

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.

**“HOW TO BRING SUBSTANTIAL GROWTH TO THE JUICES AND NECTARS
CATEGORY IN PORTUGAL WITH THE RELAUNCH OF THE COMPAL BRAND”:
COMMUNICATIONS PLAN FOR COMPAL *SUMMO DO DIA*
FOCUSED ON ADVERTISING**

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The purpose of this report is to elaborate on a communications plan for the year of 2021 focusing on advertising. Rossiter and Percy (1997) elaborated a six-step advertising and communications plan with the ultimate objective of contributing to the company's profit.

1. Marketing Objectives and Budget

The first step consists of defining the marketing objectives which should reflect the desired outcome of the campaign, being the ultimate objective to maximize profit, either economically or socially (Rossiter and Percy, 1997). Since Compal *Summo do Dia* is a new sub-brand aiming to penetrate two different channels — modern and HORECA — the marketing objective is expressed in market share, in value, and differs according to each channel. The marketing objective for the modern channel was defined considering an analysis from Rossiter *et al.* (2018) which states that distribution of 50% leads to a market share of 10%. Assuming Compal *Summo do Dia* will achieve a distribution of 70%, the market objective is to achieve a market share of 15% in the modern channel, in 2021 (Trindade *et al.*, 2020). Concerning the HORECA channel, the marketing objective is to reach a market share of 1.7%, in 2021. The former value is the market share of the most recent Compal's launch — Compal Summo — in 2018 (Trindade *et al.*, 2020).

To define the overall budget, it is important to project the amount of advertising and promotions that will assure the required sales for the first year (Rossiter and Percy, 1997). The campaign budget should be determined and allocated taking into account the communications objectives. There are some methods that ease this process of determining the budget (Pelsmacker *et al.*, 2018). The percentage of sales method was applied to set the budget as it is the approach used by Compal (Martins, Ana Rita 2019 Interview). Consequently, considering the marketing objectives and the projected sales, the overall budget for promotions and advertising is assumed to be 45% of the prospective sales in 2021, which amounts to a value of 1,939,581.81€ (Trindade *et al.*, 2020).

2. Target Audience Selection and Action Objectives

It is important to understand to whom the campaign should be directed and who the potential

buyers are. (Rossiter & Percy, 1997). To select the campaign target audience, a brand loyalty approach — which takes into account the awareness, attitude and behavior factors — is used to assess the potential of each buyer group: Brand Loyals (BLs) who regularly buy brand X; Favorable Brand Switchers (FBSs) who occasionally buy brand X and also buy other brands; Other Brand Switchers (OBSs) who buy other brands but not brand X; Other Brand Loyals (OBLs) who regularly buy a brand that not X; and v) New category Users (NCUs) who entered the category by buying brand X (Rossiter *et al.*, 2018). Before applying the brand loyalty approach, the category needs to be defined: 100% fresh blended juice. Taking into account the category, the primary target — the ones that contribute the most to sales (Rossiter *et al.*, 2018) — for this campaign is composed of OBSs, OBLs, and NCUs (Trindade *et al.*, 2020). To profile the target audience, general-level characteristics can be used: demographics, geographics, psychographics, social class, values, culture and personality (Antonides and Van Raaij, 1998 in Percy and Elliot, 2016). Hence, the target audience can be characterized: individuals aged between 25 and 45 years old — demographics — who are health conscious — psychographics — upper and middle class — social class — that value premium products and are open to new experiences and flavors — personality (Trindade *et al.*, 2020).

Having the target audience defined and characterized, the expected behavior derived from the campaign needs to be defined. These behaviors are named action objectives, and depending on the target audience, are divided into trial and repeat purchase objectives. According to the authors, trial is the primary action objective in the case of a new product category, brand or target audience, whereas repeat purchase is what assures the success of a brand when trial is already guaranteed. Overall, the success of a brand in terms of sales depends on penetration — the number of triers — and frequency — the average frequency consumers buy the brand. (Rossiter and Percy, 1997)

For Compal *Summo do Dia* the action objective is trial as this is a new Compal sub-brand entering a new category. To determine the trial objective for the campaign the length of trial period, detailed by Rossiter and Percy (1997), was considered. This applies to new Fast Moving Consumer Goods

(FMCGs) brands and implies that it takes one year to reach a 75% trial considering an intensive distribution (Rossiter and Percy 1997). Since Compal *Summo do Dia* will be launched in April, a trial objective of 70% was set for the end of 2021 (Trindade *et al.*, 2020).

To better comprehend the target audience, who make purchase decisions, and what is involved in this process, it is recommended the use of a Behavioral Sequence Model (BSM) (Exhibit 1) (Percy and Elliot, 2016).

3. Communication Objectives and Positioning

Having the target audience and action objectives defined, the communication objectives for the campaign need to be specified (Rossiter *et al.*, 2018). The former objectives are crucial to connect consumers' minds to the brand in order to generate a brand's position and action toward it (Rossiter and Percy 1997).

There are five possible communication objectives: i) the first communication objective is category need, which is the target audience's acceptance that a certain product or service in the category will fulfill a need; ii) brand awareness, which is always a communication objective for campaigns, is the target audience's ability to recall — remembering the brand name prior to the point of purchase, meaning the need generates the brand recall — and/or recognize — recognizing the brand at the point of purchase, meaning the recognition generates the need to buy the brand; iii) brand attitude, also a universal communication objective, reflects the target audience's evaluation of a brand related to its benefits and emotions; iv) brand purchase intention is the target audience's intention to purchase the brand; v) brand purchase facilitation stands for the target audience's assurance that none of the other marketing factors will inhibit the purchase of the brand i.e availability or ease of payment (Rossiter *et al.*, 2018).

For Compal *Summo do Dia*, the communication objectives will be category need, brand awareness, brand attitude, and brand purchase intention. As the chilled juices category is recent in the market, this is considered to be a weak category need. Consequently, the category need must be “sold”

to consumers. Regarding brand awareness and brand attitude, those are universal communication objectives as consumers must be aware of the brand and have a positive attitude toward it in order to purchase it. For brand awareness, both recall and recognition — brand-recall-boosted-brand-recognition — are essential for Compal *Sumo do Dia* as the choice to buy Compal might be made prior to purchase — recall — but the consumers still need to identify the new product at the point of purchase — recognition. As for brand attitude, the communication objective will be to create a positive attitude, since consumers are unaware of Compal *Summo do Dia*. The last communication objective is to generate brand purchase intention using promotion offers — covered in “Promotions and Omnichannel Strategy for Compal *Summo do Dia*” (Pimentel, 2020). Brand purchase facilitation was not considered as an action objective due to the strong distribution and availability of Compal, meaning consumers are aware of where and how to buy Compal products. (Rossiter *et al.*, 2018; Trindade *et al.*, 2020)

The following step is to choose how the brand should be positioned. In fact, according to the authors, brand positioning is a unique representation of a brand in customers’ minds, that will lead them to choose that brand. For this purpose, the authors suggest the T-C-B model — Target-Category-Benefit. (Rossiter *et al.*, 2018)

The Target customer was already defined in the previous section. Regarding the *category*, a brand can be positioned in relation to the product category need either centrally or differentially: it is centrally positioned if the brand can offer all the main benefits of the category, usually it is the first successful brand within a certain category and it defines the category; conversely, the brand is differentially positioned if it uses differentiation, by identifying the best benefit, to distinguish from competitors (Rossiter *et al.*, 2018; Percy and Elliot, 2016).

Compal *Summo do Dia*, as a new sub-brand entering a new product category — chilled juices — should be differentially positioned from the already existing competitors. Therefore, the differential

positioning should be implemented via a product-benefit-oriented approach, as the characteristics of Compal *Summo do Dia* will be used to communicate the message (Percy and Elliot, 2016).

The final step of the T-C-B model is selecting the appropriate *benefit* on which the brand will be positioned (Rossiter *et al.*, 2018). To address the appropriate *benefit*, the I-D-U benefit selection model — a macro-positioning approach — should be used (Rossiter *et al.*, 2018). To define the I-D-U model, consumers' purchase motivations should be analyzed in order to position the brand on the strongest motive (Rossiter and Percy, 1997). According to Rossiter and Percy (1997), the motivations might be negatively or positively originated, either informational or transformational, respectively (Exhibit 2).

In the case of Compal, it was selected a positively originated — transformational — motivation: sensory gratification (Rossiter and Percy, 1997). Sensory gratification aims to generate a positive motivation since Compal *Summo do Dia* will communicate freshness and naturalness — influenced by sight and hearing — to provoke a feeling of tastiness and ideally satisfaction in consumers' minds (Trindade *et al.*, 2020).

Based on the chosen motivation, the key benefit was selected — the freshest blended juice (Trindade *et al.*, 2020) — and it should take into account three main considerations: i) it is *important* to the target audience, ii) the brand can *deliver* it, and iii) it is *unique* — I-D-U (Rossiter and Percy, 1997; Rossiter *et al.*, 2018). The key benefit is *important* based on qualitative research, which revealed that the target audience highly values flavor authenticity and freshness. Compal is able to *deliver* it due to its long-standing experience and know-how. Lastly, it is *unique* due to Compal *Frutologia*, which means the art of fruit blending. (Trindade *et al.*, 2020)

Once the appropriate benefit is selected, it is necessary to decide on the aspects of the benefit that should be communicated. For this purpose, Rossiter and Percy (1997) suggest the use of the a-b-e — attribute-benefit-emotion — a micro-level model of benefit focus. Attribute refers to what the product has, benefit is what the buyer wants, and emotion regards to what the buyer feels. The communication should focus on one or more elements. Compal *Summo do Dia* advertising will follow the sequential

path $b \rightarrow e$, meaning it will start by focusing on the benefit — the freshest blended juice — and then the focus will move to emotion — disclosure of sensory gratification. (Rossiter and Percy, 1997; Trindade *et al.*, 2020)

Taking into account all the above positioning decisions, the positioning statement can be written: To consumers aged between 25 and 45 years old who are health-conscious and open to new experiences and flavors — OBSs, OBLs and NCUs — Compal *Summo do Dia* is a differentiated brand of premium 100% fresh blended juices — product-benefit-oriented — that offers the freshest blended juice. The advertising should emphasize: Compal *Summo do Dia* delivers the freshest blend of Compal, providing a feeling of great satisfaction ($b \rightarrow e$) must mention: freshness as entry ticket, and will omit: the pasteurization production process. (Rossiter and Percy, 1997; Trindade *et al.*, 2020)

4. Creative Strategy and Integrated Communications Strategy

The creative strategy comprises four fundamental components of an ad: i) the key benefit claim; ii) the creative idea; iii) the brand awareness and attitude tactics; and iv) the attention tactics (Rossiter *et al.*, 2018).

Rossiter *et al.* (2018) define the i) key benefit claim as the unique claim of the key benefit — identified in section 3. Compal *Summo do Dia* key benefit claim is “as fresh as freshly made” (Trindade *et al.*, 2020).

The ii) creative idea is what executes the key benefit claim (Rossiter *et al.*, 2018). For Compal *Summo do Dia*, an advertisement is proposed addressing the key benefit claim. To stress the claim — “as fresh as freshly made” — two main aspects will be illustrated: A) the proximity between the tree and the product to emphasize naturalness; B) the freshness concept by using the word’s double meaning — firstly it is fresh due to the use of fruit coming directly from the tree and being the least processed possible; secondly, it is fresh regarding temperature once it is a chilled juice. (Trindade *et al.*, 2020)

Putting these ideals into practice, the advertisement will portray animated fruits, dressed according to humans' professions i.e using ties or police hats, heading to their job which is to deliver an authentic and unique flavor. The advertisement ends up with the fruits jumping into Compal *Summo do Dia* bottles to successfully accomplish their job. This is followed by a shot of Compal *Summo do Dia*, with water drops spilling over the package, aiming to transmit the product freshness. Lastly, the packshot with the flavors and formats available is displayed (Exhibit 3). (Trindade *et al.*, 2020)

iii) Brand awareness and brand attitude tactics should be addressed as they correspond to universal communication objectives (Rossiter *et al.*, 2018) — as explained in section 3. Rossiter and Percy (1997) combined these two communication objectives within a grid resulting in 6 cells — Rossiter-Percy grid (Exhibit 2). Regarding brand awareness, there are tactics for recall and recognition (Rossiter *et al.*, 2018). As for brand attitude, two dimensions are taken into account: A) involvement, regarding the target audience perceived risk, fiscal or psychological, in the buying decision — low involvement if there is little risk, high involvement if there is risk involved; B) motivation to identify the appropriate brand attitude and the related benefits — transformational or informational as covered in section 3 (Percy and Elliot, 2016).

Using the Rossiter-Percy grid to identify the best tactics for Compal *Summo do Dia*, brand-recall-boosted-brand-recognition tactics should be applied (Rossiter *et al.*, 2018), as previously mentioned. According to Rossiter *et al.* (2018), the following four tactics should be used: A) exposure of the logo and package during the campaign, as it happens at the end of the previously described ad with the final packshot; B) the category need should be associated to the brand name — as it occurs in the advertisement where Compal *Summo do Dia* appears in refrigerated areas revealing it is a chilled juice; C) encourage a personal connection with the brand — represented through the animated fruits dressed as humans who are going to their jobs; D) high-frequency advertising should be used — there will be a high advertisement exposure, as it will be further developed (Trindade *et al.*, 2020).

Regarding brand attitude tactics, by analyzing the Rossiter-Percy grid, it is concluded Compal *Summo do Dia* is a low-involvement-transformational brand attitude (Rossiter and Percy, 1997). Therefore, according to Rossiter *et al.* (2018), the following four tactics should be applied: A) the emotional authenticity should be the focus — addressed with the animated fruits personifying workers; B) the execution of emotion must be exclusive to the brand — the creative idea is indeed unique to the branded product, implying humor to better accomplish this tactic; C) the target audience must like the ad — with the communication plan this will be assured; D) repetition as reinforcement — the add will be exposed multiple times (Trindade *et al.*, 2020).

iv) Attention tactics are different according to the medium used and aim to gain and maintain attention (Rossiter *et al.*, 2018). Therefore, the media strategy, which will be further detailed, was developed taking the attention tactics into account.

Integrated communications strategy refers to the integration of advertising communications and promotion activities. The goal of this integration is to efficiently achieve the intended communication objectives and, consequently, reach buyers with success and perhaps accelerate their purchase decision process. (Rossiter and Percy, 1997)

For Compal *Summo do Dia*, both advertising and promotions — detailed in “Promotions and Omnichannel Strategy for Compal *Summo do Dia*” (Pimentel, 2020) — will be integrated. The former aims to communicate the product and to create a favorable impression — an indirect form of persuasion. The latter aims to stimulate immediate purchase and accelerate sales — a direct form of persuasion. (Rossiter and Percy, 1997)

5. Media Strategy

The most adequate media options should be selected according to the chosen communication objectives — covered in section 3 — with the aim of delivering an effective message processing to the target audience. There are three variables that must be taken into account when building a media plan: reach, frequency, and timing. Usually, there is a trade-off between these three variables which

is justified by the high advertising costs (Percy and Elliot, 2016). Historically, reach has been the most effective factor, when compared to frequency, as it presents a higher correlation with business effects (Binet and Field, 2007).

Three types of media will be considered: i) paid media, when there is a monetary investment; ii) owned media, when the brand has its own media means; and iii) potentially earned media, when there is shared content via word of mouth (Gupta and Davin, 2015).

Taking into account the communication objectives, high-frequency advertising is important to generate brand recall and visual content is necessary to promote brand recognition (Percy and Elliot, 2016). As Compal *Summo do Dia* is a low-involvement-transformational product, the appropriate media options will be used in the media plan (Rossiter and Percy, 1997): i) TV is still the best medium to gain market share (Binet and Field, 2007), as so there will be three length versions of the described ad to be broadcasted during the campaign (Exhibit 5). The former, will consider regular and prime time; ii) regarding Out-Of-Home (OOH) advertising, murals in cities and billboards on highways will be used due to their high exposure and consequently, reach (Exhibit 6); iii) digital media will be divided into Compal's websites, Facebook, Instagram, and Youtube — uploading the existing ads — and Facebook, Instagram, and Youtube — with sponsored content displaying the existent ads (Exhibit 7); iv) *Destak*, a free urban newspaper will also be used as this is already done by Compal due to the high reach it achieves (Exhibit 8) (Martins, Ana Rita 2019 Interview); v) online banner display ads will be displayed on a few relevant websites (Exhibit 9). (Trindade *et al.*, 2020)

5.1 Schedule and Budget

To schedule the media plan, the flighting advertising method will be used. This means the advertising will be concentrated only in specific periods during the campaign (Pelsmacker *et al.*, 2018), in Exhibits 10 and 11, the schedule plan and the media costs are detailed respectively. The content creation for the media strategy will be developed in 2020 and amount to a total of 80,000.00€. This campaign will be divided into three cycles in 2021: i) The first cycle will be in the first fortnight

of April. It corresponds to the teaser campaign and implies the use of outdoors and social media. In terms of budgeting, the first cycle amounts a value of 143,798.71€; ii) Cycle II will be from the middle of April to the middle of June and comprises TV, social media, newspaper and display banners. For this cycle, the amount considered is approximately 438,870.23€; iii) Cycle III is a repetition of the previous cycle, consequently, the same budget is considered. The overall media costs for 2021 are 1,021,539.18€ — this value excludes the promotion costs. (Trindade *et al.*, 2020)

6. Campaign Tracking

Tracking is fundamental to be certain that the advertising is positively influencing sales or/and market share (Percy and Elliot, 2016).

In order to track the campaign, Key Performance Indicators (KPIs) should be used to measure the results. For this purpose, the following KPIs will be used: Gross Rating Point (GRP) to measure the reach of the target audience (Pelsmacker et al., 2018); market share and sales; cost-per-mile (CPM), cost-per-click (CPC) and click-through-rate (CTR) to measure paid media; number of followers and post interactions in Compal's social media accounts; brand awareness should also be tracked during the campaign. (Trindade *et al.*, 2020)

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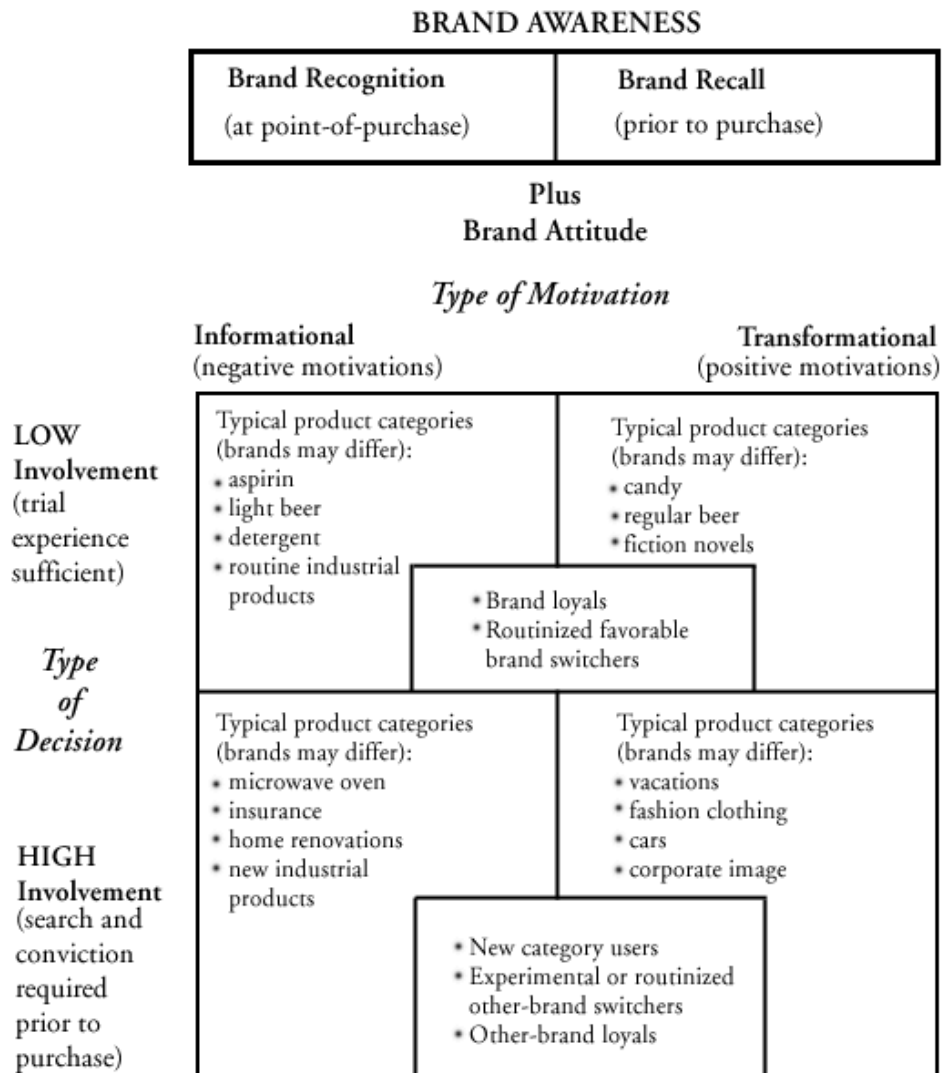
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Appendices

Exhibit 1 — Behavioral Sequence Model

DECISION STAGE	Need Arousal	Information Search & Evaluation	Purchase	Usage
WHO? (Roles)	Self-initiator; friends, family and marketing campaigns as influencers	Influenced by self & peers and marketing campaigns	Self-decider as purchaser; possible partner or family member as decider or purchaser	Self or partner and family member as user
WHERE (Location)	In a cafe or in a supermarket	Compal's website; Facebook page; online retailers; forums and blogs	In a cafe or in a supermarket	Anywhere
TIME (Time and timing)	Anytime	Right after the need arousal	In a cafe or in a supermarket	Immediately after the purchase or over the next few days
HOW (Decision process)	Need arises for drinking a healthy juice; The person is thirsty; The customer wants to drink something with his snack or meal; The customer feels like drinking fruit	Comparing 2 to 3 brands; Preference for flavor based on impulse; Talking with friends; Being affected by influencers	Impulsive purchase; Chooses the fresher and more natural juice; Social approval	Drinks a fresher and more natural juice; Pleasurable sensation and thirst reduction

Exhibit 2 — Rossiter-Percy Grid



Source: Rossiter and Percy, 1997

Exhibit 3 — Storyboard for the creative idea



Exhibit 4 — Creative Brief for Compal *Summo do Dia*

1. Consumer Perspective (Behavioral Sequence Model)

DECISION STAGE	Need Arousal	Information Search & Evaluation	Purchase	Usage
WHO? (Roles)	Self-initiator; friends, family and marketing campaigns as influencers	Influenced by self & peers and marketing campaigns	Self-decider as purchaser; possible partner or family member as decider or purchaser	Self or partner and family member as user
WHERE (Location)	In a cafe or in a supermarket	Compal's website; Facebook page; online retailers; forums and blogs	In a cafe or in a supermarket	Anywhere
TIME (Time and timing)	Anytime	Right after the need arousal	In a cafe or in a supermarket	Immediately after the purchase or over the next few days
HOW (Decision process)	Need arises for drinking a healthy juice; The person is thirsty; The customer wants to drink something with his snack or meal; The customer feels like drinking fruit	Comparing 2 to 3 brands; Preference for flavor based on impulse; Talking with friends; Being affected by influencers	Impulsive purchase; Chooses the fresher and more natural juice; Social approval	Drinks a fresher and more natural juice; Pleasurable sensation and thirst reduction

Creative Target: consumers aged between 25 and 45 years old who are health-conscious and open to new experiences and flavors

Media: TV, Mupis, Billboards, Social Media and Display Banners, Destak, PR Event

Media Target: consumers aged between 25 and 45 years old

2. Action objective

Trial of Compal (for OBSs, OBLs and NCUs). Goal: achieve a market share of 15% in the modern channel and 1% in HORECA

3. Communication objectives

Category Need: Sell the category need to the consumers

Brand Awareness: Brand recall-boosted-recognition

Brand Attitude: Create brand attitude towards the new product

Brand Purchase Intention: Generate purchase intention

4. *Positioning Statement for the Campaign*

To all consumers aged between 25 and 45 years old who are health-conscious and open to new experiences and flavors (OBSs, OBLs and NCUs), Compal *Summo do Dia* is a differentiated brand of premium 100% fresh blended juices that offers the freshest blended juice.

The advertising should emphasize: Compal *Summo do Dia* delivers the freshest blend of Compal, providing a feeling of great satisfaction (b → e)

Key benefit: The freshest blended juice

Entry Ticket: Freshness

Tradeoff or omit: the pasteurization production process

5. *Mandatory Content*

The proximity to the tree

Slogan — Compal *Summo do Dia*, a frescura da *Frutologia*

Frutologia

Packshot with all flavors and packages available

Exhibit 5 — Advertising on TV



Exhibit 6 — Mupis and billboards



Exhibit 7 — Social media

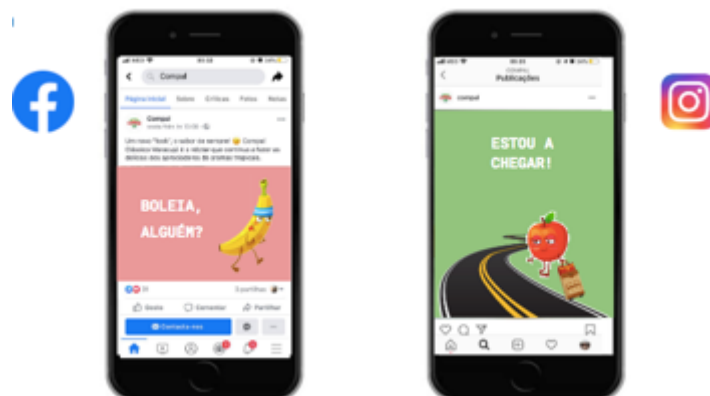


Exhibit 8 —Newspaper Destak



Exhibit 9 — Online banners display



Exhibit 10 — Media schedule plan for 2021 discriminated by type of media

	2021											
	January	February	March	April	May	June	July	August	September	October	November	December
Negotiation with channels (Horeca and Modern)												
Physical availability												
Cycle I (Teaser Campaign)												
OOH - Outdoors												
Social Media												
Cycle II												
TV campaign												
Outdoors												
Social Media												
Destak												
Banners display												
Cycle III												
TV campaign												
Outdoors												
Social Media												
Destak												
Banners display												

Exhibit 11 — Media costs for 2020 and 2021 discriminated by type of media

		2020	2021	
MEDIA COSTS		Costs	Costs	Duration
Content Creation		€ 80 000,00		-
CYCLE I (Teaser Campaign)	OOH	€ -	€ 45 520,00	2 weeks
	Muppis	€ -	€ 37 520,00	
	Billboards	€ -	€ 8 000,00	
	Social Media	-	98 278,71	2 weeks
	Instagram Sponsored	€ -	€ 65 085,24	
	Facebook Sponsored	€ -	€ 33 193,47	
Sub-Total		-	143 798,71	
CYCLE II	TV	€ -	€ 186 217,20	2 months
	OOH	€ -	€ 91 040,00	2 months
	Muppis	€ -	€ 75 040,00	
	Billboards	€ -	€ 16 000,00	
	Social Media	€0,00	€118 278,71	2 months
	Instagram Sponsored	€ -	€ 65 085,24	
	Facebook Sponsored	€ -	€ 33 193,47	
	Youtube Ad	€ -	€ 20 000,00	
	Destak	-	32 400,00	2 months
CYCLE II	Banners display	€ -	€ 10 934,32	2 months
Sub-Total		-	438 870,23	
CYCLE III	TV	€ -	€ 186 217,20	2 months
	OOH	€ -	€ 91 040,00	2 months
	Muppis	€ -	€ 75 040,00	
	Billboards	€ -	€ 16 000,00	
	Social Media	-	118 278,71	2 months
	Instagram Sponsored	€ -	€ 65 085,24	
	Facebook Sponsored	€ -	€ 33 193,47	
	Youtube Ad	€ -	€ 20 000,00	
	Destak	-	32 400,00	2 months
CYCLE III	Banners display	€ -	€ 10 934,32	2 months
Sub-Total		-	438 870,23	
Total Media		80 000,00	1 021 539,18	