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|  | <p align="center">ANNEX 3.3</p> <p align="center">Terms of Reference</p> <p align="center">Consumer Behavior</p> | <p>ORIGIN</p> <p>AFPE6/AFPE</p> |
| | | <p>NUMBER</p> <p>3/2016</p> |
| | | <p>DATE</p> <p>25/07/2016</p> |

This document sets forth the Terms of Reference for the planning, development and implementation of a Course (hereinafter referred to as "the Course") in "Consumer Behavior, Trends in Business Models and Impacts on Consumer Relationship" to the Brazilian National Telecommunications Agency (hereinafter referred to as "Anatel" or "the Agency") and other public officials, by means of this relevant service as detailed hereinafter.

1. INTRODUCTION

Anatel has the constitutional role to organize the telecommunications services in Brazil. Nowadays, Anatel is facing many challenges such as the lack of experience of the labor market in Brazil, especially in relation to telecommunications services regulation; the necessity of ready adjustment of the preexistent regulation to the technological advances; high society expectations; as well as shortage of information on the regulated market behavior and other actions supported fundamentally by technology and industrial development. Therefore, such scenery enforces public officials to continuously update knowledge and innovation in order to promote regulatory process improvement in accordance to Federal Government policies.

It is of utmost importance for Anatel to provide adequate training to its employees. The Agency's capacity building program aims at improving Brazilian regulator's response to society's yearnings for better services, enabling their follow up on technology evolution of the sector, as well as to allow continuous improvement of work processes in order to ensure the desired results

Thence, Anatel is constantly concerned about investing in training programs that will comply not only with the demands of technical needs, but also with those that can, in any way, broaden the horizon and the capacity of the Agency's employees, technicians and managers, to find innovative and creative solutions, promote interpersonal relationship, improve latent or potential skills that will enable them to develop durable core competences applied to each different role within the organization, especially in times of change. Furthermore, it will provide technical, managerial and operational conditions so that tasks' development is consistent with the Agency's regulatory role.

2. OBJECTIVE

The main objective is to hire specialized service to deliver a Course on Consumer Behavior, Trends in Business Models and Impacts on Consumer Relationship for up to 20 (twenty) participants that shall be indicated by Anatel to participate in the Course.

The Course proposal shall consider a 2 (two)-week period for delivery.

The planning, development and implementation of the Course shall focus on the following 13 (thirteen) main topics:

- 1) Introduction to digital economy

- a. Characterization of players
 - i. Telecommunications service providers
 - ii. Social networks/content aggregators
 - iii. Media companies
 - b. Different business models and ways of achieving revenue
 - c. Different ways of consumer relationship
- 2) The global players and their strategies
- 3) Evolution trends
- 4) New markets
 - a. OTT
 - b. Big Data
 - c. M2M and Internet of Things (IoT)
- 5) Impact of new business models on consumer relationship
 - a. Privacy
 - b. Players accountability
- 6) International case studies on consumer conflicts involving new business models
- 7) International regulation on new business models' players
- 8) Legal and regulatory implications of the new business models on national level
 - a. Internet Civil Regulatory Framework
 - b. Consumer Protection Code
 - c. General Law of Telecommunications
 - d. Bill of Personal Data Protection Law
- 9) Theories on consumer behavior – marketing, economy, psychology
- 10) Factors that influence consumer behavior
- 11) Digital consumer behavior
- 12) Relationship marketing
- 13) Success cases

3. PRODUCTS

PHASE I

3.1. Planning and Development

The planning and development of this Course shall consider a two-week Course, with a duration of 80 (eighty) hours and 20 (twenty) participants.

3.1.1 Planning:

The Product shall present at least:

- a) A general description of the Course and its subject;
- b) The detailed methodology that will be used for the implementation of the Course;
- c) Proposed schedule of Course implementation;
- d) Detailed qualification of professionals involved;
- e) Proposed methodology for assessing knowledge transmission (submit model of a questionnaire or any other evaluation instrument proposed);
- f) Detailing of the necessary infrastructure for the implementation of the Course, considering that it shall be delivered in Brasilia.

3.1.2 Development:

The Product shall present:

- a) A brief description of all instructional material for Course delivery;
- b) Copy of all materials to be used in classroom by participants;
- c) Bibliography quoted and / or used for the development of all instructional material.

The development of the programmatic content shall consider the minimum content established below:

| Subject | Duration (hours) |
|--|-------------------------------|
| Introduction to digital economy | To be defined in the proposal |
| The global players and their strategies | To be defined in the proposal |
| Evolution trends | To be defined in the proposal |
| New markets | To be defined in the proposal |
| Impact of new business models on consumer relationship | To be defined in the proposal |
| International case studies on consumer conflicts involving new business models | To be defined in the proposal |
| International regulation on new business models' players | To be defined in the proposal |
| Legal and regulatory implications of the new business models on national level | To be defined in the proposal |
| Theories on consumer behavior – marketing, economy, psychology | To be defined in the proposal |
| Factors that influence consumer behavior | To be defined in the proposal |
| Digital consumer behavior | To be defined in the proposal |
| Relationship marketing | To be defined in the proposal |
| Success cases | To be defined in the proposal |
| Total | 80 |

PHASE II

3.2. Course Delivery

The Course on “Consumer Behavior, Trends in Business Models and Impacts on Consumer Relationship” aims at providing advanced knowledge on the most important aspects related to consumer behavior in today’s economy and its relationship regarding the industry and service providers, considering the evolution of the business models, the newest technologies and their impacts in products, services, preferences and sales.

After the delivery of the Course, participants are expected to have advanced knowledge on the

main topics described in Session 2 - OBJECTIVE.

Anatel expects that the instrument proposed to assess knowledge transmission and instructors' performance is applied at the end of the Course.

PHASE III

3.3. Reporting and Evaluation

3.3.1. The corresponding certificates (considering compliance with minimum attendance required) shall be delivered to Anatel and not to participants (Anatel may decide to organize a specific ceremony for this purpose).

3.3.2. A Course Completion Report shall be delivered indicating (i) problems faced and solutions adopted; (ii) compilation of results related to the knowledge transmission assessment.

4. STAGES OF IMPLEMENTATION AND DEADLINES

| PHASE | PRODUCT | DELIVERY | DEADLINE |
|--------------|----------------|---|-----------------|
| I | Product 3.1 | Planning of the Course* | To be defined |
| | | Course Content* | To be defined |
| II | Product 3.2 | Course delivery | To be defined |
| | | Knowledge transmission assessment | To be defined |
| III | Product 3.3 | Issuance and delivery of Certificates to Anatel | To be defined |
| | | Delivery of Course Completion Report | To be defined |

* For Anatel' and ITU's Approval

5. METHODOLOGY

The Course is to be delivered in Brasilia for up to 20 (twenty) participants. The Contractor shall consider the following methodological aspects:

- All instructional material shall be of high quality, in Portuguese or in English, with no grammar or vocabulary errors;
- The language used for the planning, development and delivery shall be the English or the Portuguese languages;
- The Course content shall be developed in electronic media and printed, and supported by specific instructional resources, such as multimedia presentations, and others;
- Discussions shall be conducted to ensure the level of knowledge to be achieved for each topic;
- The practice of discussing case studies and critical thinking motivating tasks with indicative of solutions or improvement should be encouraged;
- During the delivery of the Course, the instructor shall avoid value judgments beyond technical connotation;

- Participants will be allowed a maximum of 25 (twenty-five percent) of absence with reasonable justification, subject to the acceptance by Anatel;
- All documents arising from this Terms of Reference shall be delivered in print, properly bound, and electronically, using Microsoft and Adobe archive's formats.

6. QUALIFICATION OF THE PROFESSIONAL WHO WILL DELIVER THE COURSE

The CV of proposed professional shall at least include the following information:

- formal education and training schools;
- Instructor's experience expressed in time (e.g. years of experience in classroom);
- length of service provided for the company;
- previous work experience; and
- areas of expertise.

7. WHAT IS EXPECTED FROM THE CONTRACTOR

The Contractor shall:

- provide human and material resources such as the Course venue, and all facilities mentioned in the offer presented such as multimedia equipment and other devices that may be necessary;
- develop all instructional materials and provide any other that may be necessary and indispensable for Course implementation in accordance to proposed methodology;
- provide to participants access to all supporting materials such as lecture notes, handouts or books;
- assess instructor's performance and knowledge transmission;
- issue Course completion certificate;
- perform training as contracted and specified herein;
- report to Anatel and ITU any problems occurred during Course implementation and others related to the participants;
- assume the expenses necessary to the development of the three phases of the Course, including those related to the Instructor's remuneration, accommodation, food and displacement, with the exception of those specified in Session 8 – WHAT IS EXPECTED FROM ANATEL and those related to participants' remuneration, accommodation, food and displacement.

8. WHAT IS EXPECTED FROM ANATEL

Anatel shall:

- if required, provide to participants access to specific information under the proprietorship of the Agency;
- control participants attendance based on the information provided by the Instructor and guidelines presented in Session 5 – METHODOLOGY.