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

A Brand Equity Report for Opel Portugal:

Building a successful brand for younger Portuguese consumers

Carina Rodrigues Freire 26190 | Diogo Magalhães Barreto 33215 | Filipe João Feliciano Beirolas 33426

Work Project carried out under the supervision of:

Sofia Kousi

01/01/2020

I. Abstract

This work project aims to assess how the Opel brand is perceived among the younger segment of Portuguese consumers (18 – 30 years old), so recommendations could be made to better connect with and attract this key target. Primary data was collected through in-depth interviews and an online survey to evaluate Opel's current brand equity, using Keller's Customer-Based Brand Equity model. Moreover, Opel Portugal is not doing well, and significant differences between Opel and non-Opel users were verified throughout this study. Lastly, three main recommendations were provided to address some of the fragilities found in brand salience, judgements, and resonance.

II. Key Words

Opel Portugal, Customer-Based Brand Equity model, Automotive industry, Young consumers.

III. Acknowledgements

In the first place, we would like to thank our Work Project Supervisor, Sofia Kousi from Nova School of Business and Economics, for allowing us to take part in the brand equity field lab, and for providing us with all the support, guidance and constructive feedback throughout the entire project. Secondly, we would like to thank Daniel Camacho, Opel's Portugal Marketing Director, for having supported our project since the beginning, by handing over the necessary information and useful insights for the successful elaboration of the project. Thirdly, we would like to thank all the participants that took part in the in-depth interviews as well as the ones that filled out the online survey for dispensing their time to help us and for sharing their perspectives. Without their collaboration, it would not have been possible. Last but not least, we would like to thank our families and friends for their unconditional support and motivation throughout the project.

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).

IV. Table of Contents

1. Company Context

1.1. Market and Company Overview

The European passenger car market attained, by the end of 2018, a growth rate of 0.1% with more than 15 million cars being sold solely in the European Union. In addition, the sales of Diesel cars decreased by 8.1%, in opposition to petrol and alternatively-powered vehicles (electric, hybrid, and gas) that registered a substantial growth of 6.4% and 1.7%, respectively, demonstrating an increasing concern of the drivers to choose the least polluting source of power (ACEA, 2019).

Focusing on Opel, it is a German car manufacturer founded in 1862 by Adam Opel. The company started by producing sewing machines, then bicycles and finally cars. Nowadays, Opel is a brand focused on providing the best German quality and engineering to everyone, coupled with a strong focus on innovation and design (Opel, 2019). In 2017, the brand completely changed its positioning from a simple car maker to a connected mobility provider. Under the new slogan "The Future is Everyone's", the brand philosophy is centered on the idea that innovation is only useful if everyone can have access to it. Both Opel's advertisements and logo underwent some adjustments to symbolize clarity and modernity since the brand wanted to mark its shift into the digital world (Appendix 1) (Opel, 2017).

Currently, Opel is present across the globe in more than 50 countries, but Europe is its largest market with more than 1 million units sold and representing around 97% of total sales (PSA, 2019). In terms of market share, Opel holds 5.7% in the European passenger car market. Specifically, Opel's strongest market is Germany, followed by the United Kingdom, Italy, Spain and France (Opel, 2019). Equally important, and a point often overlooked, is the fact that Corsa is indeed Opel's best seller with over 13.6 million units sold throughout its 37 years of existence.

For many years Opel belonged to the American group General Motors (GM). Nevertheless, in March 2017, the brand was bought by Peugeot Société Anonyme (PSA) - the French automotive group that owns Peugeot, Citroën, and DS. The European market is led by the Volkswagen Group with a 24.6% market share, followed by the PSA Group with 16.4% and Renault Group with 10.6% (Statista, 2019). With this strategic action, the group was able to consolidate even more its position in Europe being, currently, the second biggest car manufacturer. Moreover, Opel is also benefiting with the acquisition by the French group and, by the first half of 2019, the consolidated sales in Europe increased by 0.6% compared with the first half of the previous year (PSA, 2019).

1.2. Opel in the Portuguese Market

Regarding automotive sales in Portugal, 227.441 new cars were sold in 2018 (a 2.4% increase) and Renault was the leading brand with a 13% market share. In the second place, it was Peugeot with a 10% market share followed by Mercedes with 7% (Focus2move, 2019). In contrast, Opel Portugal is not following the Portuguese automobile market trend as it showed a negative variation of -3.3% of cars sold concerning 2017 (Appendix 2). As a result of this, Opel appears only in the eighth position with a 5.6% market share in Portugal (Focus2move, 2019).

Opel has been operating in Portugal for 74 years (since 1945) and, owns 26 official dealerships and workshops throughout the country (Opel, 2019). In 2018, it represented around 1.3% of Opel's global sales (PSA, 2019). Generally speaking, the automobile market is an increasingly competitive market where Opel faces, in Portugal, strong competition from Renault, Volkswagen, and Peugeot (Camacho, 2019). Additionally, the brand has not been able to keep up with its direct competition, and the aforementioned results are proof of that.

1.3. Main Problem and Objectives

According to the company, Opel's target market is defined as 20 to 55 years old drivers, nevertheless, the brand is attracting mainly an older age segment (over 40 years old). The current Opel's customers are very satisfied with the brand, and according to the study of the "New Car Buyers Survey" (NCBS), they present a loyalty rate higher than the market average (Camacho, 2019). Therefore, even though the brand might be doing well among current clients, the current problem lays in growing outside their traditional customer base, exploring and conquering a younger target market to renew its brand image (Camacho, 2019).

The brand is losing not only in the design, which is considered to be very conservative, but it has also not been able to correctly communicate and reach a younger audience aged between 18 and 30 years old (desired target market). Therefore, Opel's main long-term objective is to reverse this trend, improve the design, and turn the brand into a modern, appealing, and trendy automobile brand (Camacho, 2019). Consequently, Opel has proceeded to implement some changes such as the discontinuation of non-profitable models like Opel Adam; the redesign and modernization of its models; the implementation of new marketing communication strategies such as the creation of an Instagram page; and, above all, the development of electric versions of the current Opel's models to follow the increasing demand for electric cars.

According to Opel's Portugal Marketing Director, the objective for 2020 is to turn the experience at the dealership much more digital and technological. Plus, Opel Portugal will keep investing in digital, which represents 25% to 30% of its current advertising budget in contrast with the former 5% used 10 years ago. Moreover, the brand currently has 4.2 million followers on Facebook and, recently, it started communicating on Instagram. In 2015, the brand started to partner with influencers like João Manzarra, who remains as the only Opel's ambassador in Portugal. At this time, the website is the main online tool, complemented with Facebook, Instagram, YouTube, newsletters, and a strong focus on programmatic advertisements (Camacho, 2019).

2. Literature Review

In the first place, a brand is “A name, term, sign, symbol or design, or a combination of them intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.” (American Marketing Association, 1960). Not to mention that a brand is far more valuable than its company’s tangible fixed assets (Stuart, 1956). Moreover, high brand equity levels are known for leading to higher consumer preferences and purchase intentions (Cobb-Walgren et al., 1995), hence the importance of understanding it in more detail. In what concerns the concept of Brand Equity, it was first developed in the 80s and based on a more financial viewpoint in which the brand’s book value was measured (Farquhar et al., 1991). Later, a shift concerning brand equity occurred, and the focus was turned to a more consumer-centered approach. Of the several emerging theories, the following two stand out: Aaker (1991), and Keller (1993). While Keller describes brand equity as “the differential effect of brand knowledge on consumer response to the marketing of the brand” (Keller, 1993, 1), Aaker sees it as “a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm” (Aaker, 1991, 15).

2.1. Aaker’s Approach

The above-mentioned assets and liabilities can be grouped into five different categories: brand loyalty, name awareness, perceived quality, brand associations, and market behavior. As for Aaker, brand loyalty is the key to brand equity as all other categories are interrelated to it. In sum, brand loyalty measures the attachment that a customer has to a brand, which leads to price premiums, and an increase in the repurchase rate (Aaker, 1991). Secondly, brand awareness is of extreme importance, as customers tend to choose brands they know, over brands they do not. Therefore, the goal is that a customer can recall, or recognize which product category a brand belongs to (Aaker, 1991). According to Aaker, perceived quality enables the possibility of applying a premium price, as well as being the basis for brand extensions.

Relatively to brand associations, they are developed to create value for the brand by generating a reason to buy, and by creating a basis of differentiation, that can be transformed into a relevant competitive advantage (Aaker, 1991). Lastly, market behavior is the only one that does not depend on customer perceptions.

2.2. Keller's Approach

For Keller (1993), there are two motivations to study brand equity, first the financial approach, which was already discussed above in this study, and then the strategic approach to improve the marketing productivity. To which he adds that the financial approach has little relevance if brands do not increase in value, or if managers do not develop strategies to exploit it. In his definition concerning Brand Equity, three key parts must be explored. Firstly, the differential effect is determined by comparing consumer response to the marketing of a brand with the response to the same marketing of a fictitiously named or unnamed version of the product or service (Keller, 1993). Secondly, brand knowledge relates to the relation between brand awareness (recall and recognition), as it can deeply affect the consumer consideration set, and brand image, which translates into brand associations (Keller, 1993). Ultimately, consumer response to marketing is defined in terms of consumer perceptions, preferences, and behavior arising from the marketing mix activity, either price, promotions, place, or from the product itself.

Additionally, it is important to highlight that high levels of brand awareness combined with positive brand image leads to an increase in consumer loyalty, and possibly turns them less prone to be deviated by competitors marketing initiatives (Keller, 1993), hence, a positive customer-based brand equity, along with a positive consumer response, can lead to improved revenue and lower costs. With the intention of conceiving intense and active loyalty relationships with consumers, Keller (2013) created the Resonance Model or Customer-Based Brand Equity Pyramid. To put it differently, it works as a branding ladder, having as its foundation four main principles: brand identity, brand meaning, brand responses, and brand relationships (Keller, 2013). In his model (Appendix 3), six building blocks appear represented, going from the most basic one, *salience*, to the most important one, *resonance*, as the pyramid is structured in ascending order. As will become apparent in a few moments, the building blocks up to the left side of the pyramid portray a more "rational route" to brand building, whereas building blocks up to the right side of the pyramid illustrate a more "emotional route". Given these points, the majority of strong brands are built by going up through both sides of the pyramid (Keller, 2013).

2.2.1. Brand Identity

Brand salience relates to how easily and often customers think of the brand under diverse purchase or consumption situations. In sum, it measures distinct features of the awareness, recall, and recognition of the brand. Moreover, the importance of brand awareness is translated into three main points: first, product category association is key for the brand success; second, brand awareness has the power to dictate the decisions taken regarding the brands inside the consideration set; and, third, the formation of brand associations and its future influence on the consumer, is mainly due to the power that brand awareness has in brand image.

2.2.2. Brand Meaning

Brand meaning encompasses a set of tangible, and intangible brand associations, that are translated into brand performance, and brand imagery. Associations can either arise directly, through consumer's experience or indirectly by the firm's advertising efforts. Relatively to brand performance, it is how well the product or service meets customers' functional needs (Keller, 2013). To take advantage of performance as a differentiating factor, five important attributes and benefits are used: primary ingredients and supplementary features; product reliability, durability, and serviceability; service effectiveness, efficiency, and empathy; style and design; and, price. On the other hand, brand imagery depends on the extrinsic properties of the product or service, including how the brand attempts to meet customers' psychological or social needs (Keller, 2001). Here, there are four main categories of intangibles: user profiles; purchase and usage situations; personality and values; and, history, heritage and experiences (Appendix 4) (Keller, 2013). In either case, for associations to work, they must be strong, favorable, and unique, as these will help build a positive brand response.

2.2.3. Brand Responses

Brand responses relate to how consumers think and feel towards the brand, plus it splits into brand judgments and brand feelings. Brand judgments are customers' personal opinions and evaluations about the brand, formed by the junction of their brand performance and imagery associations (Keller, 2013). From all the possible judgments, four stood out, brand quality, brand credibility, brand consideration, and brand superiority (Appendix 5). Now, concerning brand feelings, they are customers' emotional responses and reactions to a brand. For Keller (2013), there are six very important brand building feelings: warmth, fun, excitement, security, social approval, and self-respect. In short, what matters is to have consumers' positive responses quickly turned into actions in their various encounters with the respective brand.

2.2.4. Brand Relationships

Brand relationships relate to how much of a bond would the consumers like to have with a brand. Furthermore, it is categorized in terms of the intensity of their psychological bond and recent activity created through loyalty. Having these two dimensions under consideration, we can extract four categories (Appendix 6). Only by having a strong attitudinal attachment, and/or sense of community, that this stage is accomplished, in which consumers turn into brand ambassadors (Keller, 2001).

Nonetheless, Keller's model has some limitations. In particular, his inclination towards conceptualizing the brand in terms of physical goods in the Customer-Based Brand Equity framework reflects a weak applicability to service brands (Grace and O'Cass, 2002, 98). In a similar line of thought, Kuhn et al. (2008) discuss that many elements of the model cannot be transferred to the Business to Business (B2B) world. Firstly, some brand elements, like product slogans, are considered unimportant in the context; secondly, feelings do not play an important role in the B2B industry as physical aspects of the product are considered key. Lastly, company representatives play an important role in building brand equity, thus indicating a need for this human element to be added to the above-mentioned model (Kuhn et al., 2008).

Despite these limitations, when comparing Aaker's approach to Keller's Brand Resonance model, the latter represents a more comprehensive and cohesive model for brand equity. Additionally, due to its pyramidal ascending structure, the model becomes easier to interpret, customize, and visualize (Keller, 2009). By contrast, most dimensions in Aaker's model – specifically brand loyalty, perceived quality, brand associations, and brand awareness – ask for a survey, as a means of measuring its dimensions. In the meantime, this can be troublesome, not only for financial reasons, but also due to its complicated implementation and future interpretation (Aaker, 1996). Due to all these points, Keller's CBBE pyramid was the preferred model for the analysis of Opel's brand equity.

3. Methodology

Intending to assess Opel's brand equity, Keller's Customer-Based Brand Equity (CBBE) model had to be adapted wherever deemed necessary for this analysis. Moreover, according to Barnham (2015), qualitative research is viewed as "interpretivist" and "subjective" in its approach while quantitative research is perceived as "factual". Nevertheless, both research methods end up complementing each other.

3.1. Qualitative Analysis

According to Malhotra and Birks (2006, 133), qualitative research "seeks to encapsulate the behaviour, experiences and feelings of respondents in their own terms and context". Moreover, Saunders et al. (2009) state that when there is a need to comprehend the underlying reasons for the research participants' decisions, opinions, or attitudes, an in-depth interview is the most suitable qualitative method. By the same token, in-depth interviews were preferred to focus groups as the former allows the collection of data "on individuals' personal histories, perspectives, and experiences, particularly when sensitive topics are being explored." (Mack et al., 2005, 2) and the latter focus mainly on group norms of a community (Mack et al., 2005, 30). Furthermore, in-depth interviews minimize the level of social pressure or acceptance, avoid the monopolization of the conversation by specific individuals, and simplify the arrangement of interviews (Malhotra and Birks, 2006, 182 – 183).

For this research, thirty semi-structured in-depth interviews were conducted (Appendix 7). This way, participants provided their truthful point of view in what concerns Opel as a brand, even its weaknesses, and the gathering of spontaneous associations was not hindered. Also, by designing a discussion guide prior to the in-depth interviews (Appendix 8) not only participant's dispersion was avoided but the fluidity of participants' thoughts and exploitation of relevant personal perceptions through follow-up questions was ensured (Chu and Ke, 2017, 289). Additionally, all thirty in-depth interviews were conducted in Portuguese and were audio-recorded for further transcription.

In what regards the sample, a purposive, convenience and snowball sampling was used since the choice of participants was based on a selective criterion and encountered through diverse referrals of a personal and professional network (Mack et al., 2005, 5). Specifically, for the first criterion, two age groups were determined: firstly, young adults between the ages of 18 to 24 as this coincides with the consumers who are about or have bought their first car or have it either inherited or gifted to them by their parents, and are starting to gain their freedom; secondly, drivers from the ages of 25 to 30 years old, as they represent a different type of consumer, who has already entered the job market for some time and, consequently, has some purchasing power, in addition to starting to consider long-term aspirations like building a family. Notwithstanding, all participants had to answer the screening test questionnaire which entailed three questions to ensure that all respondents were eligible for the in-depth interviews (Appendix 9). Firstly, to obtain an accurate and plausible reflection of the Portuguese consumers, participants would have had to be living in Portugal for the last three years or have the Portuguese nationality. Secondly, for a person to legally drive a car in Portugal, it must have at least 18 years old. Ultimately, the main objective and target of this study is to better understand the young adults (18 to 30 years old) behavior and perception when it comes to the automotive industry given that Opel has had difficulties in attracting the young adult car owners' (Camacho, 2019).

Lastly, for the purpose of understanding the company's perspective, a second qualitative research was conducted. So, by interviewing Opel's marketing director in Portugal, Daniel Camacho, the following objectives were attained: a better understanding of Opel's current marketing and communication hurdles; collection of an expert view concerning the first qualitative research insights'; and, comprehensively exploration of Opel's strategy until now and its respective 2020 plans.

3.2. Quantitative Analysis

To begin with, the Qualtrics online survey was distributed through forums, Instagram, Facebook and LinkedIn groups, and an Opel sponsored and targeted post on their official Facebook page (Appendix 10). Plus, it was only distributed in Portuguese as this way it would raise a larger number of answers and, consequently, of participants on the study. In short, a survey is a "structured questionnaires given to a sample of a population" devised to extract specific information from respondents (Malhotra and Birks, 2006, 224). Moreover, the questionnaire comprised 57 questions (Appendix 11), and the same prerequisites as in the qualitative method were applied (Appendix 12). After the collection of 294 answers, the data cleaning process started in which all collected data from the online survey was checked, thus inconsistencies or answers not correctly or thoughtfully answered were eliminated (Malhotra and Birks, 2006, 430). Lastly, the findings of both the qualitative and quantitative research methods are pointed out in the ensuing section - Results and Analyses.

4. Results and Analyses

By coupling up the in-depth interviews with the conducted online survey, some key findings were attained. The insights of one of the two methodologies ended up corroborating and reinforcing the insights of the other methodology. Nonetheless, the main findings of the qualitative and quantitative analysis will be further analyzed and summarized in the following sections of this study.

4.1. Qualitative Results and Preliminary Analysis

Brand Salience

Shortly after wrapping up the thirty in-depth interviews, the collected qualitative data was scrutinized and set side by side in order to compile insights according to the belonging group. Moreover, in the first group of questions consumers' recalling was probed, participants were asked to write down car brands, which they had recalled in one minute, under six different car categories (Appendix 13). Equally important, these categories were picked based on the ones listed on Opel's Portugal website (Appendix 14). Additionally, even though the website classifies commercial cars and vans as distinct categories, to minimize complexity and mix-up, both were grouped under the same car category.

Furthermore, it was also possible to assess which situations participants perceived as appropriate to use an Opel car, and which other car brands belonged to the Opel's competitive set not only by asking where they would buy their car if Opel did not exist but also by analyzing which brands were written under the same categories as Opel. As an illustration, Peugeot was consistently mentioned among the four subgroups concerning almost all six car categories, except *electric* and *sports car* categories (Appendix 15). By contrast, in the sports and electric categories, BMW was the main brand recalled and linked with. Notwithstanding, due to the large assortment of brands that were mentioned by the four subgroups it was not possible to delineate a clear competitive set.

Now, if we look closer at the 18 to 24 years old participants who do not drive Opel, the brand is neither at the top of their mind nor on the top five car brands they recalled, as a matter of fact, 17 out of 23 participants did not even remember the existence of Opel. In contrast, all Opel drivers had the brand on their top three of recalled car brands. Additionally, in what concerns category association, Opel was equally associated amongst the four subgroups with the *city/small* and *family car* categories, followed up by the *vans and commercial* category. In like manner, according to all participants, for the most part, Opel barely satisfies the *electric car* category. Plus, at the same time, none of the subgroups saw Opel as a *sportive* or *SUV* car brand (Appendix 15), as they were not even aware that Opel had such range. In the meantime, the 18 to 24 years old non-Opel users' subgroup when asked about Opel cars' appropriate usage, the majority referred to Opel as a *first car*, followed by *city car* and *long trip destinations*.

Brand Performance

In terms of Opel's performance, the brand was positioned as a medium-high quality and medium-low price brand by the Opel users. On the other hand, the non-Opel users positioned the brand in the medium quality and low-price quadrant (Appendix 16). Although Opel Corsa was the most recognized model by all the subgroups, most participants underlined its outdated "rounded" design and the lack of an aggressive, exclusive sports look. On the other hand, Adam, mainly confused with the Fiat 500 and Renault Twingo, was a car model clearly appealing to the female gender and highly described as *modern*, *young*, *stylish*, *exclusive*, and *girly*. In general, Opel's special features like Opel OnStar or Opel Customer Days were barely identified among the four subgroups (only 3 out of 30 mentioned one of these features). Concerning reliability and durability, Opel is rarely mentioned (5 out of 30 participants) and when mentioned, normally it is linked with a durability of 5 to 10 years.

Regarding the characteristics to have in their cars, it was possible to identify differences between the younger and the older group of respondents. In particular, the 18-24 years old group pointed out the following characteristics: *low fuel consumption*, *design* (*stylish*) and *comfort* as the most important ones. Conversely, the 25-30 years old group, pointed out *low fuel consumption*, *power*, *car space* (a family car), *comfort* and *safety* as the characteristics their car must-have. Besides that, when asked about the dealership services, all respondents mentioned *well-organized customer service*, *convenient location* and *good quality-price trade-off* as important decision factors when considering where to go. Finally, respondents mentioned the importance of receiving an *honest*, *friendly*, *efficient*, and *convenient* customer service during their visit to an official dealership.

Brand Imagery

By analyzing the Opel's brand imagery, it was possible to identify a set of words that mostly describes Opel: *safe*, *reliable*, *middle-class*, and *quality*. Opel was mainly described as a man, between 40-50 years old (20 out of 30 gave this description), wearing casual business clothes, working in a corporation, and listening to commercial music. Besides, and due to Opel's advertisement with Claudia Schiffer (2014), a German woman, 30-50 years old, working in a company, and wearing casual clothes was also mentioned by 3 out of 30 respondents. Moreover, the typical Opel driver was generally characterized as a *simple middle-class person*, who has a pretty *normal life* and a *boring job*, with *kids*. Nevertheless, respondents normally do not identify themselves with the description they made about the brand and chose Volkswagen, Mini, Smart or DS as the brands that generally describe their personality. Equally important, many of the respondents identified Opel as *German* (21 out of 30 respondents), others wrongly identified Opel as being *French* (4 out of 30). In general, all of them were able to recall the logo - only 9 out of 30 respondents were not able to correctly draw the logo (Appendix 17).

When asked about the most suitable means to search for car information, the majority cited the following ones: the *internet* (websites, YouTube, blogs, ratings and reviews), *family/friends*, *television programs*, *magazines* and *dealerships*. Furthermore, when buying a car, respondents said *family* (mainly parents) as the most probable persons to ask for opinions, followed by *friends with some expertise* and *people working in the automobile area* such as mechanics. Since it is a high-involvement purchase, *online* is only used to search for alternatives, compare models or to customize the car, as the final step of the purchase is always done at the official dealership. Lastly, and in terms of the decision-making process, many of the respondents have inherited the car from their family, whereby they do not have any power of choice or just add their opinion on the customization process. Then again, the ones that have bought a new car are mainly influenced by their parents' positive past experiences with a specific brand.

Brand Judgments

While assessing Opel's brand judgments, it was noticeable that many of the non-Opel drivers do not have enough knowledge to base their opinions. However, the overall perception is that Opel presents a good quality in relation to price, it is a middle-range brand with some experience and many years in the automotive market. For the Opel users, the brand is *trustworthy*, *reliable*, and *consistent* over the years. Concerning innovation, the overall perception is that the brand has been improving, however, it is still not enough to surpass its direct competitors. In general, almost all the respondents respect and like the brand but do not admire it. Moreover, it was seen mostly as an average and not unique brand. On the positive side, Opel drivers are very likely to recommend the brand to others since they are very satisfied with their current car.

Brand Feelings

Regarding brand feelings, many of the respondents, mainly in the 18-24 years old non-Opel user's subgroup, said that Opel evokes feelings such as *normality*, *indifference*, or no feelings at all. However, another part of this same subgroup and the 18-24 years old Opel drivers mentioned that Opel make them feel *safe*, *comfortable*, *good*, and *happy*. Lastly, on the 25-30 years old group, both subgroups mentioned *reliable* and *safe* as the main feelings. However, no negative associations were established which means that this indifference can be changed, for example, with the implementation of the appropriate communication style.

Brand Resonance

Now, concerning brand resonance, respondents were asked about the possibility of being loyal to Opel. In the Opel users' group, some of the respondents mentioned that if they had the possibility they would keep buying from Opel since they are satisfied with the current car. Others mentioned that even being satisfied, they want to try different car brands in the future such as Toyota, Volkswagen, or Audi. Correspondingly, regarding loyalty programs, almost no one was aware of Opel's programs and when informed about it, 20 out of 30 respondents said that it did not alter their original opinion or any perception they might have built. However, it served indeed as a call for attention regarding the benefits that drivers sometimes have and are not aware of or miss the opportunity to take full advantage of the readily available tools.

According to all respondents, in order to develop a deeper relationship with Opel, it is necessary to improve the design of the cars, invest a lot in innovation, maintain a good quality at affordable prices, and provide them with an exceptional customer and after-sales service. Lastly, only the Opel users felt somewhat engaged with the brand, since it is the car they drive. Plus, despite the non-Opel users' low engagement with the brand, they base their engagement perception in their indirect contact with the brand (e.g. seeing Opel cars on the roads), by riding in their Opel family or friends' cars or by watching television advertisements. In general, all the groups demonstrated no interest in buying Opel's merchandising and 15 out of 30 were interested in participating in Opel's events. All in all, no one considers themselves as Opel enthusiasts or ambassadors. In sum, low active engagement and sense of community was identified among the respondents.

4.2. Quantitative Results and Preliminary Analysis

When looking separately at the three-question screening test previously mentioned in this study (see Methodology), from the 294 recorded responses by Qualtrics, 94 did not meet the requirements (Appendix 18). Additionally, concerning the four subgroups formed, 20 respondents selected the option in which they stated that they do not drive but they are planning to buy a car in less than 5 years, therefore, they were considered part of the non-Opel users group (Appendix 18). In conclusion, the final valid sample encompasses 200 valid responses (Appendix 19), and on average, respondents took approximately 23 minutes to complete the online survey.

Lastly, to facilitate the comprehension of the Likert scale (1 to 7) and gather more conclusive percentages, the top 2 and bottom 2 box scores were used. Additionally, an adaptation was used in this study since scores from 6 to 7 show a more well-formed opinion (top 2 boxes) while scores from 3 to 5 (indifference boxes) show where the indifference lays the most. Therefore, scores from 1 to 2 (bottom 2 boxes) represent the lowest rating scores. In either case, demographic data can be consulted in more detail in appendix 20.

Brand Salience

In general terms, Opel is not a very recalled brand, as 55% of the respondents did not mention the brand, and only 32% recalled it within the top 3 brands (Appendix 21). Furthermore, it was expected that all the Opel drivers would be able to identify the brand, however, only 74% of the Opel users recalled it. Thus, one of the reasons for this moderate percentage was due to the subgroup of 18-24 years old where only 68% recalled Opel while in 25-30 years old, 80% were able to recall their brand. This might be indicating that the younger subgroup tends to have other aspirational brands in their minds rather than Opel. At the non-Opel drivers' group, as expected, the results are lower (32%), and this slight change among age groups is also verified (30% versus 43%, respectively). Furthermore, Corsa was the most recalled car model with 82% of the respondents pinpointing it, followed by Astra (64%), Insignia (30%) and Adam (26%) (Appendix 22). Not to mention that Insignia and Astra were more recalled among the 25-30 years old group with 74% and 51%, respectively, indicating that these models are more directed to a more mature consumer who is looking for a more familiar and up-scale car, as previously identified in the qualitative analysis.

Regarding brand recognition, Opel was the brand that shown a slightly better familiarity result, followed by Renault, Volkswagen, and Peugeot (Appendix 23.1). The Opel drivers presented a high brand recognition with both age groups scoring 87% (top 2 boxes). In contrast, both non-Opel users' subgroups presented moderate recognition with 40% (18-24 years old) and 26% (25-30 years old) (top 2 boxes). In short, these results are confirming the findings of the qualitative analysis where the low level of knowledge about the brand among non-Opel users was very noticeable.

In terms of category association, Opel presented the highest association with *small/city* cars category (Appendix 24.1). Besides this, within the 18-24 years old group, both Opel and non-Opel users positioned the brand in the *small/city* cars category with 77% and 71%, respectively (top 2 boxes). Conversely, within the 25-30 years old group, Opel and non-Opel users strongly positioned the brand in the *family* cars category with 87% and 52%, respectively. It is possible to say that the factor *age* might be influencing the perception of the respondents since they seem to be looking for different products, as they are in different life stages. Important to highlight that *day-to-day* use is the most suitable for both Opel and Non-Opel users with 79% and 30%, respectively (top 2 boxes). However, when asked about using the brand as *first car*, 82% of the

Opel users agreed, contrasting with the 21% of the non-Opel users (top 2 boxes). On the contrary, the least chosen one was *outdoors (mountains, rural)* in which respondents tend to not choose as ideal for an Opel car (Appendix 25.1). In conclusion, it was possible to understand that the degree of familiarity with the brand might be influencing the results: for Opel users, since they have direct contact and already drove an Opel, is very clear to them which are the appropriate usage situations; for non-Opel users, and since the level of knowledge is reduced, the results are much more dispersed and the identification of the appropriate use is much more difficult for them.

In order to access Opel's competitive set, two questions were developed: firstly, by asking the three brands that the respondents would choose when buying the next car; and, secondly by asking them to choose and rank the three Opel's most direct competitors, previously identified in the qualitative analysis. From the first question, it was not possible to clearly define a competitive set since the results were very dispersed and linked with the respondents' aspirations and preferences. With this in mind, Opel was the most mentioned brand by 34% of the respondents, followed by Volkswagen (28%), BMW (27%), Audi (26%) and Peugeot (22%). However, from the ones that mentioned Opel, 67% were Opel owners already - this confirms the findings of the qualitative analysis in which Opel users were very satisfied with the brand and the probability of rebuying from the brand was high. Conversely, at the second question, the range of possibilities was limited, and the brands were predefined, which allowed to clearly identify the competitive set according to respondents' perception. Therefore, the results were, Renault, Peugeot, Citroën, and Volkswagen, with 75%, 74%, 52%, and 44%, respectively (Appendix 26).

In addition, it was also possible to explore the main associations linked with Opel through one open question where the respondents were able to state the images and/or words that came to their minds when the word *Opel* was referred. In sum, the emblematic model *Corsa* was the most recalled word (23%), making this result aligned with the qualitative analysis and confirming the above quantitative results. The word *German* was also mentioned by the respondents (12%) confirming the Opel's Portugal Marketing Director idea of a positive association between the brand and the German quality. Moreover, other words like *Astra*, *quality*, *trust*, *safety*, *familiar* or *reliability* were also mentioned and overall no negative associations were linked with the brand, confirming the qualitative findings.

Finally, it was possible to access the frequency that Opel came to the respondents' minds. The answers were very dispersed but 29% mentioned that they remember it *daily*, and only 11% selected the *never* option (Appendix 27). As expected, from the respondents that mentioned *daily*, 79% were Opel drivers which confirms the qualitative findings in which only the respondents with direct contact with the brand remember Opel on a frequent basis.

Brand Performance

Accessing Opel's brand performance, it was important to, firstly, understand how the consumers position the brands in terms of quality and price. In general terms, Opel scored, on average, 64.3/100 on quality and 51/100 on price (Appendix 28). Regarding price, the 25-30 years old group attributed higher prices to the brand than the 18-24 years old group (58.1/100 versus 48.4/100, respectively) (Appendix 29). This difference might be explained by the difference in the car models they are looking for: as identified in salience, the older age segment looks more for an Astra or Insignia which has a higher price point than, for example, a Corsa and, therefore, can influence their opinions about the price (Appendix 30).

In order to explore in-depth Opel's competitive set, in terms of quality, Citroën (60%), Peugeot (56%) and Renault (55%) were identified with the same quality as Opel. With more quality, respondents identified Volkswagen (60%) and Toyota (45%) (Appendix 31). Concerning price, Peugeot (63%), Citroën (56%), Renault (53%) and Toyota (45%) were identified as the same price level as Opel (Appendix 32). All in all, it is possible to say that these results are confirming the salience findings regarding the competitive set, nonetheless, the set was narrowed down to the brands: Renault, Peugeot, and Citroën as Opel's direct competitors (Appendix 33).

To deliver the right product offering to the consumer, Opel should understand what are the characteristics which the drivers value the most in a car (Appendix 34). Moreover, it is important to identify if different age groups have different preferences and needs: the 18-24 years old group values *safety* (73%), followed by *low fuel consumption* (71%) and *affordable price* (68%); on the 25-30 years old group, the respondents value the most *safety* (75%), followed by *design* (70%) and *low fuel consumption* (70%). In conclusion, the valued characteristics are very similar among both age groups, contrasting with the findings of the in-depth interviews. With a view of understanding if Opel's cars have a common DNA and are easily recognized, the respondents had to choose from a list of three very similar cars (Opel Adam, Fiat 500, and Renault Twingo) which one they identified as being Opel. Looking into the results, Opel Adam was identified by 75% of the respondents, however, 10% admitted that they did not know which one to choose (Appendix 35).

Relatively to the new Opel Corsa-e, it was built for a younger target segment, plus follows the hot topic of electric cars. Under those circumstances, respondents were asked to what extent eight attributes best described the new Opel Corsa-e (Appendix 36.2). On average, respondents partially agreed with all the words attributed to Corsa-e apart from the *exclusive* and *expensive* attributes in which the tendency is to not agree or disagreeing (Appendix 36.1). Overall, all four subgroups point out a gap of knowledge regarding the price spectrum which might have to do with the difficulty in evaluating this kind of attribute through pictures. Equally important, *modern*, *city* and *young* scored the highest (Appendix 36.1), which is aligned with Opel cars being associated, on average, with the city in terms of appropriate usage and category association in both qualitative interviews and brand salience.

In general, all subgroups considered Corsa-e a young car, as at least 66% of each subgroup defended that evaluation (top 2 boxes). Plus, not only the 18-24 years old respondents link Opel's improvements to those three latter words, but the 25-30 years old generation also understands the 6th transformation of the Opel Corsa and adds *stylish* to that same list. For the Opel consumers, almost all words were ranked slightly higher than the general average, special attention to the subgroup aged between 18-24 years old, where 6 out of 8 words ranked above average, indicating a certain degree of improvement noticed by the Opel owners themselves. On the other side, the non-Opel owners scored lower on almost all attributes, with the exception of the 25 to 30 years old subgroup that scored above the average in the following attributes: *stylish*, *modern*, *exclusive*, *expensive*, and *young* (Appendix 36.1). Lastly, respondents owning an Opel car found the car model more appealing than non-Opel owners. Plus, in terms of style, the fact that 59% and 51% of respondents, respectively, attributed scores above six might indicate that the "rounded" design might no longer be an issue.

Most in-depth interview participants showed a lack of awareness regarding Opel's exclusive services and special features (Opel OnStar, MyOpel, and Opel Customer day); therefore, respondents were asked about it again (Appendix 37.1). Firstly, in what concerns knowledge, on both Opel and non-Opel consumers, the majority did not know any of them (31% and 74%, respectively), the least known was Opel OnStar (11% and 4%, respectively), and only 10% of the Opel group knew all of them (Appendix 37.2). Even though information can be easily obtained online, the 25 to 30 years old respondents present a higher awareness level concerning the special features' when compared to the 18 to 24 years old respondents (Appendix 37.2). All things considered, it was predictable that Opel drivers at least knew one of them, nonetheless, the verified levels of awareness regarding all the special features are still very low for consumers that are regularly in direct contact with the brand.

Next, all respondents, except the ones who selected *none* on the previous question, were asked about which special features they used before (Appendix 38). In the meantime, on both Opel and non-Opel consumers, the majority has not used any of them (45% and 86%, respectively), the least used special feature was Opel OnStar (5% and 0%, respectively), and only 2% of the Opel group has used all of them. All things considered, this indicates that there might exist a communication problem concerning the usage advantages, or the benefits are simply not sufficiently appealing to consumers.

Additionally, respondents were asked to select the degree of personal importance concerning thirteen characteristics when visiting a workshop or an official dealership (see attributes in Appendix 39.1). Instantly, all participants on average considered *honesty* of extremely importance - 93% of respondents put it on the top 2 boxes (Appendix 39.1). Moreover, on average respondents agreed that all the dealerships or workshops characteristics were at least important except for *design*, *size*, *feedback questionnaire* and *merchandising* in which the tendency is to be indifferent (Appendix 39.2) towards them (74%, 75% and 58% on indifference boxes, respectively). Ultimately, concerning *feedback*, only Opel 25-30 years old consumers subgroup see it as important (32% against 15% of 18-24 years old subgroup top 2 boxes) signaling that the ones with more driving experience, end up perceiving better the benefits of providing feedback to brands. All in all, likewise in the qualitative analysis, most 18 to 24 years old respondents show a higher indifference compared to the 25-30 years old respondents. Not only this might have to do with the fact that the former group normally do not fully participate in the high-involvement decision process, but it also hints to the need of improvement of the dealership environment So, this way, they will feel incentivized to spend more of their time and energy in such decision.

Secondly, 14% of non-Opel owners have visited or resorted to at least one official Opel dealership or workshop compared to the 36% of Opel owners who have never gone to one

(Appendix 40). Once again, this might suggest the existence of customer switching on the valid sample or might illustrate the trustworthy Opel service that appeals even to non-consumers. In terms of age differences, as expected 25 to 30 years old respondents have used more regularly an official Opel dealership or workshop (49%) than 18-24 years old respondents (22%) on both Opel and non-Opel consumers.

Meanwhile, the 59 respondents that answered *yes* to the previous question ranked their personal experience at the Opel dealership or workshop in consideration to eight attributes (Appendix 41.1). To begin with, respondents are on average satisfied with all attributes, except with *feeling of exclusivity*. As an illustration, 9% of 18-24 years old and 12% of 25-30 years old feel unsatisfied regarding exclusivity (highest bottom 2 boxes). Not to mention that they are highly satisfied with *friendliness of staff*, followed by *honesty*, which goes in line with what consumers previously mentioned (Appendix 41.1). In like manner, the fact that 50% of non-Opel users considered *friendliness of the staff* on the top 2 boxes (compared to the 49% of Opel users) provides the perception of non-Opel users regularly using at least the official workshop of Opel. Altogether, potential consumers seem to deposit some trust in Opel by going to its offline spaces (dealerships and workshops).

Brand Imagery

In order to access brand imagery, the first question was about which characteristics did the respondents felt that better described Opel for them. The results shown that people tend to at least agree with *German*, *accessible*, *middle-class*, and *comfortable* (Appendix 42.1), as these words had 63%, 57%, 57%, and 56%, respectively (top 2 boxes). In addition, 61% of people disagreed, or heavily disagreed with the word *French,* which supports the results from the qualitative analysis. For the Opel consumers' group, all words were ranked slightly higher than the mean, with special attention to the subgroup aged between 25-30 years old, where eleven, out of the fourteenth words had at least 60% of the votes, in the top 2 boxes, with special attention to the word *family oriented*, showing a deeper certainty about what Opel really represents to them. On the other side, the non-Opel owners scored lower in all categories, by doing so they do not perceive Opel as a *conservative* brand, where Opel owners partially do (14% versus 34% in top 2 boxes, respectively).

Next, concerning the importance of the different means of information, the main response was *family and friends* (71%), followed by *dealerships* and *brand website*, (67% and 65%, respectively) (Appendix 43). Then, concerning where do they usually buy their cars from, it was possible to verify that 47% of the respondents buy cars from brand's dealerships, 27% buy in second-hand dealerships, and 13% buy in second-hand websites (Appendix 45). This percentage distribution is kept constant within all subgroups. In addition, for those who have chosen any answer other than dealerships, a new question was asked to understand why people chose second-hand cars, and the conclusion was that the more attractive prices (93%), were in the center of their choice (Appendix 46). One possible rationale behind this tendency is the fact that 25 to 30 years old are starting to look for bigger, and more family-oriented cars, hence more expensive, so the price begins, again, to be an important factor.

Gravitating more towards the communication aspect of the brand, 42% had never heard of Opel's new slogan (*The Future is Everyone's*), only 23% knew it and could clearly identify it with Opel, and 27% had already heard it but could not link it with a specific brand. These results are transversal to all groups, with the exception of the Opel drivers where 41% could identify it as being Opel's new slogan, however, 43% said that they have never heard it before (Appendix 44), which is troublesome for the brand, as it represents a lack of awareness and communication effectiveness. In the last question, the aim was to identify Opel's brand persona and the corresponding profile of the typical Opel driver. Concerning the *German woman 30-50 years old* description, both female and male respondents identified Opel more with this description (61% and 56%, respectively) than with the *man* description (53% and 48%, respectively) (Appendix 47.2). This result might be influenced by the German association with Opel's brand origin; however, these findings contrast with the qualitative results in which the *man 40 - 50 years old* description was much more voiced by the respondents.

Lastly, regarding Opel's typical driver, both Opel and non-Opel users had similar answers - the stronger associations were of *people with a normal and simple life* as well as a *medium-class person*, confirming the in-depth interviews findings. Furthermore, some additional associations were made relative to *people with kids* and *people that value the car's design*, in both statements the opinions were opposite: 64% of Opel users consider that Opel's drivers value design in opposition to 39% of non-Opel users (Appendix 47.1). This result might be negatively influenced by the fact that, currently, non-Opel users do not consider Opel as a stylish brand with respect to the design of the cars.

Brand Judgments

Firstly, and concerning quality, the results revealed that, in general, the respondents partially agree that Opel presents both good quality and value for money (Appendix 48.1). After that, regarding Opel's credibility, the results have shown that people respect the brand, like the brand but usually do not admire it that much (Appendix 48.1). Moreover, it was possible to identify that for Opel drivers, since it is the brand that they drive, it might be positively influencing the results: 84% of Opel drivers like the brand, contrasting with only 24% on the non-Opel drivers' group (top 2 boxes). Besides this, it is important to highlight that Opel poorly scored when the respondents were asked if the brand understands and materializes their needs, opinions, and interests. For non-Opel users, this result is very low (9%) and for Opel drivers, despite being a little bit higher (44% - top 2 boxes), it still has some room for improvement. In terms of innovation, Opel got a median result in which Opel drivers consider the brand more innovative than non-Opel drivers (49% versus 17%, respectively) (top 2 boxes). All in all, these results confirm the findings of the conducted qualitative analysis, in which Opel was considered an outdated brand that is not delivering the product offering that consumers desire, mainly in terms of design and innovation.

Concerning relevancy, the brand is much more relevant for the Opel users (66% versus the 12% of non-Opel users) (top 2 boxes). Furthermore, 72% of the Opel users indicated a good probability of recommending the brand in contrast with the 12% of the non-Opel users (Appendix 48.1). Finally, and concerning superiority, and uniqueness, these were the two points where Opel has had the worst evaluations (Appendix 48.2), since the results indicated that both Opel and non-Opel users do not consider the brand superior (31% versus 5%) or unique (41% versus 7%). Moreover, both Opel and non-Opel owners do not have a clear idea of what the brand represents (51% versus 7%). All in all, it was possible to confirm the qualitative findings in which Opel is not being judged as a superior or unique brand.

In order to identify Opel's strong points, the respondents had to choose up to 3 options, previously identified and selected from the qualitative analysis (Appendix 49). For the 18-24 years old group, Opel's strong points were the same for both Opel and non-Opel users - the good price to quality ratio (84% versus 58%) followed by the quality inherited by Opel's long presence in the automotive market (65% versus 33%). For the 25-30 years old group, 53% of the Opel users pointed out the quality of the brand while 48% of non-Opel users mentioned more the price to quality ratio. Moreover, in common, both 18-24 and 25-30 years old Opel users chose the easiness to find car components with 55% and 47%, respectively. Finally, a big part of both non-Opel drivers' subgroups admitted that they did not know or recognize any strong point of Opel as a car brand (42% and 48%, respectively). In conclusion, and confirming the findings of the qualitative analysis, the quality and value for money are the strongest points mentioned by most of the respondents. Therefore, Opel can use as a point of differentiation within a target (18-30 years old) where, usually, the brand that offers a quality product with an affordable price is the winning brand.

Brand Feelings

With the goal of better understanding how Opel impacts peoples' feelings, people were asked to select and rank up to three feelings that they associate with Opel. Respondents choose *safe* with 42%, followed by *indifferent* (41%) and *satisfied* (40%). On the other hand, when analyzing the most mentioned words: *indifferent* pops out with 34% in the first place, this situation is due to the weight of non-Opel users since they tend to not have any connection with the brand (54% chose *indifferent)*. Regarding Opel users', their choices fell mostly on *safe* and *satisfied*, both words with 64% (Appendix 50).

Afterward, the goal was to discover who were the people that consumers turn to look for guidance when deciding which car to buy. In addition, 69% of respondents are highly likely to consult their *parents*, and 59% to consult their *spouses*, also *people from the field* (mechanics, vendors, among others) are represented here (54%). The younger age segment, 18-24, tend to be more dependent on their *parents*, when compared to the older age segment (25-30 years old), 77% against 45% respectively in the top 2 boxes. With respect to the segment aged above 25, the *spouses* have been considered the most likely to be asked for an opinion and having 68% giving top 2 boxes answers. Finally, the subgroup without Opel, and aged below 24 years old, gave high scores to all possibilities (at least 55% top 2 boxes answers). This might indicate how open they are to receive guidance, and information from everybody, once, at such a young age, many times, they feel overwhelmed by such an important decision (Appendix 52.1).

Next, 66% of respondents would prefer to see television advertisements, and 48% are keen on Facebook as a platform to discover the news regarding the automotive industry. The younger age segment that drives Opel cars are the ones with the highest percentage of choice of Instagram, around 58%, showing the tendency of having Instagram for a younger audience, and Facebook for a slightly older age segment, 77%. Finally, outdoor ads is a popular choice among the 25-30 years old segment, more precisely 53% of them have voted for this option (Appendix 51).

Brand Resonance

Behavioral loyalty

Firstly, and with respect to behavioral loyalty, the results disclosed that consumers are likely to be loyal to one car brand (5.14/7) (Appendix 53). In detail, Opel consumers (64% in the top 2 boxes) show a higher likelihood of being loyal to one brand than non-Opel consumers (45%). Even though there is not much difference between age groups, it is important to point out that during the age of 18 to 24 years old, consumers are more prone to be influenced and impacted, so in the near future they can become viable brand ambassadors. As an illustration, on average the 18-24 years old Opel subgroup is very likely to be loyal to a car brand as 68% of them attributed scores above 6 (Appendix 53), and its top 2 boxes surpassed the corresponding top 2 boxes of the 25-30 years old Opel drivers (60%). Consequently, this shows that a younger segment might represent a leading advantage for the brand.

Secondly, on average respondents poorly scored when tested their loyalty to Opel (Appendix 54), a value well below when compared to the high loyalty rate (above market average) mentioned by Opel's Portuguese marketing director during the interview. This low value can be partially explained by the 71% of Non-Opel consumers (Appendix 54) who attributed a score of 2 or below (bottom 2 boxes). On the other hand, only 48% of Opel users attributed a score of 6 or 7 (top 2 boxes). To put it differently, the level of Opel users' loyalty is still below compared to the demonstrated loyalty towards one car brand. In like manner, the majority of 18-24 years old do not consider themselves loyal to Opel (60% in bottom 2 boxes) when compared with the 28% of 25-30 years old group. In short, it appears that consumers only bonded with the brand at a superficial level.

Next, on average respondents perceive a *positive brand experience* and a *great after-sales service* as the most important factors when repurchasing the same car brand (Appendix 55). Notably, 97% of Opel and non-Opel consumers put the former in the top 2 boxes while 82% to 89% of both groups put the latter in the top 2 boxes. On the other hand, the least important repurchasing factor is the offer of *exclusive loyalty services* which is aligned with brand resonance results relatively to Opel's special features. In either case, the bottom line is that both Opel and non-Opel consumers are looking for remarkable experiences complemented with a friendly staff and exceptional customer service.

Lastly, given the repurchasing factors, respondents are indifferent towards the likelihood of (re-)buying an Opel car (3.9/7). Even though, as expected Opel users show a higher likelihood of rebuying an Opel car (62%) contrasting with the non-Opel users' likelihood of purchase (8%) in the top 2 boxes (Appendix 56). It seems that the superficial loyalty bond is sufficiently strong to hold a repurchasing behavior but uncertain about its capability to sustain a complete loyalty loop. All in all, these results confirm the lack of emotional connection with Opel and in some way the failure in delivering the brand's mission such as moving with the times and expectations of everyone.

Active engagement

Based on the quantitative results, only 21% of Opel users consider themselves Opel enthusiastic or ambassadors, and regularly visit Opel's website; 36% love to talk about Opel; 38% like to be seen driving an Opel car; and, 39% feel engaged with Opel (top 2 boxes). On the positive side, surprisingly, 43% follow the news regarding Opel (Appendix 57) (top 2 boxes). In short, consumers present contradictory information since the percentage of consumers that consider themselves as Opel ambassadors is below the percentage of those who love to talk about Opel.

Attitudinal attachment

Concerning attitudinal attachment, *safety* was considered on average as the most important feature for a consumer to become attached to a car brand (Appendix 58). In terms of *innovation*, contrary to what was mentioned by respondents on the qualitative interviews, the 25-30 years old put more importance on innovation than the 18-24 years old group (71% and 52% in the top 2 boxes, respectively). Furthermore, there is also an opportunity of capitalization by the brand on its brand origin and quality as 88% of non-Opel and 83% of Opel consumers evaluate *durability* as one of the most important factors to become attached to a car brand (top 2 boxes). To sum up, higher attention to each brands' strong points should be made by the brands themselves in order to be on top of mind, encompassed on consumers' consideration set and considered a changemaker within the automotive industry.

By the same token, the quantitative results exhibited that Opel on average is not special to any of the respondents (Appendix 57). For example, within the Opel drivers, only 39% of the 18-24 years old respondents admitted that the brand is special to them contrasting with 50% of 25-30 years old respondents (top 2 boxes). For the non-Opel drivers, as expected, the results are much lower with only 3% (18-24 years old) and 9% (25-30 years old) of the respondents mentioning Opel as special to them (top 2 boxes). Nevertheless, when it comes to brand lovers in the personification of being a *brand fan*, 46% of Opel consumers see it as relevant when the repurchase of the same car brand is on the table (top 2 boxes) (Appendix 55). In conclusion, a very low attitudinal attachment regarding Opel was identified, since Opel's models have not been reflecting what the consumers are and the brand is not considered special, even for Opel drivers, as previously identified in in-depth interviews.

Sense of Community

In terms of the fourth component, only 31% of Opel consumers mentioned the belonging to a car brand community as something important when repurchasing the same car brand (top 2 boxes) (Appendix 55). Similarly, only 15% of Opel consumers see Opel as a brand that is used by similar people like the respondent themselves (top 2 boxes) (Appendix 57). In conclusion, these pieces of evidence of Opel exhibit a weak sense of community and confirm the evidence gathered from the in-depth interviews where usually respondents did not identify themselves with an Opel driver and described it as an older person (40 to 50 years old).

5. Key Findings

After analysing qualitative and quantitative results, it is important to look at both and extract the key findings that will posteriorly serve as the foundations for the recommendations. Furthermore, to simplify the diagnosis, a colour system with five colours was used to evaluate Opel's performance in the six building blocks. This system was based on a traffic light approach with the three main colours – green (sources of strength), yellow (improvement areas) and red (source of weaknesses) - along with dark green and orange that represent intermediate points between the three possible situations (Appendix 59). Lastly, this type of diagnosis will be applied to both Opel and non-Opel consumers since, as identified throughout this study, the groups present different realities. Therefore, all things considered, a final CBBE pyramid was built and can be seen in more detail in appendix 60.

Brand Salience

For positive brand equity, Opel must perform well on brand salience, the basis of the CBBE pyramid. Looking into the depth of brand awareness, Opel was recalled by most of its current users, however, it presents a low recallability among non-users. Moreover, the brand scored low as top-of-mind in both analyses, even among Opel users. With respect to Opel models' recallability, the results were very positive since the emblematic model Corsa, which is the model that the brand can capitalize the most among the young target (18-30 years old), was recalled by most of the respondents. Regarding recognition, Opel was the brand that presented the highest score when compared with its direct competition. Moving to the category association, Opel was mainly positioned in the small/city car categories by both groups, which can be good for the brand since it is typically the type of cars that the young target (18-30 years old) is looking for. Focusing on the breadth of brand awareness, the usage as *first car* presented a low value amongst the non-Opel users' which might be negative for the brand. Equally important, Opel owners will be likely to rebuy a car from the brand, contrasting with non-Opel users that are not putting the brand into their consideration set.

All in all, it is possible to identify that Opel is scoring well in recognition and category association. The results are mainly positive among the current Opel users, however, among the non-Opel users' group the brand has still some room for improvement in terms of recallability, usage situations and consumers' consideration set. With this in mind, Opel's brand salience was considered *green* for the Opel users' group and *yellow* for the non-Opel users' group.

Brand Performance

Concerning brand performance, Opel was positioned as a medium-high quality and medium price brand, however, non-Opel users tend to position the brand lower in quality and price when comparing with Opel users. Regarding the competitive set, contrary to the qualitative analysis, it was possible to clearly define Renault, Peugeot, and Citroën as Opel's direct competition. Equally important, the new Opel Corsa-e personifies the modernity, city, and youth direction that Opel is trying to attain to accompany the vanguards' car brands. This improvement has been noticed by the Opel consumers, nonetheless, non-Opel consumers do not realize any kind of major transformation at Opel's strategic direction.

In what concerns special features' awareness, Opel consumers demonstrate a lower level of awareness than expected since they are regularly in direct contact with the brand. In the meantime, non-consumers' awareness is above the expected, meaning that "past experiences" might be part of the factors that consumers consider when purchasing a car. By the large sum, most respondents have never used any of Opel's special features. Therefore, being aware or acquainted with Opel's special features offer does not translate into usage, either this is because those features are not sufficiently attractive to turn consumers' heads around or Opel's communication needs some kind of reformulation. Now, concerning the dealership experience, both Opel and non-Opel consumers demonstrate trust in Opel's services at least the ones from its official workshop, and highly value the friendliness of Opel's staff and honesty. Nevertheless, while these two latter attributes present a satisfactory level for non-Opel consumers to be at, Opel consumers seem to be on a medium spectrum in terms of the dealership's personal experience. With this in mind, Opel's brand performance was considered *dark green* for the Opel users' group and *yellow* for the non-Opel users' group.

Brand Imagery

In the case of Opel owners, Opel tends to be perceived as a German brand, focused on comfort and quality, and that transmits a sense of safety. In addition, both groups tend to associate a German female persona with Opel, most likely due to the presence of Claudia Schiffer image on Opel's advertisements. Regarding the typical Opel driver, the main associations relapse to people with a normal and simple life, belonging to the middle-class. This puts the brand as an average and common brand. On the positive side, it allows Opel to reach the mass market, but, on the other hand, as it is identified as a brand for normal and simple people, it shows a lack of identity and target since the definition is pretty generic, fitting almost anybody, and not helping the brand to differentiate.

Moving on to sources of information, the availability of trustworthy information, both on the brand's website as at the dealerships, is key in influencing consumers' decisions. Also, most respondents said that they have bought their cars from brand's dealerships. In fact, those who choose to buy second-hand cars, do it because of the attractive prices, consequently, the perceived affordability of Opel can be seen as an opportunity here. Therefore, the brand might leverage its price-quality ratio as a selling point.

All things considered, Opel users can associate it with the right values, such as comfort, quality, and safety, hence the attribution of the *dark green* colour. Lastly, non-Opel users do not associate any values with the brand, besides *German*, neither show any knowledge regarding it. However, they tend to consider the brand less conservative than initially thought, for that *orange* was the colour chosen.

Brand Judgments

Regarding brand judgments, despite the gap of knowledge of non-Opel users, the brand is perceived with good quality and good value for money by both Opel users and non-Opel users, reinforcing the above findings on performance. With respect to credibility, Opel is not delivering sufficiently attractive products to meet consumers' expectations and desires since it scored very low when respondents were asked if the brand understands and materializes customer's opinions, needs, and interests. In terms of consideration, as identified in both analyses, the likelihood of recommending the brand is high among Opel users contrasting with non-Opel drivers. Finally, Opel is not seen as unique or superior by both Opel and non-Opel drivers. With respect to Opel's strong points, usually, both groups tend to identify the good quality/price trade-off and the long-lasting presence in the market as such. In conclusion, Opel is performing well among both groups in terms of judgments about quality. Opel users are making good judgments in terms of credibility and consideration but not so good in terms of superiority, which leads to the attribution of the *yellow* colour. Plus, non-Opel users are poorly judging Opel mainly in terms of superiority and consideration, which leads to the attribution of the *orange* colour to them.

Brand Feelings

In the Opel users' group, people identified *satisfied* as the most important feeling, showing that indeed, they like the car they drive, and possibly the brand. Most non-owners', due to their lack of emotional connection to the brand, have chosen *indifferent*, demonstrating that improvements are needed in order to captivate the attention of this group.

In the non-Opel users' group, television advertisement was elected as the number one platform to learn about the news of the automotive industry, demonstrating, and giving reason to the large investment made every year, in this industry. Moreover, Opel drivers tend to focus more on social media, with the younger age segment (18-24) deeply embedded on Instagram, and the 25 to 30 age segment choosing Facebook as their preferred platform. This data is quite helpful for targeting as it enables to reach different segments by using the right channels such as programmatic advertisements, or targeted posts.

Finally, people from the younger segment (18-24 years old), when in need of help to choose a car tend to lean on their parents for guidance, besides that the non-Opel owners within this group, tend to be very open to receiving opinions from everyone. On the other hand, this analysis shows that people are very likely to ask their loved ones, with whom they live, either the parents for the under 24 years old segment or the spouses for the up 25 years old one, demonstrating that not always the degree of expertise is relevant, but more the opinion from people who are close to the matter, and that are affected by the choice. Hence, the convincing relatively to the purchase is not only of the buyer itself but it is also the influencer behind them. Under those circumstances, non-Opel buyers were attributed with the *orange* colour, as for them the existence of the brand is indifferent. Regarding Opel owners, the level given is *yellow* as the feelings associated with the brand are not intense enough to lead to a deep attachment.

Brand Resonance

In relation to behavioural loyalty, most consumers are loyal to a car brand contrary to the qualitative findings. Even though almost half of the Opel respondents considered themselves loyal to Opel, this result still represents a low value when compared to the loyalty percentage verified concerning the loyalty to any car brand. In reality, both groups consider the brand experience and the after-sales service as important. On the other hand, exclusive loyalty services are considered as the least important when re-purchasing the same car brand. Therefore, being aware of loyalty services usually does not change consumers' minds in the automotive industry, as consumers nowadays look for remarkable car experiences coupled with an expert staff team and outstanding customer service. On the positive side, Opel users indicate a high likelihood of rebuying an Opel car. Consequently, an apparent superficial loyalty demonstrated by Opel users seems to be holding repurchased actions but there is still a weak emotional connection with the brand.

Regarding active engagement, all respondents highlighted the importance of further developing the brand's website to complement the physical product offering. On the negative side, only a small percentage of Opel users consider themselves as Opel enthusiasts or ambassadors and visits Opel's official website in accordance with what was stated in the in-depth interviews. Moreover, only one-third of Opel consumers feel engaged with Opel, love to talk about the brand, and like to be seen driving an Opel car. In brief, the only positive aspect here is the fact that almost half of the Opel consumers follow the news regarding the brand in contrast with the qualitative findings. Relatively to attitudinal attachment, all respondents see as an opportunity the capitalization of the brand origin by Opel and hint to the fact that Opel's source of differentiation should not be exclusively based on innovation, but also in reliability and co-creation. In fact, Opel is considered not to be special or unique by its consumers, which is aligned with the quantitative brand judgments' findings. In conclusion, a weak attitudinal attachment regarding Opel was identified. Lastly, the sense of community of Opel is also weak as they do not see belonging to a car brand community as something important and very few see themselves reflected on the other Opel drivers. In conclusion, Opel's brand resonance has the *red* colour attributed since Opel barely fulfilled the four aforementioned components, and the same happens to the non-Opel drivers brand resonance. Bearing in mind that the remaining building blocks performed averagely and were represented mainly with the yellow colour, the fact that brand resonance is red does not present any surprise as it embodies all the other building blocks of the CBBE pyramid.

6. Recommendations

I. Improve Social Media Content – Brand salience & resonance:

Opel is having difficulty in connecting with the younger generation not only because their content is not engaging enough but also because Instagram is still poorly explored by the brand (Appendix 61). With this in mind, and in order to keep investing in digital communication, Opel should bet in both the development of content and engaging actions to attract and retain a younger audience. Moreover, Facebook has been losing some relevancy in the last few years, so Instagram should be prioritized since it is the platform where the biggest part of the desired target (18-30 years old) spends most of their time (Marktest, 2019).

Firstly, Opel Portugal should be very concerned about their Instagram visual presentation since it is the one that will make the first impression on online users. Thus, by creating a clean, modern, and visually appealing feed, it will work almost like an online showroom for the brand. In addition, the photos showing the product should be placed along with people with the appropriate age range: usually, consumers tend to associate the product with the person that is using it, so by putting an 18-30 years old person next to, for example, a Corsa, it might increase the association of being a car used by youth. Secondly, using Instagram stories tool to engage with users by posting questions, call-to-actions (swipe-up link), giveaways, among others, it will unfold a highly interactive storyline about the brand and respective car models. Moreover, Instagram takeovers by the brand ambassadors can also be a good source of entertainment content, which can draw the attention of new followers to the brand's Instagram. Lastly, the IGTV and Instagram highlights tool could be used to create "folders" of interactive content where consumers could access to car models' previews, ambassadors' exclusive content, e-mobility discussions, Opel news, events, among others. Additionally, some marketing strategies can be developed to generate online traffic to the brand's social media pages as well as increase its followers base. Therefore, giveaways or contests are a good strategy to lead users to engage with the brand by using WOM tools such as "Mention 3 friends to participate".

Besides that, Opel Portugal should create a new Instagram profile only dedicated to the most emblematic model, the Corsa. In short, Corsa would be presented on Instagram as if it was a human influencer by posting selfies, promoting its features, making *Instastories*, and interacting with the younger target. Usually, automotive brands create an official page, however, separated pages for specific models is something rarely seen. The objective is to create amusing content able to attract both Opel and non-Opel drivers to the page, generate buzz, and positive word-of-mouth around the brand since it is an unusual strategy for an automotive brand. Thus, if the company wants Corsa to make part of the younger age segment, it must act like them - being an active social media influencer turning the brand into a modern, appealing, and trendy automobile brand. All in all, this recommendation aims to enlarge Opel's Portugal followers base and putting the potential consumers indirectly exposed to the product offering, on a daily basis, which might impact recallability, active engagement or even the consideration set in the long-term. Equally important, with this action, Opel might be able to start associating positive feelings with the brand, moving it out of the indifference zone, previously identified in the qualitative analysis.

II. Improvement of the website experience - Brand judgments & brand resonance:

According to the findings through the survey made, Opel's Portugal overall website experience was neither above nor significantly below when compared to its direct competitors, mostly due to the lack of unique features. There are some concerns with the existing tools, for example, the sort of options inside the configurator is quite limited, and there is too much bureaucracy to access important information (Appendix 62). So, in the short term, Opel Portugal should aim to simplify the online processes, by reducing the bureaucracy steps, and invest in the development of a fully functional configurator, having a more homogenized offer across all countries where Opel operates. Furthermore, to reduce this aforementioned attrition, the creation of a programmed WhatsApp answering machine could be tested. For example, during the launch of the new Corsa-e, it could be useful to have the WhatsApp number "Talk with Corsa", where people could ask their doubts and receive an immediate answer by the programmed machine. In addition, they should develop a rating system within its website, where current Opel owners could rate their vehicles according to different metrics such as performance, durability, space, comfort, among others, and share their experience (either as a review, or directly with other consumers by using an Opel chat), so that potential buyers could have a trustworthy opinion to base their decision upon. A careful selection of reviews must be made since giving full "control" to the consumers might create some shaky situations, nevertheless, consumers trust peer consumers more than they trust advertisers or marketers (Lee and Youn, 2009; Sen and Lerman, 2007). To leverage this tool, the selection process must be done by an independent third party in order to ensure credibility, and transparency to the brand. This will lead to an increase in consumer's trust and further develop a true sense of community among Opel buyers. Besides, by having new added filters, based on a brief questionnaire, such as the value of consumers' budget, the main features they are searching for and the main purpose of the car in a section of the brand's website, Opel Portugal could advice each consumer on which model fits best their needs.

Finally, the creation of a webpage where consumers might get the chance of comparing two, or more models, in order to better understand their differences and the one that best satisfies what they are looking for. Lastly, those ideas were tested on the survey and validated by the respondents (Appendix 63). From the consumer's perspective, this will be seen as value-added.

Later, it might translate into higher levels of engagement and, consequently, of purchase since the main online tool used by consumers is the brand's website.

III. Improvement of Opel's actions for young consumers - Brand resonance:

To impact as soon as possible young adults' lives, Opel Portugal could create a partnership program with some Portuguese driving schools. This type of partnership would allow the brand to have an indirect "conversation" with young adults and gradually let them recognize the advantages of owning an Opel car while they learn how to drive (enhancement of attitudinal attachment). Furthermore, Opel Portugal could use this opportunity to "cover" the streets with Opel cars, increase its geographic reach, and leave its mark in one of the most important moments of each driver's life. Not to mention that people of at least 18 years old would be doing a test drive without having to go to a physical dealership. This way, Opel Portugal would be entering into the younger Portuguese segment as aimed by the brand. Here, the most important factor is the possibility of gathering data concerning young adults and use it for future direct marketing actions. In case, they do provide their data to the driving schools, they could receive a diverse range of discount vouchers to use at Opel's official dealerships and workshops.

Relative to active engagement and sense of community, a remarkable experience and outstanding customer service can simply mean a points-based program, which Opel Portugal could have available for consultation on its official website and MyOpel app. In other words, the brand would be awarding points according to the expenses and trips done by the respective consumer, for example, their vehicle maintenance. Furthermore, the accumulation of points could start right away from the precise moment a driver downloads the app and connects it with their new Opel car. In general, this would also generate free WOM by linking the increment of points with the invitation of more Opel friends to the app. In short, the main objective with the first part of the suggestion is to acquire potential non-consumers and demonstrate how unique and special Opel can be while the second part is more about boosting the retention of Opel's current consumers and the percentage of people that love to talk about the brand. In sum, both want to contribute towards a higher likelihood of drivers seeing themselves reflected on the other Opel drivers, and increase the number of consumers that like to be seen driving an Opel car. Lastly, Opel Portugal should bear in mind the negative effects of the vicious cycle of discounts that some car brands end up entering on.

Ultimately, Opel Portugal would launch a contest for all Portuguese universities with degrees of marketing, management, and engineering. In this contest, three main problems that Opel might be going through are presented and distributed across teams. This way students above 18 years old get to know Opel, the brand gathers insights and, lastly, it improves engagement and brand image among consumers and non-consumers. Initially, the competition would be solely national and with a prize to be decided by the company. Nevertheless, in case other countries create a similar type of contest, the Portuguese winning team could get the opportunity to in the future face international teams from the countries where Opel is currently established.

7. Limitations

Concerning the elaboration of the research project, some limitations should be addressed. Firstly, in both the qualitative and quantitative research methods, the unbalanced distribution of the sample did not allow for a more representative understanding of the typical Opel consumer as respondents were mainly non-Opel drivers aged below 24 years old. Secondly, in the quantitative section of the work project, a big variation in the sample size of each subgroup is noticeable, as non-Opel users aged between 25 and 30 years old only had 23 respondents out of 200. This fact reduces heavily the possible conclusions extracted from this subgroup, since from a statistical point of view, the sample size is insufficient to extract significant information. Also, the personal proximity of these people can bias, even if slightly, their responses throughout the interviews since they might only give positive answers in order to “help” the project.

Third, the long length of the online survey has most likely constituted a problem as it may have discouraged respondents to answer truthfully towards the end of the survey since they just wanted to finish it as soon as possible. Moreover, 255 respondents gave up during the survey, most likely as a result of its length. Third, and final point, some inconsistencies in respondents’ answers were found, as in one question they tended to give a more positive answer regarding Opel’s image, for example, and some questions later, they tended to say the opposite of their first statement. This case, although troublesome, was taken into consideration throughout the analysis, as it was used to show the lack of awareness or engagement, that most respondents demonstrated towards the brand.

8. Future Research

After the completion of this work project, some topics might require some further in-depth analysis. Firstly, the outcome of the implementation of the suggested recommendations should be studied, since it is important to understand if they had an impact on the resolution of the diagnosed problems. Secondly, it is important to understand if Opel’s strategy for 2020, in which the brand tries to reach the 18-30 years old segment, is beneficial for the company in the long-term or if it compromises the current strategy applied to its older age segment. Ultimately, it should be further analysed if it would be beneficial to decentralize the power of decision relative to some of the countries, instead of it being solely concentrated in the German headquarters.

9. References

If not otherwise indicated, Opel internal data and information was provided by Daniel Camacho, Marketing Director at Opel Portugal, during an interview on the 4th of October of 2019.

Aaker, David A. 1996. “Measuring Brand Equity Across Products and Markets.” *California Management Review, 38 (3): 102-120.*

Aaker, David a. 1991. “Managing Brand Equity.” *Journal of Marketing, 30 (2): 256-258.*

American Marketing Association. 1960. *Marketing Definitions: A Glossary of Marketing Terms.*

Barnham, Chris. 2015. “Quantitative and Qualitative Research: Perceptual Foundations.” *International Journal of Market Research, 57 (6): 837-854.*

Chieng, Fayrene Y. L. and Goi Chai Lee. 2011. “Customer-Based Brand Equity : A Literature Review.” *Journal of Arts Science & Commerce, 2: 33-42.*

Chu, Heting and Qing Ke. 2017. “Research Methods: What’s in the Name?” *Library and Information Science Research, 39 (4): 284-294.*

Cobb-Walgren, Cathy J., Cynthia A. Ruble, and Naveen Donthu. 1995. “Brand Equity, Brand Preference, and Purchase Intent.” *Journal of Advertising, 24 (3): 25-40.*

European Automobile Manufacturers Association. 2019. “The Automobile Industry Pocket Guide.” Retrieved October 15. https://www.acea.be.

Farquhar, PH, JY Han, and Y. Ijiri. 1991. *Recognizing and Measuring Brand Asset*. Cambridge: Marketing Science Institute.

Focus2move. 2019. “Focus2move: Portugal Best Selling Cars 2018 - The Top 100.” https://focus2move.com/portugal-best-selling-cars-2018/.

Focus2move. 2019. “Focus2move: Portuguese Auto Market 2018 - All Sales Data.” https://focus2move.com/portuguese-auto-market-2018/.

Grace, Debra and Aron O’Cass. 2002. “Brand Associations: Looking through the Eye of the Beholder.” *Qualitative Market Research: An International Journal, 5 (2): 96-111.*

Group PSA. 2019. “2019 H1 Results.” https://www.groupe psa.com/en/newsroom/corporate-en/half-year-results-2019/

Group PSA. 2019. “Annual Results 2018.” https://www.groupe-psa.com/en/publication/2018-annual-results/.

Group PSA. 2019. “Press Release Commercial Results 2018.” https://www.groupe-psa.com/en/newsroom/corporate-en/groupe-psa-commercial-results-2018.

Keller, Kevin Lane. 1993. “Conceptualizing, Measuring, and Managing Customer-Based Brand Equity.” *Journal of Marketing, 57 (1): 1.*

Keller, Kevin Lane. 2001. “Building Customer-Based Brand Equity : A Blueprint for Creating Strong Brands Building Customer-Based Brand Equity : A Blueprint for Creating Strong

Brands." *Journal of Marketing Communications, 15 (2-3): 139-155*.

Keller, Kevin Lane. 2013. *Strategic Brand Management : Building, Measuring, and Managing Brand Equity*. 4th ed. edited by S. Wall. Boston: Pearson.

Kuhn, Kerri Ann L., Frank Alpert, and Nigel K. L. Pope. 2008. "An Application of Keller's Brand Equity Model in a B2B Context." *Qualitative Market Research, 11 (1): 40-58*.

Lane Keller, Kevin. 2009. "Building Strong Brands in a Modern Marketing Communications Environment." *Journal of Marketing Communications, 15 (2-3): 139-155*.

Lee, Mira and Seounmi Youn. 2009. "Electronic Word of Mouth (EWOM): How EWOM Platforms Influence Consumer Product Judgement." *International Journal of Advertising, 28 (3): 473-499*.

Mack, Natasha, Cynthia Woodsong, Kathleen M. MacQueen, Greg Guest, and Emily Namey. 2005. "Module 4: Focus Groups." *Qualitative Research Methods: A Data Collector's Field Guide, 28 (3): 179-187*.

Malhotra, Naresh K. and David F. Birks. 2006. *Marketing Research: An Applied Approach*. 2nd ed. Harlow, England; New York: Financial Times/Prentice Hal.

Media Opel International. 2017. "The Future Is Everyone's: Opel Presents New Brand Credo, New Logo and New Insignia Campaign with Jürgen Klopp." Retrieved October 15. https://int-media.opel.com/en/06-13-insignia-campagne.

Media Opel International. 2019. "About Opel." Retrieved October 15. https://int-media.opel.com/en/about-opel.

Media Opel International. 2019. "Facts & Figures." Retrieved October 15. (https://int-media.opel.com/en/taxonomy/term/7232.

Media Opel International. 2019. "New Opel Corsa: Sixth Chapter of Success Story Begins." Retrieved October 15. https://int-media.opel.com/en/08-14-corsa-sixth-chapter.

Opel. 2019. "Opel Philosophy." Retrieved October 15. www.opel.be/content/opel/worldwide/master/en/index/about-opel/philosophy.html.

Público. 2019. "Mais Utilizadores Em Portugal Escolhem WhatsApp e Instagram." Retrieved October 15. https://www.publico.pt/2019/09/24/tecnologia/noticia/utilizadores-portugal-escolhem-whatsapp-instagram-1887732.

Saunders, Mark, Philip Lewis, and Adrian Thornhill. 2009. *Research Methods for Business Students. Fitfth Edition*.UK: PearsonEducation.

Simon, Carol J. and Mary W. Sullivan. 1993. "The Measurement and Determinants of Brand Equity: A Financial Approach." *Marketing Science, 12 (1): 28-52*.

Statista. 2019. "Car Sales in Europe - Market Share of Car Manufacturers 2019." Retrieved October 15. www.statista.com/statistics/263421/market-share-of-selected-car-maunfacturers-in-europe/.

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

A Brand Equity Report for Opel Portugal: Building a successful brand for younger Portuguese consumers

Discovering who the brand ambassador should be in the younger segment.

Diogo Magalhães Barreto 33215

A Project carried out under the supervision of:

Sofia Kousi

01/01/2020

I. Abstract

Communication is highlighted as a problem; therefore, we need to look into this more. Part of Opel's communication is built on its ambassador, so given how important this decision is one must then look to the factors contributing to it, and how to improve them. For that reason, specific questions were included in the survey developed for the group project, regarding brand ambassadors. The analysis will have as foundations the model of McCracken (1989) concerning meaning transfer. Lastly, one main recommendation is proposed, with the objective of improving the overall communication capacity of the brand.

II. Key Words

Celebrity Endorser, Opel Portugal, McCracken's model, meaning transfer.

III. Table of contents

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).

Literature Review

Celebrity endorser is described as a person, easily recognizable by its peers that can use this trait to gather attention to an endorsed product (McCracken, 1989). Celebrities have the ability to work as quality stamps, giving assurance to the public that the product endorsed by them is worthy (Dean, 1999).

The topic of celebrity endorsement has begun by the development of the source credibility model (Riley et al., 1954), and the source attractiveness model (McGuire, 1985). The combination of the two models will be called *the source models* (MCCracken, 1989). This model defends that the core of its effectiveness is due to the traits of the celebrity, and not to the fit between the brand and the celebrity. Additionally, it also cannot explain why a certain celebrity does not fit a certain product. For those reasons McCracken decided to build on top, but further developing the gaps existent.

The new model (Appendix 1) is developed in three stages. In the first one, celebrities "receive" their meanings, through their jobs, objects and persons they encounter, so it consists on a transfer of meaning that then resides within the celebrity. The use of celebrities versus normal people is because the first ones can deliver everything the latter can, but with more precision and in a more powerful manner, also celebrities own their meanings due to long acquaintance the audience have with them. To note that credibility plays a pivotal role in consumers perception of a celebrity (Biswas et al., 2006), therefore, it is understandable that endorser credibility would lead to increased levels of brand loyalty, gained through brand recall and recognition (Spry et al., 2011).

The second stage describes the transfer of meaning from the celebrity into the product, for this to happen a proper casting of the celebrity must be made. First, the symbolic properties must be determined, and only then the brand must seek a fitting celebrity that possesses those meanings. After that, the construction of the advertisement must be done so that only the desired meanings are extracted from the celebrity, once, not all of them are helpful for a certain product.

The celebrity is not there as an adornment, instead it should be the focal point of the advertisement itself (Till and Busler, 1998).

Finally, the third stage, and the most important one, claims that the transfer of meaning from the product to the final consumer must be claimed by them, and consequently worked on, as there is no automatic transfer from the object to the consumer (McCracken, 1988). Celebrities are seen as credible, once they represent the successful path of embodying the meanings received by others. Without doubt, the possibility of having a celebrity endorsing a product, would probably lead to better acquisition rates (Daneshvary and Schwer, 2000).

In sum, the success of endorsers relies on the fit between the product and the celebrity advocating for it (Kamins, 1990), and that the success of an endorser differs from product to product (Friedman and Friedman, 1979). Regarding the endorser, *per se*, Till and Busler (1998), defend that the attractiveness dimension is not as helpful in doing the match between endorsers and brands, as the expertise dimension may be. In addition, the trustworthiness of an endorser, if perceived by the audience, leads to an incremental alteration of brand attitude (Malik and Guptha, 2014). Finally, and according to Erdogan and Baker (2001, 44) the key attributes a celebrity must deliver are: "*celebrity-target audience match; celebrity-product/brand match; overall image of celebrity*".

Methodology

To assess Opel's Ambassador quality, qualitative and quantitative research methodologies were used research and the design was based on that of the Group project (A Brand Equity Report for Opel Portugal: Building a successful brand for younger Portuguese consumers).

In the qualitative part questions made were either directly related to João Manzarra, as he is the current ambassador of Opel, or brand strengths guided questions, in order to better understand how does the relationship between brand strengths and ambassador communication works.

Regarding the quantitative analysis the focus was on discovering who would be a good fit with the brand trying to encompass the model of Erdogan and Baker, for Opel's younger consumers, using McCracken's model as a base. For that, once again, strong points and projective technique were key. In the latter, people were given descriptions of certain people, and they had to choose the ones that best fitted an Opel driver. Finally, a direct question was made, regarding who should be Opel's Portugal brand ambassador, with the goal of understanding if a general opinion existed. The goal was to unveil if a celebrity-target audience existed.

Results and Analysis

In order to access who should be Opel Portugal's brand ambassador, one must first look at what meanings does the brand desires to transmit, hence the focus on the second stage of McCracken's model. In order to do that, further analysis must be done when analyzing qualitative data, as well as quantitative one. The first and third stages of the model will be discussed in the Recommendation part of this report.

Starting with the results from the in-depth interviews, Opel tends to be identified as a brand for small/city cars and family cars, this trend is aligned to the two age segments, 18-24, and 25-30 years old, respectively. Regarding price, the 25-30 years old group positioned the brand with higher prices than 18-24 years old group, probably because they are looking for a more up-scale model, such as Astra or Insignia, with higher prices. On average, the brand is seen as having a good price-quality ratio, as for the thirty respondent's quality tends to be medium to high and price medium to low.

Discussing imagery, results shown that the set of words that best described Opel, was composed by *safe*, *reliable*, *middle-class* and *quality*. When completing the projective technique, the brand was mainly perceived as being a man (20/30 responses), in his forties. Additionally, usually dressed in a business manner, and who enjoys listening to commercial music. However, some connection to a German woman, in her forties, as well, was made aware by at least three of the respondents, that most likely tried to describe Claudia Schiffer, as she was part of one of Opel commercials, in 2014.

In what regards the values attributed to the brand, the trend is kept like the one in imagery, whereas here respondents identified trustworthy, reliable, and consistent as the top 3 values.

Then, when presented with the current advertisements of Opel, namely one with João Manzarra, the feedback received was mixed. First, some people (15 out of 30) showed great support to Opel's initiative of presenting a brand ambassador in their advertisements, on the other side (8 out of 30) find that the use of celebrities is unnecessary in this context, and does not bring anything "new to the table". Second, the choice of Manzarra, as a brand advocate, created some disagreements among respondents, as for many he is not a suitable celebrity to match Opel's values (17/30), once he has a history of personal problems, he does not transmit the right message, to the right target, and does not seem to be credible. This situation is extremely apparent, as for the segment aged above 25 years old, all believe that Manzarra is a bad fit for the brand, which could demonstrate a lack of useful meanings to be transferred from the celebrity to the consumers. On the other side, some defend that the funny and young personality of João are of great advantage for Opel (12/30), and indeed are a match to the brand's message and values. The segment aged below 24 years old, tend to be split almost 50-50 in what regards their agreeableness of the use of João as a brand ambassador. This, although not conclusive, generates some discomfort in the future use of this celebrity as the main spokesperson, once most respondents do not believe in Opel's current choice.

Moving into the analysis of the quantitative data, and starting with the projective technique, the aim was to identify Opel's typical driver, as the results shown that the *German woman* description, was highly mentioned by both female and male respondents (61% and 56%, respectively), even more than the man one (53% and 48%, respectively). This difference, although slim, tends to show the power of country of origin, and of past contacts with the brand, as most Opel commercials feature German brand ambassadors, so the audience creates a mental bias towards those kinds of representation regarding the typical car driver.

Concerning the strong points of the brand, respondents from all subgroups tend to agree in good price to quality ratio (60%) and quality inherited by the long presence in the Portuguese market (40%). These points must be transmitted somehow by the ambassador chosen, as the meanings transferred should encompass the ones above.

As mentioned, young consumers (18-24 years old), tend to feel overwhelmed with the choice of a new car, or even their first car, so they are highly susceptible to be influenced, hence the importance of choosing the right ambassador to convince them.

Finally, an analysis on respondents' opinions towards who should represent Opel in Portugal was made. Here only 135 answers were recorded, as 65 did not answer this question. This was already expected due to the difficulty of conceptualizing all the parameters needed to reach a possible decision. Such an opinion demonstrates previous thought on the matter, or at least some high degree of familiarity and proximity to the brand. This is one of the biggest limitations of this project, as some representativeness has been lost, however, from a statistical point of view, conclusions might still be valid as the sample size is greater than 30.

Moving now to the analysis itself, in general people tend to give a description of a man (43%), and only 11% sees the ambassador as a woman. When comparing male respondents' answers with the ones from female respondents (Appendix 2), no real differences were found, as both groups tend to mention significantly more men than women (51% of men identified male celebrities, while 16% of women mention female celebrities). These results differ heavily from the projective technique exercise mentioned above, once the "person" that Opel could be, is quite different from the person that could represent Opel. It still shows the predominance of the industry as a male oriented market, although changing, but where brands tend to lean more in manly celebrities to ensure the values they want to transmit are perceived as credible and powerful. In addition, 29% of respondents said that they did not know who could be Opel's brand ambassador, this goes in line to what was previously discussed, once in such a difficult topic it can be troublesome to give an opinion when the level of knowledge and engagement with the brand is quite low, or even non-existence, as seen before.

Going deeper in the analysis, details regarding the celebrities chosen to arise, for example 10% mentioned an actor, versus 8% that referred an actress instead. The following professions were comedians (9%), footballers (6%), and show presenters (6%). It is very mysterious how pilots (2%), contrary to what conventional wisdom might say, do not represent a bigger part in the consideration set, probably due to the lack of awareness and recognition of the modality in the country. These categories were developed in the analysis, given respondents' answers. For example, if a respondent gave a name of an actor, it would then count as an actor for this analysis. Regarding individual personalities the ones that stood out the most were Pedro Teixeira (5%), João Manzarra (4%), Pedro Lamy (2%), Filomena Cautela and Cláudia Vieira (1%). In addition, Cristiano Ronaldo and João Félix also had 1% of the votes.

The presence of Manzarra, in second place, goes hand to hand with the findings from qualitative data, where 12 out of 30 agreed with his presence in Opel commercials, however, this slight percentage, also shows the lack of either awareness of his commercials, or lack of fit between him and the brand, otherwise higher levels of votes would be expected. Given his presence in Opel shows and commercials, the presence of some mentions were expected. However, such a low value, only 4%, tends to induce that people only bring him on due to some memory of his face on a commercial, and not a deep connection to the brand itself. Also, coming in second place, behind Pedro Teixeira, highlights his lack of credibility and "importance" as a brand symbol.

Recommendations

Given the analysis made in the previous section, it is now time to transform it in future recommendations for the brand. As mentioned previously in the group report, the younger age groups tend to go for cheaper cars, and value more low consumption, safety, good value for money, and lack the confidence to make this decision by themselves. Given these results one must identify that credibility, trustworthiness, reliability, should be some of the most important meaning to be transferred to the final consumer. Credibility, due to the importance that good value for money has in this segment. Trustworthiness, once many consumers in this age group lack the knowledge to make their decisions, hence trusting that what the brands tells them is truthful and sincere is key. And reliability, because safety and low consumptions are very much valued among these consumers, hence the need for these to keep stable over time. With that in mind, the evidence push to discard João Manzarra as a brand ambassador, and rejuvenate his position with someone that can reach a younger target efficiently, transmitting a sense of comfort and guidance, and someone that can be relatable to an extent. Putting all these factors together, Pedro Teixeira, the 38 years old Portuguese actor, seems to be a strong choice. The explanation is as follows, first he is someone very endearing to most twenty-year old's, as they saw him start his career in *Morangos com Açúcar*, season 2, where he played a motocross biker, transmitting a sense of some degree of expertise to the audience. Second, as mentioned, he is someone extremely well-known in this age segment allowing for a strong bond to be established, enabling for a better transfer of meanings, as consumers will be more predisposed to spend their attention watching the campaigns of Opel. Third, consumer's long acquaintance with the celebrity allowed for them to see, and follow, Pedro's growth, not only as a person, as he is already a father, but also in his career, where, one might say, he has reached maturity, as he is presenting the program *Mental Samurai*, demonstrating the historical evolution of his "brand". Fourth, the actor/presenter is arguibily one of the best actors of his generation, easily seen by the success of 3 of the series where he as lead actor. This can be transposed to the reality of Opel where one of the strong points to be highlighted is quality, due to long lasting presence in the market. All in all, Pedro Teixeira seems to fit the role of Opel's ambassador, once he is both an actor (10% choice in the survey), and a presenter (6%), delivering great exposure at a program (*Mental Samurai*) that delivers both the notions of knowledge and innovation.

In conclusion, Pedro Teixeira seems to have all the necessary ingredients to work seamlessly, as it enables Opel to cover all the strong and fundamental points of their offer, transferring the meanings from the endorsers to the brand's product, and from the latter to the final consumer.

References

Biswas, Dipayan, Abhijit Biswas, and Neel Das. 2006. "The Differential Effects of Celebrity and Expert Endorsements on Consumer Risk Perceptions: The Role of Consumer Knowledge, Perceived Congruency, and Product Technology Orientation." *Journal of Advertising, 35 (2): 17-31.*

Daneshvary, Rennae and R. Keith Schwer. 2000. "The Association Endorsement and Consumers' Intention to Purchase." *Journal of Consumer Marketing, 17 (3): 203-213.*

Dean, Dwane Hal. 1999. "Brand Endorsement, Popularity, and Event Sponsorship as Advertising Cues Affecting Consumer Pre-Purchase Attitudes." *Journal of Advertising, 28 (3): 1-12.*

Erdogan, B. Zafer, Michael J. Baker, and Stephen Tagg. 2001. "Selecting Celebrity Endorsers: The Practitioner's Perspective." *Journal of Advertising Research, 41 (3):39-48.*

Friedman, Hershey H. and Linda Friedman. 1979. "Endorser Effectiveness by Product Type." *Advances in Consumer Research* 7, 19 (5): 63-71.

Hirsh, Evan, Steve Hedlund, and Mark Schweizer. 2003. "Reality Is Perception: The Truth about Car Brands." Accessed November 10. https://www.strategy-business.com/article/03302?gko=32b46.

Kamins, Michael A. 1990. "An Investigation into the 'Match-up' Hypothesis in Celebrity Advertising: When Beauty May Be Only Skin Deep." *Journal of Advertising, 19 (1): 4-13.*

Mack, Natasha, Cynthia Woodsong, Kathleen M. MacQueen, Greg Guest, and Emily Namey. 2005. "Module 4: Focus Groups." *Qualitative Research Methods: A Data Collector's Field Guide, 28 (3): 179-187.*

Malik, Garima and Abhinav Guptha. 2014. "Impact of Celebrity Endorsements and Brand Mascots on Consumer Buying Behavior." *Journal of Global Marketing, 27 (2): 128-143.*

McCracken, Grant. 1989. "Who Is the Celebrity Endorser? Cultural Foundations of the Endorsement Process." *Journal of Consumer Research, 16 (3): 310-321.*

McGuire, William J. 1985. "Attitudes and Attitude Change." *Handbook of Social Psychology*, 2: 233-346.

Miller, Felicia M. and Chris T. Allen. 2012. "How Does Celebrity Meaning Transfer? Investigating the Process of Meaning Transfer with Celebrity Affiliates and Mature Brands." *Journal of Consumer Psychology, 22 (3): 443-452.*

Riley, Matilda White, Carl I. Hovland, Irving L. Janis, and Harold H. Kelley. 1954. "Communication and Persuasion: Psychological Studies of Opinion Change." *American Sociological Review*, 19 (3): 355-357.

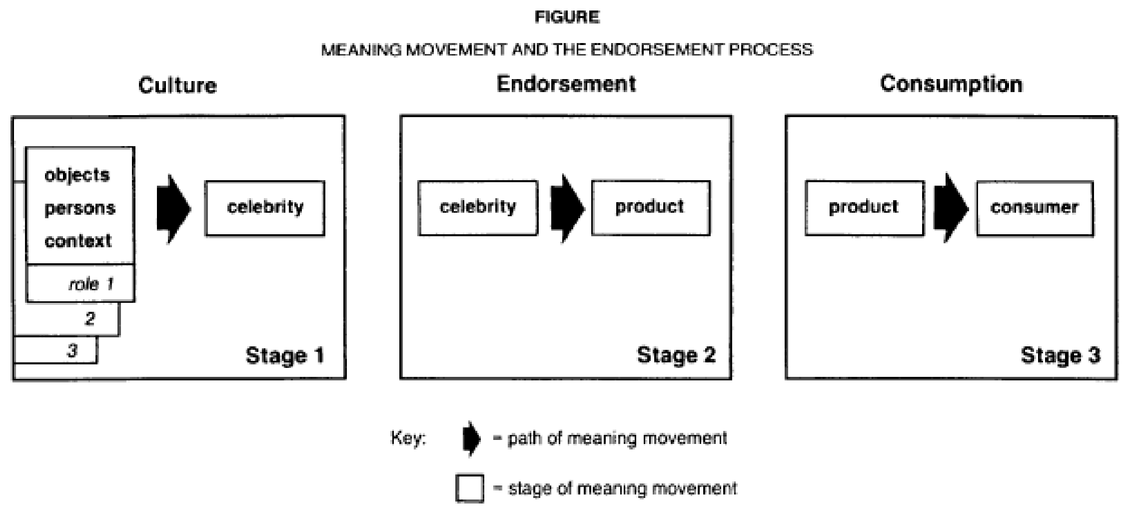
Saunders, Mark, Philip Lewis, and Adrian Thornhill. 2009. *Research Methods for Business Students. Fitfth Edition*. UK: Pearson Education.

Spry, Amanda, Ravi Pappu, and T. Bettina Cornwell. 2011. "Celebrity Endorsement, Brand Credibility and Brand Equity." *European Journal of Marketing, 45 (6): 882-909.*

Till, Brian D. and Michael Busler. 1998. "Matching Products with Endorsers: Attractiveness versus Expertise." *Journal of Consumer Marketing, 15 (6): 576-584.*

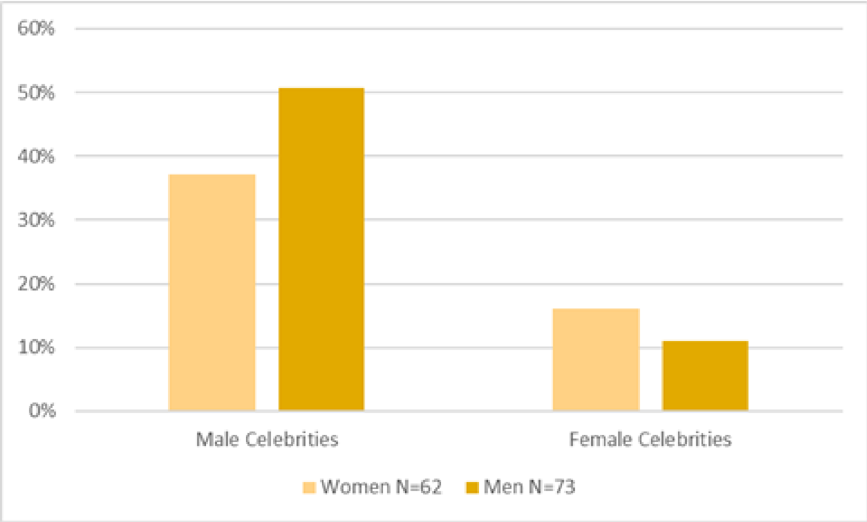
Appendix

Appendix 1- Description of McCracken's model.

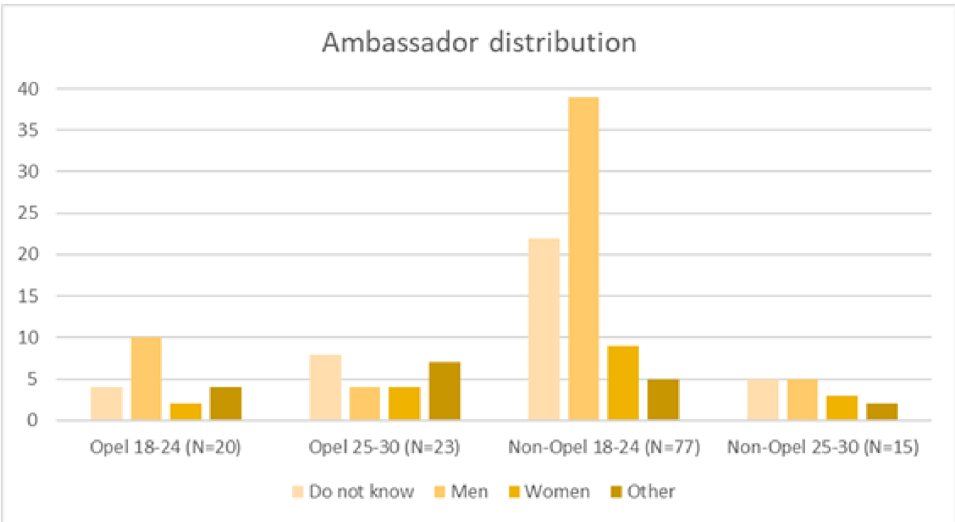


Source: McCracken (1989, 315) Retrieved from "Who is the Celebrity Endorser? Cultural Foundations of the Endorsement Process".

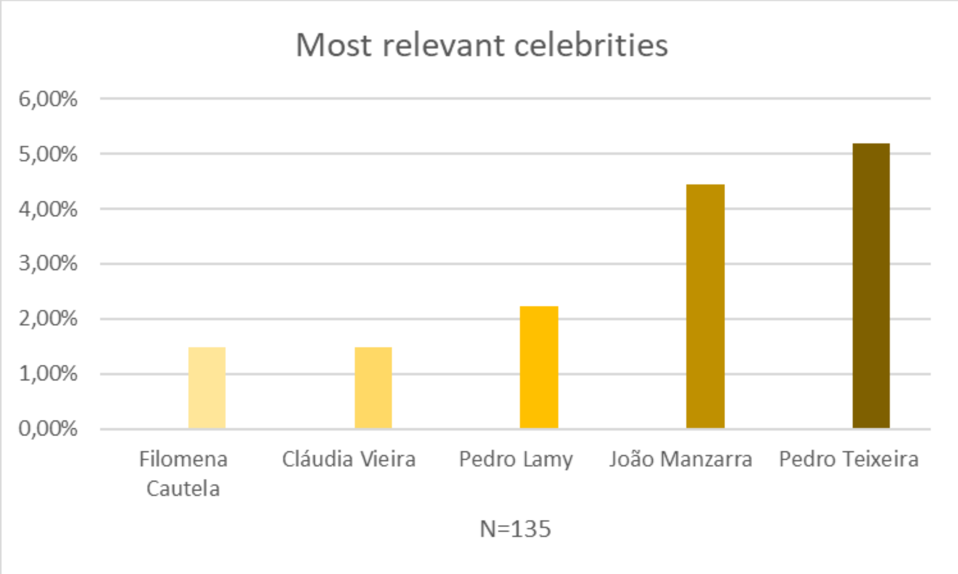
A when questioned which Portuguese ambassador would fit best Opel's Portugal values.



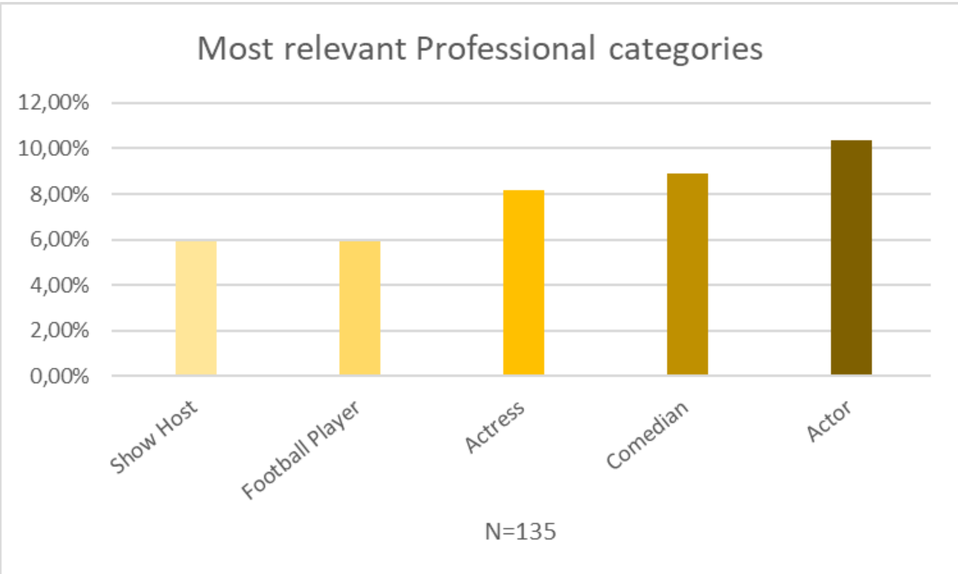
Appendix 3- Respondent's answers division, per sub-groups, between male and female celebrities, when questioned which Portuguese ambassador would fit best Opel's Portugal values.



Appendix 4- Respondent's answers division between most recalled celebrities, when questioned which Portuguese ambassador would fit best Opel's Portugal values.

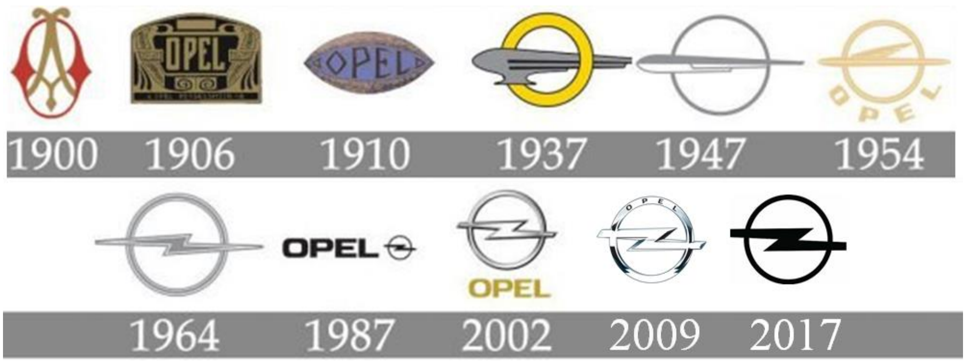


Appendix 5- Respondent's answers division between professional categories, when questioned which Portuguese ambassador would fit best Opel's Portugal values.

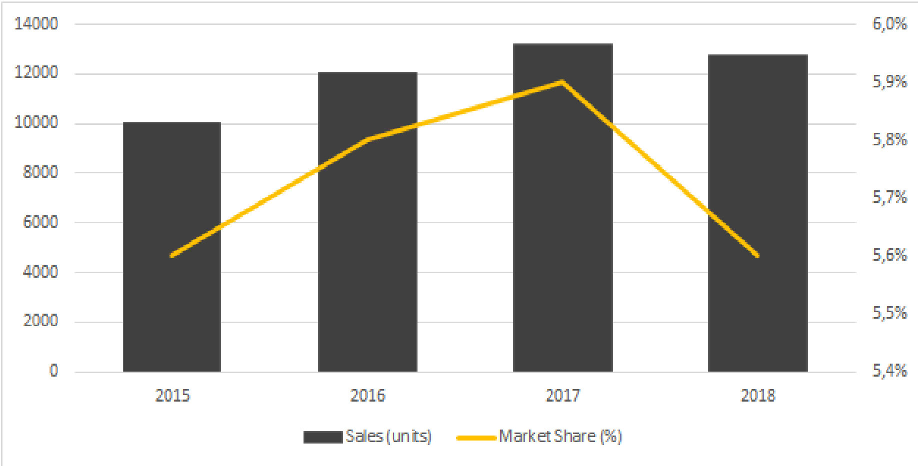


10. Appendix – Group Thesis

Appendix 1 - Opel's logo evolution (1900-2017):

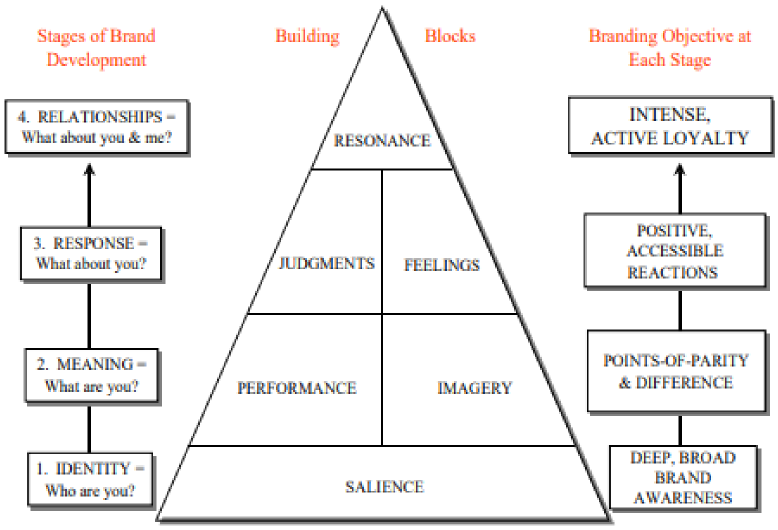


Appendix 2 - Opel's sales and market share evolution in Portugal (2015-2018):



Data: Retrieved from Focus2move annual reports in Portugal (2015-2018).

Appendix 3 – Keller's Customer Based Brand Equity Model Pyramid:



Source: Keller (2009, 144). Retrieved from "Building strong brands in a modern marketing communications environment".

Appendix 4 - Explanation of the different categories of Brand Imagery:

Intangible Category	Explanation
User Profiles	User imagery relates to either the type of person that uses the brand, or to the aspirational person that could use the brand. Consumers tend to base this perception using demographic, and psychographic factors. Regarding an organizational profile, user imagery may relate to the size and type of organization that uses the brand.
Purchase and Usage situation	Associations regard the situation in which the brand might be used, like the time of the day, location, and the activity linked to it. Also, it can be related to the purchase channel used to buy the brand, and associated rewards.
Personality and Values	This category encompasses five dimensions: sincerity, excitement, competence, sophistication, and ruggedness. It explains how human traits are also used, by consumers, to describe and relate to brands, and to the difficulty of consumers to change their image of a brand after they conceptualize its personality.
History, Heritage, and Experiences	Brands may take on associations to their past and certain noteworthy events in the brand's history. Those might involve personal experiences, hence being of great and deep meaning to consumers.

Appendix 5 - Explanation of the different types of Brand Judgements:

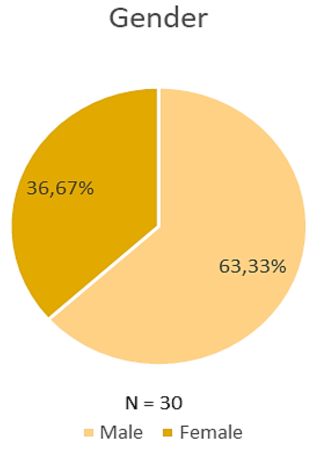
Type of Brand Judgement	Explanation
Brand Quality	Refers to consumers' perceived quality, leading to an overall evaluation of a brand and often form the basis for brand choice.
Brand Credibility	This relates to how much a brand is perceived as credible, especially in perceived expertise, trustworthiness, and likeability.
Brand Consideration	Brand consideration translates into how personally relevant customers find the brand, as not only they must find it credible and like it, they must want to purchase it, or at least consider the brand.
Brand Superiority	Superiority is key in developing long-lasting brand equity, as it measures the means by which the consumer views the brand as unique. In order to achieve it, one must create unique associations that are relevant to the consumer.

Appendix 6 - Explanation of the different categories of Brand Relationships:

Brand Relationship Categories	Explanation
Behavioral Loyalty	How often do customers purchase a brand and by how much do they purchase it.
Attitudinal Attachment	That translates into viewing a brand as something special and deeply loved.
Sense of Community	Where consumers may experience a sense of belonging.
Active Engagement	Occurs when consumers are actively willing to invest time, energy and money into a brand, beyond the point that they have already expended during their purchase and consumption.

Appendix 7 - In-depth consumer interview sample distribution:

	Opel *(6 respondents)*	**Non-Opel** *(24 respondents)*
18 – 24 years old *(26 respondents)*	3	23
25 – 30 years old *(4 respondents)*	3	1



Appendix 8 - In-depth interview discussion guide:

BRAND EQUITY FIELD LAB - OPEL

❖ Salience

1. Name as many car brands as possible (*1 minute given to each participant*).
2. Which car brands can you think of for the following categories? **Categories:** City cars / Small cars; Family cars; SUVs; Sports Cars; Electrics; Vans and Commercial Cars.

***Note:** In case of not mentioning Opel above, ask to position the brand in one of the four category circles; **Format:** Circles with categories and post its for each category.*

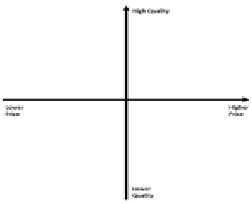
3. In which situations Renault and Opel **OR** X brand and Opel (*for the ones without an Opel car*) are appropriate to use? (e.g. does it come up when you want to buy a car or when you want to buy a motorcycle) **Situations:** **City**; First car; Rural/mountains; Summer Festivals; Routine/Daily; Vacations
4. If Opel did not exist and you needed to buy a car, where would you go instead?
5. Is it a brand (Opel) that comes to mind a lot? Why/why not?
6. Have you ever bought an Opel car?

   YES: Which one? How satisfied were you? What did you like/not like?

   NO: Why not? What did you buy instead?

❖ Performance

1. Position in the following map the brands which you identified in question 1 (Salience).



Nova School of Business & Economics 2019/2020 1st Semester

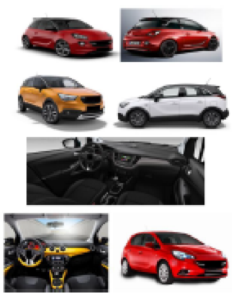
2. What brands come to your mind in terms of reliability? How durable are these brands?

From this point on, the following questions are only regarding Opel vs. Renault or Opel vs X (for the ones that do not have an Opel car)

3. Describe the characteristics that the car you drive must have. Make a list of cars brands that are able to satisfy these characteristics.
4. How stylish do you find these brands?
5. Do you know any special feature in the following brands: Renault and Opel/ Opel and X? *Special features: MyRenault; Park Assistance; Renault Easy Connect; MyOpel; Opel On Star, Park assistance; 30% more LED Light.*
6. Did you try any service from any of the above car brands? If yes, which ones? How it was (speed, quality, sympathy, efficiency, among others)? [Mainly focusing the dealership experience and drive tests.]
   - How would you describe Opel/Renault/X dealership/customer service? Does it completely satisfy your requirements? Example: Were you made to feel welcome during your visit? How are the people that work there/experience (knowledgeable) with the service? And the "agente"? Why?
   - Would you go there again or recommend when buying your next car? If no, what would make the difference when selecting a dealership to go? What did you like most and least about the experience? What would be the 2 or 3 things that would have made your dealership better?
   - Have you had any bad experience? Are you aware of the available services? What is it like to get information on the Opel/Renault website? Do you check it frequently?

Nova School of Business & Economics 2019/2020 1st Semester

Now, regarding a car model: (Show images from Opel car but covering the brand)



7. Do you recognize the model and brand that is present in the following pictures?
8. Describe these images.
9. Would you change anything? What do you like the most about each one?

❖ Imagery

1. If Opel was a person and it walked in through this door what type of person would it be?
2. In your opinion, who is the typical person driving an Opel? How close that description is related to you as a person?
   a. What is the car brand that mostly describes you and your personality? And, why?
3. What values that you believe are the most important to have on a car brand? (Trustworthy, reliable, among others) Tell me one or two brands by order that you think that have these values?

Nova School of Business & Economics 2019/2020 1st Semester

4. If I ask car brands with a strong past, history and heritage, which brands come to your mind?
5. In your opinion what are the words that mostly describe Opel and Renault?
6. What is the brand origin? To which brand group do they belong?
   a. If you did not know, does that change the perception you had about the brand or not? Why?
7. Ask people to draw the logo.
8. Do you know the Opel slogan? Or, of your own car?
9. What ways do you use to search when you think of buying a car? *Format: Maximum, Relative and No importance.*
10. Can you remember any good or bad memory associated with the brands?

From this point on, the questions are only about Opel

❖ Judgments

Quality

1. What is your overall opinion of regarding Opel? why?

Credibility

2. How innovative are the makers of Opel? why?
3. Do the makers of Opel understand your **needs**, care about your **opinions**, have your **interests in mind**? Why not?
4. How much do you like / admire /respect Opel? And, why?

Consideration

5. Who do you ask opinion to buy a car? And, why? *Format: Maximum, Relative and No importance.*
6. How likely would you be to recommend this brand to others? Why?

Nova School of Business & Economics 2019/2020 1st Semester

7. How personally relevant is this brand to you? Why?

Superiority

8. Is this brand unique? why?

9. How superior is this brand to others in the category *(car manufacturer)*? why?

10. What advantages does Opel offers that other brands cannot?

❖ Feelings

1. How does Opel make you feel?

Specific for people with an Opel car:

(Ordering process) Have you ever experienced a delay in the car buying process/delivery? If yes: How did you feel? and, how was the behavior of the "agente" that solved it? Were you satisfied with the final outcome?

(Post-purchase stage) How does "agentes" of Opel make you feel overall? Why? Do they deliver an impeccable post-purchase service? Why? Is the post-purchase service easy to deal with? Effective? What would you improve and why?

Link of the ads:

a. https://www.youtube.com/watch?v=681iopVO1_A (Crossland X)
b. https://www.youtube.com/watch?v=k9KWZ1ZE4xo (Adam)

2. Have you seen these ads before? Name some words that describe these ads.
   - Does it represent what you think of the brand? why?
   - Was there anything memorable for you?
   - What does it say about the brand? why?
   - Who is the ad talking to? why?
   - Based on the ad, who do you say that is the consumer of Opel? why?

Nova School of Business & Economics 2019/2020 1st Semester

- How close is this to you? Does it match your personality? Is it for you, and why? If not, how it could catch your attention then?

- https://www.youtube.com/watch?v=_ARrTmUcMI (Manzarra)

3. What do you feel seeing this celebrity using an Opel? Do you think that João Manzarra is the best brand ambassador? Why? Does he fit with the company values? (In case of a negative answer) How could it be improved?

4. What means of communication do you think are the most appropriate for Opel and that you care/pay more attention to?

❖ Resonance

1. What would it take for you to become a loyal customer/develop a deeper relationship with Opel?
2. Are you aware of any of these loyalty programs (MyOpel, Opel connect, Opel Service Club, Opel FlexCare)? If not, do you feel now more attracted to Opel?

Loyalty

3. Are you loyal to Opel?

   NO: Why are you not one now? What would make you change?

   YES: What is it about the brand that makes you such a big fan?

4. How likely are you to rebuy an Opel car? why?
5. When do you plan to replace your current vehicle, and would you go for Opel as the chosen brand? Why/why not?
6. If Opel did not exist, would you notice it, or you think it is not a huge changemaker in the automobile industry?

Attachment

7. Is Opel more than a simple car manufacturer to you?

Nova School of Business & Economics 2019/2020 1st Semester

8. What is necessary for you to become attached to a car brand?
9. How Opel could become the only car brand you would prefer to use? (if not yet)
10. Is there any other car brand in the same category that you feel closely attached to? Why?

Community

11. Do you feel part of a car community?
12. What is your definition of community in the automobile sector?
13. Why do/don't you identify with the people who use the same brand as you?
14. If you had the chance, would you like to be an Opel ambassador? If not, why?

Engagement

15. Do you follow up close the news regarding Opel?
16. Do you know any car brand with merchandise? If not, it is an idea that calls your attention?
17. Would you be interested in participating on Opel's events?
18. Do you consider yourself an Opel enthusiastic/ambassador?
19. How do you normally engage with Opel?
20. Do you feel engaged with Opel itself?

Nova School of Business & Economics 2019/2020 1st Semester

❖ Socio-Demographics

To finish, just a few questions about your profile.

Q1 – Age (in years): ______________

Q2 – Gender: Male, Female

Q3 – Nationality: _________________

Q4 – In which region of Portugal are you living in?

Q5 – Educational background (highest level of education): ________________

Q6 – Are you currently employed? Which job?

Q7 – How many people are in your household? How many of them are under 18?

Q8 - How many cars does your household have? And which brands?

Q8.1 – How many have you personally selected and bought?

Figure 8 – *From July 16th to September 9th of 2019, thirty in-depth interviews were conducted and each interview took on average 40 to 70 minutes. Plus, the anonymity of the brand in the discussion was maintained from the screening test questionnaire until the third question of the discussion guide to surmount any signs of bias. In the light of reaching underlying feelings or attitudes of the respondents, the following qualitative mechanisms were*

also employed: adjectival and image sorting, projective techniques, and personification (Barnham, 2015, 848 – 851). Lastly, each interview location was carefully chosen as it was important to minimize the presence of outsiders and guarantee that participants felt that their confidentiality was being protected (Mack et al., 2005, 34).

Appendix 9 - Qualitative screening test questionnaire:

1. **Are you Portuguese or have you been living in Portugal for the last 3 years?**
    a. Yes → Question 2.
    b. No → End of the Interview.
2. **How old are you?** ____________ → If respondent age was under 18 or above 30 years old, end of the interview.
3. **Do you already own/drive a car?**
    a. Yes → Question 3.1.
    b. No → End of the Interview.

3.1

1. **Do you drive your own car or is it shared among your family?**
2. **Which brand and model?**
3. **Were you involved in the car buying process?**

a. YES:

1. In which part of the process? (i.e. research, choice of the model, brand, customization, among others)
2. From the help you provided, in which aspect did you contribute the most?

b. No:

1. In the next 5 years, do you see yourself buying a car?
    a. Yes. If yes, which one? Why?
    b. No

Appendix 10 - Sponsored and targeted post by Opel Portugal on its official Facebook page:

***Figure 10 –** The sponsored post was online from the 21st of October to the 1st of November 2019.*

Appendix 11 - Online Qualtrics questionnaire:

Português

Introdução

Olá,
Este questionário é efetuado no âmbito de uma dissertação do Mestrado de Gestão da Nova School of Business and Economics. Este, visa perceber qual o papel que as experiências e as interações têm no envolvimento e na lealdade dos consumidores com uma determinada marca, neste caso, do setor automóvel. Uma vez que o grupo tenciona estudar o assunto em particular nos jovens portugueses, este questionário é apenas direcionado a pessoas portuguesas com idades entre os 18 e os 30 anos e que vivam em Portugal há mais de 3 anos.
Este questionário é anónimo e não existem respostas certas ou erradas, o objetivo é que responda de forma sincera, para poder ser avaliado o impacto real das experiências nas ligações com determinadas marcas de automóveis.

Obrigado, desde já, pela sua colaboração.
Carina, Diogo e Filipe

Questões de Filtro

Idade:

- ○ Menos de 18 anos
- ○ 18 - 24 anos
- ○ 25 - 30 anos
- ○ Mais de 30 anos

Nacionalidade:

- ○ Portuguesa ou vive em Portugal há mais de 3 anos
- ○ Outra

Já conduz um carro? (carro próprio ou partilhado)

- ○ Sim
- ○ Não
- ○ Não, mas tenciono comprar ou participar no processo de compra de um carro num futuro próximo (menos de 5 anos)

Qual a marca e o modelo do carro que conduz atualmente?

Teste de Envolvimento com a Categoria

Para mim um carro é:

Irrelevante	○	○	○	○	○	○	○	Relevante
Não tem significado para mim	○	○	○	○	○	○	○	Tem bastante significado para mim
Sem valor para mim	○	○	○	○	○	○	○	Com grande valor para mim
Indiferente	○	○	○	○	○	○	○	Emocionante
Banal	○	○	○	○	○	○	○	Essencial
Hediondo	○	○	○	○	○	○	○	Fascinante
Maligno	○	○	○	○	○	○	○	Benéfico
Indesejável	○	○	○	○	○	○	○	Desejável
Supérfluo	○	○	○	○	○	○	○	Vital
Desinteressante	○	○	○	○	○	○	○	Interessante

Which brands come to mind when we talk about cars? (Please separate the different brands by commas)

How familiar are you with these brands:

	Anything	Very Little	Little	Moderately	Something	Much	Extremely
PEUGEOT	○	○	○	○	○	○	○
RENAULT	○	○	○	○	○	○	○
	○	○	○	○	○	○	○
Volkswagen	○	○	○	○	○	○	○
CITROËN	○	○	○	○	○	○	○
TOYOTA	○	○	○	○	○	○	○

When we talk about Opel, what are the first images / words that come to mind?

What car models do you know about the Opel brand? (Please separate models by commas)

To what extent would you associate Opel with these with the following car categories:

	Not at all	Not	Probably not	Maybe	Lightly	Yes	Yes, totally
City Cars (Small)	○	○	○	○	○	○	○
Family cars	○	○	○	○	○	○	○
Vans & Commercial Cars	○	○	○	○	○	○	○

How likely are you to use an Opel car in the following situations:

	Extremely Unlikely	Unlikely	Lightly Likely	Moderately likely	Likely	Very likely	Extremely Likely
Like first car	○	○	○	○	○	○	○
City	○	○	○	○	○	○	○
To vacations	○	○	○	○	○	○	○
For long trips	○	○	○	○	○	○	○
For the day to day	○	○	○	○	○	○	○
Outdoors (mountain, rural, etc.)	○	○	○	○	○	○	○
For companies / businesses	○	○	○	○	○	○	○

Which three brands would you most likely look for when considering buying the next car? (Please separate the 3 brands by commas)

Which three brands do you think are Opel's most direct competitors? (Choose and rank 3 brands)

Items

Items	Competitors
Volkswagen	
Renault	
Peugeot	
Mitsubishi	
Citroen	
Nissan	
Toyota	
Mazda	
Volvo	
Range rover	

How frequently do you remember Opel?

- ○ Once a day
- ○ Once a week
- ○ Once a month
- ○ Once a year
- ○ Never

Performance 1

Where would you position Opel in terms of quality and price?

	0	20	40	60	80	100
Quality (0 - Low; 100 - High)						
Price (0 - Cheap; 100 - Expensive)						

Comparing with Opel, how do you perceive the price of the following brands:

	Cheaper	Same price	More expensive
Renault	○	○	○
Peugeot	○	○	○
Volkswagen	○	○	○
Fiat	○	○	○
Hyundai	○	○	○
Citroen	○	○	○

Comparing with Opel, how do you perceive the **quality** of the following brands:

	Less Quality	Same quality	More quality
Renault	○	○	○
Peugeot	○	○	○
Volkswagen	○	○	○
Fiat	○	○	○
Hyundai	○	○	○
Citroen	○	○	○

Choose and rank the five most important characteristics that the car you would like to own/drive must have:

Items	Features
Stylish	
Small	
Safe	
Comfortable	
Economic (low consumption)	
Affordable	
Innovative / technological	
Powerful	
Spacious	
Familiar	

Of the following models, which car do you identify as being an Opel?


○


○


○

None of the models. ○

Honestly, I don't know. ○

Performance 2

Observe the following model, the new Opel Corsa:

To what extent do you agree / disagree with the following descriptions about the model you just observed?

	Strongly disagree	I disagree	Partially Disagree	I do not agree nor disagree	Partially Agree	I agree	I totally agree
Stylish	○	○	○	○	○	○	○
Modern	○	○	○	○	○	○	○
Exclusive	○	○	○	○	○	○	○
Safe	○	○	○	○	○	○	○
expensive	○	○	○	○	○	○	○
Young	○	○	○	○	○	○	○
City	○	○	○	○	○	○	○
Small	○	○	○	○	○	○	○

Performance 3

Do you know any of these Opel's special features?

- ○ Opel On Star
- ○ Myopel
- ○ Opel Customer Day
- ○ ______ Other:
- ○ I do not know any

Have you ever used any of these Opel's special features?

- ○ Opel On Star
- ○ Myopel
- ○ Opel Customer Day
- ○ ______ Other:
- ○ I never used any

When you visit a dealership or car workshop, how important are the following characteristics?

	Nothing important	Little important	Moderately important	Indiferent	Important	Very important	Extremely important
Well-organized	○	○	○	○	○	○	○

	Nothing important	Little important	Moderately important	Indiferent	Important	Very important	Extremely important
customer service							
Honesty	○	○	○	○	○	○	○
Convenient Location	○	○	○	○	○	○	○
Friendliness of Staff	○	○	○	○	○	○	○
Fast and efficient service	○	○	○	○	○	○	○
Quality / price ratio	○	○	○	○	○	○	○
Dealer / Workshop Design	○	○	○	○	○	○	○
Dealer / workshop size	○	○	○	○	○	○	○
Possibility to perform test drive	○	○	○	○	○	○	○
Possibility to customize the car.	○	○	○	○	○	○	○
Dealer / workshop feedback questionnaire.	○	○	○	○	○	○	○
Special events and promotions.	○	○	○	○	○	○	○
Merchandising Existence	○	○	○	○	○	○	○

Have you ever used / visited an official Opel dealership or workshop?

- ○ Yes
- ○ No

How do you rate your personal experience at the Opel dealership and / or official workshop?

	Nothing Satisfied	Unsatisfied	Little Satisfied	Moderately satisfied	Satisfied	Very satisfied	Extremely Satisfied
Customer service	○	○	○	○	○	○	○
Honesty	○	○	○	○	○	○	○
Convenient Location	○	○	○	○	○	○	○
Friendliness of Staff	○	○	○	○	○	○	○
Fast and efficient service	○	○	○	○	○	○	○
Quality / price ratio	○	○	○	○	○	○	○
Feeling of exclusivity.	○	○	○	○	○	○	○
Privacy in the handling of bureaucratic aspects.	○	○	○	○	○	○	○

Imagery

Please indicate to what extent the following words describe Opel as a brand:

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	Partially agree	I agree	I totally agree
It's simple	○	○	○	○	○	○	○
It's safe	○	○	○	○	○	○	○
It's affordable	○	○	○	○	○	○	○
It is middle class	○	○	○	○	○	○	○
Its confortable	○	○	○	○	○	○	○
It's familiar	○	○	○	○	○	○	○
Have quality	○	○	○	○	○	○	○
It is conservative	○	○	○	○	○	○	○
It's Stylish	○	○	○	○	○	○	○
It's reliable	○	○	○	○	○	○	○

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	Partially agree	I agree	I totally agree
It is innovative	○	○	○	○	○	○	○
It's authentic	○	○	○	○	○	○	○
It's French	○	○	○	○	○	○	○
It's German	○	○	○	○	○	○	○

Which of the following three means are you most likely to use to search for information in your car buying process? (Choose and rank 3 means)

Items	Means
Friends family	
Television programs	
Brand Website	
Blogs and Forums	
Used Car Websites	
Car Magazines	
Dealership Visit	
Other:	

Where do you usually buy your car?

- ○ Official Brand's Dealerships
- ○ Second hand car websites
- ○ Private Purchase
- ○ Second hand car's Dealerships
- ○ Other:

What was the main factor that leads you to choose a second hand car?

- ○ Less bureaucracy
- ○ Most attractive prices
- ○ Largest range of choice
- ○ Other:

Opel's new slogan is "The Future is Everyone's". Select the statement that best describes your situation:

- ○ I know and associate directly with Opel
- ○ I know but I associated with another car brand
- ○ I know but I associated with another brand in another category
- ○ I had seen / heard somewhere but knew nothing about it
- ○ Never seen / heard this slogan

Judgments

Please indicate to what extent you agree with the following sentences:

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	Partially Agree	I agree	tot ag
Opel is a brand with quality.	○	○	○	○	○	○	○
Opel cars offer good value for money	○	○	○	○	○	○	○
I trust Opel	○	○	○	○	○	○	○
Opel is an innovative car brand.	○	○	○	○	○	○	○
Opel understands my needs, opinions and interests.	○	○	○	○	○	○	○
Opel fulfills my needs, opinions and interests.	○	○	○	○	○	○	○
I like Opel.	○	○	○	○	○	○	○
I respect Opel.	○	○	○	○	○	○	○
I admire Opel.	○	○	○	○	○	○	○
You are likely to recommend Opel to others.	○	○	○	○	○	○	○

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	Partially Agree	I agree	tot ag
Opel is a relevant brand for me.	○	○	○	○	○	○	(
Opel is a unique brand.	○	○	○	○	○	○	(
Opel is superior to its direct competition.	○	○	○	○	○	○	(
I know what Opel stands for.	○	○	○	○	○	○	(
I have a concrete opinion about Opel.	○	○	○	○	○	○	(

What do you think are the strengths of Opel. (Choose up to 3)

- ☐ Easy to find car parts.
- ☐ Existence of exceptional customer service.
- ☐ Attentive to new trends and the opinions, needs and interests of its consumers.
- ☐ Quality due to its long presence in the market.
- ☐ Good value for money.
- ☐ There are none.
- ☐ Honestly, I don't know.

Please indicate to what extent you agree with the following statements regarding Opel drivers:

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	Partially Agree	I agree	I totally agree
Man, 40-50 years old, wearing business casual clothes, works in a company and listen to commercial music.	○	○	○	○	○	○	○
Woman, German, 30-50 years, wearing casual clothes, working in a company and listen to pop music.	○	○	○	○	○	○	○
Middle class people.	○	○	○	○	○	○	○
People with a normal and simple life.	○	○	○	○	○	○	○
People with a job of great responsibility.	○	○	○	○	○	○	○
People with a boring job.	○	○	○	○	○	○	○
People who value the aesthetics of a car.	○	○	○	○	○	○	○
People who have children.	○	○	○	○	○	○	○
People who know who works at Opel.	○	○	○	○	○	○	○
People without much knowledge in cars.	○	○	○	○	○	○	○
People who like to settle matters as efficiently as possible.	○	○	○	○	○	○	○

Feelings

How does Opel make you feel? (Choose and sort up to 3)

Items

Indifferent
Safe
Comfortable
Good
Happy
Relaxed
Satisfied
Reliable
Bored
Other:

Drag here:

Who would be the best Portuguese ambassador for Opel?

Where would you like to hear the news about a car brand?

- ☐ TV Ads
- ☐ Facebook
- ☐ Instagram
- ☐ Twitter
- ☐ YouTube Ads
- ☐ Billboards
- ☐ Other:

What do you consider most important in a car ad? (Choose and sort the top **3 elements**.)

Items

Language / Narration
Visual effects
Presence of "normal" people
Celebrity Presence
Presence of animals, or special objects
Storytelling
Message
Other:

Drag here:

How likely are you to ask the following people to help you choose a car?

	Nothing likely	Unlikely	Lightly Likely	Moderately Likely	Likely	Very likely	Extremely Likely
Parents	○	○	○	○	○	○	○
Close Family	○	○	○	○	○	○	○
Friends	○	○	○	○	○	○	○
Spouse	○	○	○	○	○	○	○
People in the area (eg cars salesmen, mechanics)	○	○	○	○	○	○	○
Other:	○	○	○	○	○	○	○

Resonance

How likely are you to be loyal to a car brand?

None ○ ○ ○ ○ ○ ○ ○ Total

How important are the following factors when buying a new car of the same brand as your current one?

	Nothing important	Little important	Lightly important	Indiferent	Important	Very important	Extremely important
New and attractive models	○	○	○	○	○	○	○
Positive brand experience	○	○	○	○	○	○	○

	Nothing important	Little important	Lightly Important	Indiferent	Important	Very important	Extremely important
Only brand that represents me							
Brand with great after sales service							
The brand offers exclusive loyalty services.							
I'm a brand fan.							
I belong to the brand community.							

To what extent do you consider yourself loyal to Opel?

Anything ○ ○ ○ ○ ○ ○ ○ Fully

Please state how important the following features are in order to become attached to a car brand.

Design

Performance

Innovation

Value for money

Customer service

Reliability

Durability

Safety

Other:

How likely are you to buy / re-buy an Opel?

Unlikely ○ ○ ○ ○ ○ ○ ○ Very Likely

Please state how much you agree with the following statements.

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	Partially agree	I agree	I totally agree
Opel is special to me.							
People who have Opel are similar to me.							
Opel helps me express myself.							
I like to be seen driving Opel cars.							
Opel reflects the kind of person I want to be.							
I follow the news about Opel.							
I consider myself an Opel ambassador.							
I feel connected with Opel.							
I regularly visit the Opel website.							
I am constantly looking for new brands that emphasize my uniqueness.							

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	Partially agree	I agree	I totally agree
I try to avoid brands that are bought by most people.							
Opel is an environmentally friendly brand.							
I love to talk about Opel.							

How much do you value a towing service that would get your car home to take it to Inspection / Overhaul / Mechanic?

Anything ○ ○ ○ ○ ○ ○ ○ A lot

How much do you value a brand that tells you the story of your car from its manufacture to your arrival?

Anything ○ ○ ○ ○ ○ ○ ○ A lot

How much do you value a car brand website that allows you to view the ratings that other consumers have given the model you are looking for and to give you feedback from those other consumers?

Anything ○ ○ ○ ○ ○ ○ ○ A lot

How much do you value a website that allows you to compare different models of the same brand and give you the best choice, according to your budget, desired features, among others?

Anything ○ ○ ○ ○ ○ ○ ○ A lot

Block 12

It's almost over, that's the last question!

A " *Concept Store* " is a physical space that features: New model launches and premium range exhibitions; Access to a single point of sale, having direct contact with the brand ambassador; Exclusive store of branded products; In-depth virtual reality experience where the customer can customize their car; Musical and cultural events.

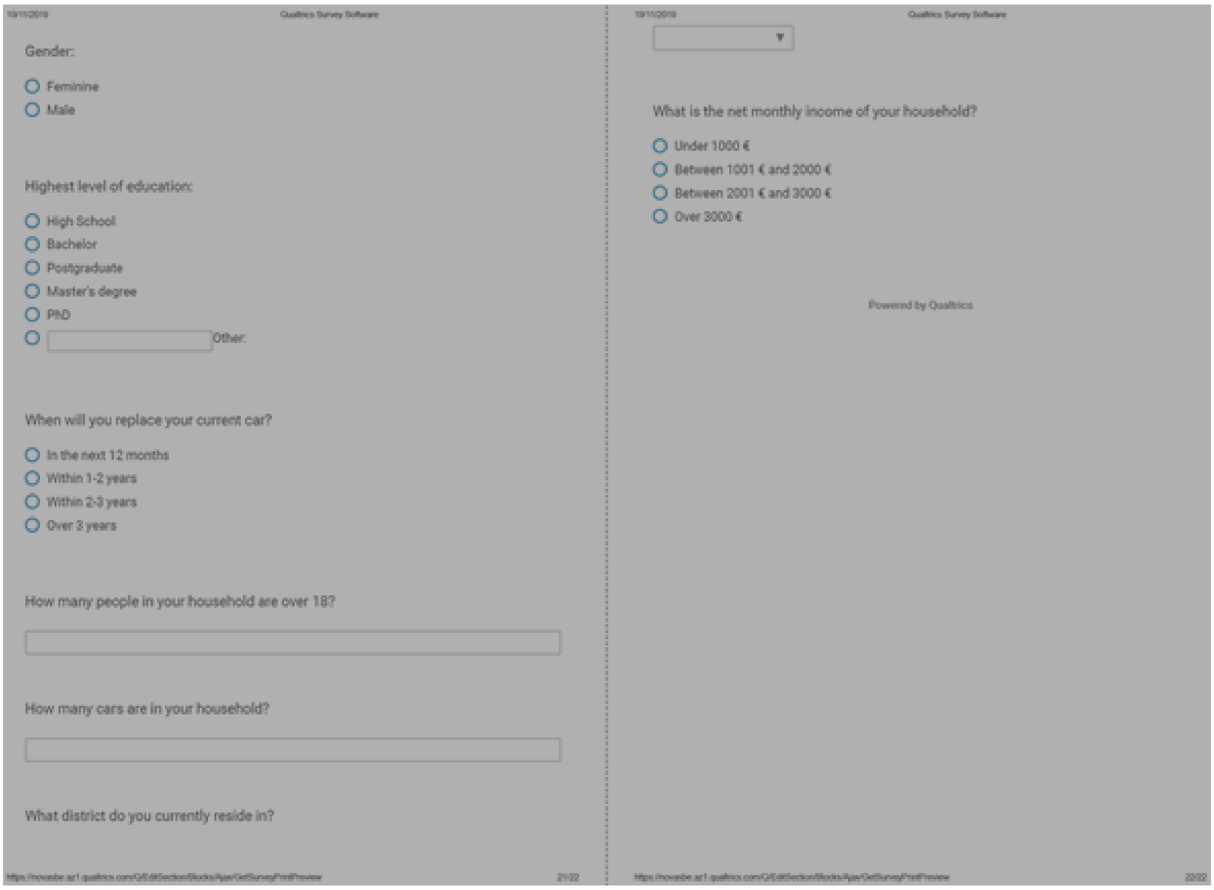
So in your opinion a car brand that has a " *Concept Store* " is:

	Strongly disagree	I disagree	Partially disagree	Neither Agree nor Disagree	Partially agree	I agree	I totally agree
Exclusive							
Indifferent							
Unique							
Premium							
Useless							
Innovative							

How likely are you to go to an Opel *Concept Store* ?

Unlikely ○ ○ ○ ○ ○ ○ ○ Very likely

Sócio-Demográficas


Qualtrics Survey Software

Gender:

Feminine

Male

Highest level of education:

High School

Bachelor

Postgraduate

Master's degree

PhD

Other:

When will you replace your current car?

In the next 12 months

Within 1-2 years

Within 2-3 years

Over 3 years

How many people in your household are over 18?

How many cars are in your household?

What district do you currently reside in?

Qualtrics Survey Software

What is the net monthly income of your household?

Under 1000 €

Between 1001 € and 2000 €

Between 2001 € and 3000 €

Over 3000 €

Powered by Qualtrics

Figure 11 – *The online survey was available from the 14th of October to the 1st of November 2019. Additionally, participants would normally stop answering when they attained, on average, the progression level of 25.05% corresponding to the 14th question of the survey ("How frequently do you remember Opel?").*

Appendix 12 - Quantitative screening test questionnaire:

1. **Age:**
   a. Under 18 years old → End of the survey.
   b. 18 – 24 years old → Question 2.
   c. 25 – 30 years old → Question 2.
   d. More than 30 years old → End of the survey.
2. **Nationality:**
   a. Portuguese or have lived in Portugal for the last 3 years. → Question 3.
   b. Other → End of the survey.
3. **Do you drive a car?** (Own or shared)
   a. Yes → Question 4.

      Q4: Which brand and model do you currently drive? → Question 5.
   b. No → End of the survey.
   c. No, but I intend to buy one in the near future (less than 5 years). → Question 5.

Appendix 13 - An example of unaided brand awareness in an in-depth interview:

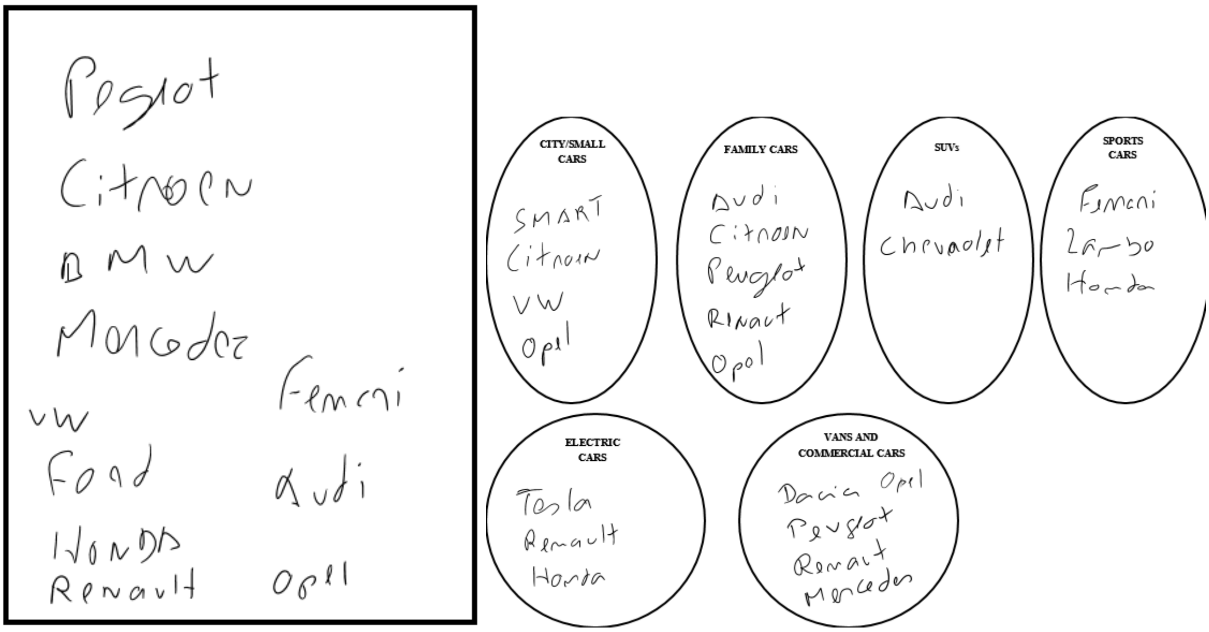


Figure 13 *- For instance, this is a snapshot of the answers of one of the male non-Opel drivers, within the 18 to 24 years old range. Furthermore, the rectangle replicates the exercise of recalling brands under 1 minute while the ovals represent the respective six car categories tested on the qualitative in-depth interviews of this study.*

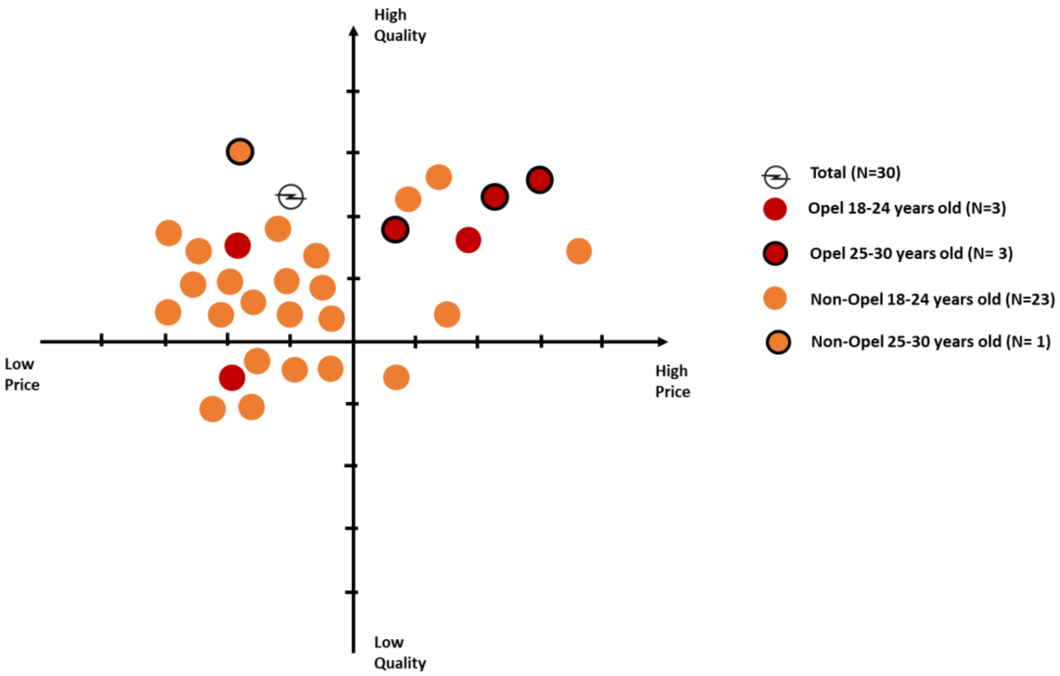
Appendix 14 - Opel's Portugal website – Listed car categories (2019):

Appendix 15 - The main brands recalled by the participants in the in-depth interviews according to the respective car category:

Car categories	**Main brands recalled**	**According to in-depth interview participants, how much does Opel satisfy the following six categories:**
City/Small	**1.** Smart; **2.** Fiat and Citroën; **3.** Peugeot.	Satisfies

Family	1. Mercedes; 2. Peugeot; 3. Audi.	Satisfies
Vans and commercial	1. Mercedes; 2. Peugeot; 3. Renault and Citroën.	Satisfies
Electric	1. Tesla; 2. Toyota; 3. BMW.	Barely satisfies
Sports	1. Ferrari; 2. Porsche; 3. BMW and Lamborghini.	Does not satisfy
SUV	1. Land Rover; 2. Jeep; 3. Peugeot and Nissan.	Does not satisfy

Appendix 16 - Opel's price/quality positioning matrix according to the 30 respondents (based on the qualitative analysis):



Appendix 17 - Some examples of Opel's logo, drawn and recalled by the respondents themselves:

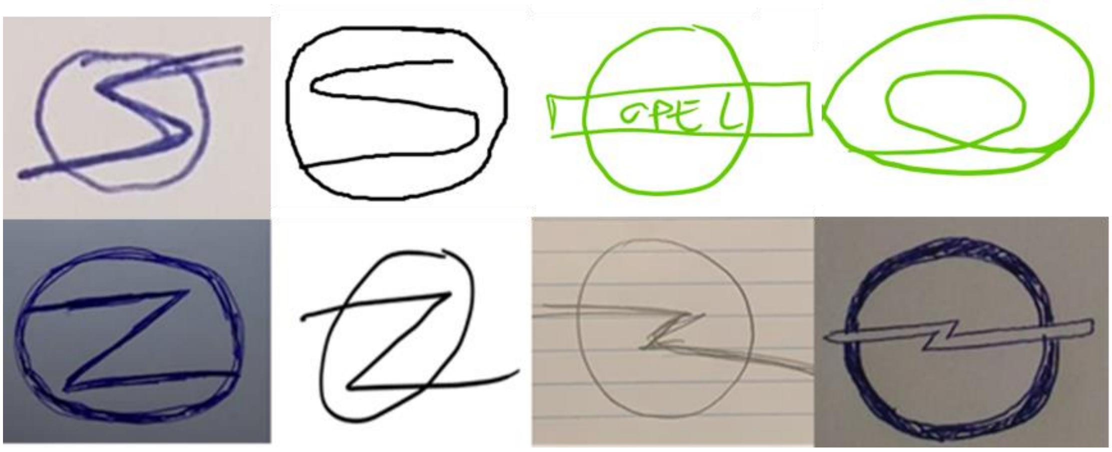


Figure 17 – *The superior row shows some examples of the incorrect logos drawn and the inferior row shows some examples of the logos correctly drawn by respondents.*

Appendix 18 – The online questionnaire three-question screening test results, plus the respective data cleaning process:

Age		
Under 18 years old	5	1,70%
18 - 24 years old	174	59,18%
25 - 30 years old	55	18,71%
Above 30 years old	60	20,41%
Total	***294***	

Note: *Without conducting any data cleaning, there were 294 recorded answers in total. Now, concerning respondents' eligibility for this study, 5 respondents aged under 18 years old and 60 respondents aged above 30 years old were eliminated from the 294 respondents' sample as only the range from 18 to 30 years old was considered as valid. Therefore, only 229 respondents out of the 294 respected that requirement.*

Nationality		
Portuguese or have lived in Portugal for at least 3 years	228	99,56%
Other	1	0,44%
Total	***229***	

Note: *Next, from those 229 valid respondents, one respondent was not Portuguese or had lived in Portugal for at least three years, consequently, this respondent was eliminated from the valid sample of this study.*

Already drive a car (own or shared)		
Yes	180	78,95%
No	28	12,28%
No, but I intend to buy one in the near future (less than 5 years)	20 (*)	8,77%
Total	***228***	

Note: *Lastly, from the 228 valid respondents, 28 respondents were eliminated since they did not drive. So, in total, 200 respondents are part of the total valid sample of this study.*

(*) Through brand salience questions "How familiar are you with these brands:", "How likely are you to use an Opel car in the following situations:" and, "Which three brands would you most likely look for when considering buying the next car?", the following insights were gathered: on average, Opel is moderately likely (4.3/7) to be seen as a first car option; only 35% of the 20 respondents wrote Opel as the chosen brand for their next car; and, in what concerns brand familiarity, Opel is somewhat familiar to them (5/7). For these reasons, these 20 respondents were considered non-Opel users as they not only would not pick Opel as their first option neither would present a high probability of driving an Opel car shortly as the choice of a car brand is not a worry right now for them neither they have dealt regularly with the brand itself. Nonetheless, above all, if they have never driven an Opel car, they will most probably not choose an Opel car for its next car.

Appendix 19 – Description of the total valid sample of 200 respondents:

	Opel *(61 respondents)*	**Non-Opel** *(139 respondents)*
18 – 24 years old *(147 respondents)*	31	116
25 – 30 years old *(53 respondents)*	30	23

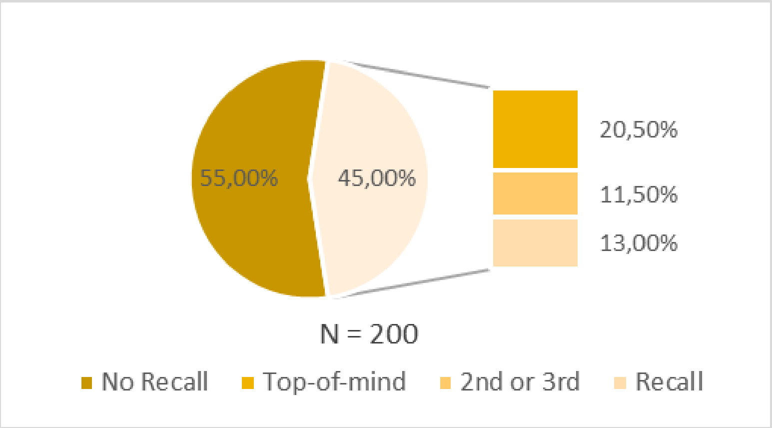
Appendix 20 - Demographic data of the total valid sample of 200 respondents:

Gender		Level of Education		Replace the Current Car		Montlhy Household Income (net)		Average Number of Cars per Household	
Female	47,50%	Bachelor	49,00%	Next 12 months	10,00%	Less than 1000€	10,50%	Average number of persons per HH	2,53
Male	52,50%	Master	24,00%	Within 1 - 2 years	21,50%	1001€ - 2000€	32,50%		
		High School	18,50%	Within 2 - 3 years	20,00%	2001€ - 3000€	29,00%		
		Post-Graduation	6,50%	More than 3 years	48,50%	More than 3000€	28,00%		
		PhD	1,00%					Average number of cars per HH	2,73
		Other	1,00%						

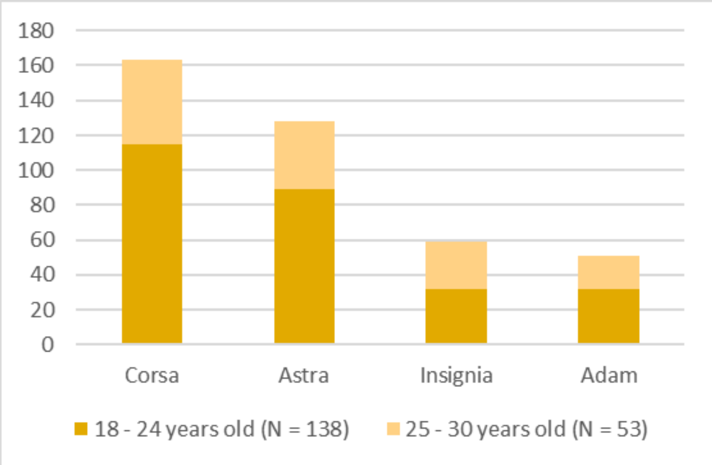
N = 200

BRAND SALIENCE

Appendix 21 – Opel recallability among the respondents:



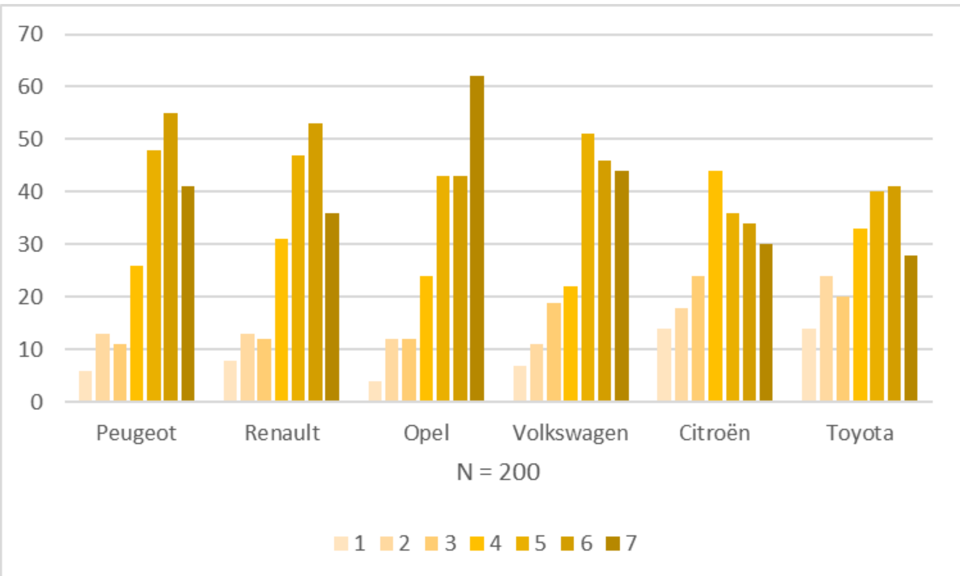
Appendix 22 – Opel's models recallability:



Appendix 23.1 – Mean, mode and meaning of the 200 respondents concerning the degree of familiarity among six different brands:

	General Average	Meaning	Mode	Opel (18-24)	No Opel (18-24)	Opel (25-30)	No Opel (25-30)
Renault	5,13	Somewhat familiar	6	4,81	5,36	4,70	4,96
Peugeot	5,00	Somewhat familiar	6	4,48	5,21	4,83	4,83
Opel	5,34	Somewhat familiar	7	6,35	4,92	6,43	4,61
Volkswagen	5,07	Somewhat familiar	5	4,97	5,19	4,77	4,96
Citroën	4,46	Moderately familiar	4	3,84	4,69	4,20	4,48
Toyota	4,48	Moderately familiar	6	4,16	4,63	4,47	4,17

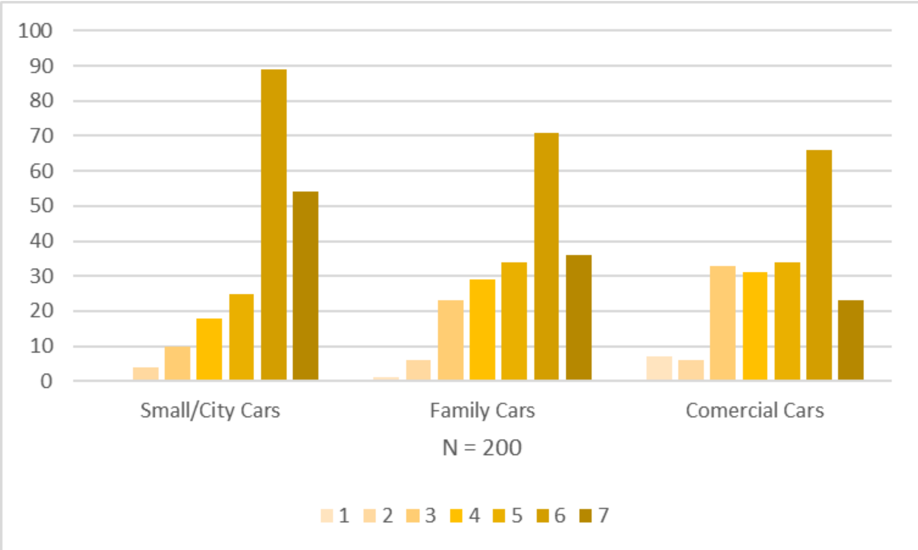
Appendix 23.2 – Degree of familiarity on a scale from 1 (Nothing) to 7 (Extremely):



Appendix 24.1 – Mean, mode and meaning of the 200 respondents concerning Opel's category association:

	General Average	Meaning	Mode	Opel (18-24)	No Opel (18-24)	Opel (25-30)	No Opel (25-30)
Small/City Cars	5,74	Yes	6	6,00	5,76	5,53	5,52
Family Cars	5,23	Lightly	6	5,32	4,93	6,23	5,30
Commercial Cars	4,85	Lightly	6	5,00	4,52	6,00	4,78

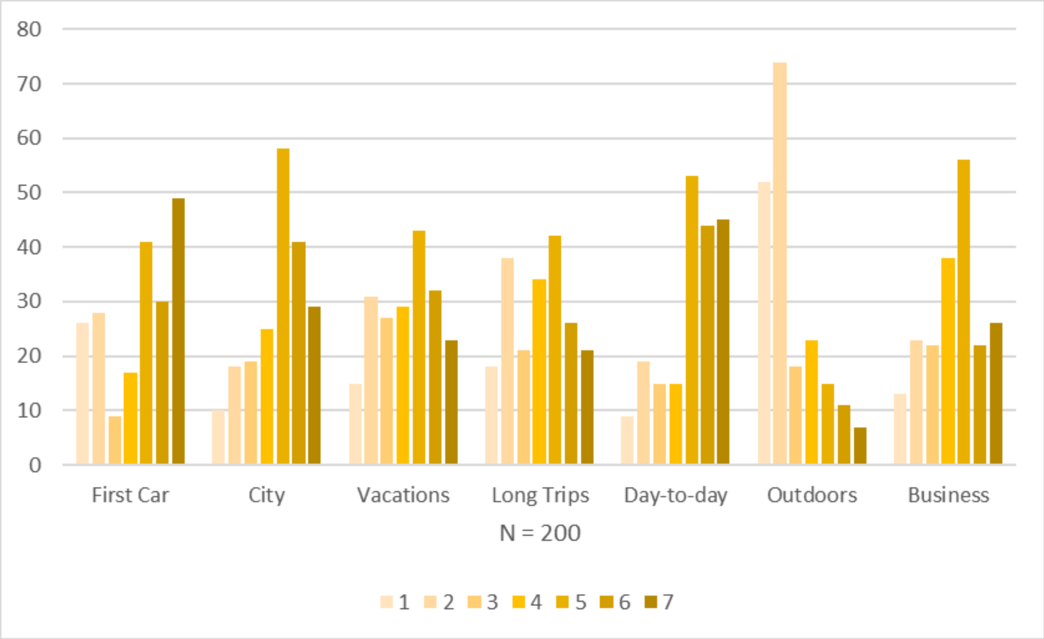
Appendix 24.2 – Category association on a scale from 1 (Not at all) to 7 (Yes, totally):



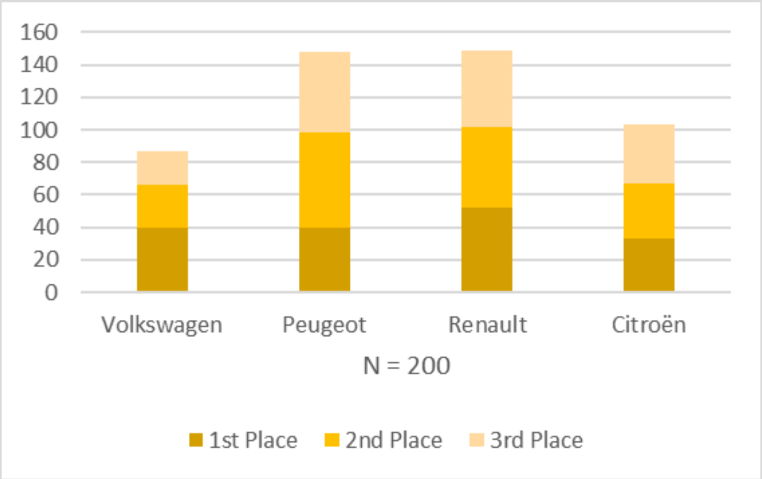
Appendix 25.1 – Mean, mode and meaning of the 200 respondents concerning Opel's appropriate usage situations:

	General Average	Meaning	Mode	Opel (18-24)	No Opel (18-24)	Opel (25-30)	No Opel (25-30)
First Car	4,53	Likely	7	6,55	3,71	6,10	3,87
City	4,71	Likely	5	5,71	4,31	5,47	4,39
Vacations	4,23	Moderately Likely	5	5,03	3,67	5,77	3,78
Long Trips	4,06	Moderately Likely	5	4,84	3,43	5,77	3,70
Day-to-day	5,00	Likely	5	6,29	4,41	6,10	4,61
Outdoors	2,69	Unlikely	2	3,29	2,13	4,30	2,52
Business	4,35	Moderately Likely	5	5,16	3,96	5,63	3,61

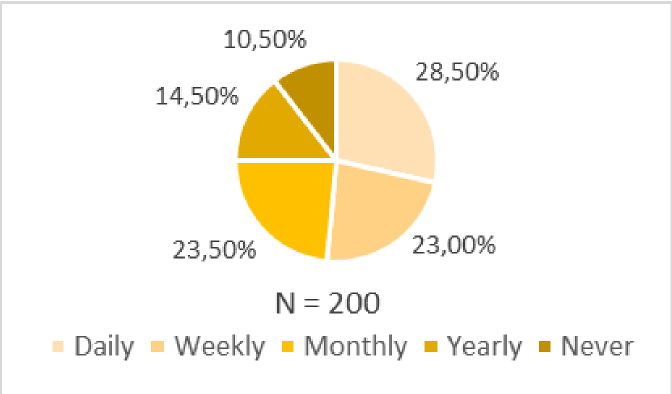
Appendix 25.2 – Usage situations on a scale from 1 (Very Unlikely) to 7 (Extremely Likely):



Appendix 26 – Opel's direct competition based on respondents' perceptions:

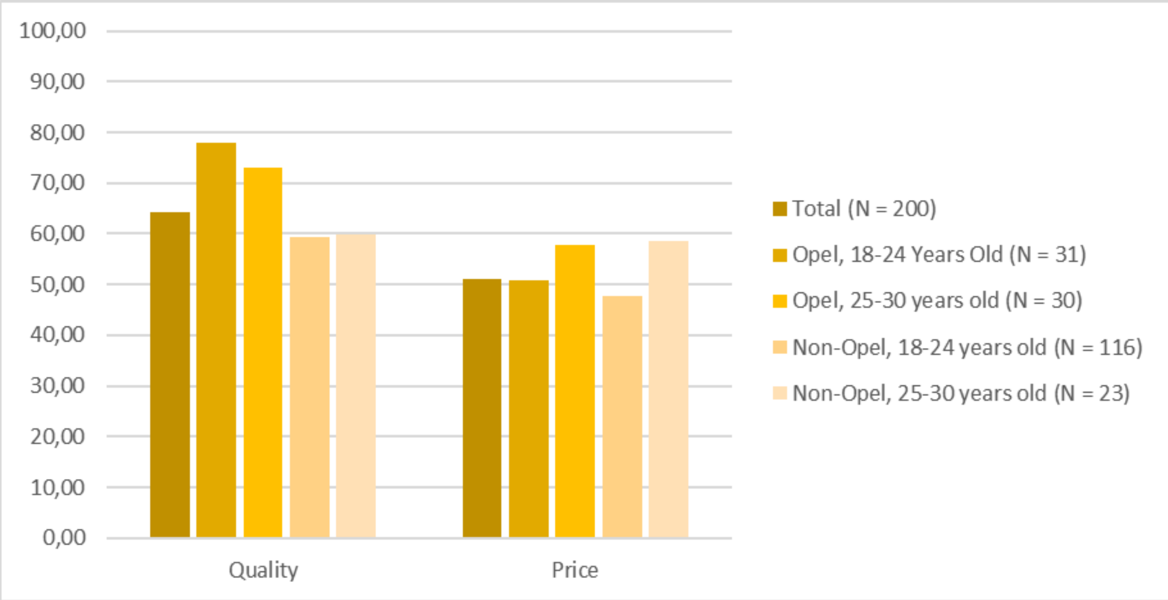


Appendix 27 – Opel's remembering frequency according respondents:

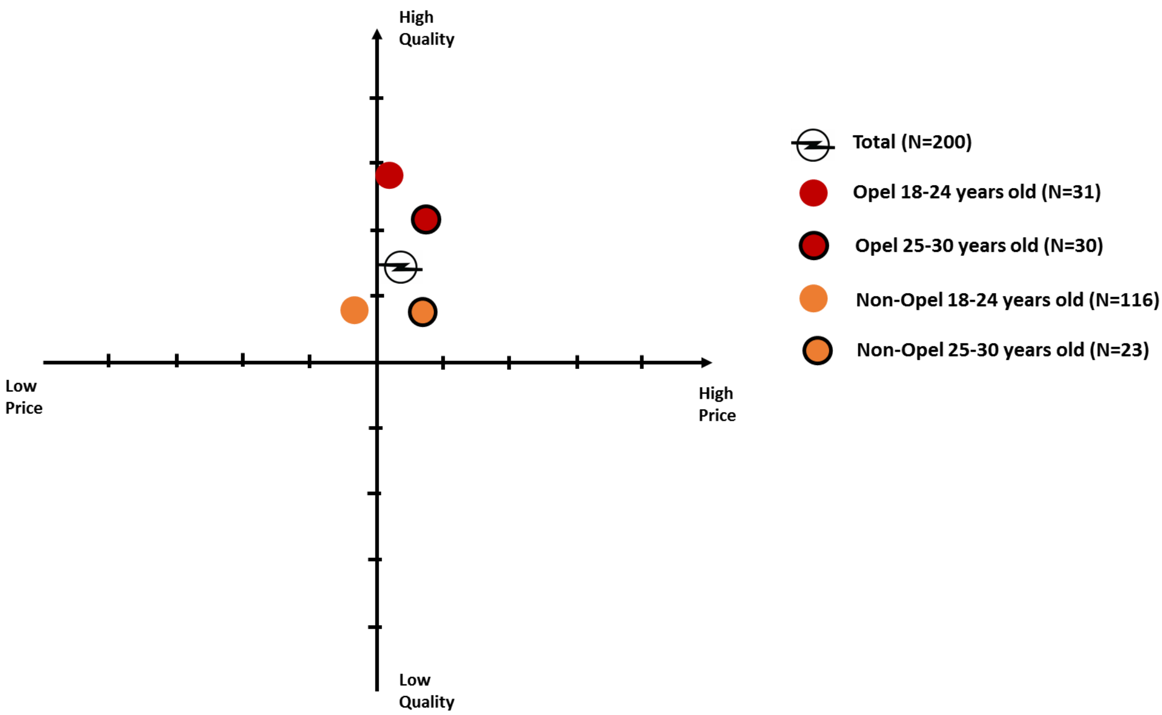


BRAND PERFORMANCE

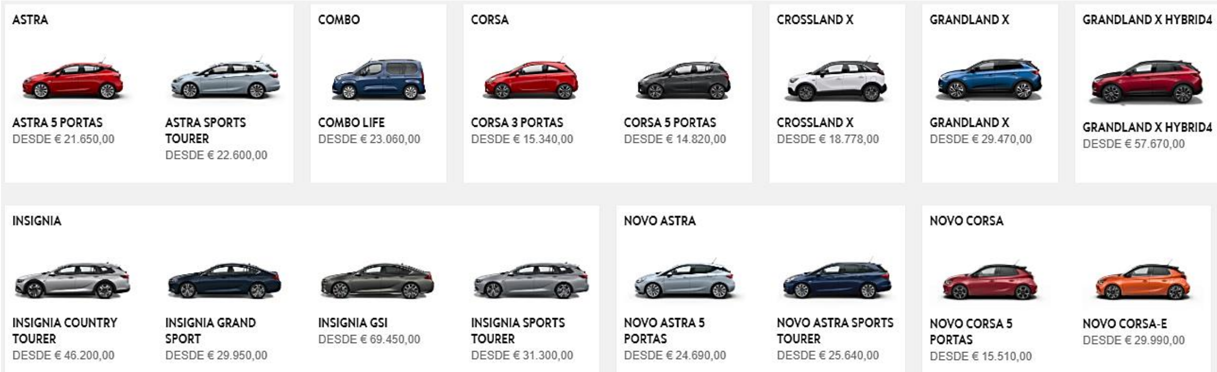
Appendix 28 – Opel's quality and price perceptions (in total and 4 subgroups):



Appendix 29 - Opel quality and price positioning according to respondents (based on the first question of performance from the quantitative analysis):

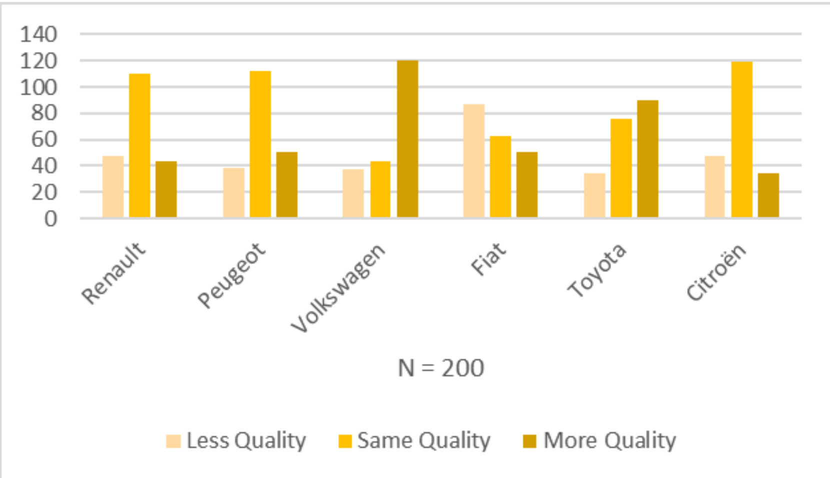


Appendix 30 – Opel's models prices distribution:

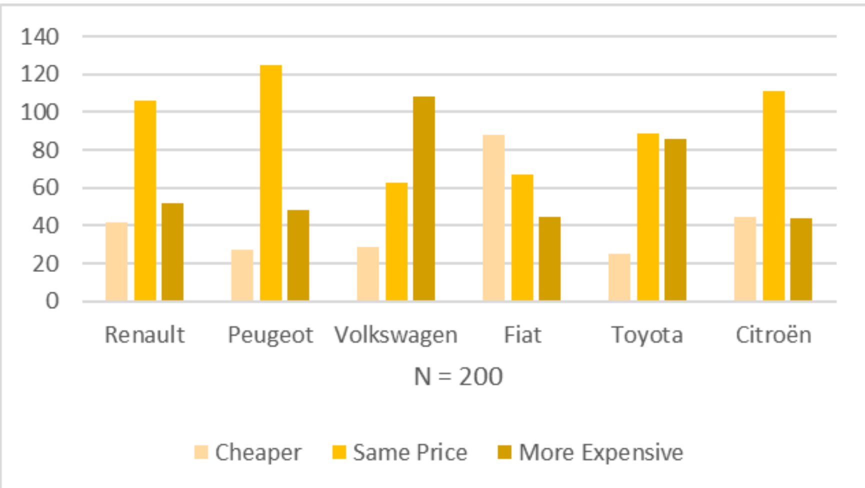


Source: Retrieved from Opel's Portugal website (December 2019).

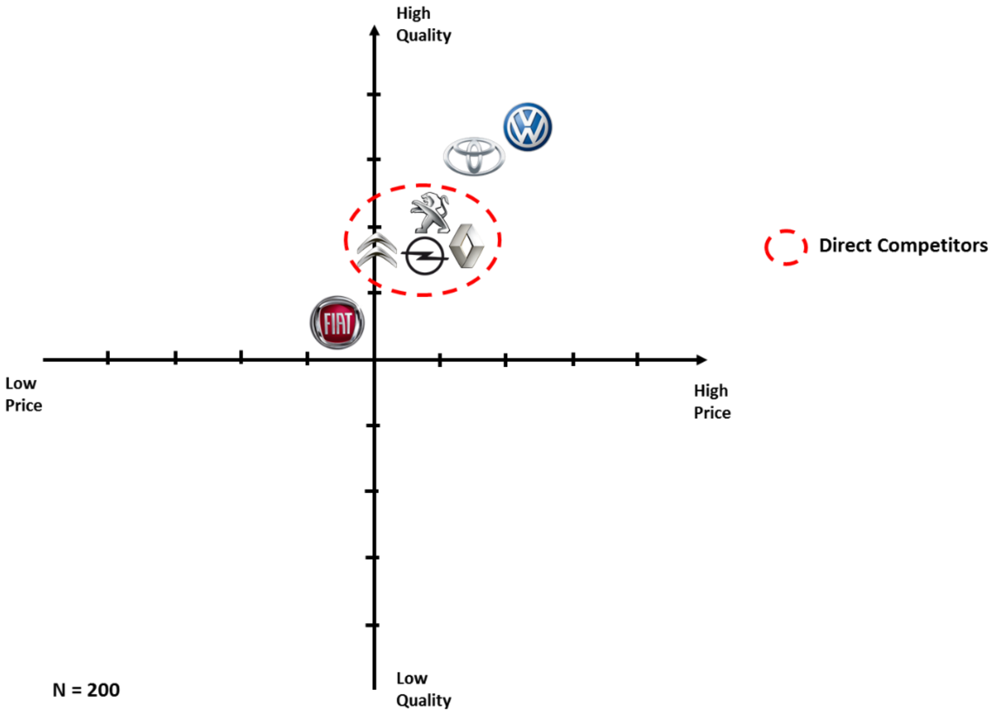
Appendix 31 – Quality comparisons between Opel and Competitors:



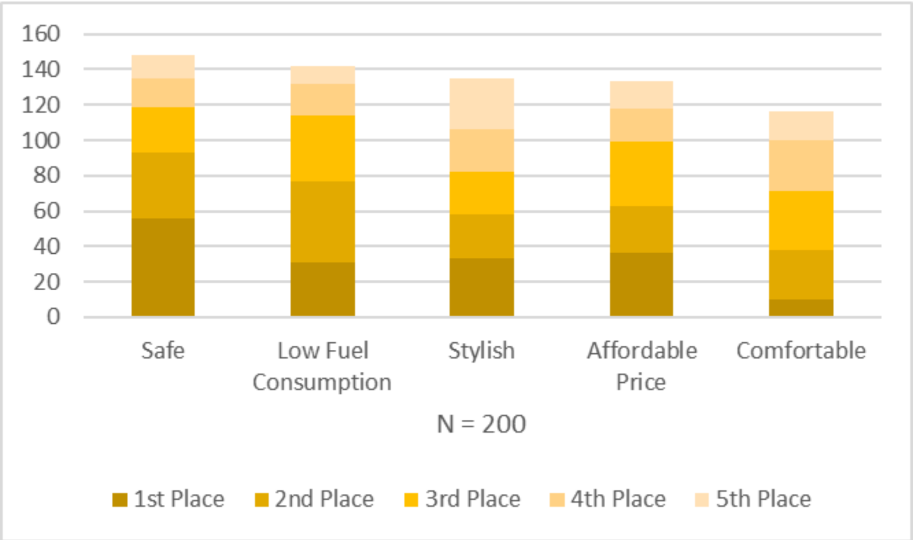
Appendix 32 – Price comparisons between Opel and Competitors:



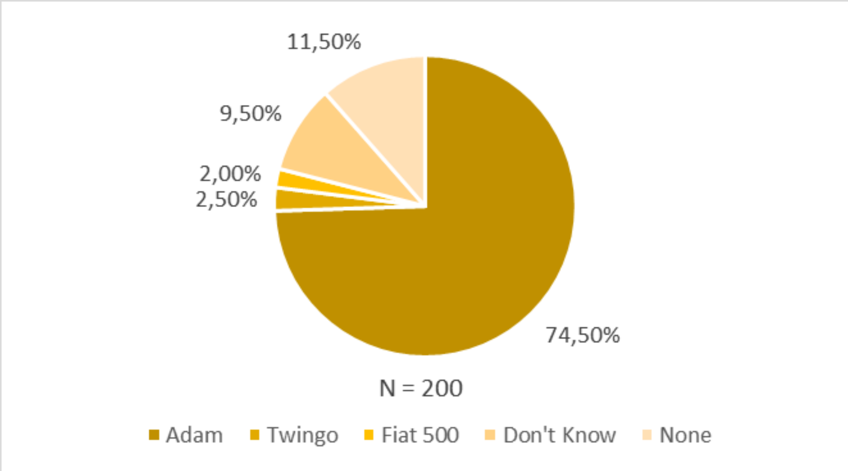
Appendix 33 - Opel positioning in relation to competitors and according to respondents (based on the questions 1, 2 and 3 of performance from the quantitative analysis):



Appendix 34 – Car's characteristics valued by the respondents:



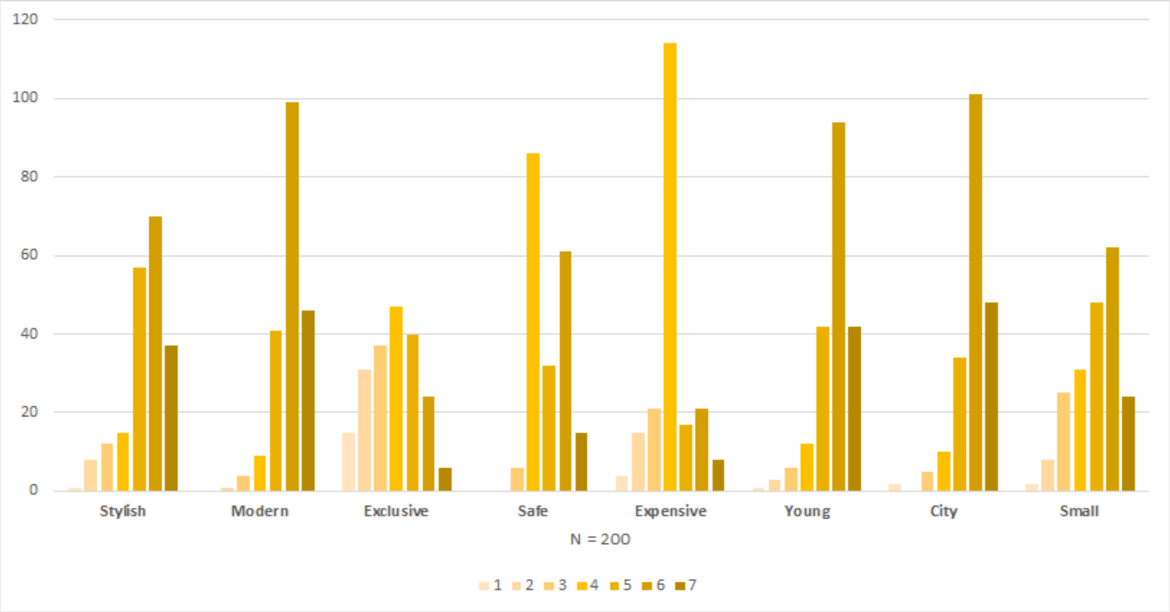
Appendix 35 – Opel's model recognition by the respondents:



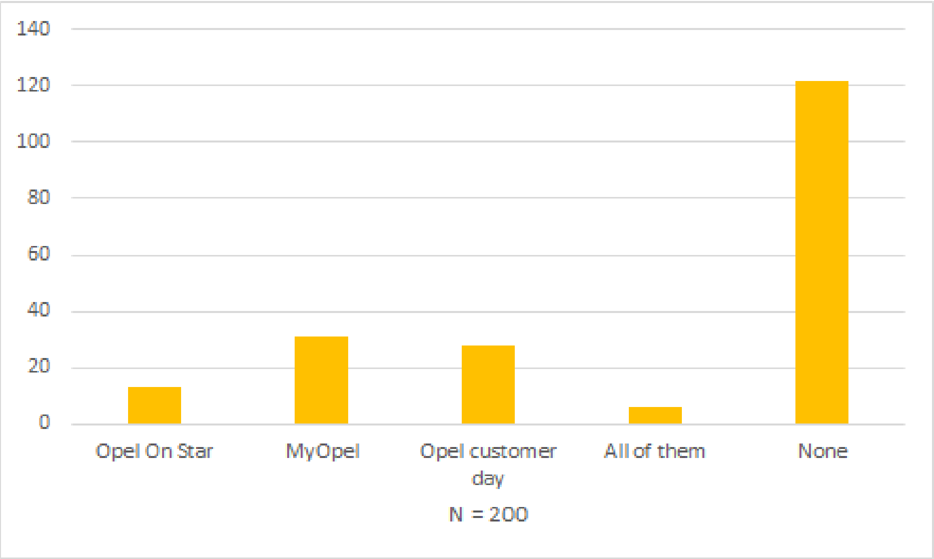
Appendix 36.1 – Mean, mode and meaning of the 200 respondents concerning the Opel Corsa-e characteristics:

	General Average	Meaning	Mode	Opel (18 - 24)	Non-Opel (18 - 24)	Opel (25 - 30)	Non-Opel (25 - 30)
Stylish	5,39	Agree Partially	6	5,39	5,26	5,47	5,91
Modern	5,86	Agree	6	5,90	5,71	6,13	6,17
Exclusive	3,81	I do not agree not disagree	4	3,94	3,47	4,70	4,22
Safe	4,97	Agree Partially	4	5,19	4,83	5,43	4,74
Expensive	4,10	I do not agree not disagree	4	3,90	3,98	4,63	4,26
Young	5,71	Agree	6	5,58	5,68	5,80	5,87
City	5,85	Agree	6	5,90	5,84	5,90	5,70
Small	4,99	Agree Partially	6	5,16	4,92	5,13	4,87

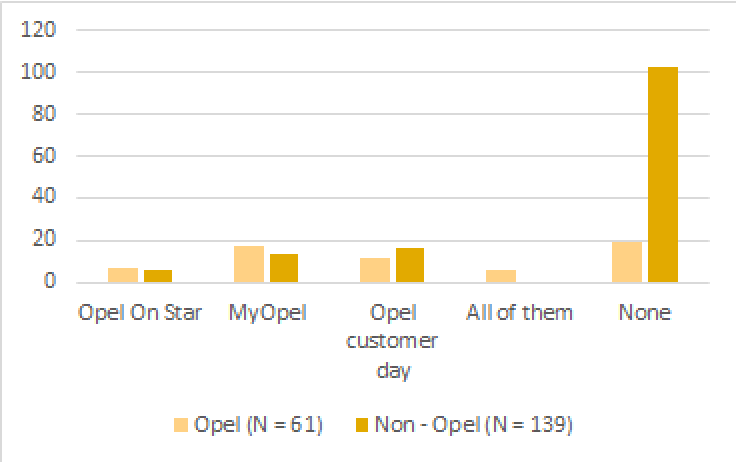
Appendix 36.2 – Opel Corsa-e characteristics valued on a scale from 1 (Strongly disagree) to 7 (Totally agree):

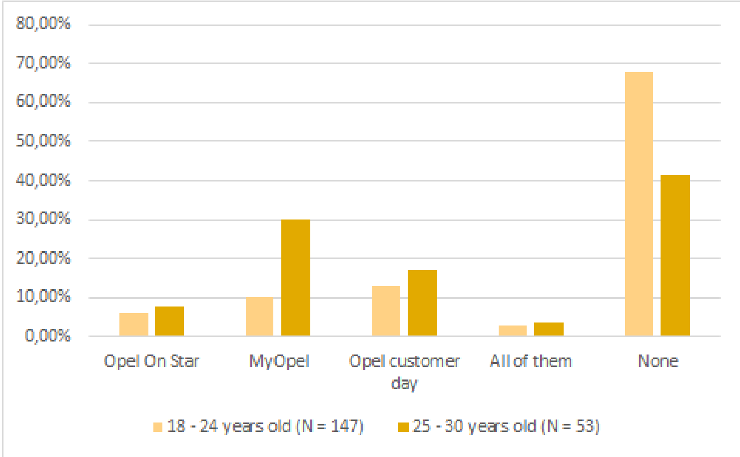


Appendix 37.1 – Degree of awareness concerning Opel's exclusive and special features:

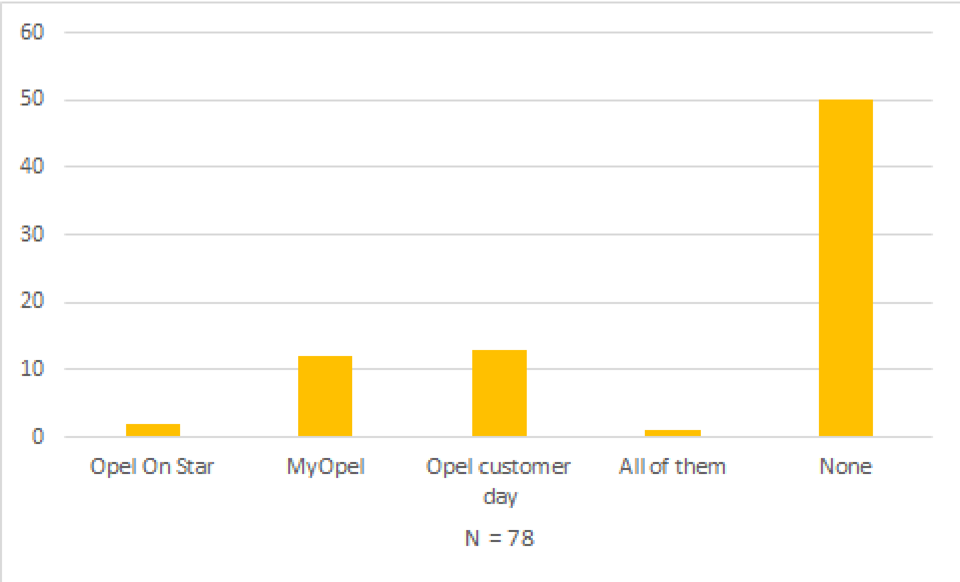


Appendix 37.2 – Degree of awareness concerning Opel's exclusive and special features by Opel and non-Opel groups, and age groups:





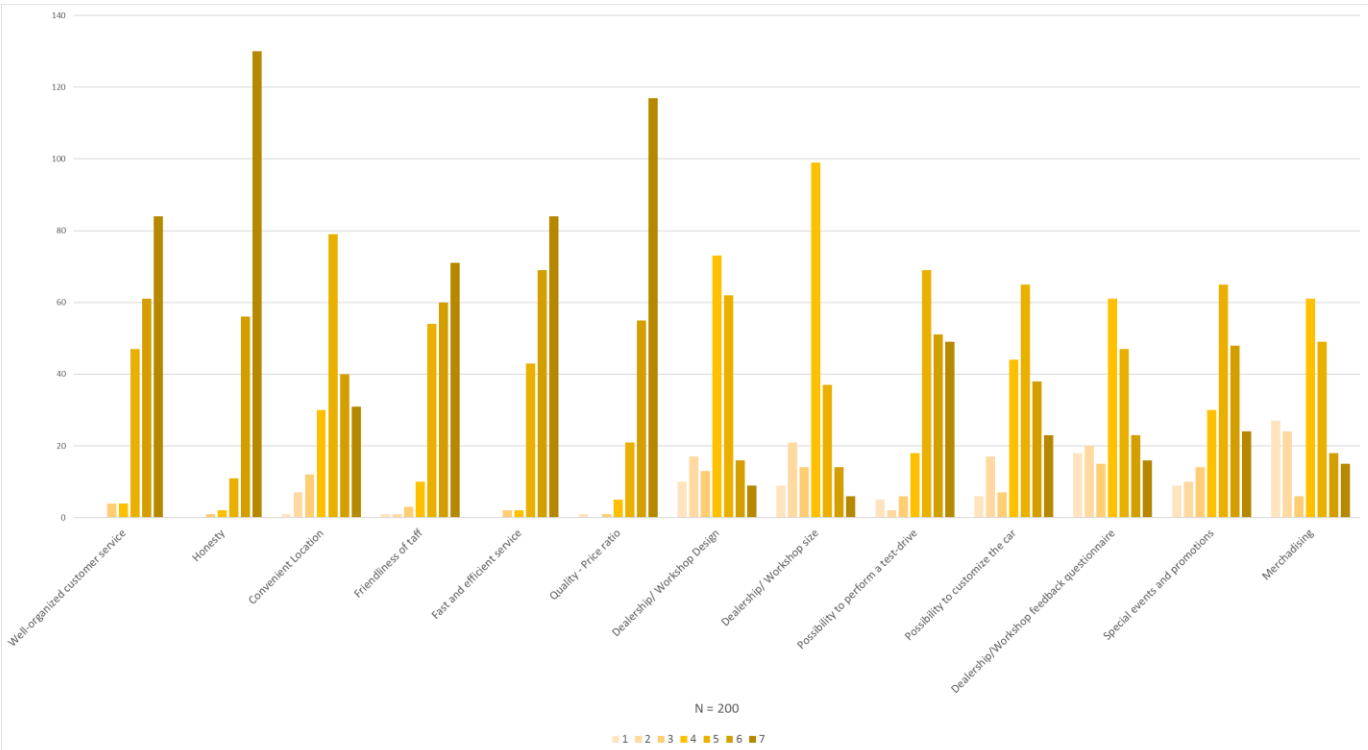
Appendix 38 – The previous question respondents' usage of Opel's exclusive and special features, except the ones that selected the "None" option:



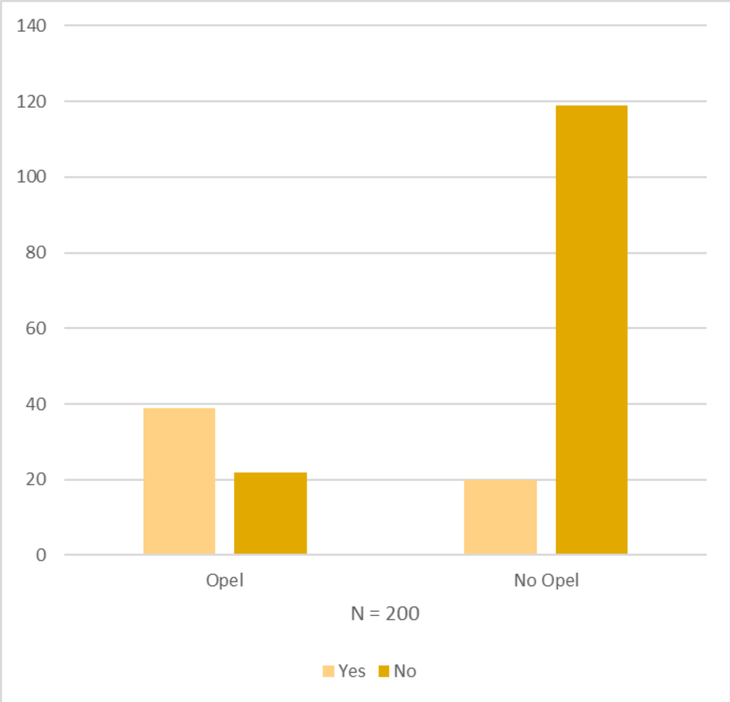
Appendix 39.1 – Mean, mode and meaning of the 200 respondents concerning the characteristics comprised in a visit to a dealership or car workshop:

	Average	Meaning	Mode	Opel (18 - 24)	Non-Opel (18 - 24)	Opel (25 - 30)	Non-Opel (25 - 30)
Well-organized customer service	6,09	Very important	7	6,42	6,00	6,10	6,04
Honesty	6,56	Extremely important	7	6,52	6,58	6,57	6,52
Convenient Location	5,12	Important	5	4,81	4,96	5,50	5,83
Friendliness of staff	5,90	Very important	7	6,03	5,76	6,10	6,13
Fast and efficient service	6,16	Very important	7	6,32	6,10	6,03	6,35
Quality/price ratio	6,39	Very important	7	6,42	6,43	6,13	6,48
Dealer/workshop design	4,22	Indifferent	4	4,32	4,04	4,63	4,43
Dealer/workshop size	4,00	Indifferent	4	4,00	3,85	4,50	4,09
Possibility to perform a test-drive	5,47	Important	5	5,58	5,40	5,47	5,65
Possibility to customize a car	4,76	Important	5	4,84	4,62	4,93	5,09
Dealer/Workshop feedback	4,16	Indifferent	4	4,35	3,79	4,97	4,70
Special events and promotions	4,86	Important	5	5,23	4,66	5,27	4,83
Merchandising	3,98	Indifferent	4	4,26	3,66	4,67	4,26

Appendix 39.2 – The importance of dealership/car workshops' characteristics when visited on a scale from 1 (Nothing important) to 7 (Extremely important):



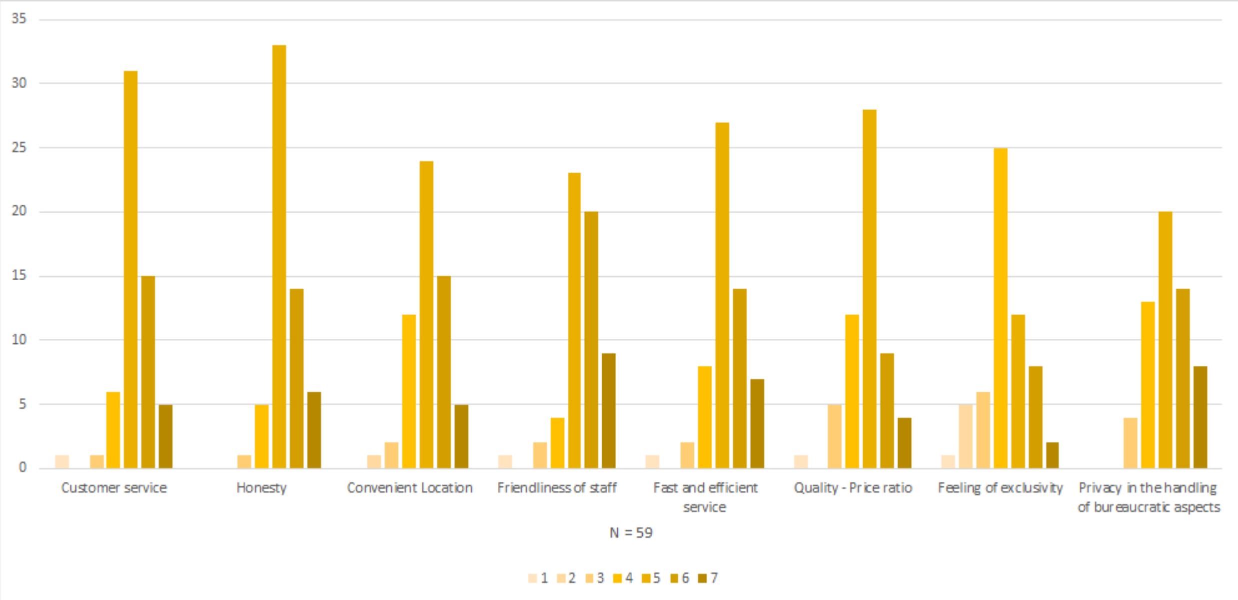
Appendix 40 – Number of respondents that have and have not visited or used an official Opel dealership or workshop:



Appendix 41.1 – Mean, mode and meaning of the 59 respondents concerning respondents personal experience at an official Opel and/or official workshop:

	Average	Meaning	Mode	Opel (18 -24)	Non-Opel (18 -24)	Opel (25 - 30)	Non-Opel (25 - 30)
Customer service	5,22	Satisfied	5	5,47	5,21	5,15	4,67
Honesty	5,32	Satisfied	5	5,47	5,29	5,25	5,17
Convenient location	5,10	Satisfied	5	5,21	4,57	5,45	4,83
Friendliness of staff	5,44	Satisfied	5	5,32	5,57	5,45	5,50
Fast and efficient service	5,20	Satisfied	5	5,32	5,50	4,90	5,17
Quality - Price ratio	4,85	Satisfied	5	4,89	4,93	4,70	5,00
Feeling of exclusivity	4,25	Moderately satisfied	4	4,68	3,93	4,20	3,83
Privacy in the handling of bureaucratic aspects	5,15	Satisfied	5	5,37	4,86	5,20	5,00

Appendix 41.2 – Degree of satisfaction on a scale from 1 (Nothing satisfied) to 7 (Extremely satisfied) of respondents that only selected yes and based on their personal experience at an Opel dealership or official workshop:

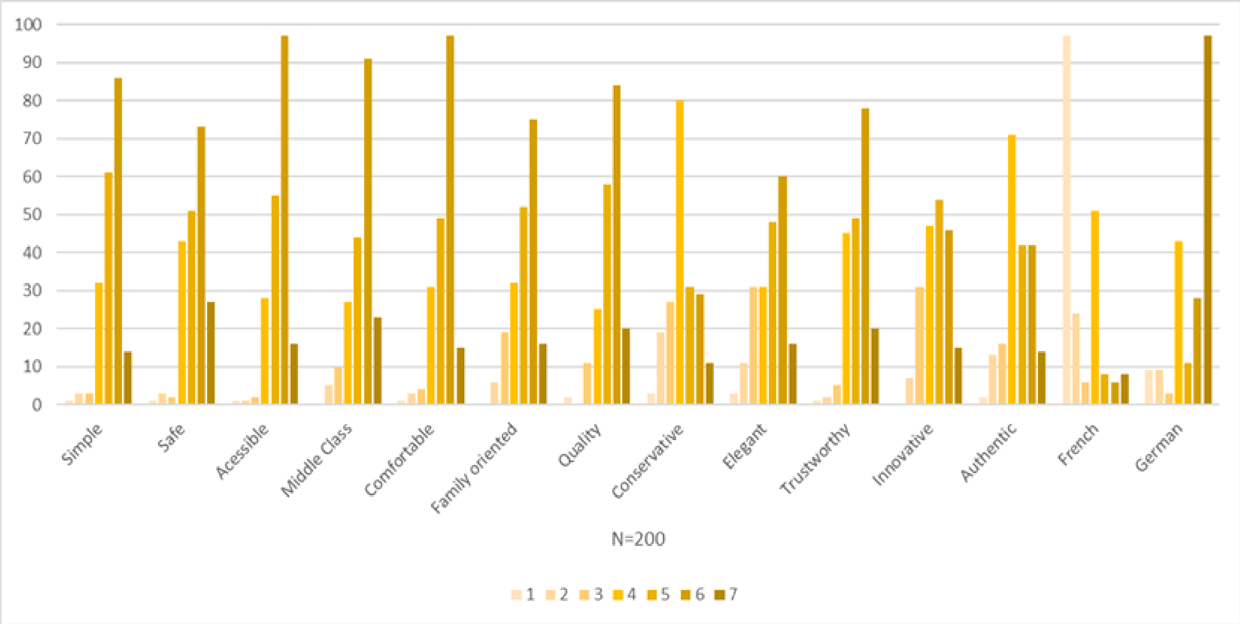


BRAND IMAGERY

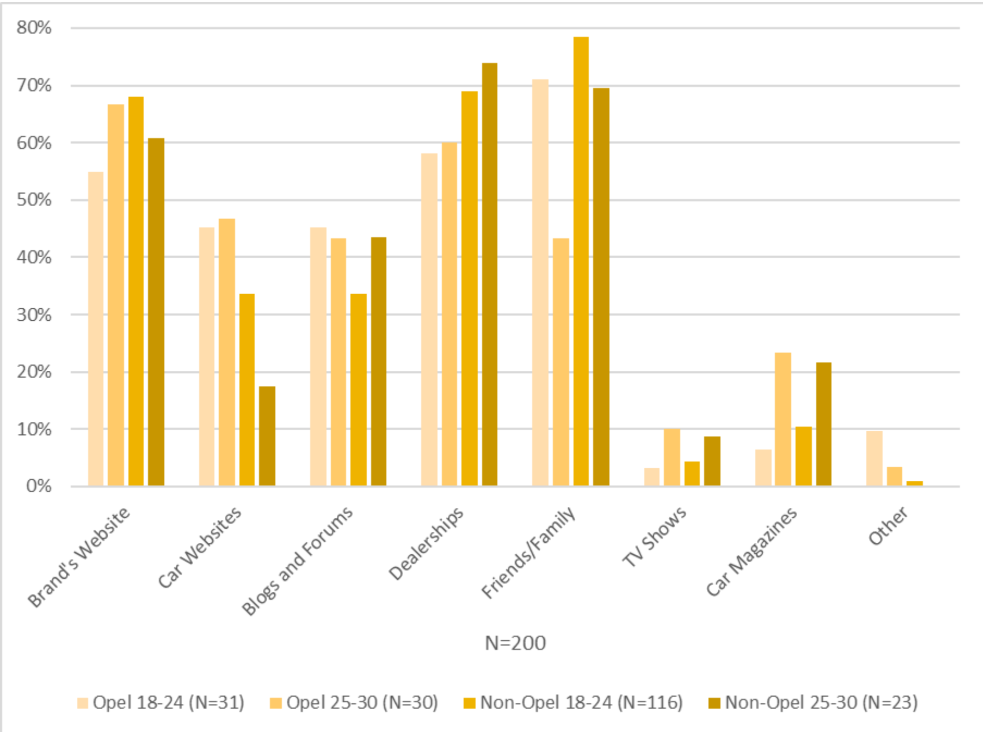
Appendix 42.1- Mean, mode and meaning of the 200 respondents concerning characteristics that respondents chose to describe Opel:

	General Average	Meaning	Mode	Opel (18-24)	Non-Opel (18-24)	Opel (25-30)	Non-Opel (25-30)
Simple	5,32	Partially Agree	6	5,58	5,32	5,40	4,83
Safe	5,34	Partially Agree	6	5,71	5,14	5,90	5,09
Acessible	5,45	Agree	6	5,68	5,42	5,50	5,22
Middle Class	5,38	Partially Agree	6	5,87	5,27	5,43	5,17
Comfortable	5,38	Partially Agree	6	5,58	5,20	5,90	5,30
Family oriented	5,10	Partially Agree	6	5,35	4,83	5,90	5,04
Quality	5,35	Partially Agree	6	5,74	5,05	6,03	5,39
Conservative	4,24	Neither Agree or Disagree	4	4,74	3,95	4,70	4,43
Elegant	4,77	Partially Agree	6	5,29	4,35	5,70	4,96
Trustworthy	5,27	Partially Agree	6	5,90	4,99	5,90	4,96
Innovative	4,73	Partially Agree	5	5,19	4,41	5,40	4,83
Authentic	4,60	Partially Agree	4	5,03	4,33	5,30	4,48
French	2,50	Partially Agree	1	2,55	2,52	2,33	2,53
German	5,55	Agree	7	5,52	5,52	5,87	5,35

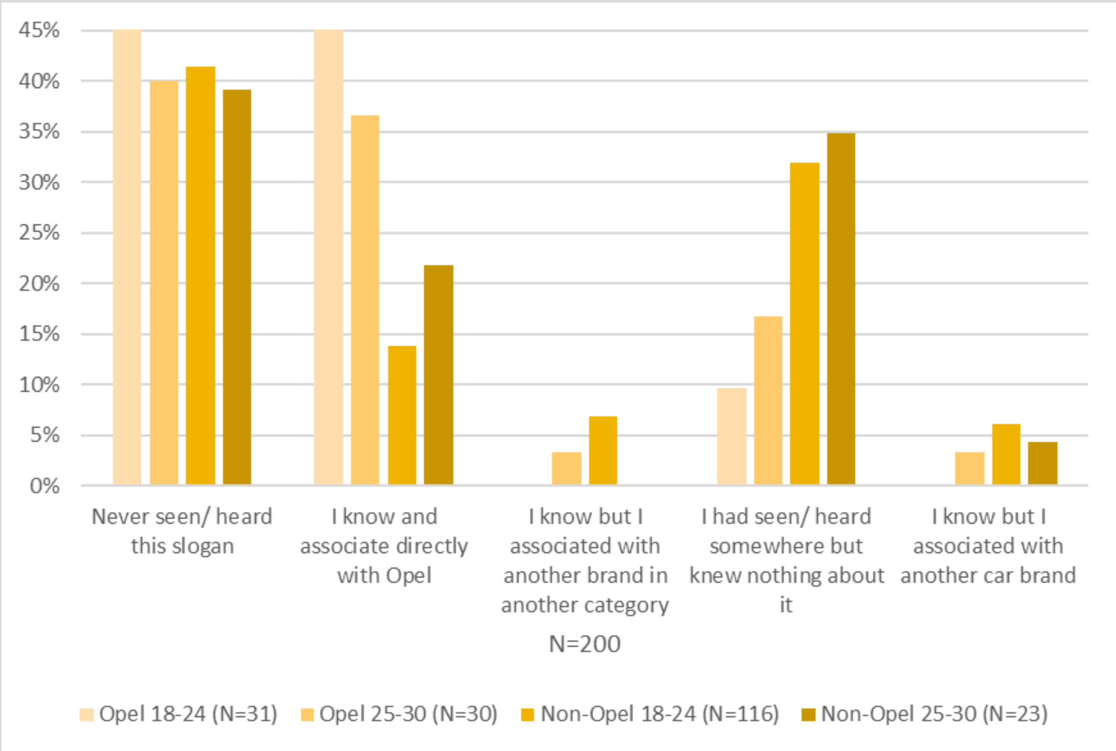
Appendix 42.2 - Likelihood of respondents agreeing to a set of words describing the brand on a scale from 1 (Totally Disagree) to 7 (Totally Agree):



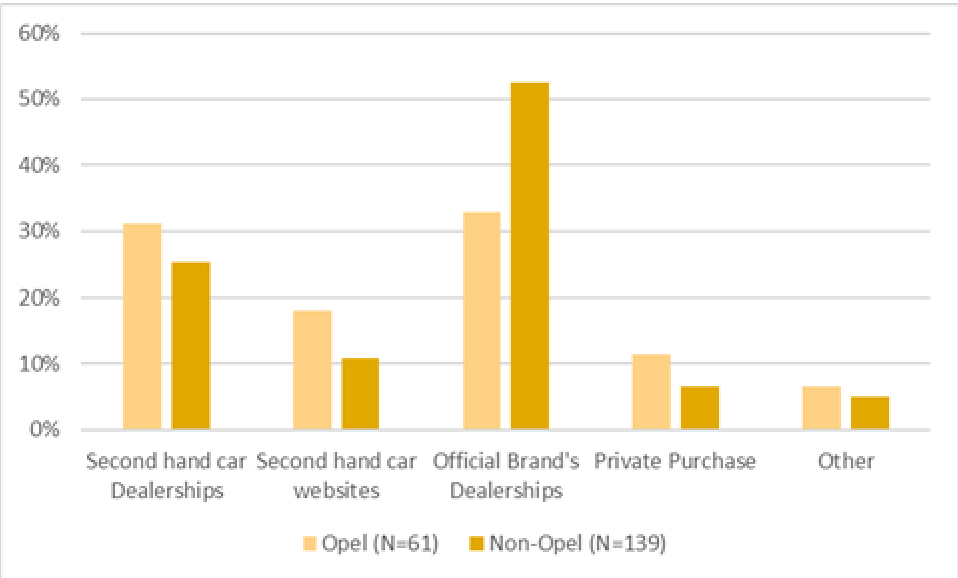
Appendix 43 - Factors ranked by highest probability to search for information when buying a car (rank up to 3 sources):



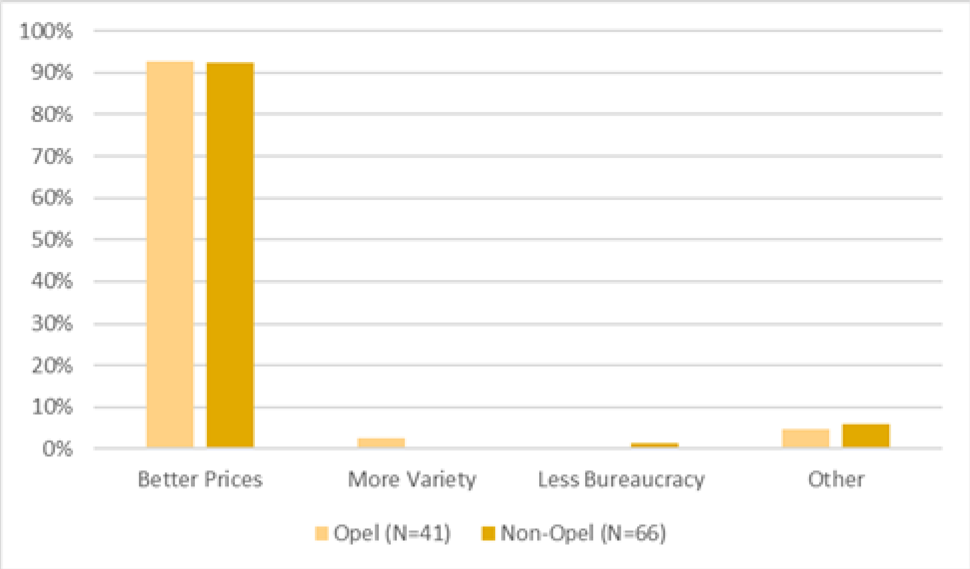
Appendix 44 - Which phrase best describes respondent's familiarity with Opel's new slogan (*The Future is Everyone's*):



Appendix 45 – Places where respondents usually buy their cars from:



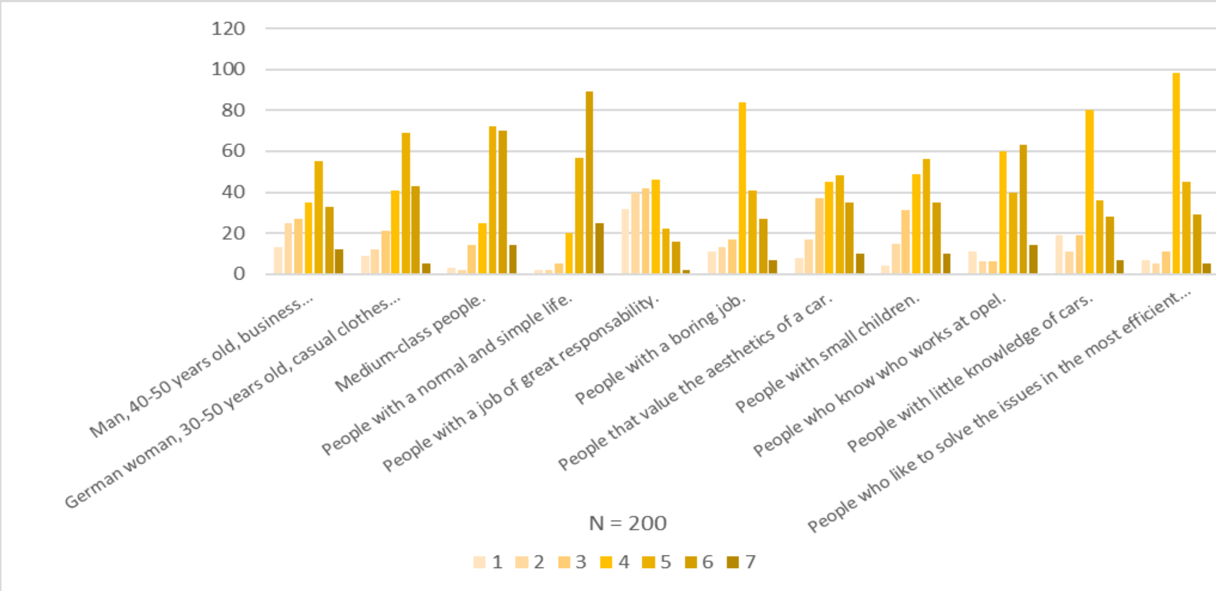
Appendix 46 - For those respondents, that do not buy from brand's dealerships, why do they choose other options:



Appendix 47.1 - Mean, mode and meaning of the 200 respondents concerning Opel's brand persona and typical driver:

	General Average	Meaning	Mode	Opel (18-24)	No Opel (18-24)	Opel (25-30)	No Opel (25-30)
Man, 40-50 years old, busines casual clothes, working in a company.	4,21	Neither Agree nor Disagree	5,00	4,48	4,09	4,27	4,35
German woman, 30-50 years old, casual clothes, working in a company.	4,49	Partially Agree	5,00	4,52	4,53	4,17	4,65
Medium-class people.	5,14	Partially Agree	5,00	5,45	5,14	5,10	4,74
People with a normal and simple life.	5,48	Agree	6,00	5,68	5,48	5,37	5,30
People with a job of great responsability.	3,21	Partially Disagree	4,00	3,61	2,89	4,07	3,17
People with a boring job.	4,20	Neither Agree nor Disagree	4,00	4,35	4,20	4,10	4,13
People that value the aesthetics of a car.	4,27	Neither Agree nor Disagree	5,00	4,71	3,98	5,20	3,87
People with small children.	4,42	Neither Agree nor Disagree	5,00	4,42	4,25	5,00	4,48
People who know who works at opel.	4,79	Partially Agree	6,00	4,87	4,78	4,63	4,87
People with little knowledge of cars.	4,08	Neither Agree nor Disagree	4,00	3,97	4,24	3,67	3,91
People who like to solve the issues in the most efficient manner.	4,38	Neither Agree nor Disagree	4,00	4,71	4,28	4,57	4,17

Appendix 47.2 - Likelihood of respondents agreeing to a set of affirmations describing the brand on a scale from 1 (Totally Disagree) to 7 (Totally Agree):

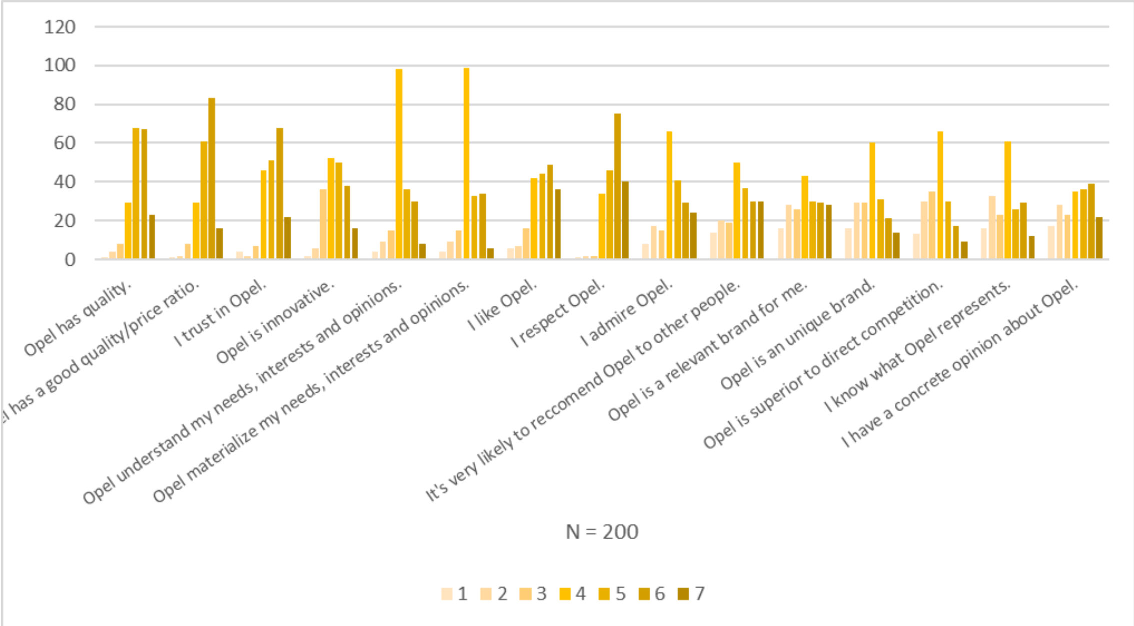


BRAND JUDGMENTS

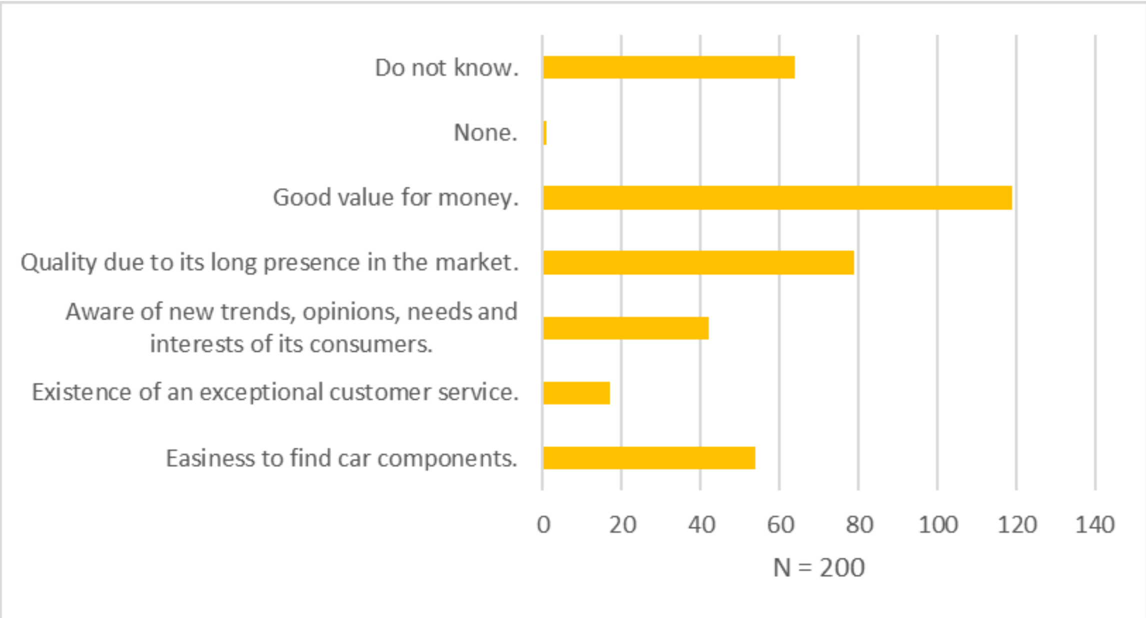
Appendix 48.1 – Mean, mode and meaning of the 200 respondents concerning respondents' judgements about Opel:

		General Average	Meaning	Mode	Opel (18-24)	No Opel (18-24)	Opel (25-30)	No Opel (25-30)
Opel has quality.	Quality	5,26	Partially Agree	5	5,77	4,98	5,93	5,09
Opel has a good quality/price ratio.		5,30	Partially Agree	6	5,74	5,22	5,43	4,96
I trust in Opel.	Credibility	5,15	Partially Agree	6	5,97	4,81	5,83	4,87
Opel is innovative.		4,60	Partially Agree	4	5,03	4,29	5,47	4,43
Opel understand my needs, interests and opinions.		4,38	Neither Agree nor Disagree	4	5,00	4,07	5,00	4,26
Opel materialize my needs, interests and opinions.		4,37	Neither Agree nor Disagree	4	5,06	4,08	4,90	4,22
I like Opel.		5,01	Partially Agree	6	6,13	4,47	6,17	4,70
I respect Opel.		5,54	Agree	6	6,13	5,30	6,13	5,13
I admire Opel.		4,49	Partially Agree	4	5,61	3,90	5,73	4,35
It's very likely to reccomend Opel to other people.	Consideration	4,43	Neither Agree nor Disagree	4	5,87	3,72	5,93	4,13
Opel is a relevant brand for me.		4,21	Neither Agree nor Disagree	4	5,74	3,40	6,03	3,87
Opel is an unique brand.	Superiority	3,90	Neither Agree nor Disagree	4	4,97	3,37	4,93	3,78
Opel is superior to direct competition.		3,79	Neither Agree nor Disagree	4	4,52	3,39	4,83	3,43
I know what Opel represents.		3,92	Neither Agree nor Disagree	4	4,90	3,34	5,20	3,83
I have a concrete opinion about Opel.		4,30	Neither Agree nor Disagree	6	5,77	3,57	5,47	4,04

Appendix 48.2 – Likelihood of respondents agreeing to a set of affirmations describing the brand on a scale from 1 (Totally Disagree) to 7 (Totally Agree):

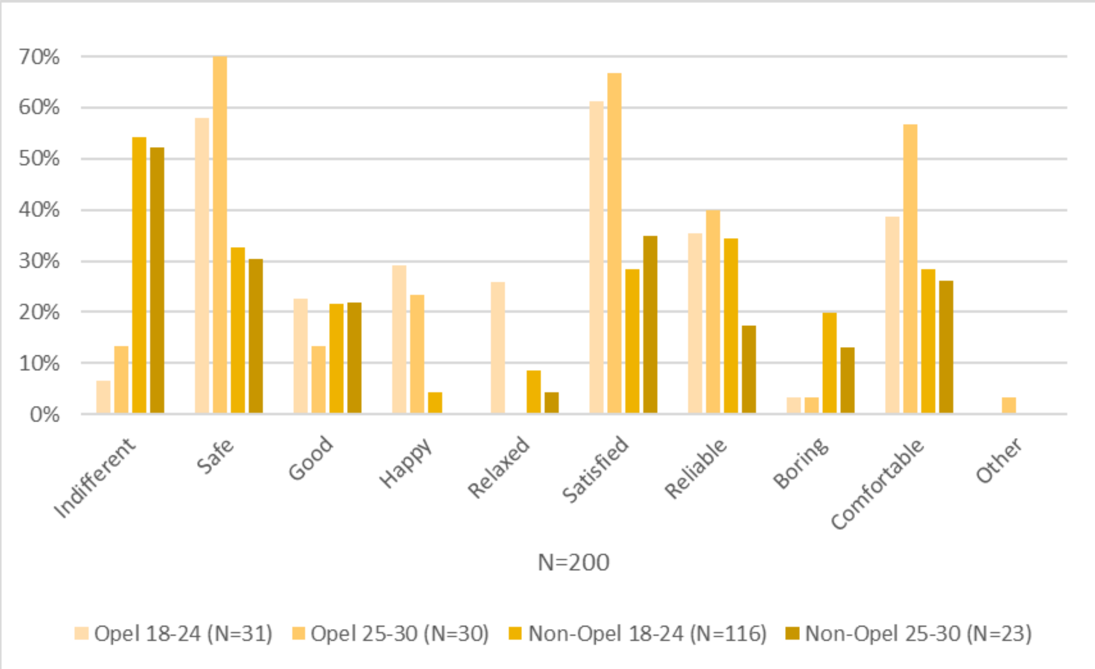


Appendix 49 – Opel's strong points identified by the respondents:

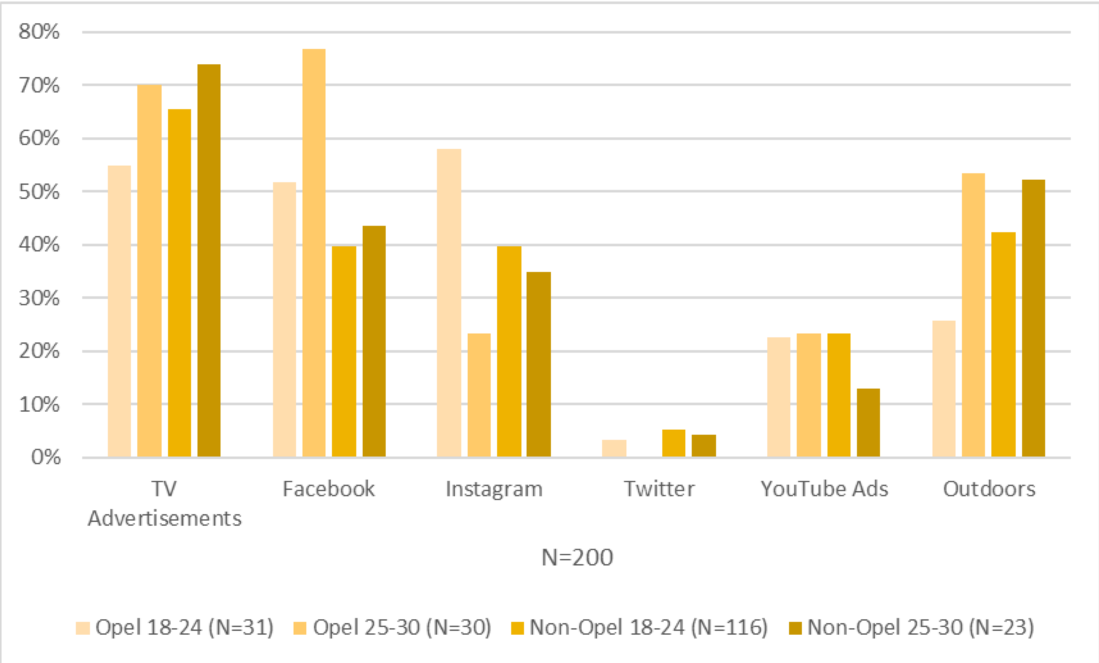


BRAND FEELINGS

Appendix 50 - Rank which of the following words best describe the feelings that Opel create in consumers (rank up to 3):



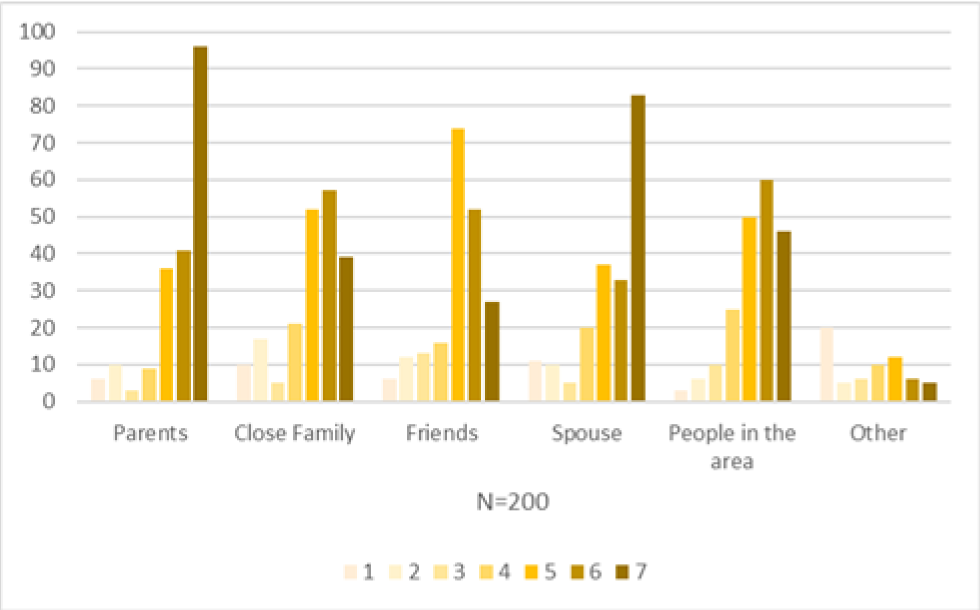
Appendix 51 - Place where respondents would like to see the news of a car brand:



Appendix 52.1 - Mean, mode and meaning of the 200 respondents concerning the most probable people to ask for opinion:

.	General Average	Meaning	Mode	Opel (18-24)	Non-Opel (18-24)	Opel (25-30)	Non-Opel (25-30)
Parents	5,82	Very Likely	7	5,29	6,28	4,80	5,52
Close Family	5,07	Likely	6	4,65	5,53	4,27	4,30
Friends	5,02	Likely	5	4,84	5,29	4,23	4,91
Spouse	5,48	Very Likely	7	4,87	5,55	5,63	5,74
People in the area	5,39	Likely	6	5,10	5,46	5,40	5,39
Other	3,42	Lightly Likely	1	2,50	3,52	3,70	3,85

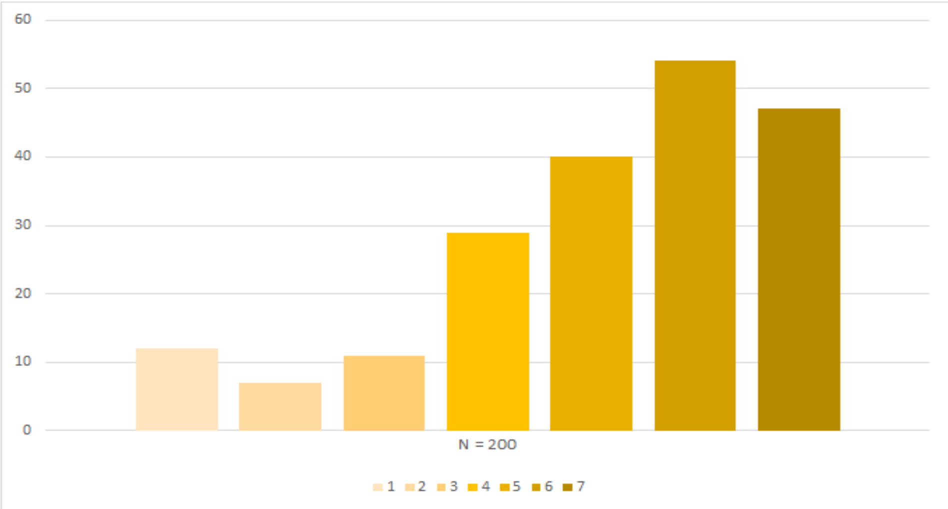
Appendix 52.2 - Likelihood of respondents to ask for help from the following people, when deciding on which car to buy, on a scale of 1 (Not Likely) to 7 (Extremely Likely):



BRAND RESONANCE

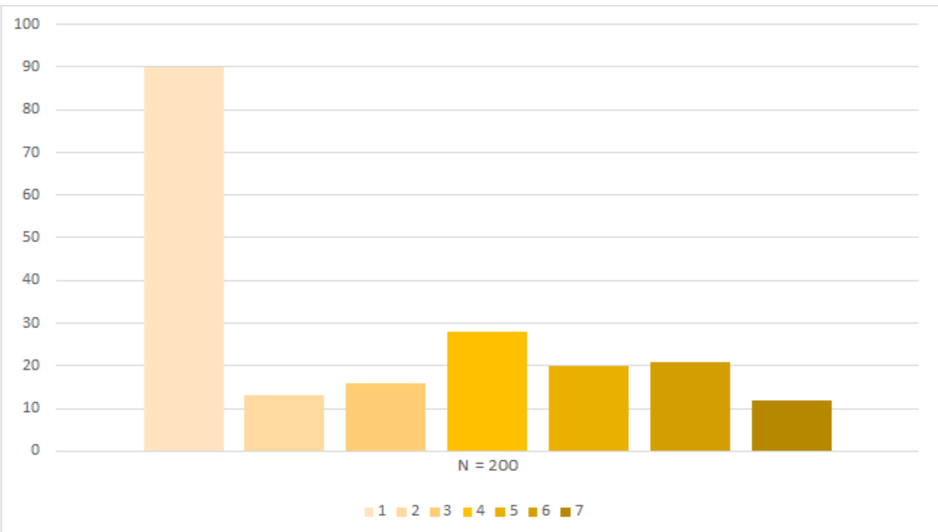
Appendix 53 – Likelihood of respondents being loyal to a car brand on a scale of 1 (Not loyal at all) to 7 (Totally loyal):

Average	Mode	Opel (18 – 24)	Non-Opel (18 – 24)	Opel (25 - 30)	Non-Opel (25 - 30)	Opel	Non-Opel
5,14	6	5,74	4,94	5,30	5,13	5,52	4,97



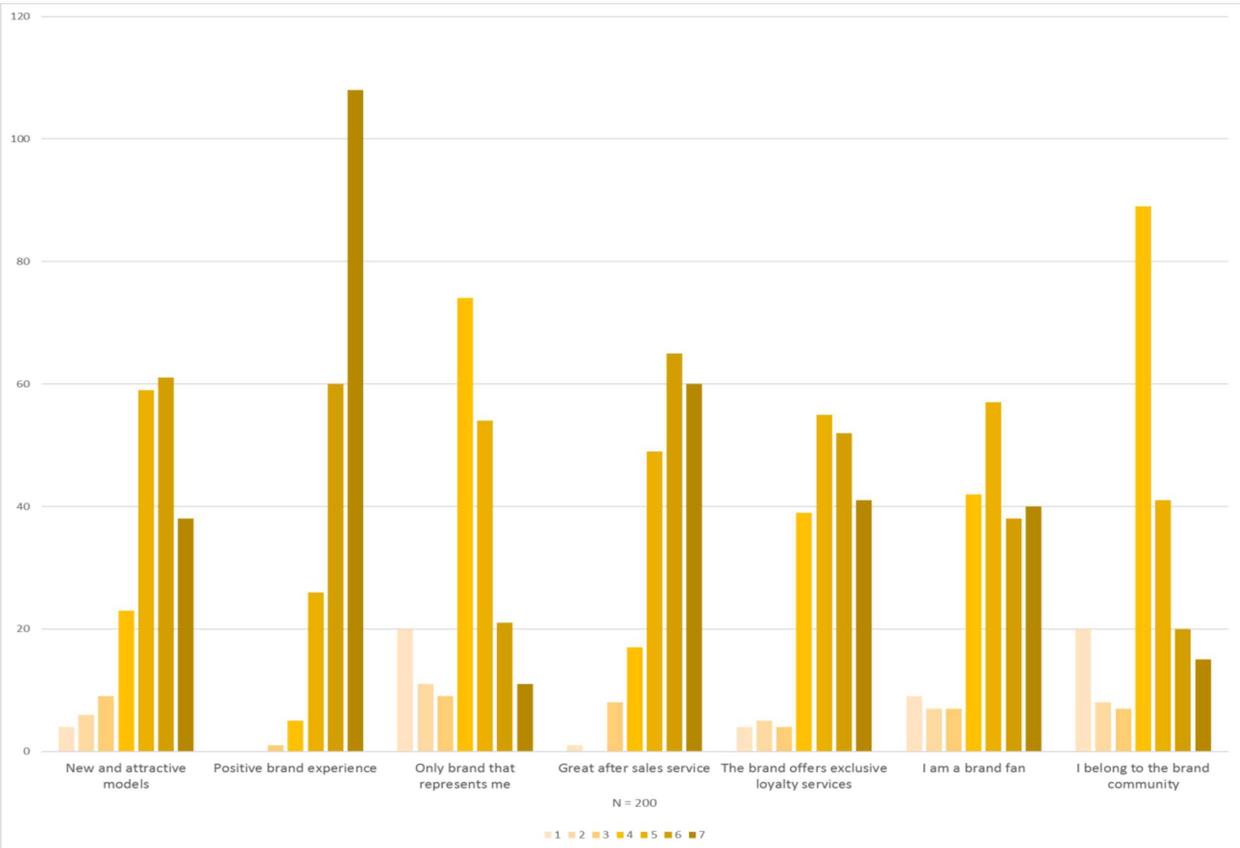
Appendix 54 – To what extent respondents considered themselves loyal to Opel on a scale from *not loyal at all* to *fully loyal*:

Average	Mode	Opel (18 – 24)	Non-Opel (18 – 24)	Opel (25 - 30)	Non-Opel (25 - 30)
2,93	1	4,84	1,89	5,23	2,61



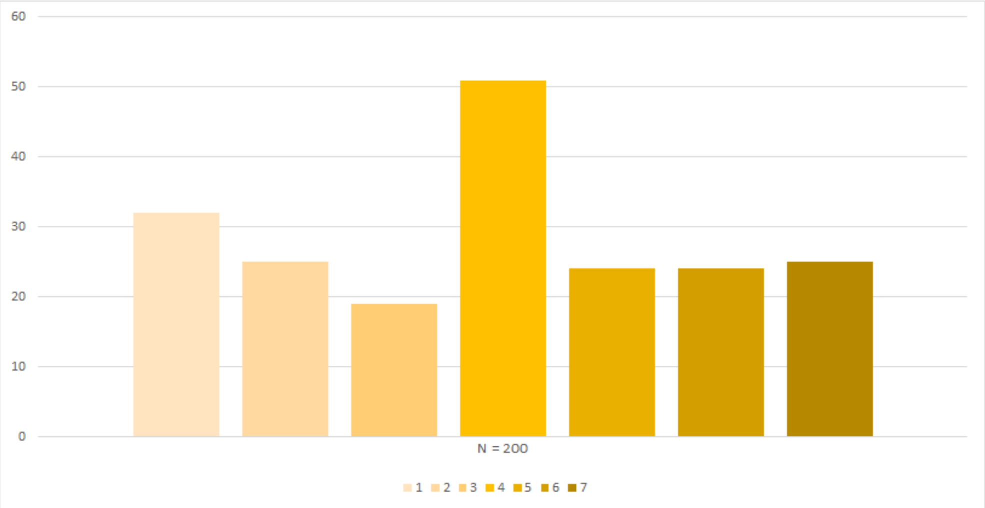
Appendix 55 – Factors ranked by importance when buying a new car of the same brand as the current one on a scale from 1 (Nothing important) to 7 (Extremely important):

	Average	Meaning	Mode	Opel (18 – 24)	Non-Opel (18 – 24)	Opel (25 - 30)	Non-Opel (25 - 30)
New and attractive models	5,31	Important	6	5,13	5,25	5,43	5,70
Positive brand experience	6,35	Very Important	7	6,29	6,40	6,30	6,22
Only brand that represents me (Attitudinal attachment)	4,19	Indifferent	4	4,32	4,05	4,47	4,35
Great after sales service	5,74	Very Important	6	5,23	5,79	6,00	5,83
The brand offers exclusive loyalty services	5,28	Important	5	5,00	5,29	5,27	5,61
I am a brand fan (Attitudinal attachment)	5,03	Important	5	5,06	5,00	5,20	4,87
I belong to the brand community (Sense of community)	4,22	Indifferent	4	4,68	4,04	4,63	3,91



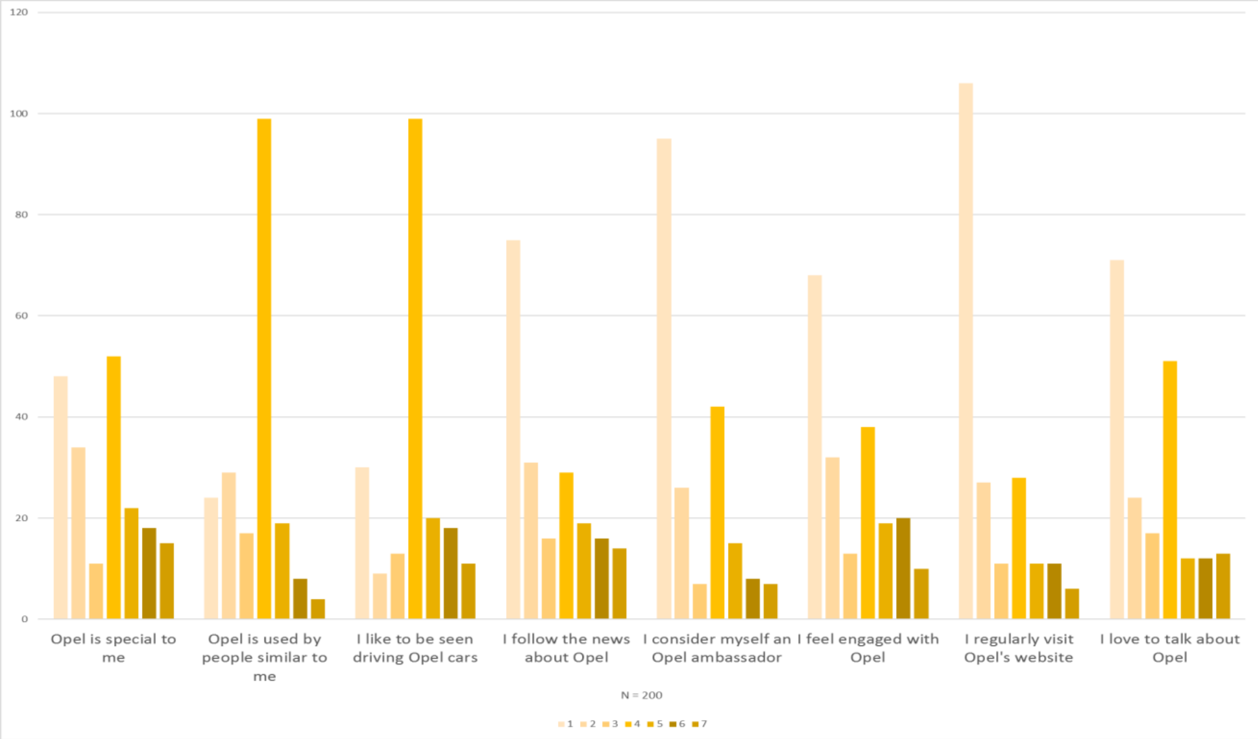
Appendix 56 – Likelihood of respondents purchasing or repurchasing an Opel car on a scale from 1 (unlikely) to 7 (very likely):

Average	Mode	Opel (18 – 24)	Non-Opel (18 – 24)	Opel (25 - 30)	Non-Opel (25 - 30)	Opel	Non-Opel
3,91	4	5,55	3,2	5,60	3,09	5.57	3.18



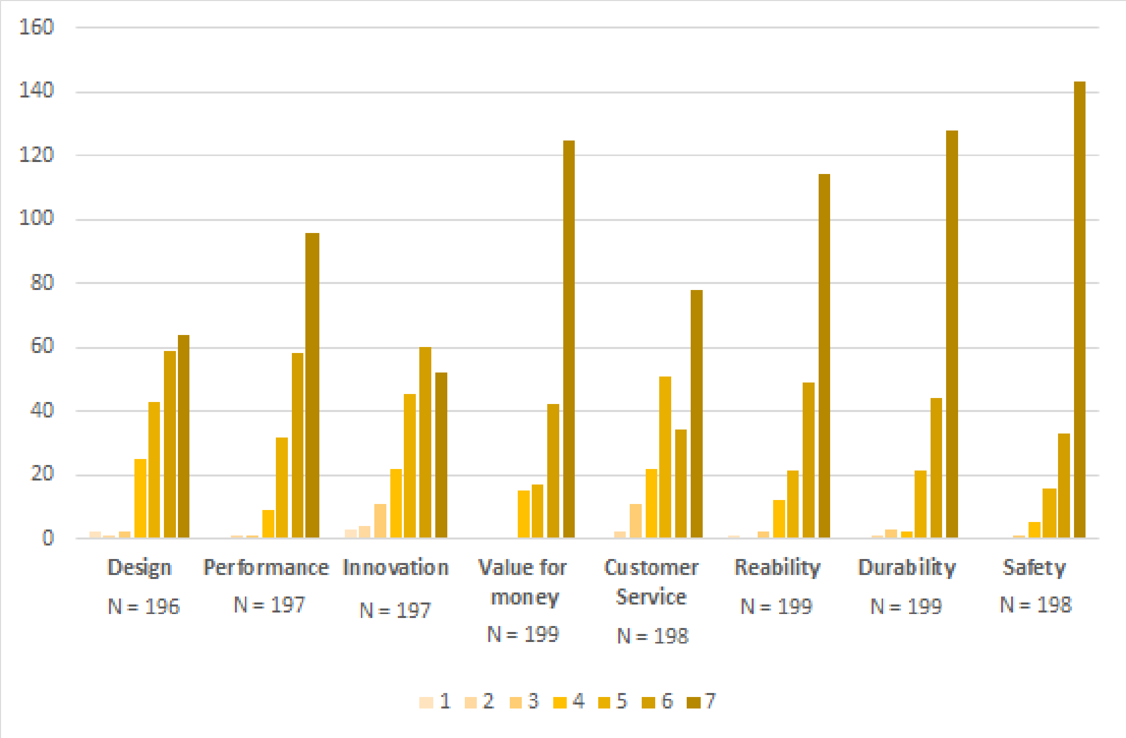
Appendix 57 – Eight statements ranked on a scale from 1 (Totally disagree) to 7 (Totally agree):

	Component	Average	Meaning	Mode	Opel (18 – 24)	Non-Opel (18 – 24)	Opel (25 - 30)	Non-Opel (25 - 30)
Opel is special to me.	Attitudinal Attachment	3,40	Partially Disagree	4	5,00	2,53	5,23	3,22
Opel is used by people similar to me.	Sense of Community	3,50	Neither agree nor disagree	4	4,29	3,18	4,10	3,26
I like to be seen driving Opel cars.	Active Engagement	3,84	Neither agree nor disagree	4	4,90	3,27	5,07	3,70
I follow the news about Opel.	Active Engagement	2,95	Partially Disagree	1	3,71	2,10	5,20	3,26
I consider myself an Opel ambassador.	Active Engagement	2,54	Partially Disagree	1	3,42	1,82	4,53	2,39
I feel engaged with Opel.	Active Engagement	3,04	Partially Disagree	1	4,35	2,18	4,93	3,13
I regularly visit Opel's website.	Active Engagement	2,34	Disagree	1	3,06	1,65	4,00	2,70
I love to talk about Opel.	Active Engagement	2,99	Partially Disagree	1	4,16	2,25	4,80	2,74



Appendix 58 – Set of eight features ranked on a scale of 1 star (Nothing important) to 7 stars (Extremely important) depending on its importance to become attached to a car brand:

	Average	Meaning	Mode	Opel (18 – 24)	Non-Opel (18 – 24)	Opel (25 - 30)	Non-Opel (25 - 30)
Design	5,69	Very Important	7	6,06	5,52	5,79	5,91
Performance	6,20	Very Important	7	6,48	6,14	6,03	6,30
Innovation	5,46	Important	6	5,03	5,36	6,10	5,74
Value for money	6,36	Very Important	7	6,06	6,38	6,47	6,52
Customer Service	5,68	Very Important	7	5,39	5,59	6,00	6,09
Reability	6,29	Very Important	7	6,39	6,20	6,60	6,22
Durability	6,42	Very Important	7	6,00	6,52	6,53	6,35
Safety	6,58	Extremely Important	7	6,39	6,58	6,55	6,83

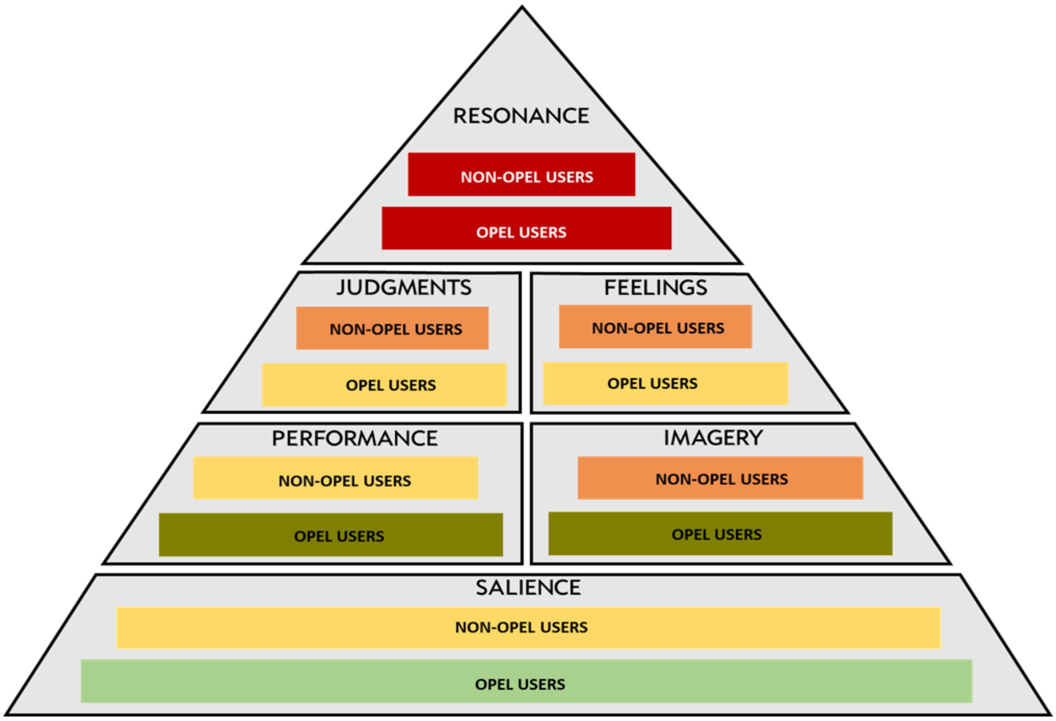


Appendix 59 - Colours system with five colours to evaluate the Opel's performance in the six different building blocks:

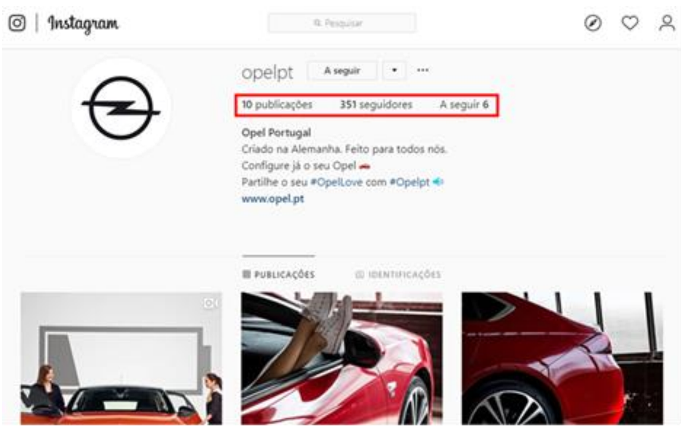
Colour system

	Sources of Strength	The majority of findings which were found are positive.
		The number of positive elements surpasses the number of points of improvement, but not enough to be considered with the *green* colour.
	Improvement Areas	The brand performs averagely as it represents the area in which points of improvement are spotted.
	Sources of Weaknesses	The number of points of improvement surpasses the number of positive elements, but not enough to be considered with the *red* colour.
		Only negative elements were found, and do not fulfill the requirements.

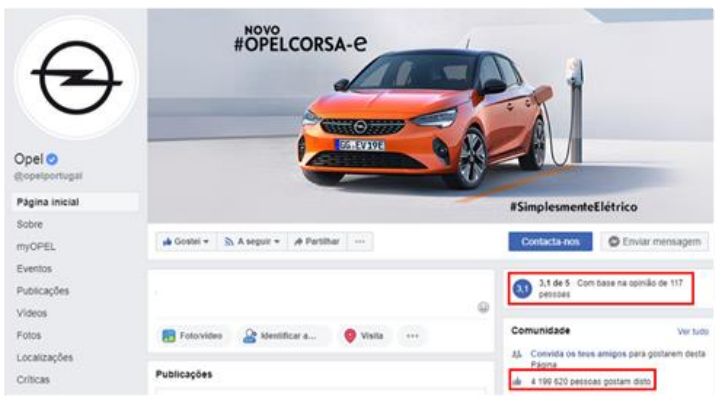
Appendix 60 - The final CBBE pyramid for Opel Portugal based on this study:



Appendix 61 – Opel's Portugal current status in social media (Instagram and Facebook):

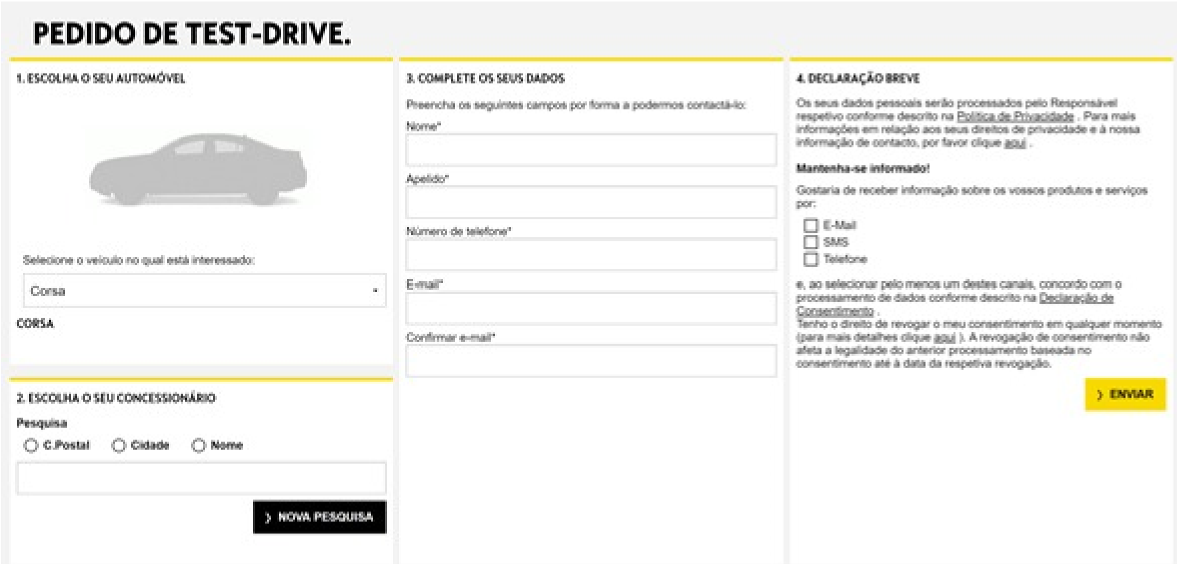


Note: Instagram was only created in the beginning of November 2019.



Source: Retrieved from Opel's Portugal Facebook and Instagram (November 2019).

Appendix 62 - Questionnaire needed to fill in order to receive information from Opel:

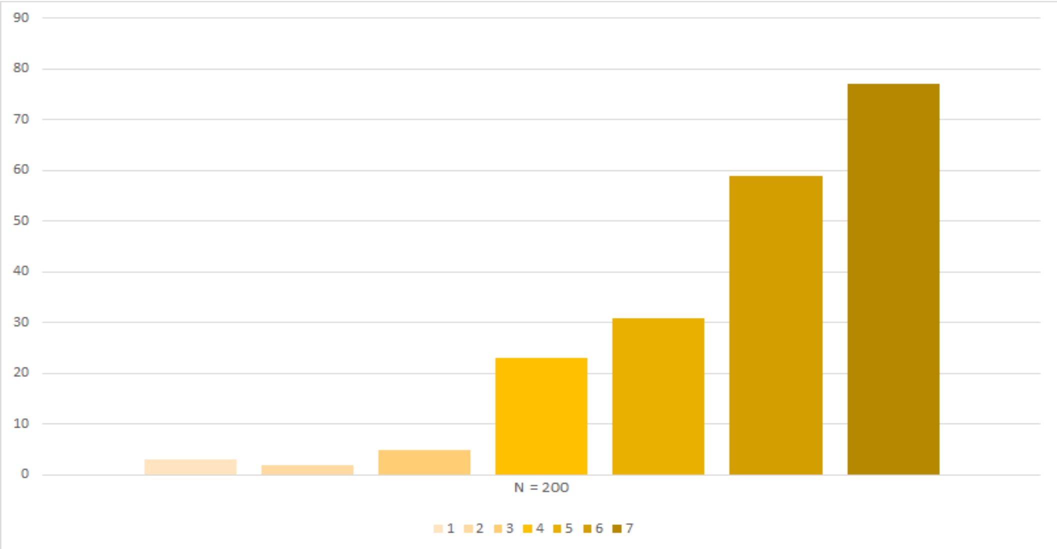


Source: Opel's Portugal Website (December 2019).

Appendix 63 – Degree of agreement from 1 (None) to 7 (Totally) concerning the following suggestions:

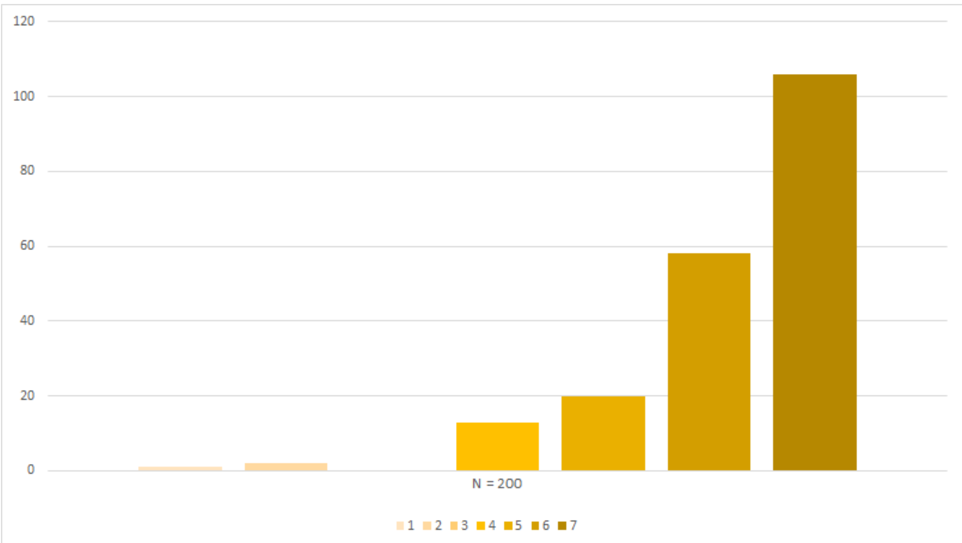
1) *How much do you value a car brand website that allows you to view the ratings that other consumers have given the model you are looking for and to give you feedback from those other consumers?*

Average	Mode	Opel (18 – 24)	Non-Opel (18 – 24)	Opel (25 - 30)	Non-Opel (25 - 30)
5,81	7	5,87	5,8	5,90	5,65



2) *How much do you value a website that allows you to compare different models of the same brand and give you the best choice, according to your budget, desired features, among others?*

Average	Mode	Opel (18 – 24)	Non-Opel (18 – 24)	Opel (25 - 30)	Non-Opel (25 - 30)
6,24	7	6,16	6,21	6,50	6,13



1. Appendix - Individual Component

Appendix 1 – Online Survey preview:

English

Demographics

Hello,
This survey is conducted as part of a dissertation from the Master of Management of the New School of Business and Economics. This is intended to get first impressions about a new ad for a particular brand, in this case from the automotive sector. Since the group intends to study the subject within young Portuguese people, this questionnaire is only available for Portuguese people **aged between 18 and 30 and living in Portugal for more than 3 years.**
This questionnaire is anonymous and there are no right or wrong answers, the aim is to answer it honestly so that we can access your actual perceptions of the ad.

Thank you in advance for your cooperation,
Filipe Beirolas.

Age:

- ○ Under 18 years old
- ○ 18-24 years old
- ○ 25-30 years old
- ○ More than 30 years old

Nationality:

- ○ Portuguese or living in Portugal for over 3 years.
- ○ Other

Gender:

- ○ Female
- ○ Male

Do you drive / have an Opel?

- ○ Yes
- ○ No

Previous Perceptions

Please indicate to what extent you agree with the following statements:

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	I partially agree	I agree	I totally agree
Opel is a young brand.	○	○	○	○	○	○	○
Opel cars are stylish.	○	○	○	○	○	○	○
Opel is a modern brand.	○	○	○	○	○	○	○
Opel is a good brand for first car.	○	○	○	○	○	○	○
Opel is innovative.	○	○	○	○	○	○	○

Ad

Please look carefully at the following ad:

What was the brand advertised in the previous video?

Please state how much did you liked this ad?

Nothing ○ ○ ○ ○ ○ ○ ○ Extremely

Please state how much you understood this ad:

I understood nothing ○ ○ ○ ○ ○ ○ ○ I understood everything

Based on the ad you just saw, please indicate to what extent do you associate the new Corsa with the following statements:

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	I partially agree	I agree	I totally agree
The new Corsa is ideal for first car.	○	○	○	○	○	○	○
The new Corsa is modern.	○	○	○	○	○	○	○
The new Corsa is for young people.	○	○	○	○	○	○	○
The new Corsa is beautiful.	○	○	○	○	○	○	○
The new Corsa is ideal for city / day to day life.	○	○	○	○	○	○	○
The new electric Corsa is innovative.	○	○	○	○	○	○	○
I see myself driving this car.	○	○	○	○	○	○	○

How do you rank the ad according to the following elements:

Visual effects

Narrative

Storytelling

Message

Music

Creativity / Originality

To what extent do you agree with the following statements about the ad:

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	I partially agree	I agree	I totally agree

	Strongly disagree	I disagree	Partially Disagree	Neither Agree nor Disagree	I partially agree	I agree	I totally agree
Celebrity Jurgen Klopp was well chosen for this ad.	○	○	○	○	○	○	○
Jurgen Klopp represents my personality.	○	○	○	○	○	○	○
With this announcement my perception of Corsa has improved.	○	○	○	○	○	○	○
I will remember this ad often.	○	○	○	○	○	○	○
I like that Corsa has an electric version available.	○	○	○	○	○	○	○
When buying my next car I will remember the Corsa.	○	○	○	○	○	○	○
I would like to have a version of a Corsa ad with a Portuguese celebrity.	○	○	○	○	○	○	○

List something you liked about the ad:

List something you didn't like or you like to improve in the ad:

Appendix 2 – In-depth interview discussion guide, Advertisement-related questions:

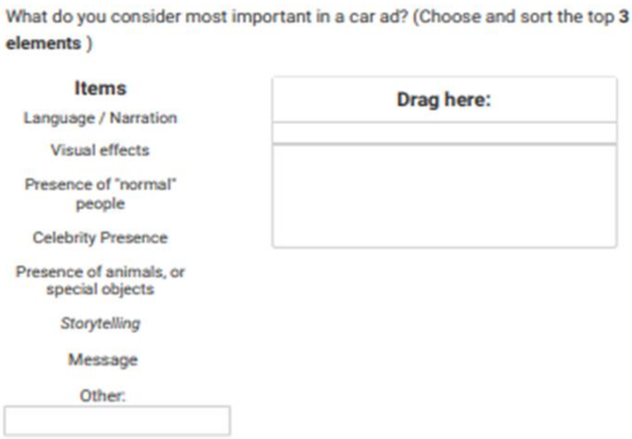
Link of the ad:
https://www.youtube.com/watch?v=681iopVO1_A (Crossland X)
https://www.youtube.com/watch?v=k9KWZ1ZE4xo (Adam)

2. Have you seen these ads before? Name some words that describe these ads.
   - Does it represent what you think of the brand? why?
   - Was there anything memorable for you?
   - What does it say about the brand? why?
   - Who is the ad talking to? why?
   - Based on the ad, who do you say that is the consumer of Opel? why?
   - How close is this to you? Does it match your personality? Is it for you? why?
     - If not, how it could catch your attention then?

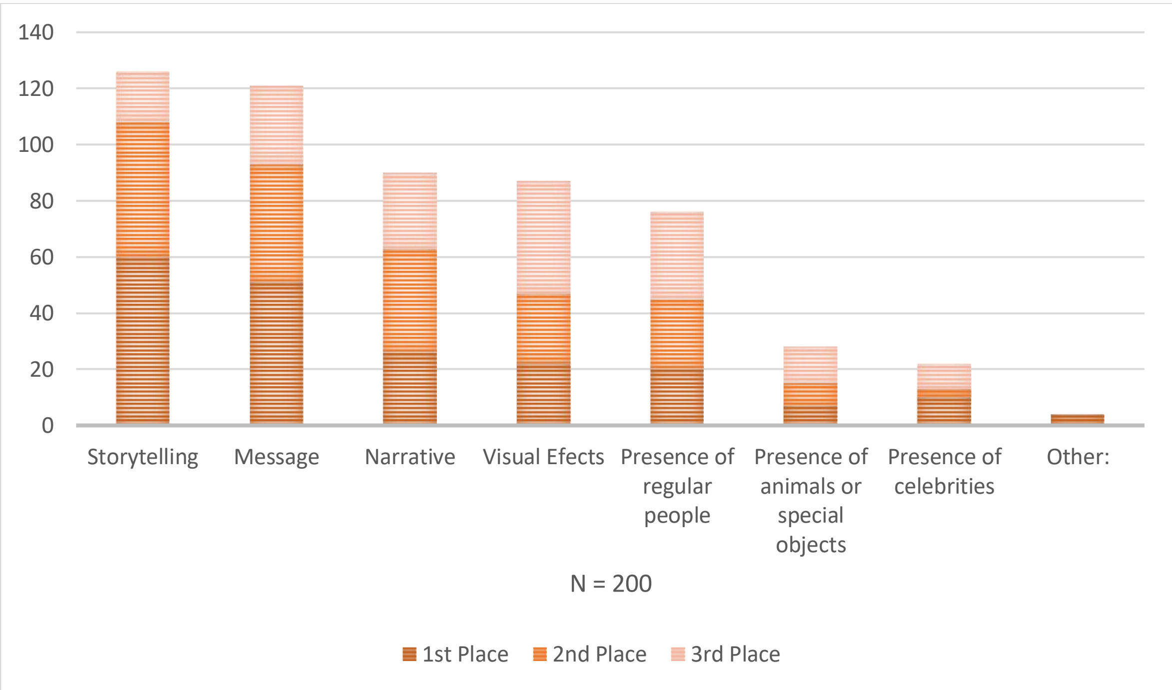
Link of the ad:
https://www.youtube.com/watch?v=_ARrTnuUcMI (Manzarra)

Note - Youtube links for the ads shown:
https://www.youtube.com/watch?v=681iopVO1_A (Grandland X)
https://www.youtube.com/watch?v=k9KWZ1ZE4xo (Adam)
https://www.youtube.com/watch?v=_ARrTnuUcMI (João Manzarra – Crossland X)

Appendix 3 – Group's online survey questions related with advertising:

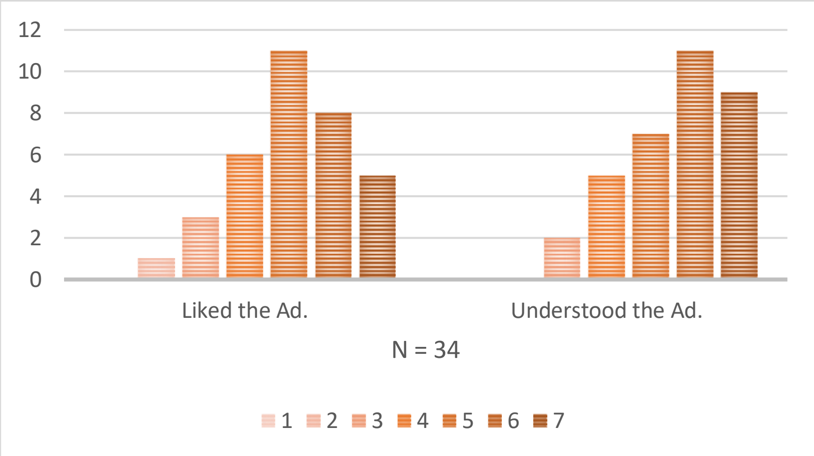


Appendix 4 – Most important element to have in a car advertisement, according the respondents:



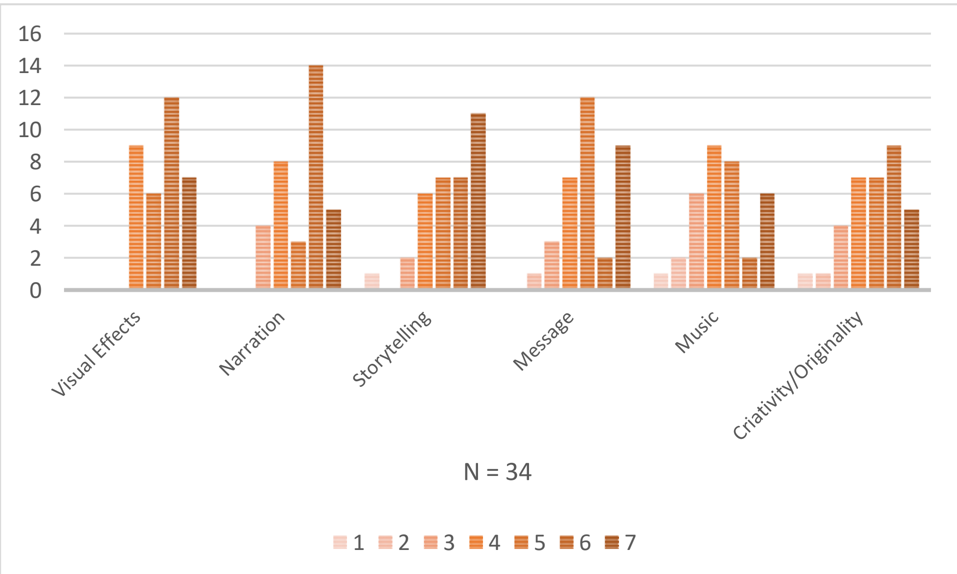
Appendix 5 – Respondents' answers in "Liked" and "Understood" the ad:

	Average	Mode
I liked this ad.	5,09	6
I understood this ad.	5,59	6



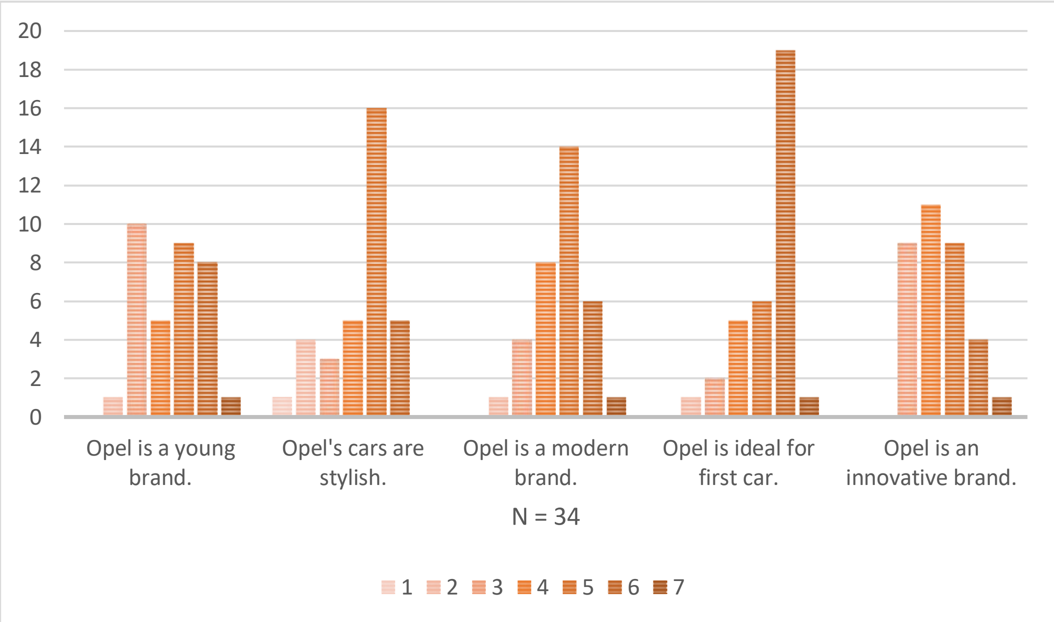
Appendix 6 – Respondents' scores in the different elements of the ad:

	Average	Meaning	Mode
Visual Effects	5,50	Agree	6
Narration	5,24	Partially Agree	6
Storytelling	5,44	Partially Agree	7
Message	5,12	Partially Agree	5
Music	4,50	Partially Agree	4
Criativity/Originality	4,91	Partially Agree	6

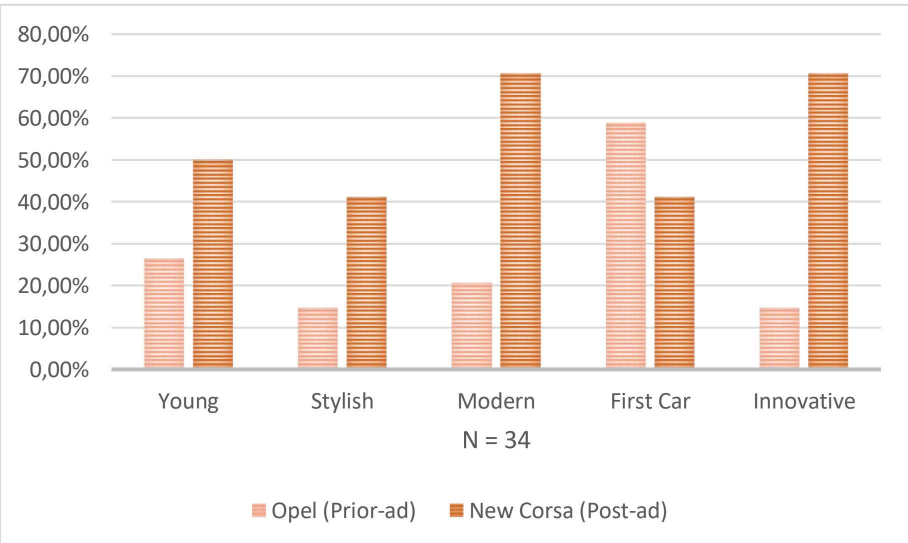


Appendix 7 – Pre-advertisement perceptions about Opel:

	Average	Meaning	Mode
Opel is a young brand.	4,47	Partially Agree	3
Opel's cars are stylish.	4,35	Neither Agree nor Disagree	5
Opel is a modern brand.	4,68	Partially Agree	5
Opel is ideal for first car.	5,26	Partially Agree	6
Opel is an innovative brand.	4,32	Neither Agree nor Disagree	4

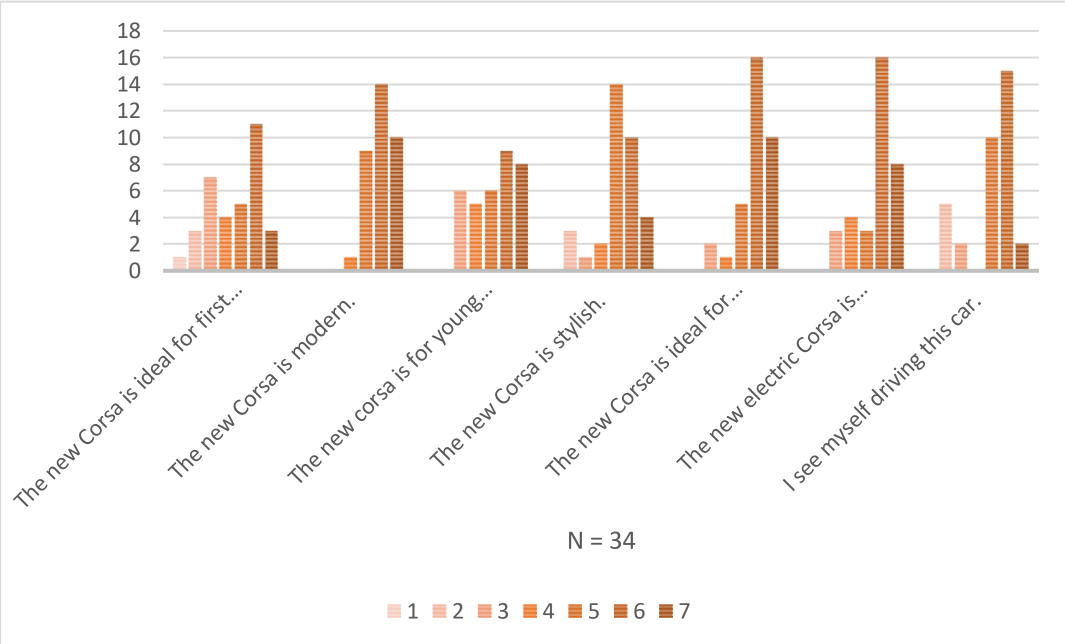


Appendix 8 – Respondents' perceptions regarding Opel and the new Corsa (Top 2 boxes):



Appendix 9 – Post-Advertisement perceptions about the new Corsa:

	Average	Meaning	Mode
The new Corsa is ideal for first car.	4,59	Partially Agree	6
The new Corsa is modern.	5,97	Agree	6
The new corsa is for young people.	5,24	Partially Agree	6
The new Corsa is stylish.	5,15	Partially Agree	5
The new Corsa is ideal for City/Day-to-day.	5,91	Agree	6
The new electric Corsa is innovative.	5,65	Agree	6
I see myself driving this car.	5,00	Partially Agree	6



Appendix 10 – Paired sample t-test results for the 5 tested attributes:

Paired Sample T-test (Innovative)

	Innovative (Opel)	*Innovative (Corsa)*
Mean	4,32	5,65
Variance	1,20	1,51
Sample	34	34
Pearson Correlation	0,47	
Mean difference hypothesis	0	
Degrees of Freedom	33	
t Stat	-6,44	
P-Value (Two-tailed)	2,68498E-07	
t critical two-tailed	2,03	

Paired Sample T-test (Young)

	Young (Opel)	Young (Corsa)
Mean	4,47	5,24
Variance	1,71	2,06
Sample	34	34
Pearson Correlation	0,21	
Mean difference hypothesis	0	
Degrees of Freedom	33	
t Stat	-2,59	
P-Value (Two-tailed)	0,014314464	
t critical two-tailed	2,03	

Paired Sample T-test (Stylish)

	Stylish (Opel)	Stylish (Corsa)
Mean	4,35	5,15
Variance	1,81	1,77
Sample	34	34
Pearson Correlation	0,58	
Mean difference hypothesis	0	
Degrees of Freedom	33	
t Stat	-3,78	
P-Value (Two-tailed)	0,000627983	
t critical two-tailed	2,03	

Paired Sample T-test (Modern)

	Modern (Opel)	Modern (Corsa)
Mean	4,68	5,97
Variance	1,20	0,70
Sample	34	34
Pearson Correlation	0,32	
Mean difference hypothesis	0	
Degrees of Freedom	33	
t Stat	-6,61	
P-Value (Two-tailed)	1,63967E-07	
t critical two-tailed	2,03	

Paired Sample T-test (First Car)

	First Car (Opel)	First Car (Corsa)
Mean	5,26	4,59
Variance	1,29	2,80
Sample	34	34
Pearson Correlation	0,44	
Mean difference hypothesis	0	
Degrees of Freedom	33	
t Stat	2,54	
P-Value (Two-tailed)	0,015890314	
t critical two-tailed	2,03	

Appendix 11 – Results regarding celebrity fit and advertisement recallability:

	Average	Meaning	Mode
Jurgen Klopp was a good choice for the ad.	4,68	Partially Agree	4
Jurgen Klopp represents my personality.	3,76	Neither Agree nor Disagree	4
With this ad my perception about Corsa improved.	5,00	Partially Agree	6
I will remember this ad frequently.	3,91	Neither Agree nor Disagree	5
I like that Corsa has an eletric version.	5,88	Agree	7
I will rember Corsa when buying my next car.	4,62	Partially Agree	6
I would like to have a Corsa ad with a Portuguese celebrity.	4,79	Partially Agree	6