified gaps in the current subscription platforms and other consumer perceptions related to the e-reading subscriptions topic. In addition, a set of questions regarding perceived relative importance of the seven key attributes of e-reading subscription plans (selected based on the preliminary interviews' feedback and prior research), were included.

### **2.2.1. Data Analysis**

This section will focus on the examination of the responses to the questions that were specific to the e-reading subscription section of the survey (*see Appendix, Table 1*).

An analysis of the current subscription statuses and adherence to digital reading subscription plans offered by the e-reader brands, reveals that 16% of the respondents are active subscribers to an e-reading plan, 34% do not subscribe but would consider doing so, and 3% of the individuals had a subscription in the past but subsequently cancelled it. The remaining 47% of the valid participants indicated that they had never subscribed to an e-reading plan and have no intention of doing so in the near future (*see Appendix, Graph 1*).

The participants who had not previously adhered to any e-reading subscription plan and were not intending to subscribe in the future, as well as those who had cancelled their subscription plans, were invited to share the key reasons for their decisions, through open-answer questions. The primary reasons cited by participants included the easy access to free e-reading content

Maria Castro de Carvalho

through illicit means (25%), followed by the low frequency of reading (18%), the perceived high cost of subscriptions in comparison to the value offered (14%), and the limited variety of available content (14%). Additionally, 29% of respondents mentioned other factors, that were not considered due to the lack of statistical relevance (*see Appendix, Graph 2*). Subsequently, the survey ended for respondents who did not subscribe and did not intend to subscribe to an e-reading subscription plan. As for respondents who had subscribed but ended up cancelling the subscription, they proceeded to answer the remaining questions alongside the remainder of the sample. Taking this into consideration, the subsequent analysis of the sample results is based on the responses of 53% of the participants.

Regarding brand preference, Kobo Plus emerged as the most subscribed e-reading subscription service, with 61% of the participants currently subscribing, considering subscribing, or having subscribed to a plan. In contrast, the remaining 39% of respondents indicated their preference for Kindle Unlimited. No other subscription service was mentioned by the participants (*see Appendix, Graph 3*).

Regarding the frequency of payment, most respondents indicated a preference for a monthly payment (69%), while 31% expressed interest in an annual payment (*see Appendix, Graph 4*). Moreover, respondents revealed their preferred price ranges for each payment frequency. In terms of the monthly payment, there is a distinct preference for lower prices, with 71% of participants demonstrating a willingness to pay between 3.99€ and 6.99€, a smaller segment of 25% indicating a higher willingness to pay selecting the 7€ to 9.99€ range and finally, only 4% would be willing to pay above 9.99€ per month (*see Appendix, Graph 5*). Concerning the preferences regarding the annual payment, the lower price range emerges once again as the preferred option, with 81% of the participants willing to pay between 40.99€ and 80.99€, 17% willing to pay between 81€ and 110.99€, and only 2% willing to pay an annual subscription of more than 110.99€ (*see Appendix, Graph 6*).

Maria Castro de Carvalho

In opposition to the statements collected from the preliminary interviews, most respondents expressed satisfaction with the level of personalisation of existing subscription plans (69%), whereas only 31% demonstrated to be dissatisfied (*see Appendix, Graph 7*). Within the dissatisfied respondents, 39% revealed that there was a lack of variety in the content offered within the plan, 28% expressed a desire for a more tailored recommendation system or the option to select and access their preferred genres of literature, and the remaining 33% identified a number of additional issues (*see Appendix, Graph 8*). Of the 39% of individuals who identified a lack of content variety provided, 71% perceived the content available to be excessively mainstream and popular, disregarding consumers with niche preferences, while the remaining 29% of respondents considered the content available to have a limited number of best-seller options and new releases (*see Appendix, Graph 9*). Furthermore, within the respondents who expressed discontent with the existing personalisation of subscription plans, 80% indicated an interest for a more economical subscription option that, despite offering a more limited range of content, aligns more closely with their genre preferences (*see Appendix, Graph 10*). The optimal number of genres to select from was found to be between one and three for 47% of these respondents, four and six for 42%, and above six genres for only 11% of respondents (*see Appendix, Graph 11*).

Lastly, the relative importance customers attributed to key characteristics of the e-reading subscription services was evaluated. Using a five-point scale, where 1 represents “Not Important” and 5 denotes “Highly Important”, seven attributes were examined. The most relevant attribute identified was the number of titles available, with an average score of 4.73. This was followed by the availability of content in e-book format, with an average importance of 4.69. Subscription price followed closely behind with an average score of 4.66. Language availability and corresponding importance were also highlighted, with availability of content in English and Portuguese revealing relatively close scores, 4.19 and 3.81,

Maria Castro de Carvalho

respectively, which slightly contradicts conjoint results. Attributes deemed as less relevant included the provision of exclusive content and offers, with an average importance of 3.64, and the availability of content in audiobook format, ranked as the lowest with an average score of just 2.29 (*see Appendix, from Graph 12 to Graph 18*).

### **2.3. Consumers' Perceptions of E-reading Subscription Services Attributes**

According to survey respondents, the most relevant attributes related to e-reading subscription plans are the provided content, the availability of the e-book format of literature, and the price of the subscription. As previously stated in the literature review, the availability of content on a subscription-based platform is a significant determinant of consumer value, influencing not only engagement rates but also the frequency of service utilization (Kübler et al., 2021). Furthermore, the languages in which the content is offered were perceived as moderately relevant, with English and Portuguese being of similar importance. This highlights the necessity for brands to prioritise the development of comprehensive and diverse content libraries, with the objective of enhancing both the retention and the acquisition rates of the subscription-based services. Conversely, attributes such as exclusive content and offers and the availability of literature in the audiobook format were perceived as the least relevant among all. This may be indicative that these features are valued by niche segments and not perceived as fundamental by the broader audience.

The findings on language availability present an intriguing contrast when compared to the results of the conjoint analysis, where the “Accessibility to e-books in Portuguese” emerged as the second most influential attribute in shaping consumer decisions when purchasing an e-reader device. In the context of e-reading subscription plans, while the availability of content in Portuguese remains important for consumer retention and adherence, it is ranked below the availability of titles in English. This difference can be better understood when considering the demographic composition of the survey sample, which is strongly represented by younger

Maria Castro de Carvalho

generations (15 to 35 years old). Generational insights from the conjoint analysis, demonstrated that younger generations place less emphasis on the accessibility of e-books in Portuguese when compared to older generations. Thus, it can be concluded that the preference for English-language content in subscription services reflects the linguistic preferences and behaviours of the younger demographics represented in the sample.

#### **2.4. Identified Challenges and Gaps of E-reading Subscription Services**

The easy access and availability of free content through illicit means, the low frequency of reading, price fairness considerations and the perceived lack of content variety emerged as the principal instigators hindering the e-reading subscription service market. These were the main reasons why respondents refrained from subscribing to these services or ultimately cancelled their subscriptions. In addition, feedback from current, prospective and previous subscribers revealed their dissatisfaction with two main factors of existing subscriptions: Personalisation level and variety of content.

##### Digital piracy

The increasing digitalization of information products, such as music, movies, books and software, coupled with the rapid penetration of the Internet, has significantly facilitated the unauthorized copying and distribution of such products. This phenomenon, commonly referred to as “digital piracy”, often reflects the rational behaviour of individuals weighting the costs and benefits of this activity (Becker, 1968). This rational decision-making is evident in the justifications provided by survey respondents who either cancelled their subscription plans or expressed unwillingness to subscribe. By engaging in digital piracy, consumers gain access to a substantial amount of content, without incurring the costs associated with subscription services or individual title purchases (Zhang et.al., 2024). Furthermore, digital piracy can offer an additional advantage: access to content that may not be available through subscription services, undermining the perceived value of subscription plans, as even paying subscribers

Maria Castro de Carvalho

may find themselves with limited access to desired literature. In addition, the anonymity associated with the Internet diminishes the perceived severity and illegality of engaging in this type of unethical behaviour (Cesareo et al., 2014).

It can then be concluded that digital piracy presents a significant threat to the adoption of e-reading subscription services, undermining their value proposition and discouraging consumers from engaging in legitimate access to content. To mitigate this challenge, it becomes crucial for e-reading subscription service providers to address the content gaps in their offerings, enhancing the perceived value of their subscription plans and reducing the reasons for consumers to engage in these unethical actions (Chodak et al., 2018).

#### Low reading frequency

The findings of the survey indicate that a lack of reading frequency is often perceived by respondents as a barrier to the adherence and renewal of e-reading subscription plans. Consumers find that the subscription to such plans is only worthwhile in the event of regular reading frequency. In this regard, those who do not read frequently tend to perceive the subscription fee as an excessive expense. This presents a significant challenge for companies, as reading frequency is closely linked to individual consumer habits, which are difficult to control and address directly. Nevertheless, it is crucial to comprehend the correlation between usage frequency and customer satisfaction to effectively tackle this challenge.

The usage rate of an individual is a determinant factor for customer retention and acquisition of subscription services. The greater the frequency of use of a service provided by a subscription plan, the higher the customer satisfaction and loyalty (Ranasinghe, 2024). This can be applied to the e-reading subscriptions case. In terms of retention rate, it can be observed that the higher the reading frequency of a subscriber, the greater the satisfaction with the subscription and consequent perceived value, enhancing consumer loyalty. Therefore, it is probable that this consumer will renew the subscription. Regarding the acquisition rate,

Maria Castro de Carvalho

individuals that typically have a high frequency of reading demonstrate an enhanced propensity to adhere to one of the subscriptions plans available.

The positive correlation between frequency of use and customer satisfaction enables for the conclusion that the low reading frequency of individuals not only increases the difficulty of acquiring new subscribers but also has a negative impact on the retention rate of the existing ones.

### Price considerations

One of the primary reasons for the non-adherence to an e-reading subscription plan is related to the subscription price. More specifically, respondents indicated that they sense that the fee charged does not justify the value offered by the service.

In the e-reading subscription context, the perceived price can be defined as the extent to which a consumer believes that the subscription service is worth the monetary expense incurred (Hsiao et.al, 2017). Existing studies indicate that this perception is closely linked with the benefits provided by the service that consumers pay for (Galingging et al., 2023). In this sense, the greater the substantial value offered by the e-reading subscription service - such as the enhanced quality and diversity of the content library and ease of access to the platform - the more likely it is that consumers will perceive the cost incurred as justified and fair (Hsiao et.al, 2017).

Price fairness plays a pivotal role not only on the willingness to pay of consumers, but also on their recommendation intentions (Kang et.al., 2024). In light of this, it can be reasonably concluded that when an individual deems the cost to be fair, the greater the likelihood of paying for and recommending the e-reading subscription service. In turn, this increases the subscription adherence rate and encourages word-of-mouth marketing.

Furthermore, it can be posited that the consumer's evaluation of price has an impact on consumer retention. Research has also demonstrated a positive correlation between perceived

Maria Castro de Carvalho

price fairness and customer satisfaction, which in turn contributes to both customer loyalty and retention (Bei et.al., 2001).

In conclusion, it is highly important that brands focus on transparent pricing and the consistent delivery of value. This will ensure the formation of long-term customer relationships and boost the renewal and adoption rate of e-reading subscription services.

#### Variety of digital content

In subscription-based services for digital content, the availability and quality of the content offered are primary factors influencing customer acquisition and retention (Echauri, 2023; Wang, 2005; Hsiao et al., 2017). E-reading subscription services are no exception to this pattern. As highlighted by Hsiao et al. (2017), consumers' willingness to pay for a digital reading subscription service is significantly influenced by their perception of the quality of the titles available.

Respondents to the survey identified the lack of content variety as a key gap in the existing subscription services, discouraging adherence and renewal intentions. The positive relationship between content variety and customer attraction and retention depends on the service's ability to address the heterogeneous needs and preferences of consumers. Usually, the wider the diversity of content, the greater the probability that the different needs will be met, and the more satisfied individuals will be (Guhl et al., 2024; Jo et.al., 2024). In turn, a greater satisfaction enhances the consumer's perceptions of quality of the titles available, which consequently enhances their willingness to adhere and renew to the service.

In contrast to the insights gathered from the preliminary interviews, the survey findings reveal that there is the prevalence of the perception that the current option offered by the subscription services are too mainstream and popular titles. This perceived lack of diversity makes niche consumers feel constrained by the limited available selection. Such dissatisfaction poses a potentially threat to both adoption and retention.

Maria Castro de Carvalho

Hence, due to the pivotal role that content availability and diversity play in driving engagement (Kübler et al, 2021) brands should focus their efforts on the investment in the expansion and diversification of their digital libraries.

### Level of personalisation

The survey data, alongside with the findings from the preliminary interviews, revealed a significant gap in the level of personalisation offered by existing e-reading subscription services, such as Kindle Unlimited and Kobo Plus, and the expectations of their users. These services are failing to deliver recommendations that align with users' past reading habits and preferred genres. As a result, subscribers often perceive the services as overly generic, failing to cater to their individual preferences and needs.

Existing research emphasizes that personalisation plays a pivotal role in driving customer adherence and retention. Tailoring services to more effectively meet individual customer needs has been demonstrated to positively impact not only customer satisfaction and loyalty, but also value perception. Consequently, an enhancement in the level of personalisation results in increased consumer retention and acquisition rates (Kwon & Kim, 2012).

In summary, companies must enhance the personalisation of their subscription services to better align with the needs and preferences of consumers.

## **3. Conclusions**

### **3.1. Discussion**

The conducted study provided valuable insights into the preferences and perceptions of Portuguese consumers, emphasizing the attributes of greatest importance and the differing e-reader device's brand perceptions across key dimensions. By integrating conjoint analysis and perceptual mapping, alongside the additional investigation of the e-reading subscription market, the research offered a holistic understanding of consumer decision-making processes,

## Group Part

unveiling key opportunities for brand development and market growth within the e-reader industry.

Consistent with expectations, the findings derived from the conjoint analysis revealed the pivotal role of price in shaping consumer purchasing decisions, demonstrating a pronounced preference for lower price points and highlighting the price sensitivity of Portuguese consumers within the e-reader market. Additionally, functional attributes such as “Accessibility to e-books in Portuguese” also emerged as critical determinants of consumer behaviour, prompting further research and analysis into the e-reading subscription service’s market, recognizing the role the intrinsic connection between these services and the access to and availability of e-books, have in shaping e-reader demand.

From the perceptual analysis, it was possible to identify two dominant dimensions influencing consumer perceptions in the Portuguese e-reader market: general product/brand quality and affordability. Kobo emerged as the brand most strongly aligned with both dimensions, reflecting its balanced appeal through high-quality perceptions and competitive pricing. Kindle followed as a close competitor, with strong quality-related associations but a weaker alignment with affordability perceptions. Meanwhile, Woxter and PocketBook were positioned far from most attributes, indicating weaker or negative perceptions, particularly in terms of quality-related attributes.

The findings of the conjoint and perceptual analyses reveal overlapping yet distinct insights into consumer preferences. While both analyses underscore the competitive strengths of Kindle and Kobo, the perceptual map provides additional nuance in understanding how brands are perceived across specific attributes. Kobo’s appearance at the top of the ranked list of product concepts, derived from the conjoint analysis, indicates its competitive edge when paired with other favourable attribute levels, a result that supports the perceptual map’s

## Group Part

analysis that indicated strong positive consumer preferences across all attributes relative to this brand, strongly aligning with both the quality and affordability components. Conversely, Kindle demonstrates strong consumer appeal overall, emerging as the utility maximizing brand, but reveals weaker perceptions of affordability. The positioning of Woxter and PocketBook as underperforming brands is consistent across both analyses, aligning with previous expectations regarding the limited awareness of these brands in the Portuguese market and underscoring the challenges these brands face in resonating with Portuguese consumers.

### The importance of price and local content accessibility

The results from the conjoint analysis demonstrated the critical role of price and local content accessibility attributes in shaping consumer preferences in their decision-making process when selecting an e-reader device. Additionally, the importance of these two attributes is reflected in their influence in shaping how the selected brands are perceived.

The preeminent importance of “Price” is evident from its consistently high relative importance rating across all four brands, as well as within individual brand analysis. Existing research on the e-reader market supports the survey results, indicating that “Price” might constitute a significant barrier to the adoption of this technology. Consumers frequently express expectations for considerably lower prices for both e-reader devices and electronic books, stating that prices should fall below 100€ (PwC, *Turning the Page: The future of eBooks*, 2011). Nevertheless, the current pricing strategies by the selected brands diverge significantly from these expectations, especially for the devices that incorporate the utility-maximizing attributes identified in the partworth analysis. For instance, Kindle, Kobo and PocketBook devices are priced between 130€ and 400€, leaving Woxter as the only brand that offers devices for a price below 100€. Interestingly, the analysis conducted on elasticity

## Group Part

of demand revealed that the optimal pricing point for the utility-maximizing device is closer to 250€, a range more consistent with current market prices. Consumers are driven by utility maximization, seeking devices that offer optimal value for their money, while still catering to their specific necessities. Research revealed that the increased perceived risk associated with high involvement purchases, often leads consumers to extend this “seeking” stage, which in turn, enhances the likelihood of selecting a higher quality option, which is frequently associated with a greater willingness to pay, as higher quality devices are generally linked to elevated price points.

“Accessibility to e-books in Portuguese” was identified as the second most important attribute, maintaining this ranking at the individual brand level as well. E-reader devices generally operate within brand-specific ecosystems, which determine the extent of their catalogue offerings and subscription models. These ecosystems significantly impact the availability of Portuguese and Portuguese translated e-books, as well as e-books in general. For instance, Kobo’s partnership with Portuguese publisher e-LeYa in 2021, resulted in a catalogue enhancement, providing a broader and more readily available selection of e-books in Portuguese within its subscription services. However, despite such advancements, the disparity between the 9,000 e-books available in Portuguese and the total catalogue of 1.5 million e-books, highlights the accessibility challenges noted by Portuguese consumers (E-LeYa, 2024).

These findings align with prior research discussed in the literature review, emphasizing the inherent connection between e-reader adoption rates and the availability of e-books within the device’s ecosystem. Furthermore, the performed baseline simulation results from the conjoint analysis, validate this conclusion, by demonstrating how the improvement of e-books accessibility can result in substantial changes in preference shares, consolidating

Group Part

already dominant brands' positioning, and enabling underperforming brands like PocketBook to increase their market penetration.

In conclusion, while affordability remains the most influential factor, there is a clear opportunity for companies to align consumer expectations with utility-maximizing offerings, allowing for enhanced market penetration.

### Dominant perceptual dimensions

The perceptual map analysis provided valuable insights into consumer perceptions of the selected brands and their associated attributes chosen for the analysis. Two distinct clusters of attributes and consequent explanatory dimensions emerged in the perceptual map. These clusters reflect the relative correlations between the twelve attributes, with those with higher relative correlation appearing closer together within the perceptual map's quadrants. This proximity is indicative of consumer's similar perceptions regarding these attributes.

On the first cluster attributes related with overall product quality such as "Durable", "Innovative", "Portable" and "Aesthetic" demonstrate strong positive correlations with attributes linked to overall consumer experience, including "User-Friendly", "Local Relevance", "Accessible", "Useful", "Trendy", "Enjoyable" and "Personalised". This cluster emphasizes the interconnected nature of these quality-related perceptions, suggesting that consumers associate high-quality technology with features that enhance usability and enjoyment.

These priorities were strongly captured within Component 1 of the perceptual map, emphasizing their central role as core quality-related features influencing consumer preferences.

## Group Part

These observations support existing research that shows that high-quality technological products are perceived as more useful and easier to use by consumers enhancing their overall experience with the product (Kinsella et al., 2011). Furthermore, the results reflect a consistent alignment with consumer priorities identified in the preliminary interviews, as well as in literature findings, underscoring the positive influence of perceived usefulness and ease of use on consumer decisions to adopt technological devices.

The second cluster comprises only the attribute “Affordable”, which is strongly associated with Component 2. While “Affordable” demonstrates a positive correlation with the attributes in the first cluster, this correlation is weaker when compared to the strong inter-relationships among the quality-related attributes themselves. The observed moderate correlation between affordability and quality-related attributes can be associated to the nuanced trade-offs consumers perceive in the e-reader market. These findings align with Ganesh & Nagadeepa (2024), who highlight that budget-conscious consumers often prioritize price as a critical factor in evaluating high-tech devices, reflecting affordability as an independent yet complementary dimension in consumer decision-making. While affordability is often associated with lower-quality features or fewer functionalities in many technological markets, the analysis on the e-reader segment revealed exceptions where the perceptions of affordability align with higher levels of perceived quality.

This phenomenon likely arises from the ability of certain brands to strike a balance between cost-efficiency and acceptable product performance, mitigating the perception that affordability necessarily compromises quality. For example, localized features, such as the availability of e-books in Portuguese, bridge the gap between affordability and quality. Consumers may perceive localized content as both cost-efficient and highly valuable, thereby

## Group Part

fostering a moderate positive correlation between affordability and attributes like “Local Relevance” or “Accessible”.

Additionally, the inherent functionality of e-readers – being designed for specific use cases such as reading – ensures that even affordable options meet baseline expectations of usability and practicality. This baseline quality may enhance the association of “Affordability” with attributes like “Useful” or “User-Friendly”, although to a lesser degree than the inter-relationships observed among quality-related attributes themselves. Thus, the moderate correlation reflects a detailed evaluation process, where affordability does not negate quality but instead complements specific aspects of consumer value within the e-reader market.

### Brand positioning insights

An analysis of the perceptual map, based on the survey responses, reveals significant differences in the positioning of Kobo, Kindle, PocketBook and Woxter, relative to the twelve attributes and corresponding dimensions. Kobo stands out as the brand with the strongest associations with all twelve selected attributes, particularly in terms of product quality and affordability. These results align with the Portuguese e-reader market reality, where Kobo has a high market penetration and large consumer base. The success of the brand in the target country might be explained by the early efforts made to establish exclusive partnerships with local publishers and bookstore chains, such as FNAC, a well-known high-tech retailer in Portugal (Público, 2024), boosting brand awareness and content availability. Although presenting the best perceptions regarding local content, there is still significant room for improvement regarding this attribute that, as previously noted, poses as one of the main barriers to e-reader adoption. Addressing this can help Kobo solidify and enhance its already favourable position.

## Group Part

Contrasting with its strong global market dominance and reputation, Kindle presented a less pronounced, although still favourable position, displaying positive associations with quality-related attributes such as “Aesthetic”, “Trendy”, “Innovative”, and “Personalised”, but a relatively weaker association with “Affordable” and “Local Relevance”. The analysis reveals a moderate alignment with quality perceptions, which reflects the brand’s focus on premium features and user experience, yet this is tempered by a weaker association with affordability, highlighting a potential barrier for price-sensitive consumers. The findings indicate that, while the Kindle brand is strongly positioned globally, certain challenges remain in addressing the specific priorities of Portuguese consumers.

Lastly, concerning Woxter and PocketBook, both brands are positioned far from most key attributes on the perceptual map, reflecting predominantly negative perceptions across the evaluated attributes. While Woxter is negatively perceived on most quality-related attributes, such as “Useful”, “User-Friendly”, and “Accessible”, and shows no significant correlation with “Affordable”, PocketBook suffers from negative perceptions across most attributes, including both quality and affordability.

As previously mentioned, Woxter is the most affordable brand, practicing prices below 110€. Nonetheless, its devices feature less favourable attribute levels, justifying its negative perceptions across quality-related attributes. Conversely, PocketBook’s notably weak positioning in the perceptual map is particularly striking, considering its extensive and comparatively robust product portfolio. However, when taking into consideration previous expectations regarding PocketBook’s lack of recognition by Portuguese consumers, later justified by the perceptual analysis survey responses, the results appear to be more coherent. Logically, consumers will have weaker and more neutral perceptions regarding the attributes for brands they are not aware of.

## Group Part

These findings suggest that both brands face significant challenges in competing within the Portuguese e-reader market, emphasizing the critical role of brand awareness and strategic positioning in driving a brand's success, particularly within the consumer electronics sector. A strong positive brand image can effectively mitigate perceived risks and exert a favourable influence on consumers' perception and purchase intentions, thereby enhancing the brand's market performance. Companies should position their brands by emphasizing distinctive characteristics that differentiate them from their competitors, designing their offers and image with the aim of occupying a distinct and valued place in the target customer's mind (Cristea, 2014).

### Generational differences in attribute preferences

The age-based segmentation analysis offered valuable insights into the distinct attribute preferences between younger and older generations. While both segments exhibited an overall similar ranking of attribute importance, significant variations emerged in the importance scores assigned to individual attributes. Notably, these differences were most pronounced in the two attributes identified as the most important by the overall sample.

The price of the e-reader devices exerts higher influence on the purchasing decisions of younger generations, a result expected given the reduced purchasing power of this segment. Contrastingly, older generations assign greater importance to the accessibility to e-books in Portuguese, when compared to younger generations, a finding that can be explained by the current linguistic reality in Portugal. More than half of the adult population does not speak any language other than Portuguese, positioning the country as the second EU member state with the highest proportion of people who are monolingual (Jornal de Negócios, 2024). This linguistic limitation may emerge from the fact that the promotion of the English language in Portuguese education system began only in the early 1990s with the restructuring of the

## Group Part

primary and secondary education (Diário de Notícias, 2024), only impacting younger generations, who place comparatively lower importance on this attribute. This reality underscores the critical barrier that the low accessibility of e-books in Portuguese can represent to e-reader adoption, as the lack of content in this language renders the device obsolete for most consumers. For younger generations it is more beneficial to read in English, as the content is more readably available in this language (while readers who prefer to or only read in Portuguese may have to wait for years for the translated version), increasing convenience and access to preferred content. Furthermore, national editions have an increased price, given the costs associated with rights acquisition, cover design, translation, editing, among others, that when paired with the price sensitivity of this segment, rises as an additional point in favour of English e-book adoption (Público, 2024).

### **3.2. Managerial Implications**

#### Invest in building strong brand awareness

During the presented research, consumers emphasized their familiarity with two brands: Kobo and Kindle. As expected, brand recognition has proven to play a critical role in purchasing intentions, with most e-reader owners reporting possession of either a Kobo or Kindle model. As consumers were not significantly aware of PocketBook and Woxter, this restricted their evaluation set to only two brands.

These findings set the stage for recommendations regarding investing in brand awareness and in building a credible brand reputation. Even though consumers reported a high degree of familiarity with Kobo and Kindle, it was also observed that the recognition of these two brands, in Portugal, is mainly built upon word-of-mouth recommendations. As discussed in literature, consumers in this context tend to deliberately look for multiple sources of

## Group Part

information to diminish the risk of purchasing a less adequate device, recalling both commercial sources and personal recommendations (word-of-mouth). Thus, it is of extreme importance for brands to have accessible information regarding their offerings in this stage of the purchasing decision process, as it can be a moment in which consumers are more likely to be influenced. As the marketing strategy of Kobo and Kindle may rely more on organic consumer discussions rather than formal advertising efforts, it must be of Woxter and PocketBook's interest to build awareness through the provision of reliable commercial sources of information about their products, for example, through advertisement. This approach allows these smaller brands to spark curiosity among consumers, gradually integrating into their evaluation sets while shaping perceptions of their benefits and characteristics, ultimately building brand reputation (Keller, 1993).

### Segmented strategic advertising

E-reader devices are becoming increasingly popular within the reading community. In terms of promotion, as reinforced by the gathered insights, e-readers' brands lack visibility in the Portuguese market, with insufficient emphasis on showcasing their key benefits. As the acquisition of customers is influenced by both word-of-mouth and marketing initiatives (Abinesh et al., 2024), it is fundamental for brands to invest more heavily on the development of strategic advertising and marketing campaigns, tailored to specific customer segments and markets.

The conjoint analysis revealed that different age groups assign varying levels of importance to different attributes. For this purpose, it is crucial that brands develop differentiated campaigns targeted at different segments employing the correct marketing channels, ensuring alignment with the preferences and media consumption patterns of each age segment.

## Group Part

Social media has become one of the most impactful channels of communication in today's world, given its facilitating nature in interactions between businesses and consumers (Dwivedi et al., 2015). The Social Media Content Strategy Report (2024) revealed that 91% of Generation Z utilizes Instagram, and 86% utilizes TikTok, making them the most prevalent social media platforms among younger generations (Smith, 2024). Thus, to reach younger generations and capture them into their consumer base, companies must focus on building a strong presence on these social media channels. This can be achieved through the company's personal page by participating in current trends, and opting for authentic and relatable content, leveraging the platform's unique algorithm and engaging format to reach a broader audience. In the context of the e-reading market, TikTok has been gaining traction as a trendsetter in terms of reading habits and device adoption, driven essentially by the rise of the BookTok communities, where consumers share their reading experiences, and acquired content, strongly influencing the behaviour of younger readers (Gonçalves, 2023). Brands should establish partnerships with both micro and macro influencers within this communities, that often post content that resonates with the brands' offering. These influencers can share their experiences with the devices and subscription services sponsored by the brands, discussing their benefits and providing recommendations.

In contrast, older generations, although increasingly present on social media platforms, tend to prioritize traditional media channels, such as television (Deloitte, n.d.). Consequently, while still employing social media platforms, brands should focus their resources on the creation of television marketing. Additionally, the advertisement should be focused on attributes such as Portuguese content accessibility, given the importance placed on this attribute by this segment. These campaigns should also seek to dismantle the perception that e-reader technologies are exclusively for younger generations. Therefore, they might aim to demonstrate the device's user-friendliness and encourage older individuals to engage with e-

## Group Part

reading. Such a strategy might be particularly appealing for Kobo, which is the leading brand in terms of local content.

### Ensure the balance between advanced features and affordability

Consumers in the e-reader market demonstrate significant price sensitivity, which highlights the critical role of pricing in their purchasing decisions. While the market has evolved to offer advanced features that provide additional utility, the primary factor impacting consumers' perceived value remains the initial investment cost. Notably, based on the partworth utilities, the absence of advanced features such as notetaking or coloured screens results in a decrease in utility of less than 3 points, while an increase from the lowest (preferred) price to the highest price level, result in a decrease of 10 points in utility.

The forementioned observations must be considered by e-reader providers when designing their product portfolios. Offering advanced features like coloured screens and note-taking capabilities can enhance the reading experience and content comprehension, however, these innovations are often accompanied by price increases, a trade-off that proved to be utility minimizing. To maintain profitability and attract a broader customer base, it is of extreme importance to continue providing budget-friendly options. From the insights gathered through preliminary interviews and conjoint analysis, lower prices are significantly preferred by those who acquired or are considering acquiring a specialized reading device.

In reviewing actual market offerings, models featuring these advanced features often exceed the price points considered reasonable by consumers. For example, the two most advanced models from leading brands – Kobo Elipsa 2E and Kindle Scribe – are priced well above the price range favoured by consumers. These price points can be a constraint to the purchase, in the actual context of the market. Thus, it is of extreme importance for brands to consider a

## Group Part

balance between more technological advanced and affordable models when designing their portfolio strategy.

### Pricing strategies to enhance customer acquisition

When entering the digital reading world through the utilisation of an e-reader, consumers are required to make a relatively high initial investment given the practiced prices of the devices. Hence, it is crucial for brands to implement effective pricing strategies to encourage new users to make the initial investment.

To boost e-reader sales, companies can use bundling strategies, providing multiple products together at a unified price (OECD, 2024). One potential strategy is to include an e-book voucher with the e-reader, enabling customers to purchase e-books for use on their new device, thereby enhancing the value of the purchase. In addition, brands may wish to consider offering e-readers with discounted accessories, such as cases and screen protectors, to provide a complete package and enhance the appeal of the device.

In the context of subscription services, brands may adopt a dual pricing strategy to attract new users, offering both monthly and annual subscription plans. Monthly plans are appealing to users who are seeking low upfront costs and flexibility, as they permit the consumer to make use of the service without a long-term commitment. Conversely, annual plans are designed to appeal to customers with greater financial stability and a greater propensity to use the service frequently. The discounted rates offered by these plans provide customers with the benefit of significant savings over time. In essence, this dual pricing strategy renders the service more accessible and attractive to a broader customer base, enabling them to select the most suitable payment plan in accordance with their preferences, commitment levels, or financial constraints.

## Group Part

### Improve the accessibility of content included in the e-reader's ecosystem

Given the significant importance placed on the accessibility to Portuguese content and general content variety, it is crucial for brands to prioritize the expansion and diversification of their literary offerings, appealing to a broader Portuguese consumer base. By doing so, e-reader brands can position their e-reader devices and corresponding ecosystems as comprehensive, one-stop solutions for accessing and reading content, ultimately enhancing consumer satisfaction and loyalty. Furthermore, as noted in the preliminary interviews, some prominent bookshops sell e-books but restrict access to their content exclusively through their own apps. Addressing this limitation by enabling e-books purchased from these stores to be used on e-reader devices could present significant advantages.

To this end, it would be advisable for companies to adapt their library content extensions considering the market they are operating at, by investing in partnerships with national publishers and bookstores (both physical and online). Such partnerships would help in the development of a well-established and up-to-date content library that caters to diverse consumer preferences while enabling customers to purchase e-books from a variety of sources.

### Mitigate the impact of digital piracy

The willingness to adhere to a subscription-based service can be highly influenced by the consumer's overall attitude regarding the acquisition of content through illicit means. If the consumers perceive online piracy as a financially advantageous and not as ethically wrong, then they will continue to engage in such activity, thereby reducing the likelihood of adherence to a subscription plan (Cesareo et al., 2014), representing a significant threat for

## Group Part

these service providers. Nevertheless, there are some strategies that might be adopted by the brands that provide e-reading subscription plans to mitigate this problem.

Given the widespread availability of pirated content, price competition may not be a sustainable strategy for providers. Nonetheless, companies must be conscious of this challenge when determining their price structures, as most participants deemed a reasonable price range of up to 10€. Consumers' perceptions on price ranges are thus aligned with current market offerings, with Kindle Unlimited being the most expensive plan, with a monthly fee of 9.99€. Furthermore, these findings also underscore the need for subscription providers to carefully consider price increases. Raising fees beyond customers' willingness to pay could result in a drop of perceived value, leading to higher churn rates and potentially foster a more positive attitude toward digital piracy.

Additionally, through their communication channels, brands can implement sensibilization campaigns to raise awareness around the importance of legitimate content acquisition, while also highlighting the benefits that subscription services can bring to consumers. Those who subscribe to digital content subscription plans appreciate benefits such as the convenience that they provide, by enabling users to adjust their content consumption timely and spatially, as well the increased accessibility to a diverse range of content (Echauri, 2023; Wang, 2005; Hsiao et al., 2017). These are advantages that illegitimate content access does not provide.

### Customisation of experience

Addressed in the literature review chapter, the success of a smart product-service system, such as an e-reader, is closely linked to its ability to address each user as a unique individual, with specific needs and tastes (Valencia et al., 2015). Recalling the data obtained from the subscription perceptions analysis and from the preliminary interviews, it became evident that

## Group Part

the lack of personalisation in the current digital reading subscription plans, inherent to the selected device, is a noticeable theme of dissatisfaction around subscribers.

Individuals participating in preliminary interviews shared valuable insights indicating that, in most cases, the new reading recommendations provided by the platforms do not align with their previous reading preferences, fostering a sense of poor algorithm and individual data tracking. Moreover, a notable subset of overall subscribers indicated their openness to subscribe to a more economical plan that would allow the selection of a limited number of literature genres that are selected by them beforehand. This could be an interesting initiative to be explored by e-reader providers, as it can possibly improve the personalisation of these plans and cater to a broader consumers base by reducing the monthly fee associated with the plan.

Furthermore, brands can focus on the improvement of the new readings recommendation system. This would require the development of a better personalisation system, capable of aligning recommendations more closely with consumer's prior reading habits and preferences. Such an approach could be achieved through the application of AI-driven innovation, that enables the provision of better tailored recommendations based on the algorithmic analysis of consumer data (Abinesh & Dulloo, 2024).

### Individual brand overview and recommendations for positioning

By closely examining each of the brands covered in this dissertation – Rakuten Kobo, Amazon Kindle, PocketBook, and Woxter – it is possible to derive specific suggestions and insights to enhance their market positioning.

As suggested by Fuchs et al. (2010) and Azmat et al. (2015) effective brand positioning for high involvement products should focus on benefits rather than products' features. Moreover,

## Group Part

brands should pursue a consistent positioning strategy that enables them to secure a favourable position in the minds of consumers, setting their offering apart from rivals while capitalizing on their core capabilities (Thompson, 2003).

Given its placement on the perceptual map, Kobo seems to hold a relevant and differentiated place in consumers' minds, being well positioned in comparison with fellow competitors.

Kobo has managed to establish itself as the preferred brand for most Portuguese users, largely due to its presence in physical retail stores and its focus on improving accessibility to Portuguese-language content. Considering the high relative importance attributed by consumers to the accessibility to Portuguese-authored and translated e-books, it is advisable for Kobo to continue to differentiate itself from Kindle by heavily investing in the availability of this type of content. By focusing on the functional benefit of providing content tailored to the tastes and preferences of Portuguese readers, Kobo can cater to a broader audience. This strategic focus on local content would not only enhance its appeal but also strengthen its position as the preferred e-reading platform in Portugal.

Kindle, the second most preferred brand in the market, is strongly positioned in terms of overall brand quality. Considering the insights resulting from the performed conjoint analysis, Kindle is the brand that provides higher utility for consumers when assessed separately from other attributes, which can be a result of the strong brand reputation Kindle holds at a global level. Thus, Kindle can capitalize on its solid international brand reputation, namely in the United States (D'Souza, 2024), emphasizing its pioneering and innovative nature. For Kindle, it thus might be appropriate to adopt a surrogate benefit positioning strategy for the Portuguese market, associating its product offer to a more international lifestyle that might particularly resonate with younger generations. Being perceived as being trendier at a global level, Kindle can more easily appeal to younger generations that, besides,

Group Part

being more comfortable with reading in English, are more likely to look for global content, placing less emphasis on region-specific offerings. Moreover, it has been proven the influence of online trends, such as “BookTok”, in shaping the reading habits of Gen Z, in Portugal (da Silva, 2024). Thus, Kindle can capitalize on the surrogate benefit of being aligned with popular, global social media-driven trends, appealing to a younger audience looking for the latest and most innovative reading experiences.

For less recognised brands like PocketBook and Woxter, the main challenge is essentially to build and secure a position in consumers’ minds, in a market that is highly dominated by the two brands previously mentioned. Leveraging on the insights gained from literature review, it is suggestable that PocketBook and Woxter start building a positioning strategy that relies on the most needed associations to motivate users’ acceptance and curiosity around their technological offer. For example, initiating by building associations towards the ease of use and enhanced usefulness of their products. For PocketBook, this might be an interesting opportunity to be explored as the brand’s portfolio counts with high quality products. On the other hand, for Woxter it might be effective to position itself as a more affordable alternative, given the importance of price to the adoption of e-readers by Portuguese users.

### **3.3. Limitations and Implications for Future Research**

Despite substantial efforts to guarantee the veracity of the findings, this dissertation is not free from limitations. In this chapter a reflection of the possible drawbacks of the present study is presented, which should be considered and addressed by future researchers.

Regarding the Literature Review chapter, it is believed that it might possibly carry some limitations in what refers to the inclusion and exclusion criteria of the search strategy.

According to Snyder (2019), quality and rigor of the research review is highly impacted by

## Group Part

the search strategy employed, which includes deciding on search terms, databases, and inclusion/exclusion criteria. Deciding on inclusion and exclusion criteria is crucial to determine what type of research, and findings, will be included (or excluded) from the discussion, being one of the most important aspects to consider when developing a cohesive literature review (Snyder, 2019). In this dissertation, one of the inclusion criteria employed was the selection of journals and articles peer reviewed. However, when proceeding to select only specific journals, or search terms, the searching sample can become limited. This is an important aspect to recognize as a possible limitation of the present discussion, as it can imply that some useful studies might have been excluded from the research leading to less accurate conclusions. Additionally, articles were also selected based on their contribution to the overall discussion which brings the acknowledgement about the possible less rigorous or relevant nature of some of the reviewed articles. The downsides of the described limitations can be mitigated by future researchers by enlarging the sample of reviewed articles, as well as by exploring other concepts that might impact the marketing of high-tech devices, such as the case of e-readers.

Other major challenge presented in the building of this dissertation was the fact that reliable secondary data on the Portuguese e-reader market was not widely available. This scarcity made it difficult to establish a strong, data-driven argument concerning the growth potential of the market, as well as to identify key players and market leaders with certainty. Even though, through the combination of primary data collection and global trends assessment, it was possible to identify Kindle and Kobo as the market leaders of the Portuguese e-reader industry, more precise market share data was not accessible. Furthermore, the choice of including PocketBook and Woxter was made based on their availability on local retailers, but quantifiable data on the performance and relevance of these brands to the market were also difficult to address. This lack of quantifiable data on these brands and their consumer base

## Group Part

represents a limitation, as it may have led to an incomplete picture of consumer preferences and brand performance. Researchers might find interesting to explore the Portuguese market for e-readers in a more quantitative way, providing valuable insights about how the market and operating brands have been evolving in the last years with increasing digitalization of reading habits and environmental consciousness.

For this research, samples were selected through a non-random sampling procedure:

convenience sampling. Convenience sampling is a non-random sampling method in which the only criterion being considered is how easily the researcher can access potential members of the target population (Saumure et al., 2008). This method can be significantly useful to uncover attitudes and perceptions, when researchers have prompted access to the target population (Nikolopoulou, 2022). Even though this type of sampling can be more affordable, simpler and less time consuming, in the sense that research subjects are readily available, the results should be carried out carefully (Golzar et.al, 2022; Etikan et.al, 2016). Convenience sampling is more likely to be biased, suggesting that results should not be generalized to the overall population (Etikan et.al, 2016). Due to high self-selection, there is always the possibility that behavioural patterns of the selected sample substantially differ from those that could be observed on a randomly selected sample, as well as the existence of unconsidered outliers which negatively impact the validity and reliability of the findings (Farrokhi et.al, 2012). Another risk of convenience sampling is that some classes of subjects might be overrepresented, while others might be involuntarily excluded from the research (Farrokhi et.al, 2012). This is a scenario that will further be discussed as a particular limitation of the chapters of preliminary interviews, conjoint and perceptual analysis. For future research, it is advisable to address these risks either through randomizing samples or enlarging them, two techniques that can be used to reduce the effects of extreme scores and extraneous factors (Farrokhi et.al, 2012).

## Group Part

An outstanding limitation of the research sample is the fact that selected samples for primary interviews, conjoint analysis and perceptual & subscription analysis are female dominated by a large margin. In preliminary interviews, no male (or other genders rather than female) were possible to be interviewed due to demonstrated lack of interest in participating, or difficulty to reach out to non-female individuals who own, or have owned, an e-reader. Regarding gender distribution in the conjoint analysis, 75.3% of the participants identified themselves as female, while in perceptual analysis, female dominance was even more accentuated, with 76.79% of the participants identifying themselves as female. Overall, while this might be a characteristic of the overall population of Portuguese consumers of e-readers, this can also lead to the possibility of the findings being more aligned with preferences and behavioural trends of female consumers, which can significantly diverge from the ones of other genders. Even though it is advisable for future researchers to try to achieve greater gender diversity to attenuate possible bias of findings, the European reality regarding reading habits aligns with this sample characterization. In Europe, women report higher reading frequency in comparison with men, with 60.5% of women having read at least one book in 2022, versus 44.5% of men (Hábitos de Leitura Em Portugal E Na Europa: Quem Lê?, n.d.).

Still in the demographic field, both surveys, for conjoint and perceptual and subscription analysis, excluded individuals below 15 years old. This age group was deliberately excluded from the research, as it usually refers to individuals with limited purchasing power, and reduced ability to make purchasing decisions. However, it is recognizable that individuals under 15 years old might have an influential role in the consumer decision making journey, especially when referring to parents, educators, or relatives, as e-readers are becoming increasingly relevant for educational purposes. Thus, considering insights from younger generations, including Generation Alpha, could be an interesting direction for future researchers, as they refer to individuals that were already born in the digital era, experiencing

## Group Part

technological and portable devices from a very early age and being highly familiar with the consumption of digital content.

Researchers are also aware of the subjective nature of the associations included in the perceptual analysis. Without clear and consistent definitions, interpretations of the given attributes might substantially vary depending on personal characteristics, contexts, or preferences. It is also hypothesized that verified strong correlation among many attributes (except for affordable) arise from misunderstandings or varying interpretations of the terms by participants. While some attributes, such as “Affordable”, “Durable”, or “Innovative”, are more likely to be self-explanatory to participants, others might be more ambiguous to interpret. For instance, the attributes “Local Relevance” and “Accessible”, stood out for how easily readers can access local content through the e-reader device and for how easily the devices can be acquired, respectively. Regarding these attributes, it might have been useful to add a brief description of what each association stood for, to avoid misconceptions between concepts while ensuring that participants had a consistent understanding of the concepts being assessed. Furthermore, the fact that the survey was designed in English, rather than Portuguese, could have also influenced the meanings attributed to the attributes, as linguistic barriers may have led to different interpretations.

Still referring to perceptual analysis, the fact that respondents were not equally familiar with the four brands under evaluation, might have resulted in incomplete or biased data, in case participants feel compelled to rate unfamiliar brands. Additionally, consumer perceptions may be affected by subjective biases that are difficult to fully account for in the research, including brand loyalty, past experiences, or outside influences. The perceptual map may be distorted by the variability that these elements introduce, especially if respondents rely on broad impressions rather than in-depth brand knowledge. Therefore, perceptual mapping in

## Group Part

this study may be impacted by the knowledge limitations and subjective biases of respondents which may affect the validity of the insights obtained.

Relatively to survey-based analysis of the consumers' perspectives on e-reading subscription services, a limitation regarding the number of respondents was found. Out of the 112 respondents to the survey, the opinions were divided, with 53 respondents being non-subscribers to the services and not willing to do so soon, and 59 of them being either current, previous or potential subscribers (*Appendix, Graph 1*). Although the 53 respondents were able to indicate the key reasons for their reluctance regarding adherence to the subscription plans, they were excluded from the following parts of the survey that studied the consumer perceptions of subscription services. Thus, despite the significant attempts to investigate customers' perspectives on the characteristics and attributes of e-reading subscription-based services, only 59 subscriber replies could be registered as valid, falling short of the benchmark minimum of 100 responses required for this study. Nowadays, the economy continues to evolve towards higher degrees of dematerialisation and servitisation, with subscription-based business models presenting increasing relevance, especially for digital content providers. While extensive literature can be found regarding streaming and music subscriptions services, little work has been devoted to exploring the topic of e-books and audiobooks in a detailed manner. Thus, future research can focus on exploring consumers' preferences and attitudes towards e-books/audiobooks subscriptions services.

Notwithstanding its shortcomings, this dissertation is thought to offer a solid foundation for directing further studies on the Portuguese e-reader market.

## References

- Abinesh, R. C., and R. Dulloo. 2024. "The Impact of AI-Driven Personalization on Customer Satisfaction in E-Commerce: Balancing Technology, Transparency, and Control." *Journal of Computational Analysis and Applications (JoCAAA)* 33 (2): 649–655.
- Amazon. n.d. "Kindle Store." [https://www.amazon.com/s?bbn=9069934011&rh=n%3A9069934011%2Cn%3A133140011&dc&qid=1731428926&rnid=2941120011&ref=sr\\_nr\\_n\\_11](https://www.amazon.com/s?bbn=9069934011&rh=n%3A9069934011%2Cn%3A133140011&dc&qid=1731428926&rnid=2941120011&ref=sr_nr_n_11).
- Amazon. n.d. "Kindle Unlimited." [https://www.amazon.es/kindle-dbs/hz/subscribe/ku?ref\\_\\_nav\\_em\\_kds\\_0\\_2\\_7\\_6&reroutedViaSP=1&language=pt](https://www.amazon.es/kindle-dbs/hz/subscribe/ku?ref__nav_em_kds_0_2_7_6&reroutedViaSP=1&language=pt)
- Azmat, M., and A. S. Lakhani. 2015. "Impact of Brand Positioning Strategies on Consumer Standpoint (A Consumer's Perception)." *Journal of Marketing and Consumer Research* 15: 109–117.
- Becker, Gary S. 1968. *Crime and Punishment: An Economic Approach*. The Economic Dimensions of Crime. Springer.
- Bei, L. T., and Y. C. Chiao. 2001. "An Integrated Model for the Effects of Perceived Product, Perceived Service Quality, and Perceived Price Fairness on Consumer Satisfaction and Loyalty." *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior* 14: 125–140.
- Cesareo, L., and A. Pastore. 2014. "Consumers' Attitude and Behavior towards Online Music Piracy and Subscription-based Services." *Journal of Consumer Marketing* 31 (6/7): 515–525.

Cham, T., J. Cheah, M. A. Memon, K. Fam, and J. László. 2022. “Digitalization and Its Impact on Contemporary Marketing Strategies and Practices.” *Journal of Marketing Analytics* 10 (2): 103–105.

Chen, C. 2023, November 21. “Answers to All Your Questions About the Kindle Unlimited Reading Subscription.” <https://www.aboutamazon.com/news/devices/what-is-kindle-unlimited>.

Chodak, G., A. Kowalska-Pyzalska, K. Maciejowska, and J. Szwabiński. 2019. “Impact of Digital Piracy on the E-Book Market: Insights from an Agent-based Model.” *Acta Physica Polonica B, Proceedings Supplement* 12 (1): 49–74.

Coutinho, I. 2021, April 23. “Kobo Plus, Serviço de Subscrição de Ebooks e Audiolivros, Chega a Portugal Numa Parceria com a LeYa.” *PÚBLICO*. <https://www.publico.pt/2021/04/23/culturaipilon/noticia/kobo-plus-servico-subscricao-ebooks-audiolivros-chega-portugal-parceria-leya-1959801>.

Cristea, A. 2014. “Positioning Strategies for Obtaining and Sustaining Competitive Advantage.” *International Journal of Economic Practices and Theories* 4 (5): 894–902.

da Silva, M. J. G. P. 2024. “O impacto do Booktok na decisão de compra do consumidor da geração Z.” Doctoral dissertation.

D’Souza, J. 2024, November 6. “E-Readers Statistics by Geography, Demographics, Genres and Users.” *Cooler Gadgets*. <https://www.cooler-gadgets.com/e-readers-statistics/>.

Dwivedi, Yogesh K., Kanika K. Kapoor, and Hsinchun Chen. 2015. “Social Media Marketing and Advertising.” *The Marketing Review* 15 (3): 289–309.

E-book Market Size | Mordor Intelligence. n.d. <https://www.mordorintelligence.com/industry-reports/e-book-market/market-size>

Echauri, G. 2023. "Digital Subscribers: Between Freedom and Constraint." *Media, Culture & Society* 45 (6): 1175-1191.

Etikan, I., S. A. Musa, and R. S. Alkassim. 2016. "Comparison of Convenience Sampling and Purposive Sampling." *American Journal of Theoretical and Applied Statistics* 5 (1): 1-4.

Farrokhi, F., and A. Mahmoudi-Hamidabad. 2012. "Rethinking Convenience Sampling: Defining Quality Criteria." *Theory & Practice in Language Studies* 2 (4).

Fuchs, C., and A. Diamantopoulos. 2010. "Evaluating the Effectiveness of Brand-Positioning Strategies from a Consumer Perspective." *European Journal of Marketing* 44 (11/12): 1763–1786.

Galingging, J. G. A., I. S. Niha, N. Nurfaiza, and C. H. Pangaribuan. 2023. "Examining the Underlying Variables Between Price and Subscription Continuance of Netflix's Subscribers in Jakarta." *Eligible: Journal of Social Sciences* 2 (2): 237–253.

Ganesh, K. R., and C. Nagadeepa. 2024. "Perceived Value and Affordability: Examining the Interplay in Consumers' Purchase Intention of IoT Gadgets." In *AI in Business: Opportunities and Limitations: Volume 2*, 165–176. Cham: Springer Nature Switzerland.

Golzar, J., S. Noor, and O. Tajik. 2022. "Convenience Sampling." *International Journal of Education & Language Studies* 1 (2): 72–77.

Guhl, D., M. Draganska, and P. K. Chintagunta. 2024. "Investigating the Impact of Digital Content on Subscription Behavior."

[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4900771](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4900771)

Hábitos de Leitura em Portugal e na Europa: Quem Lê? n.d.

<http://livro.dglab.gov.pt/sites/DGLB/Portugues/noticiasEventos/Paginas/HabitosLeituraPortugalEuropa.aspx>

Hsiao, K. L., and C. C. Chen. 2017. “Value-Based Adoption of E-Book Subscription Services: The Roles of Environmental Concerns and Reading Habits.” *Telematics and Informatics* 34 (5): 434–448.

Jo, H., J. Wang, J. Y. Lee, Y. Shin, Y. Jeong, and J. Kwang Lee. 2024. “Analyzing Consumer Adoption in Subscription Services: Perceived Benefits, Sacrifices, and Innovativeness.” *한국정보기술학회논문지* 22 (8): 165–176.

Kang, J., Su, C., Lan, J., & Chen, L. 2024. “Effects of the subscription-based partitioned pricing strategy of digital content platforms on user willingness to purchase.” *Journal of Theoretical and Applied Electronic Commerce Research*, 19(4), 3305-3330.

Keller, K.L. 1993. “Conceptualizing, measuring, and managing customer-based brand equity.” *Journal of Marketing*, 57, 1-22.

Kobo. n.d. *Kobo Plus Portugal*. Retrieved from <https://www.kobo.com/pt/pt/plus?srsltid=AfmBOorMzAjTRt7-6t1aG5DNwVM5WIRXPCLRRFBYG-I35D1At0D6u-Uz>

Kübler, R., Seifert, R., & Kandziora, M. 2021. “Content valuation strategies for digital subscription platforms”. *Journal of Cultural Economics*, 45, 295-326.

Kwon, K., & Kim, C. 2012. “How to design personalization in a context of customer retention: Who personalizes what and to what extent?” *Electronic Commerce Research and Applications*, 11(2), 101-116.

Leya. n.d. *E-books & Audiobooks*. Retrieved from <https://www.leya.com/pagina/ebooks-audiobooks>

Li, Hui. 2019. Intertemporal price discrimination with complementary products: E-books and e-readers. *Management Science*, 65(6), 2665-2694.

McKinsey Global Institute, & Roxburgh, C. 2011. *The Great Transformer: The Impact of the Internet on Economic Growth and Prosperity*. Retrieved from [https://www.mckinsey.com/~media/mckinsey/industries/technology%20media%20and%20telecommunications/high%20tech/our%20insights/the%20great%20transformer/mgi\\_impact\\_of\\_Internet\\_on\\_economic\\_growth.pdf](https://www.mckinsey.com/~media/mckinsey/industries/technology%20media%20and%20telecommunications/high%20tech/our%20insights/the%20great%20transformer/mgi_impact_of_Internet_on_economic_growth.pdf)

Nikolopoulou, K. 2022. “What is convenience sampling? Definition & examples”. Retrieved from <https://www.scribbr.com/methodology/convenience-sampling/>.

Público. 2024. “Há jovens que só leem livros em inglês, o que preocupa as editoras”. *P3*.

PwC. 2011. “Turning the Page: The Future of Ebooks”.

Rahmania, A. D., Sutopo, W., Hisjam, M., & Istiqomah, S. 2022. “Lesson learned a global business strategy in electronic book reader: A comparative study”.

Rakuten Kobo. n.d. “Comprar livros Kobo Plus”. Retrieved from <https://help.kobo.com/hc/pt/articles/360018976193-Comprar-livros-Kobo-Plus>

Rakuten Kobo. n.d. “Kobo Plus”. Retrieved from <https://www.kobo.com/pt/pt/plus>

Rakuten Kobo. n.d. “Uma visão geral sobre a sincronização do seu eReader Kobo e da aplicação Kobo Books”. Retrieved from <https://help.kobo.com/hc/pt/articles/360019754294-Uma-vis%C3%A3o-geral-sobre-a-sincroniza%C3%A7%C3%A3o-do-seu-eReader-Kobo-e-da-aplica%C3%A7%C3%A3o-Kobo-Books>

Rakuten Kobo. n.d. "Where to buy". Retrieved from <https://pt.kobobooks.com/pages/where-to-buy>

Ranasinghe, H. D. 2024. "Investigating consumer purchase behavior in the context of subscription-based services: An exploratory approach". *Reviews of Contemporary Business Analytics*, 7(5), 1-12.

Saumure, K., & Given, L. M. 2008. Convenience sample. In *The SAGE Encyclopedia of Qualitative Research Methods* (Vol. 2, pp. 124-125).

Snyder, H. 2019. "Literature review as a research methodology: An overview and guidelines". *Journal of Business Research*, 104, 333-339.

Statista. 2024. Share of eReader owners in selected countries worldwide. Retrieved from <https://www-statista-com.eu1.proxy.openathens.net/forecasts/1452549/share-of-ereader-owners-in-selected-countries-worldwide>

Thompson, A. B. 2003. "Brand positioning and brand creation". *Brands and Branding*, 1, 79-95.

Valencia, A., Mugge, R., Schoormans, J., & Schifferstein, H. 2015. "The design of smart product-service systems (PSSs): An exploration of design characteristics". *International Journal of Design*, 9(1).

Wang, C. L., Zhang, Y., Ye, L. R., & Nguyen, D. D. 2005. "Subscription to fee-based online services: What makes consumer pay for online content?". *Journal of Electronic Commerce Research*, 6(4), 304.

Zhang, L., & Zhang, Y. 2024. "Whether to Add a Digital Product into Subscription Service?". *Journal of Theoretical and Applied Electronic Commerce Research*, 19(2), 921-941.

## Appendix

Table 1: Subscription Plans Questions

Questions about Subscriptions plans			
Perceptions of e-reader subscription plans	Do you subscribe to any monthly e-reader subscription plan?	Yes   No, but I would consider subscribing   No, but I used to subscribe   No and I would not consider subscribing	if "No, but I used to subscribe" the following open answer question appears "Why did you cancelled your subscription?" and the survey continues as normal; if "No and I would not consider subscribing", the following open answer question appears "What is the reason for not wanting to adhere to an e-reader subscription plan?" and the respondent goes directly to the demographic questions.
	To which plan do you subscribe, used to subscribe or would consider subscribing?	Open answer	
	Would you prefer a monthly or an annual payment for the subscription?	Monthly   Annual	
	How much would you be willing to pay monthly for the subscription plan? (Select all that apply)	3,99€-6,99€   7,00€-9,99€   >9,99€	
	How much would you be willing to pay annually for a subscription plan? (Select all that apply)	40,99€-80,99€   81,00€-110,99€   >110,99€	
	Do you think that the existing subscription plans are personalized enough?	Yes   No	if "No" an additional open answer question appears "What do you feel that is lacking in the current subscription plans" and the survey continues as normal
	Would you be interested to subscribe to a cheaper plan that offers only genres of books that you choose?	Yes   No	if "no" the respondent goes directly to the

			relative importance questions
	How many genres would you like to be able to choose?	1-3   4-6   >6	

**Relative Importance - E-reader subscription plans:** When choosing to adhere to an e-reader subscription plan, several attributes are taken into account. Please choose the relative importance of each attribute in the questions below

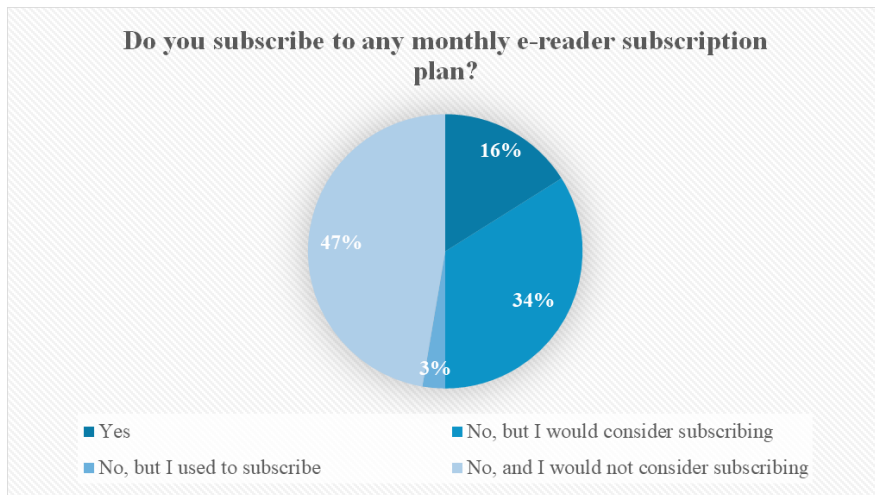
<b>Attributes</b>	Number of content available	Select from 1 to 5 (with 1 being "Not Important" and 5 being "Highly Important")	
	Availability of content in the audiobook format	Select from 1 to 5 (with 1 being "Not Important" and 5 being "Highly Important")	
	Availability of content in the e-book format	Select from 1 to 5 (with 1 being "Not Important" and 5 being "Highly Important")	
	Exclusive content and offers	Select from 1 to 5 (with 1 being "Not Important" and 5 being "Highly Important")	
	Availability of content in Portuguese	Select from 1 to 5 (with 1 being "Not Important" and 5 being "Highly Important")	
	Availability of content in English	Select from 1 to 5 (with 1 being "Not Important" and 5 being "Highly Important")	
	Subscription Price	Select from 1 to 5 (with 1 being "Not Important" and 5 being "Highly Important")	
	Are there any other attributes that you consider to be important that were not mentioned? If yes, please indicate them	Open answer	

Table 2: Demographic Questions

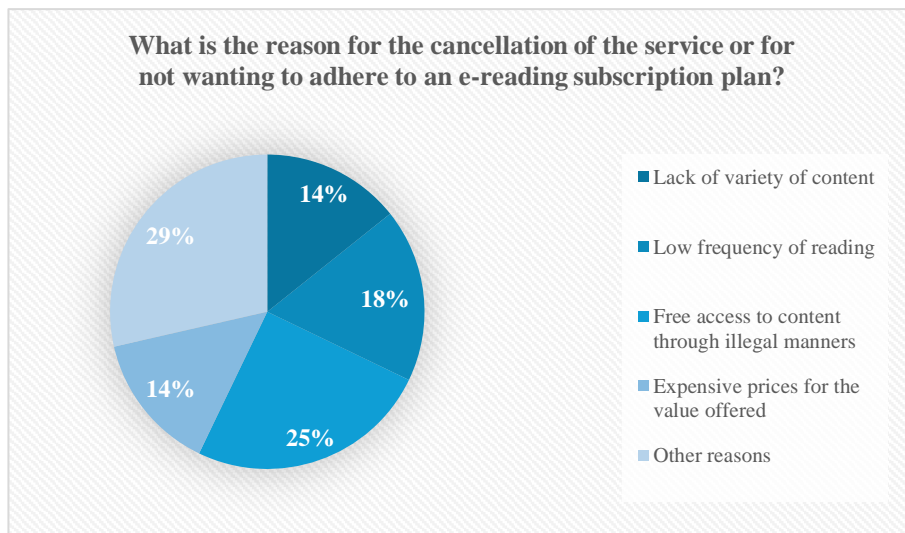
<b>Demographic Questions</b>		
<b>Demographic Questions</b>	What is your gender?	Female   Male   Other   Prefer not to say
	What is your age?	<15   15-18   19-25   26-35   36-45   46-55   >55
	What is your occupation?	Student   Working Student   Part Time Employee   Full Time Employee   Unemployed   Retired   None of the above

	What is your highest education level?	Middle School   High School   Bachelor's Degree   Master's Degree   PHD  None of the above  Prefer not to say
	What is your monthly income level? Consider it liquid.	Up to 750€   Between 751€ and 1250€   Between 1251€ and 1750€   Prefer not to say

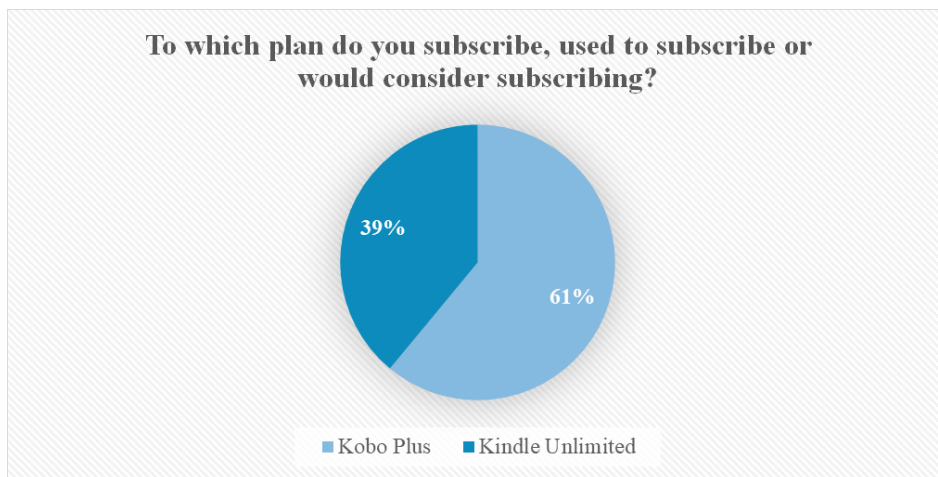
*Graph 1: Adherence to Subscription Plans*



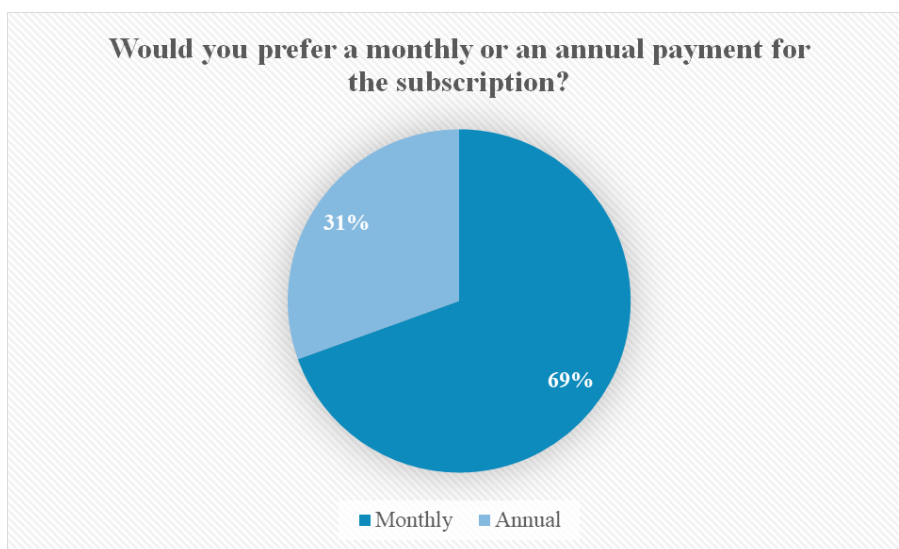
*Graph 2: Obstacles of Adherence and Renewal to E-reading Subscription Plans*



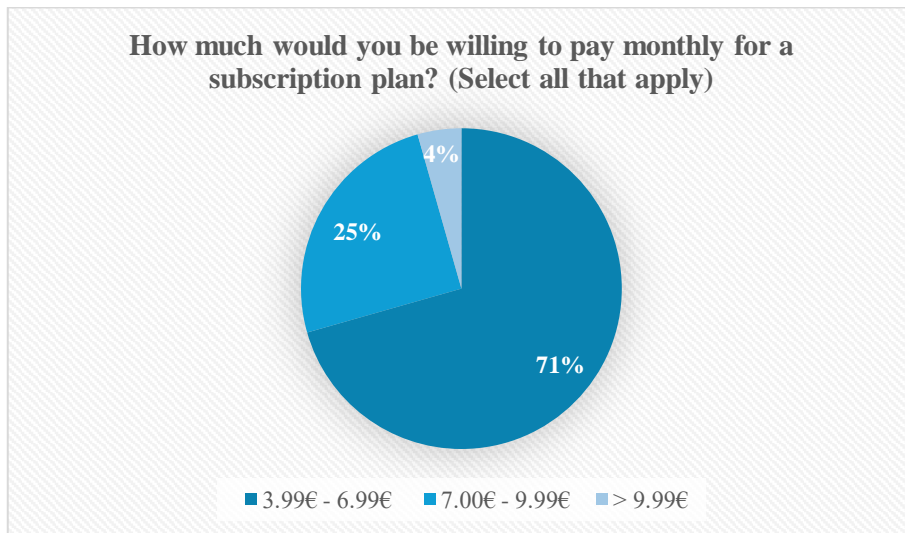
*Graph 3: Brand Preference for the Subscription Plan*



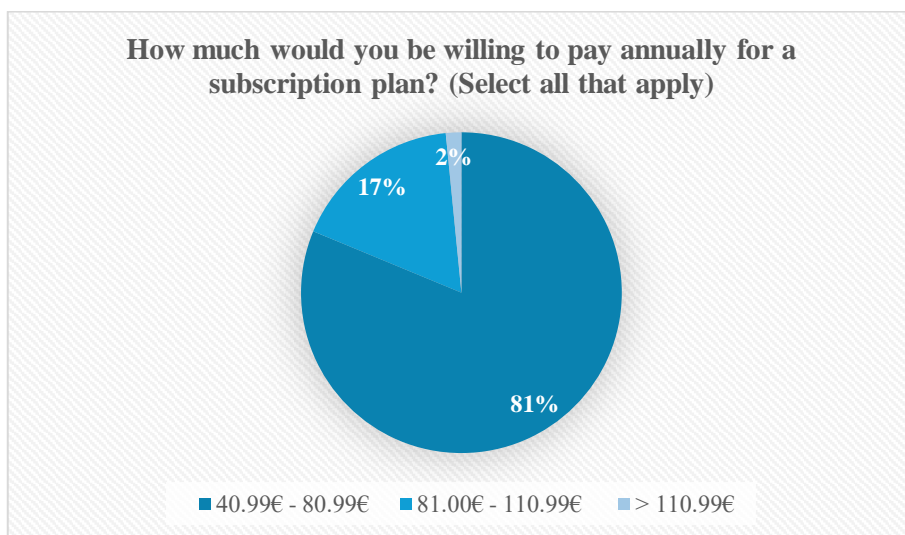
*Graph 4: Payment Frequency Preference*



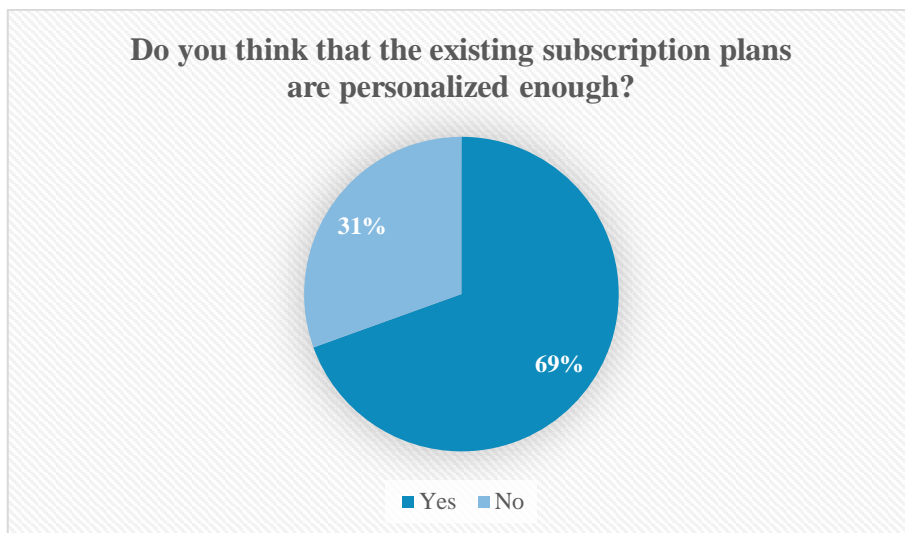
Graph 5: Willingness to Pay Monthly for a Subscription Plan



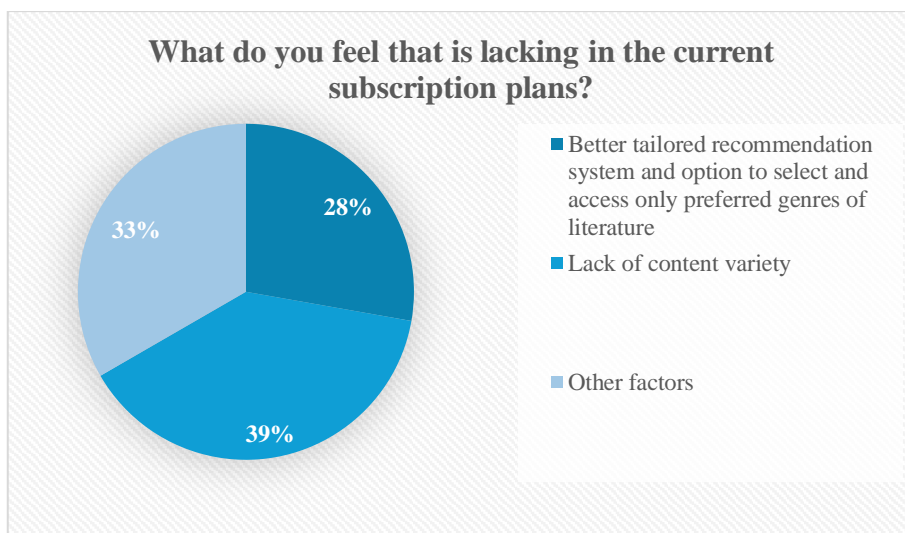
Graph 6: Willingness to Pay Annually for a Subscription Plan



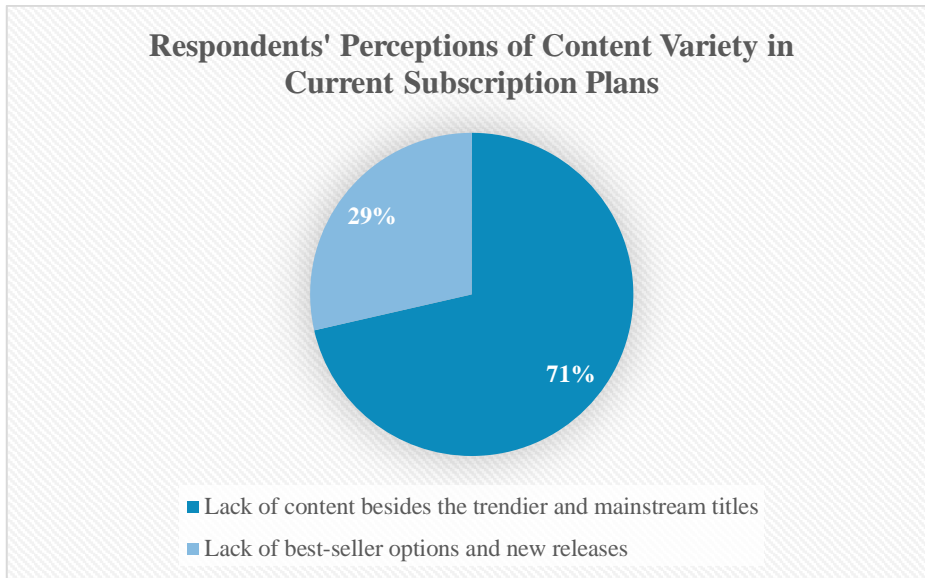
*Graph 7: Perceptions Regarding Personalization Levels of Current Subscription Plans*



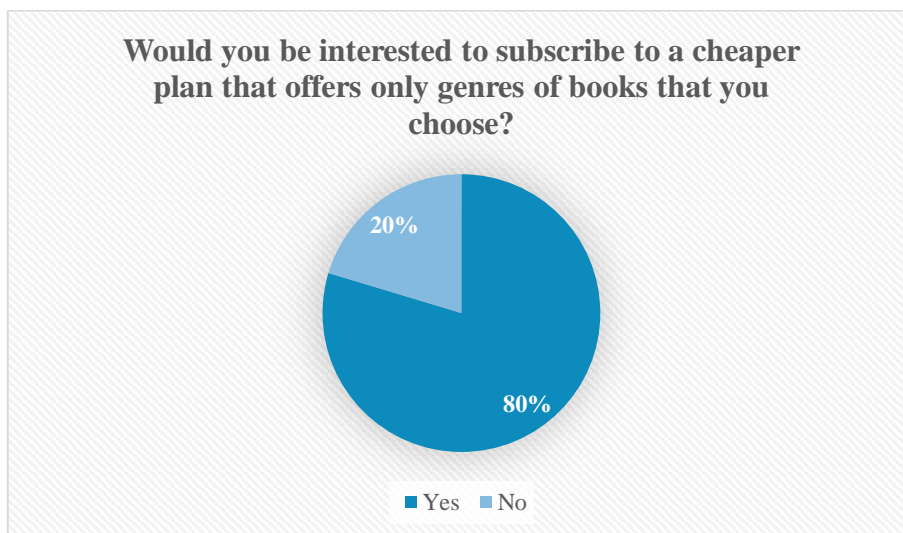
*Graph 8: Identified Gaps in the Current E-reading Subscription Plans*



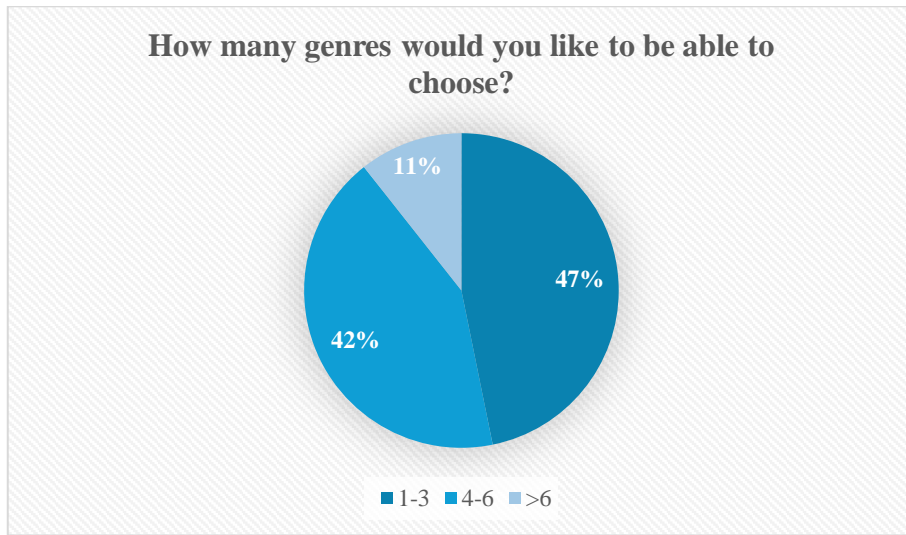
*Graph 9: Respondents' Perceptions of Content Variety in Current E-reading Subscription Plans*



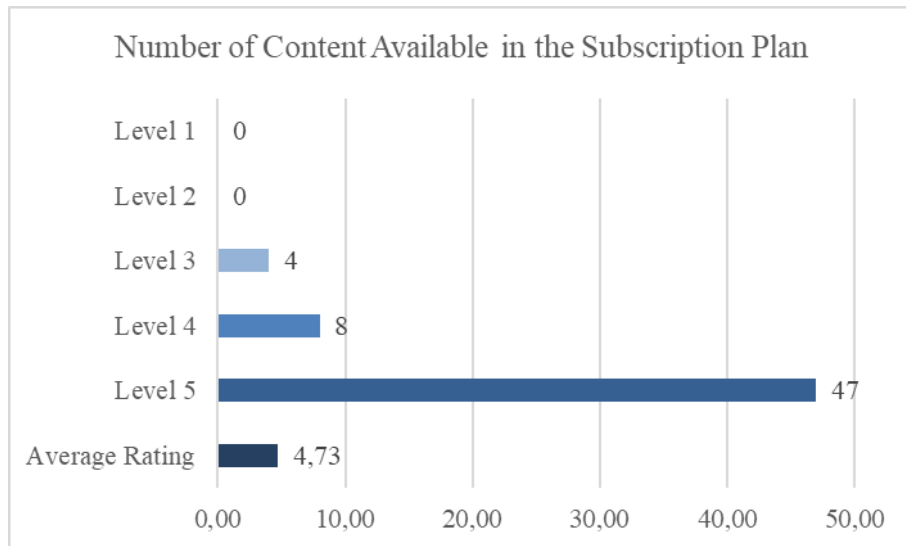
*Graph 10: Interest in Genre Selection-Based Subscription Plans*



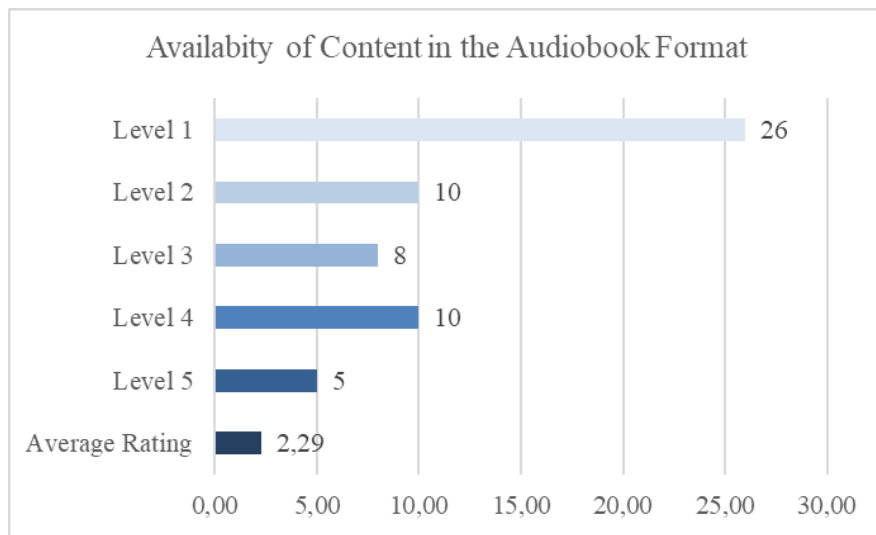
Graph 11: Preference for the Number of Genres Allowed for Selection



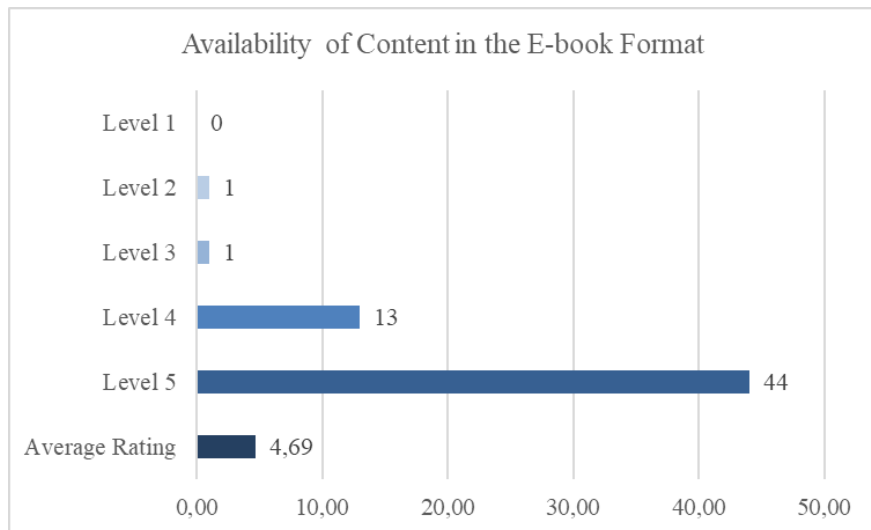
Graph 12: Relative Importance of Subscription Plan Attributes – Number of Content Available



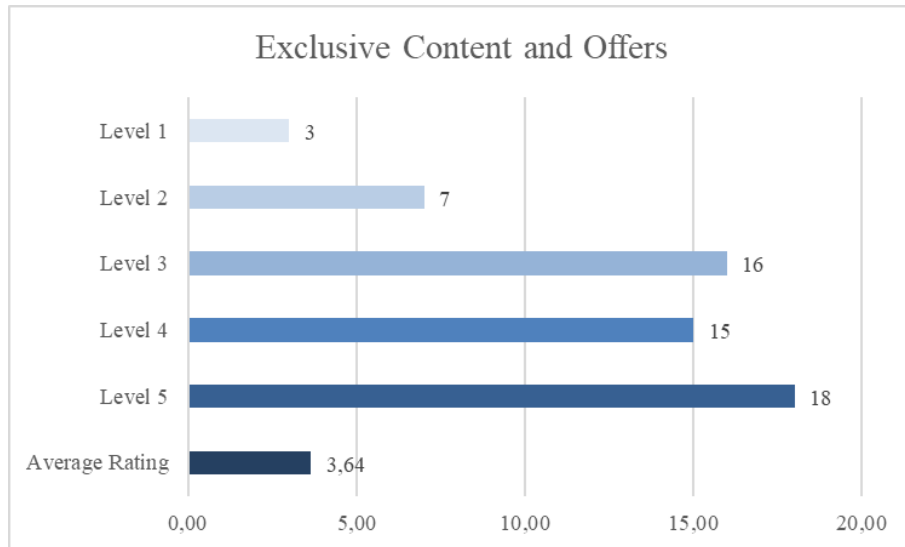
*Graph 13: Relative Importance of Subscription Plan Attributes – Availability of Content in the Audiobook format*



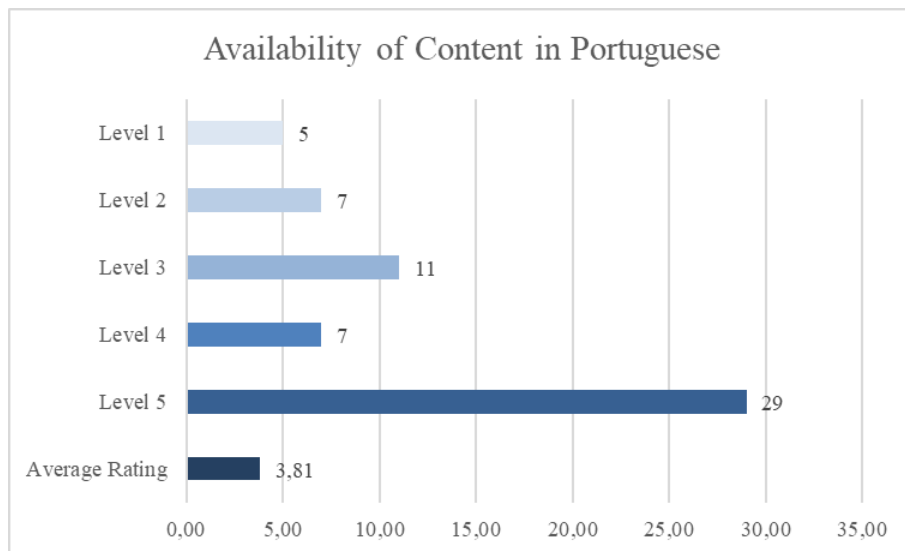
*Graph 14: Relative Importance of Subscription Plan Attributes – Availability of Content in the E-Book Format*



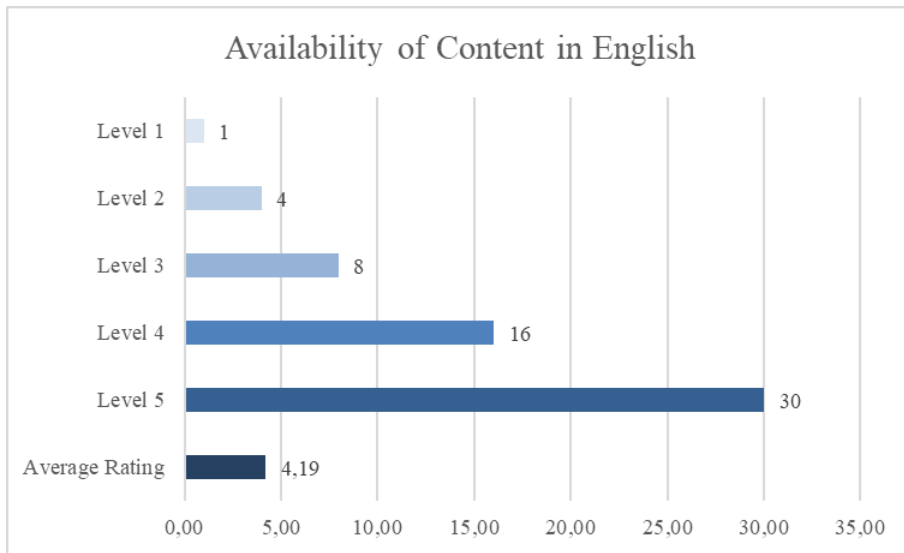
*Graph 15: Relative Importance of Subscription Plan Attributes – Exclusive Content and Offers*



*Graph 16: Relative Importance of Subscription Plan Attributes – Availability of Content in Portuguese*



Graph 17: Relative Importance of Subscription Plan Attributes – Availability of Content in English



Graph 18: Relative Importance of Subscription Plan Attributes – Subscription Price

