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FROM SNACKS TO SUSTAINABILITY:
THE CASE OF GOGO SQUEEZ IN PORTUGAL

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Abstract

The work project includes a case study, analysing GoGo squeeZ's strategic entry in Portugal in 2017. Reviewing how the brand navigated a growing healthy snacking market, adapted to local preferences, and addressed environmental ambitions. The teaching note delve into the role of marketing strategies. Finally, the evaluation report provides actionable recommendations to enhance GoGo squeeZ's market presence and double revenue by 2030, aligning growth with sustainability goals.

Keywords

Market Entry; Sustainability; Consumer Behaviour; Strategic Differentiation: Healthy Snacking; Regenerative Agriculture; Innovation

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CASE STUDY

“Seizing the Healthy Snack Revolution: How GoGo squeeZ Found Opportunity in the Portuguese Market”

INTRODUCTORY PARAGRAPH

In 2019, Antoine Fiévet, CEO of Bel Group, revealed a strategic pivot towards the healthy snacking sector under the new slogan “Bel for All, for Good” (Bel Group 2019). This shift marked a significant change from Bel’s traditional dairy-focused image, aligning with increasing consumer interest in healthier eating. A major driver of this transition was Bel’s acquisition of the MOM Group in 2016, which introduced GoGo squeeZ to its product portfolio (Le Groupe Bel 2016). This addition allowed Bel to expand into the fruit-based snack market, with GGS quickly becoming central to its healthy snacking strategy. Known for its convenient and natural 100% fruit purees, GoGo squeeZ attracted families seeking nutritious, portable snack options.

Bel identified Portugal as a key market due to rising demand for healthy, convenient snacks, especially among young families. This trend towards wellness-oriented eating made the country an ideal entry point for GoGo squeeZ, which launched there in 2017. It marked Bel’s first substantial move beyond dairy in the region. By positioning GoGo squeeZ as a nutritious, fun snack free from added sugars and artificial ingredients, Bel aimed to meet the needs of Portuguese consumers looking for healthier choices. The launch aligned with Bel’s broader strategy to diversify its product offerings, laying the groundwork for further growth in the European healthy snacking market.

GENERAL CONTEXT

Founded in 1865 and headquartered in France, Bel is a global leader in dairy products and fruit-based products, having revolutionized the industry through innovation, sustainability and

family-oriented values. Bel has thrived for over 150 years, adapting to market trends while remaining committed to providing nutritious products to consumers worldwide (Bel Group n.d.). Today, the family-owned company has grown into a multinational company with brands such as The Laughing Cow, Babybel, Kiri and GoGo squeeZ (Bel Group n.d.). This diversified portfolio has enabled Bel to remain resilient in the face of changing markets and evolving consumer needs.

Bel's mission to "champion healthy and responsible eating for all" reflects its commitment to providing nutritious products while respecting people and the planet. Over the past decade, the company refined and improved the nutritional profile of more than 180 products while launching impactful programs to reduce its environmental footprint. One significant initiative is the creation of the Alliance for Regenerative Agriculture, aimed at fostering sustainable farming practices across the agri-food industry, from suppliers to distributors. These practices focus on restoring ecosystems, improving soil health, and promoting biodiversity. Vital to ongoing efforts to rebuild ecosystems and ensuring the long-term viability of Bel's supply chains (Loughlin 2024). Their sustainability roadmap also targets carbon neutrality and fully transition to renewable energy in its operations by 2025, alongside a goal of 100% recyclable or biodegradable packaging (Bel Portugal n.d.). These practices are essential for the company to maintain its leadership position as consumers expect companies to balance profitability and growth with environmental responsibility.

In the context of this case study, Bel's Portuguese subsidiary, Fromageries Bel Portugal, has played a key role in implementing the group's global strategy, particularly in sustainability and innovation. Originally operating as Lacto Ibérica for decades, it became part of Bel Group in 2004 through a merger and acquisition. Bel Portugal has actively supported initiatives that resonate with consumer preferences for transparency and sustainable sourcing. For example, Terra Nostra's "Happy Cow" program, launched in 2019, promotes year-round grazing and

animal welfare, reflecting Bel's broader objectives of environmental responsibility. These initiatives align GoGo squeeZ's commitments and stimulate in establishing a sustainable fruit supply chain in Portugal, offering a competitive edge in a market increasingly focused on healthy and ethical snacking options. By integrating Bel's sustainability ethos, GoGo squeeZ is well-positioned to cater to Portuguese consumers seeking convenient, nutritious, and environmentally friendly products.

SPECIFIC CONTEXT

MOM's acquisition

Bel Group, a stalwart in the branded cheese sector for decades, has always demonstrated resilience to changing markets. Aligned with this and in response to the growing demand in the healthy snacking segment, Bel acquired the Mont Blanc-Materne (MOM) group in 2016, marking a pivotal milestone in its diversification strategy. The newly acquired group offered a strong portfolio of fruit, dairy and vegetable-based products through various brands such as Pom'Potes or GoGo squeeZ (Global News Wire 2022). Aligned with their global strategy to develop an agro-industrial model through sustainable and responsible growth, this strategic acquisition widened Bel's sectoral and geographical coverage.

MOM's well-established expertise in fruit-based snacking initiated by Pom'Potes, served as a critical factor for the group's success and a blueprint for GoGo squeeZ's expansion. The synergy between MOM's expertise in fruit snacks and Bel's international reach allowed brands like GoGo squeeZ to scale their operations and benefit from the existing recognition of MOM products. In the context of Portugal, established reputation for healthy, convenient, and sustainable snacks perfectly aligns with the growing demand among Portuguese consumers for nutritious and environmentally responsible food options.

GoGo squeeZ's background

GoGo squeeZ's journey began indirectly in 1998, when Materne introduced the first-ever fruit in a pouch under the French brand Pom'Potes. The product revolutionised the snacking industry and conquered the market with its revolutionary concept of a convenient fruit puree to bring everywhere. Building on this success, GoGo squeeZ was launched in the United States in 2008, followed by Canada in 2009, with the goal of creating a new segment in the healthy snacking market in North America with the unique decade-long savoir-faire of the group (MOM Group 2023). The brand quickly gained traction, leveraging a first-mover advantage to capture a 60% share of the US fruit pouch market.

The brand's success is shaped by its ability to anticipate and respond to evolving consumer preferences. Its product range has expanded to include innovations like GoGo squeeZ YogurtZ, SmoothieZ, and Happy TummieZ with prebiotic fibre addressing trends in health and wellness. Additionally, sustainability also became a priority and part of their strategy. Partnerships with organisations like TerraCycle reflects their commitment to reducing waste and it aligns with Bel's broader sustainability goals. Another pivotal aspect of its success lies in their "Goodness on the Go" campaign which helped the brand establish a stronger connection with consumers who are active and health conscious. This success in North America provided Bel with strong market access, established distribution channels (in major retail locations and online platforms) and high consumer awareness, key factors laying the foundations for geographical expansion.

DECISION PROCESS

In 2017, GoGo squeeZ was introduced to Portugal as a strategic move that capitalized on global market trends, consumer preferences and identified market gaps. While development opportunities were observed, such introduction entail risks as one market dynamic differs from another. It was crucial for the company to identify its target demographic, refine its differentiation strategy and understand their consumer base to efficiently penetrate the

Portuguese market. The following triggers were identified as the key drivers behind the decision to introduce the brand to this specific market.

i. Childhood obesity as a market driver for healthy snacks

On a macroeconomic level, the healthy snacking segment was burgeoning at the time and some market opportunity remained in Portugal for convenient, health-conscious snack options for children. There was a growing trend towards healthier eating habits globally and among Portuguese consumers. Particularly parents who were increasingly concerned about providing nutritious snacks for their children, replacing traditional high-sugar and high-fat snacks. More specifically, the growth in the segment was bolstered by rising concerns around childhood obesity and related health issues (Dynamic Market Analysis 2024). Faienza et al. (2020) concur advancing that over the past three decades childhood obesity rate has doubled and in some developed countries, it tripled. This alarming public health situation is highly prevalent in Portugal as approximately 31.6% of children are in the overweight and obesity spectrum (Valente et al. 2024). Recent literature underlined the importance of understanding the long-term implications of childhood obesity on adult health outcomes. Especially considering that 50% of obese children are more inclined to remain obese into adulthood. Thus, imperative for parents to initiate a shift towards healthier eating habits from a young age (ibid.).

ii. Evolving consumers preferences towards health-conscious products

While health concerns have undoubtedly influenced changing consumer patterns, it would be an oversimplification to generalise the situation. The World Health Organisation (WHO) recommends eating “at least 400 g, or five portions, of fruit and vegetables per day” to reduce the risk of noncommunicable diseases and ensure an adequate daily intake of dietary fibre (WHO 2020). However, a significant gap remains in education around healthier habits and fruit

consumption. This is a challenge GoGo squeeZ sought to address by actively promoting its products as a fun and enjoyable way to increase fruit intake.

The brand's entry into the Portuguese market was marked by its commitment to providing snacks made with 100% fruit, free from colourings, preservatives, and gluten, catering to the growing health-conscious market segment (Bel Portugal n.d.). Additionally, each GoGo squeeZ pouch provide a portion of the recommended daily fruit intake. Launching the brand in Portugal reflected this broader shift in consumer behaviour towards healthier lifestyles combined with a desire for products that support this choice without sacrificing taste or convenience. This preferential duality is crucial to understand as parents want snacks for their kids that are: easy to take on the go and mess-free, but also low in sugar, low in fat, high in protein, fortified with vitamins and mineral (Glanbia Nutritionals 2021). GoGo squeeZ's proven health benefits, variety of flavours and the convenience of not requiring refrigeration makes it an ideal choice. The intention was to exploit these trends which were gaining momentum and resonate with the target demographic.

iii. Competitor landscape

The fruit snack market in Portugal was growing rapidly, with a competitive landscape shaped by name brands and private labels. On the one hand, international brands like Nestlé or Blédina have captured a large share of the Portuguese healthy snack market. They have high brands recognition and trust from consumers. On the other hand, private label ranges from Continente and Pingo Doce have gained popularity due to their competitive prices and accessibility, making them a convenient choice for many consumers.

However, in 2017, a market gap persisted, with limited options available for fruit pouches specifically tailored to young children. This was a key differentiating factor compared to already established competitors, who primarily offered products targeting infants and babies (see Appendix 1). By targeting school-aged children, GoGo squeeZ positioned itself to address

an untapped consumer base. They offer a convenient and healthy snack option for parents seeking practical solutions for their kids' lunchboxes or after-school snacks.

One important element, potentially affecting market penetration, was visibility and market placement. GoGo squeeZ's offering would be positioned in the snack aisles rather than baby food sections, the "core" shelf space for fruit pouches. While this distinguishes the brand apart visually, it also risks missing shoppers seeking fruit pouches specifically for young children. This differentiation provides GoGo squeeZ with a distinct edge in addressing an under-served market, but it is also a consideration not to be overlooked as it poses challenges in terms of visibility and competitive response.

iv. Consumer resonance with sustainability efforts

Beyond the healthy natural ingredients in GoGo squeeZ's products, their innovative portable packaging was also an influential aspect of their entry strategy. The brand's design, featuring the iconic helicopter cap, not only appealed to children but also addressed environmental concerns by reducing the use of disposable plastics. Each lid uses 40% less plastic, along with future commitments to transition to 100% polyethylene for the entire packaging. These efforts align with EU directives such as the "Single-Use Plastics Directive (Directive (EU) 2019/904)" which aims to reduce single-use plastic products. The directive also mandates that packaging products contain at least 30% recycled content by 2030 (European Union 2019).

Beyond packaging, GoGo squeeZ recognises the pressing sustainability challenges within fruit supply chains. One notable statistic is that our food systems account for nearly one-third of global greenhouse gas emissions (European Commission n.d.). Traditional agricultural production methods rely heavily on chemical fertilizers and pesticides, which not only affect the quality of the fruit, but also have a negative impact on the environment. In response, GoGo squeeZ is committed to sourcing 100% of its apples through regenerative agriculture by 2030.

This ambitious goal is coherent with the company's broader sustainability strategy. Regenerative agriculture aims to restore and enhance soil health, reduce the use of chemicals and increase carbon sequestration. Actions that are essential for fighting climate change and protecting biodiversity. These goals are also aligned with the European Green New Deal and to specific plan such as the "Farm to Fork Strategy" aiming to make food systems fair, healthy and environmentally friendly (ibid.). With proposals for legislative frameworks for sustainable food systems, they encourage companies to innovate. For GoGo squeeZ, the motivation is bilateral because through regenerative agriculture, they will minimise their ecological footprint but also produce higher quality fruits, important for the consumers.

In the Portuguese market, emphasising sustainability is critical to the brand's market performance. In recent years, consumers have become more favourable towards purchasing sustainable products and are more aware of their individual role and responsibilities (Camilleri et al. 2023). According to a study from Deloitte (2017), 45% of Portuguese consumers are willing to pay more for products from companies committed to having a positive social and environmental impact. By integrating sustainability into its operations, GoGo squeeZ fosters trust among consumers, remains competitive within the industry and demonstrates how environmental stewardship can coexist with product innovation.

STRATEGIC MARKET ENTRY OF GOGO SQUEEZ IN PORTUGAL

GoGo squeeZ's entry strategy in the Portuguese market is highly dependent on its global brand positioning, combined with the specific needs and cultural differences of the local market. In the early introduction, a few critical elements have been identified.

i. Initial market introduction and product lineup

GoGo squeeZ entered the Portuguese market in 2017, introducing a product line that emphasised convenience and health, two factors increasingly valued by contemporary consumers. The initial offerings were designed to appeal to Portuguese families, featuring a

dairy range in popular banana and strawberry flavours sold in 4-packs, alongside a fruit range with well-loved varieties such as apple, banana, strawberry, and peach. These products were available as single pouches and multi-packs, addressing different consumption needs and preferences, a strategy not adopted by competitors. GoGo squeeZ positioned itself as an ideal choice for Portuguese parents seeking practical solutions for their children's dietary needs. This approach not only aligned with growing consumer demand for reliable, health-conscious products but also facilitated a smooth entry into the market, capitalizing on the increasing prioritization of convenience in modern family lifestyles.

ii. Promotional tactics to build brand awareness

To quickly gain market visibility and foster consumer loyalty, GoGo squeeZ executed a comprehensive two-year promotional campaign. This strategy focused on increasing product visibility and encouraging trials among new customers.

Discount Initiatives: The brand introduced promotions included the “Take 4, Pay for 3” (T4P3) offer on 4-packs, followed by a 25% price cut across clients to make the product even more accessible.

Enhanced Store Visibility: GoGo squeeZ invested in securing high-visibility placements in stores, using double and triple displays to capture customer attention.

Sampling Efforts: Extensive sampling campaigns were conducted, effectively converting hesitant buyers into repeat customers by allowing them to experience the product firsthand.

Integrated Marketing Campaign: The brand utilized a diverse media mix, including TV ads, digital platforms and influencer partnerships. An early collaboration with McDonald's allowed GoGo squeeZ to feature in Happy Meals, providing immediate product sampling and brand recognition among Portuguese families.

iii. Adapting brand identity to local preferences

GoGo squeeZ quickly garnered positive perceptions in the Portuguese market, where consumers view it as a healthy, convenient snack with a fun and innovative appeal. The brand's unique helicopter cap, designed to be safe and engaging for children, has become an iconic feature that differentiates GoGo squeeZ from competitors and adds an element of play to the product experience. Portuguese consumers appreciated the product's quality, particularly its taste and texture, which were well-received by both parents and children. These considerations have contributed to build the brand's reputation in the Portuguese market and helped in growing the market presence.

iv. Strategic retail partnerships and market penetration

As a company operating in the FMCG industry, establishing strong distribution channels was a critical part of its strategy. The brand aimed to ensure widespread availability through key retail partnerships and expand its reach via digital sales platforms.

Collaboration with Major Retailers: It secured distribution in prominent supermarket chains and convenience stores, gaining extensive access to a diverse consumer base.

Expansion into E-commerce: Capitalizing on the rise of online shopping, the brand partnered with digital retail platforms to cater to tech-savvy consumers, adapting to the shifting buying behaviours and increasing its market penetration.

v. Emphasis on sustainability: packaging and agricultural practices

Sustainability was a fundamental aspect of GoGo squeeZ's positioning strategy, reflecting the rising consumer demand in Portugal for eco-friendly products.

Innovative Packaging: The brand introduced packaging designed to minimize the use of single-use plastics, aligning with local environmental concerns and the EU's sustainability standards.

Commitment to Regenerative Agriculture: GoGo squeeZ set long-term goals to integrate regenerative agricultural practices into its supply chain by 2030, aiming to improve soil health, reduce chemical inputs, and enhance biodiversity. This dual focus on sustainable packaging and agriculture was intended to appeal to eco-conscious consumers, establishing the brand as a responsible choice in the Portuguese market.

vi. Conclusion and strategic outlook

GoGo squeeZ's entry into the Portuguese market allowed Bel to further expand its share of the global healthy snack market and, in particular, to gain a foothold in the fast-growing segment of fruit snacks. Notably, Cátia Dias, marketing director of Bel Portugal, argues that the introduction of the GoGo squeeZ brand in Portugal was one of the five most important moments for Bel Portugal in the last 20 years in terms of the impact on the market and consumers (João Lima, 2024). Through targeted product launches, robust promotional strategies, and ongoing sustainable efforts, GoGo squeeZ endeavoured to meet the market demand for healthy snacks among Portuguese families and orient consumers' purchasing intentions.

Considerations for Further Analysis:

- How did GoGo squeeZ adapt its marketing strategy to local preferences?
- What challenges did GoGo squeeZ face in distinguishing itself within Portugal's competitive environment?
- How can sustainability initiatives differentiate GoGo squeeZ?
- What drove GoGo squeeZ's market entry in Portugal?
- What strategies will ensure long-term growth and market leadership?

Addressing these questions in the teaching notes will provide valuable insights into the effectiveness of GoGo squeeZ's approach in a diverse market.

PROJECT EVALUATION REPORT

FRAMING THE CHALLENGE: SUSTAINABLE GROWTH FOR GOGO SQUEEZ

The objective of the report is to analyse the current state of GoGo squeeZ in the Portuguese market and identify the main challenges both internally and externally. For this purpose, it will evaluate different data collection point, combining both qualitative and quantitative research methods. The aim of this study is to provide foundational and actionable recommendations, with realistic implementations, for the strategic planning of the company to support their long-term growth and environmental responsibility in a highly competitive market.

Research Question

How can GoGo squeeZ scale up in Portugal, doubling its market presence and revenues by 2030 while maintaining sustainable operations?

Throughout this report, sustainability is regarded as a guiding principle, encompassing responsible procurement, production, and distribution practices towards the environment, as well as minimizing negative social and ecological impacts. To achieve a doubling of market share and revenue by 2030, a comprehensive strategy aligned with these principles must be developed, ensuring growth does not come at the expense of long-term sustainability goals. While GoGo squeeZ's current efforts in sustainability provide a solid foundation for development, more robust and innovative approaches should be implemented.

Research method

The first research effort was to conduct a benchmarking exercise; comparing in terms of product innovation, go-to-market strategy, marketing and sustainability. The goal was to highlight the best practices in the competitive landscape (both direct and indirect), the dominant unique selling points, and ultimately identifying gaps in GoGo squeeZ's strategy.

Alternatively, a survey on consumer perception was carried out with two fundamental

intentions: focus on brand awareness, consumers' preferences and barriers to purchase while analysing analyse the influence of sustainability in purchase decisions. Demographic biases, childless participants, limited the applicability of product-specific findings, yet they survey still presented valuable insights.

Finally, a set of four interviews aimed at gathering industry insights with experts in sustainability and regenerative agriculture. They provided a deeper understanding of best practices, regulations and barriers to adopting regenerative agriculture. Concurrently, interviewees reinforced the central role of consumers in shaping industry initiatives.

Throughout the report findings were validated through market reports and literature review. To better understand GoGo squeeZ's current position in the Portuguese market and identify opportunities, this report begins with an analysis of the internal and external factors affecting the company.

ASSESSING THE MARKET: GOGO SQUEEZ'S POSITION IN PORTUGAL

In 2024, GoGo squeeZ has become a niche market participant in Portugal's health-conscious food market, addressing demand for convenience and nutrition with its 100% fruit puree products. Its successful entry into the Portuguese market demonstrates a solid foundation built through a wide range of flavours and formats, a key advantage over competitors focused on a single format. The company achieved strong distribution across top retailers, established an integrated marketing campaign, and captured early consumer attention. Despite these efforts, its market share remains modest compared to larger competitors with broader product ranges and stronger consumer recognition, due to business structures surpassing fruit pouches.

The company aims to double its market presence by expanding product reach and solidifying brand recognition across Portugal. This strategy includes efforts to increase visibility in stores, expand product lines, and foster strategic partnerships that can boost awareness among Portuguese families. Additionally, the company is committed to sourcing all

its apples from regenerative agriculture by 2030, reflecting this focus on sustainable sourcing.

The competitive landscape is dominated by established brands like Nestlé, Blédina, and Hero Baby. According to the Annual Food Report from Nielsen Consumer LLC (2023), these three companies are said to hold a cumulative 39% of the market in value. Distributors brands hold 57% of market share, while the remaining 4% are not specified in the report (see Appendix 3). However, these competitors primarily focus on infants, leaving a significant gap for GoGo squeeZ to target the underserved 3–12 age group. By catering to this older demographic, the company can differentiate itself and carve out a unique position in the market.

On a broader scale, GoGo squeeZ is dedicated to addressing the dietary habits of Portuguese consumers by promoting increased fruit consumption. This mission aligns closely with public health goals in Portugal, where fruit and vegetable intake remain significantly low. Notably, 2019 data revealed that an alarming 27.4% of Portuguese did not consume any fruits or vegetables, highlighting a substantial need for dietary improvements (Eurostat 2022).

The situation analysis underscores GoGo squeeZ's successful market entry in Portugal while highlighting key challenges, such as competing with established brands and capturing the underserved 3–12 age demographic. It also emphasizes the company's alignment with public health goals and commitment to sustainability through regenerative agriculture. To explore growth strategies comprehensively, benchmarking was chosen to evaluate best practices from leading competitors, while a survey was selected to gain direct insights into consumer preferences and brand awareness. These methods ensure that proposed strategies are both data-driven and aligned with objectives for sustainable growth and market differentiation.

COMPETITIVE BENCHMARKING: INSIGHTS ON STRATEGY AND SUSTAINABILITY

The benchmarking exercise examined competitor strategies and market share in a dynamic, health-conscious snack market driven by evolving consumer preferences. Modern consumers increasingly prioritize snacks offering nutritional benefits, while sustainability has

become a critical purchase driver. The industry is shaped by a distinct dynamic between purchasers and consumers. Children significantly influence food purchases: 96% accompany parents while shopping and 91% actively participate in product selection (Nestlé 2024b). As a result, brands must strategically cater to both parents who prioritize health and sustainability, and kids who seek appealing and convenient options. Another important consideration is the growing dominance of distributor brands, such as Pingo Doce and Continente. They hold significant market share and secured loyalty through innovation and broad product ranges (Costa 2018). Detailed analysis for each competitor is available in Appendix 4.

Competitor 1: Nestlé (Appendix 4.1)

Nestlé maintains an important foothold in the Portuguese market, leveraging its long-standing presence. Its extensive portfolio, nutrition innovation, and sustainable practices solidify its role as a leader in the industry, earning widespread consumer trust. The company adopts a dual approach to sustainability and packaging by implementing fully recyclable packaging while supporting the Portuguese Plastics Pact. In regenerative agriculture, they collaborate with 68 farmers across 3,800 hectares to integrate sustainable farming practices, targeting 50% sustainably sourced essential raw materials by 2030. Educationally, they engage future leaders through Regenerative Agriculture Bootcamps for university students and have promoted healthier eating habits for children since 1999 via the “Nestlé for Healthier Children Program,” partnering with over 2,000 schools.

Competitor 2: Blédina (Appendix 4.2)

Blédina is a prominent infant nutrition brand in Portugal, offering a comprehensive range of baby foods tailored to various developmental stages. Its approach fosters trust and loyalty among parents, positioning the brand as a reliable partner in early childhood nutrition. They integrate sustainability and regenerative agriculture by ensuring two-thirds of its products use regenerative ingredients. These efforts are supported by multimedia campaigns since 2014,

including a major 2020 initiative highlighting naturalness and sustainability. To enhance consumer engagement and education, the brand delivers digital content to guide informed choices. They also collaborate with APCOI's "Fruit Heroes" project to promote healthy eating habits among school-aged children and ran a 2021 campaign linking sustainable practices to babies' health.

Competitor 3: Hero Baby (Appendix 4.3)

Hero Baby is a key player in the infant and toddler nutrition sector, offering a wide range of products. Hero Baby strengthens consumer relationships through its dedicated e-commerce platform, A Loja da Hero, alongside availability in physical retail stores. One major focus is to prioritise ethical sourcing by partnering with suppliers who meet rigorous ethical, environmental, and social standards. The company promotes sustainable farming practices that minimise ecological impact while ensuring high-quality ingredients. Additionally, their focus on sustainable development drives innovations in packaging and production processes.

Competitor 4: Compal (Appendix 4.4)

Although not a direct competitor, Compal is the second most chosen brand in Portuguese supermarkets and has a diverse range of fruit-based products and juices. The brand enjoys high emotional relevance and a strong reputation among Portuguese consumers (OnStrategy 2024). Compal promotes sustainability by using recyclable and reusable materials, supporting clean energy sources, and repurposing peach pits into compost to minimise environmental impact. The company prioritises local sourcing of fruits to ensure quality, lower transportation emissions, and help Portuguese farmers adopt sustainable practices. Through the Compal Fruitology Centre, they advance community development by providing training and financial resources to farmers, encouraging agricultural innovation and social integration. Their 2024 social responsibility policy focuses on nutrition and health (through food donations), educational programmes, and inclusivity to support vulnerable populations.

Insights from the benchmarking

This benchmarking is vital to identify GoGo squeeZ's competitive advantages and gaps (see Appendix 5). As outlined in the situation analysis, the company is proactive in communication, consumer engagement, and has clear sustainability objectives. Nonetheless, this analysis provides practical insights to enhance market penetration and strengthen the brand image in the competitive and sustainability-focused Portuguese market. To complement the competitors' analysis, a consumer survey was conducted to gather insights on awareness, perception, and purchasing behaviour.

CONSUMERS PREFERENCES AND DRIVERS OF GROWTH: A SURVEY

In order to build solid foundation for the recommendations, this report includes a survey on consumers' perceptions of GoGo squeeZ, focusing on product quality and attractiveness, purchasing behaviour, barriers to purchase and the importance of sustainability. Regarding demographics and representation, the survey captured responses from 216 participants, with 49% familiar with the brand. They provided valuable insights into product perceptions despite a potential bias of 51% being non-parents. The younger demographic (38% aged 18–24 and 39% aged 25–34) highlights emerging consumer behaviours, particularly regarding sustainability, that can inform targeted engagement strategies (see Appendix 6.1).

Key Insights and Findings

- i. *Sustainability influences consumer choices*: 66% of respondents value sustainability and prefer brands that communicate their efforts clearly, presenting an opportunity for GoGo squeeZ to enhance consumer engagement (see Appendix 6.3 and 6.4)
- ii. *Inconsistent buying patterns*: Despite strong brand awareness (49%), inconsistent purchasing is driven by availability issues and competitive pressure (see Appendix 6.7 and 6.10).

- iii. *Perceptions of quality are favourable*: Products were rated 4.09/5, showcasing strong confidence in quality, leverageable for customer retention (see Appendix 6.8)

Challenges and Barriers to Purchase

When analysing challenges and barriers to purchase, the competitive landscape shows that consumers often favour established competitors, requiring GoGo squeeZ to emphasise its unique value proposition (see Appendix 6.11). Additionally, affordability remains a critical factor, with respondents prioritising price alongside health benefits and flavour variety (see Appendix 6.9).

Concluding insights

In conclusion, while GoGo squeeZ enjoys strong brand recognition and positive quality perceptions, but there is potential to enhance market share. By aligning its strategies with these consumer insights, GoGo squeeZ can better meet customer needs and drive growth in a competitive market. The following expert insights accentuate elements of this survey.

EXPERT INSIGHTS: SUSTAINABILITY AND INDUSTRY TRENDS

As GoGo squeeZ seeks to scale its operations in Portugal, achieving sustainable growth requires addressing challenges across the supply chain, consumer engagement, and regulatory compliance. Insights from expert interviews highlight increasing EU regulatory demands, particularly in packaging, recycling, and carbon neutrality, necessitating measurable and transparent strategies to avoid greenwashing. Portuguese consumers' rising interest in sustainable, healthy products reinforces the need for transparent communication of sustainability efforts, leveraging collaborations with retailers, NGOs, and experts to enhance credibility. Based on insights from the benchmarking, the consumer survey, and the interviews, we propose the following recommendations to enhance GoGo squeeZ's market presence and sustainability efforts in Portugal.

STRATEGIC RECOMMENDATIONS: DRIVING GROWTH AND SUSTAINABILITY

The recommendations stem from a detailed analysis and serve as a strategic roadmap for GoGo squeeZ to double its market presence while ensuring sustainability and long-term impact. The benchmarking highlights how competitors have successfully differentiated themselves with initiatives such as local sourcing, regenerative agriculture practices, and strong educational campaigns. Alternatively, the survey emphasises favourable perceptions in product quality and the importance of sustainability in purchasing decisions, indicating strong market foundation. It also identifies inconsistent buying patterns and barriers to purchase.

These insights inform the recommendations which will range from incremental improvements to transformative strategies. They aim to address key challenges by expanding consumer engagement, enhancing regenerative agriculture practices, capturing market gaps, and leveraging supply chain sustainability as an asset to strengthen brand positioning. The order follows a logical categorised sequence based on three factors: urgency, impact and feasibility.

Strengthen Sustainability Practices

Recommendation A. – Expand Regenerative Agriculture Practices to the Entire Supply Chain

Regenerative agriculture is gaining international recognition as transformative practice in food supply chains, with the biggest growth in claims across baby and toddler, bakery, and ready meals categories (Innova Market Insights 2024). By committing to expand regenerative practices across its fruit supply chain by 2030, GoGo squeeZ not only strengthens its sustainability goals but also enhances product quality and brand differentiation. Competitors like Blédina demonstrates how these efforts bolster reputation and the importance of leveraging them as unique selling points.

This initiative positions the company as a forward-looking, responsible brand in an increasingly eco-conscious market. Concurrently, the abovementioned research also underlines

that 38% of consumers globally are concerned about climate change and its impact of food systems, a statistic correlating with survey insights (see Appendix 6.3 and 6.9).

Recommendation B. – Develop a Regenerative Agriculture Accelerator for Farmers

Scaling up regenerative agriculture practices requires prioritising farmers education, as the first step. Aware that GoGo squeeZ might not have substantial financial resources to directly support farmers, it can play a pivotal role by providing guidance and support to farmers. For instance, helping them access institutions and programs offering financial assistance. External funding, such as green loans from banks or platforms like HeavyFinance, facilitate loans for small and medium-sized farmers (Barclays 2024). Additionally, it can act as a strategic partner providing technical support through workshops, field demonstrations, and access to industry experts, equipping farmers to adopt regenerative practices effectively.

By leveraging Bel Group’s involvement in the Alliance for Regenerative Agriculture, GoGo squeeZ can underline its commitment to sustainability while fostering ecological and economic resilience within its supply chain. This approach will strengthen their leadership in environmental responsibility and position the brand along its competitors as a key player driving positive change. Farmers training costs are rather subjective and complicated to quantify, but a breakdown of some farmers implementation costs can be found in Appendix 7.

Recommendation C. – Leverage the Power of AI for Regenerative Agriculture Monitoring

The role of Artificial Intelligence should not be overlooked, with impact on optimising processes or strengthening monitoring procedures. From crop monitoring to farm management software, AI in agriculture aims to increase productivity, reduce environmental impact, and improve the sustainability of farming practices (Sharma 2024). Companies like Aerobotics exemplify this with tools that help growers, marketers and fruit companies to optimise their operations (Aerobotics n.d.). However, the cost of implementing such practices would require

substantial initial investment ranging from 30.000€ to 300.000€ depending on the scale and complexity of the technology adopted (Sharma 2024). It will put GoGo squeeZ at the forefront of regenerative practices because it will deliver measurable and transparent progress.

Enhance Product Portfolio & Innovation

Recommendation D. – Localise the product line with Portuguese-origin flavours

Introducing regionally inspired flavours, like the Rocha pear (certifying as a protected designation of origin, PDO, by the EU) or the Algarve orange, aligns with the identity of the country which is intertwined with local and regional products (European Commission n.d.). Additionally, traditional products contribute to the environment protection and food safety, meeting the consumer preference for more genuine products and authentic flavours. Drawing from Compal's success, this strategy reduces carbon emissions associated with transportation and supports local farmers. Giving the spotlight to these flavours in marketing campaigns can contribute to building stronger connections with the customers base and enhance loyalty. Literature also stresses a relationship between product line decisions and a firm's competitive advantage measures such as brand performance, consumer purchasing decisions, market share, and profit (Abubakar and Mohammad 2019). This strategy offers significant added value that GoGo squeeZ can fully leverage.

Recommendation E. – Continuously explore blue oceans in the development of product lines, such as Fruit Friendz to explore new markets

Capitalising on unexplored market segment represent an opportunity for the company to expand its reach and create a comprehensive product portfolio. The recent introduction of the "Fruit Friendz" line in Portugal is a step in this direction, but further product developments are essential. Our competitors' broader portfolios highlight the potential to create a loyal customer base through diverse offerings. Besides, GoGo squeeZ can also learn from its

American equivalent, which has successfully enlarged its portfolio beyond the original applesauce pouches. Innovations such as Happy TummieZ which contains prebiotic fibers assisting gut health, appeals to health-conscious parents. Diversifying formats and portion sizes can also appeal to a wider demographic, aligning with the brand’s mission to deliver convenient, nutritious snacks.

Elevate Marketing & Consumer Engagement

Recommendation F. – Transform marketing into a sustainability storytelling medium

As mentioned in Recommendation A and throughout this report, modern consumers increasingly value sustainability. They recognise how their individual responsibilities correlate with the choices they make on a daily basis. This shift drive companies to adopt greener production processes to exploit new business opportunities (Camilleri et al. 2023). However, effectively communicating on these improvements is vital to maximising consumer impact.

Competitors like Nestlé and Blédina provide strong examples with dedicated web pages on explaining their respective efforts on regenerative agriculture. Additionally, Nestlé launched the “É Tempo de Regenerar!”, a point-of-sale campaign encouraging consumers to adopt more environmentally regenerative practices in their daily lives (Nestlé 2022b). They also held their “Agripreneurship Bootcamp” for three consecutive years with the objective of sharing its knowledge on regenerative agriculture and supporting the next generation of agricultural entrepreneurs (Nestlé 2024a). Similarly, Blédina has run multi-platform campaigns on regenerative agriculture since 2014, with a major 2020 initiative aimed at raising consumer and environmental awareness (Sousa 2020). These campaigns show how linking sustainability to education and action creates a compelling narrative.

GoGo squeeZ’s collaboration with Sociedade Ponto Verde resonate well with families and children, focusing on entertainment and recycling practices. However, the company should adopt more impactful actions, such as including environmental impact metrics on packaging.

Showcasing farmers transitioning to regenerative practices, and strengthening educational programmes tied to its products, represent effective initiatives. Finally, the interconnectedness of regenerative farming, ecosystems restoration and its role in contributing to better health (Choudhari et al. 2024) has to become a point-of-focus in future strategies.

Recommendation G. – Gamify Healthy Eating for Children with Interactive Campaigns

GoGo squeeZ's campaign #CabeTudoNaMochila serves as a powerful example of consumer engagement. It emphasizes the emotional well-being and development of young children as they transition back to school, positioning the brand not only as a provider of healthy snacks but also as a partner in personal growth. By incorporating educational games and prizes, the campaign fosters meaningful connections with its audience. This approach could be extended to other key areas, such as promoting healthy eating habits, further solidifying the brand's relevance and appeal.

Factors such as rising obesity rates and the increasing demand for healthy snacking options are central to GoGo squeeZ's introduction into the Portuguese market. To foster loyalty among its consumer base, the brand should leverage multi-channel engagement strategies. Given that education remains a barrier to healthier diets, GoGo squeeZ has a significant opportunity to invest further in this segment. As demonstrated by the communication strategies of Nestlé (through the 'Nestlé for Healthier Children Program') and Blédina (with the 'Fruit Heroes' project), they actively link their products with healthier diet. This consolidates their position as leaders in promoting nutrition, education, and healthier lifestyles.

To address childhood nutrition challenges, GoGo squeeZ could launch gamified initiatives through partnerships with schools and educational programs. For instance, activities like "Fruit Bingo" challenge, where children log their daily fruit intake to earn rewards such as digital badges or certificates. Other ideas include virtual lunchbox assembly games or storytelling sessions on regenerative agriculture, combining fun with education to promote

healthy dietary habits. The effectiveness of these initiatives can be evaluated through website traffic and user participation rates, providing insights into the reach and appeal of the gamification strategy. By integrating interactive campaigns with these measurable outcomes, GoGo squeeZ would not only address the dietary challenges faced by Portuguese families but also reinforce its commitment to sustainability and the well-being of future generations.

Recommendation H. – Make Data the Core of Consumer Engagement Strategies

A significant challenge in understanding and promoting GoGo squeeZ is its limited public data as a sub-brand of Bel, which restricts insights for researchers and consumers. To overcome this, GoGo squeeZ can leverage data-driven marketing strategies to increase engagement. Currently, GoGo squeeZ is advertising its efforts to reduce plastic packaging, which resonates well with environmentally conscious consumers. However, the brand should expand its focus to include production processes. By incorporating data visualizations and real-time metrics into marketing efforts, GoGo squeeZ can more clearly showcase these broader sustainability initiatives. For example, dashboards or reports could highlight progress toward environmental goals, such as the percentage of fruit sourced through regenerative practices, alongside its packaging improvements. These tools would enhance consumer understanding, build trust, and strengthen with environmentally conscious audiences.

Expand Distribution & Market Presence

Recommendation I. – Harness the growing potential of e-commerce

To strengthen distribution and boost sales, it is essential to focus on online promotion and e-commerce opportunities (see Appendix 8). Enhancing online marketing and digital sales strategies can tap into the growing online consumer base. Offering exclusive promotions or customisable subscription plans can attract tech-savvy families, while improving user experience on e-commerce platforms addresses availability barriers highlighted in the survey (see Appendix 6.13).

Hero Baby’s successful direct-to-consumer model serves as an example, with its online shop offering exclusive deals and fostering stronger consumer relationships. Similarly, GoGo squeeZ could explore a similar model, creating a dedicated online store to offer its full product range, exclusive bundles, and educational content on healthy snacking and sustainability. Such an initiative would not only address availability challenges but also differentiate GoGo squeeZ as a forward-thinking, consumer-centric brand in the digital space.

Foster Stakeholder Collaboration

Recommendation J. – Expand into educational partnerships to build a supporting network

While consumers are increasingly aware of making environmentally conscious choices, a gap persists in understanding the link between food and environmental impact (Ran et al. 2022). GoGo squeeZ should address this gap through community-based initiatives such as “Fruit Hero” educational campaign, to engage consumers while promoting healthier diets.

This specific recommendation on partnerships will be incorporated and expanded into the following section, aligning it with the most relevant initiatives. The implementation plan outlines how GoGo squeeZ can execute these recommendations effectively, prioritising initiatives based on their feasibility and impact.

ACTION PLAN: IMPLEMENTING STRATEGIES FOR SUCCESS

According to the impact/effort matrix (see Appendix 9), recommendations are categorized to guide implementation: from quick wins to strategic initiatives that will shape the business, as well as minor tasks and low-priority actions that will provide indirect benefits. The implementation plan includes a realistic timeline (see Appendix 10), relevant partners, and key performance indicators (KPIs) to track progress and effectiveness.

1. Regenerative Agriculture Integration – medium- to long-term

To achieve its 2030 goal of sourcing 100% of its fruit supply from regenerative agriculture, GoGo squeeZ must implement locally tailored sustainable farming practices in Portugal. This effort begins with a pilot project in collaboration with Biospheres, leveraging their expertise in regenerative practices already proven in other markets with Bel (Biospheres n.d.). By tailoring solutions to local agricultural conditions, GoGo squeeZ can shift sourcing and production closer to the Portuguese market, strengthening its regional supply chain.

The initiative will establish a network of small to medium-sized farmers to test scalable regenerative techniques, using participatory monitoring and evaluation (PM&E) to address knowledge gaps through education, collaboration, and practical support (Luján Soto et al. 2021). The initial phase involves piloting with at least 10 small farmers to validate new technologies and nature-based solutions. KPIs can draw inspiration from Nestlé’s farm assessment tool (see Appendix 11) and related practices (see Appendix 12).

Partnerships are crucial, including collaborations with Portuguese agricultural cooperatives, the Instituto Superior de Agronomia (ISA), and the European Institute of Innovation and Technology Food (EIT Food)’s South Regional Hub. These partnerships can connect GoGo squeeZ with cooperatives, agricultural experts or technological innovators. Furthermore, the Sustainable Agriculture Initiative (SAI) Platform’s *Regenerating Together* framework also aligns with GoGo squeeZ’s goals of leveraging third-party innovations to lower costs and risks. Such partnerships could prove particularly valuable at later project stages, such as implementing AI-driven monitoring solutions.

Finally, workshops and on-site demonstrations will highlight benefits such as improved yields, lower input costs, and enhanced soil fertility. While much of the cost for transitioning to regenerative agriculture will fall on farmers, EIT Food can provide grants for sustainable food production, and GoGo squeeZ will invest in support networks and guidance. Long-term

economic benefits include cost reductions, resilience to market and climate volatility, and increased margins. Carbon credits and government subsidies for regenerative practices further support financial viability (Alliance Bioversity & CIAT 2024). In Appendix 13, GoGo squeeZ is encouraged to adopt the proposed timeline to streamline its strategic initiatives effectively.

2. Marketing development and consumer engagement – short- to medium-term

To penetrate the Portuguese market and strengthen connections with its target audience, GoGo squeeZ should prioritise a marketing strategy that highlights its sustainability credentials while positioning itself as a trusted choice for healthy snacking. This requires tailored campaigns and partnerships that align with Portuguese consumer behaviours and preferences.

Building on past collaborations with local influencers and family-focused creators, GoGo squeeZ should emphasise sustainability initiatives. Engagement metrics such as social media reach, campaign participation, and visibility at points of sale will measure success. To address potential consumer indifference to sustainability, marketing efforts must balance sustainable practices with messaging on health benefits and product quality.

Information impacts consumers' capability, opportunity, and motivation for sustainable choices (Ran et al. 2022). Further developing the partnership with Sociedade Ponto Verde could promote recycling by offering incentives like discounts or vouchers for returning used pouches. Collaborations with local municipalities and retailers could establish convenient drop-off points, enhancing consumer participation and reinforcing the brand's eco-friendly image. KPIs would quantify the number of pouches recycled and the number of recycling drop-off points.

The company should also expand its presence in schools by partnering with organisations such as APCOI (Associação Portuguesa Contra a Obesidade Infantil) or Directorate-General for Education of the Ministry of Education, like Nestlé. They would assist in developing school programs and promoting healthy eating among children. These

partnerships could promote healthier lifestyles and align with the objective to increase fruit consumption in Portugal, enhancing its corporate social responsibility (CSR) efforts.

Recognised as an important measure through feedback from the company, the report identifies a clear timeline. A 12-month school engagement strategy begins with partnerships and program development in the first 1–3 months. Pilot programs will launch in select schools during months 4–6, integrating products into healthy eating curricula and recycling initiatives. From months 7–12, these programs will expand based on feedback, increasing participation and supporting broader marketing campaigns to showcase these efforts.

3. Focus on exploring new products segments – short- to medium-term

To strengthen its position in the Portuguese market and address evolving consumer preferences, GoGo squeeZ should prioritise the development of new product lines tailored to local tastes and nutritional trends. This includes introducing locally flavoured fruit purees, such as Rocha pear and Algarve orange, and diversifying into vegetable-based snack pouches. Collaborating with partners like AlgarOrange, a cooperative for Algarve orange production, or Coopval, a leading sustainable producer of Rocha pears, can help attract new customers.

Expanding the portfolio beyond fruit pouches to include innovations like probiotic pouches, such as the U.S.-developed GoGo squeeZ's Happy TummieZ, will support long-term competitiveness. As Abubakar and Mohammad (2019) mentioned, product decisions are crucial in the food and beverage industry, making this a vital segment in the healthy snacking market.

Implementation should begin with a detailed market analysis and consumer survey to identify demand. While new product development carries risks, such as consumer acceptance and supply chain challenges, adopting a structured, iterative Stage-Gate framework can mitigate these risks (Howieson et al. 2014). By following the five stages, GoGo squeeZ will be able to better assess the potential success of these new lines will be. In terms of the cost implications, it can range from 10.000€ to 75.000€, depending on factors such as certifications, testing, and

commercialization (McNally 2023; Food Research Lab n.d.). Pilot launches in Lisbon and Porto will provide feedback on consumer reception, enabling fine-tuning before a national rollout.

4. E-commerce development – short- to long-term

To address consumer demands for convenience and capitalise on Portugal's growing digital shopping trends, GoGo squeeZ should focus on a robust e-commerce strategy. This involves leveraging partnerships with major online grocery retailers such as Continente, Pingo Doce, and Lidl while establishing a direct-to-consumer (DTC) platform.

Enhanced retailer partnerships should go beyond product availability, leveraging e-commerce data to gain insights into consumer behaviour, preferences, and purchasing patterns. Concurrently, a dedicated e-commerce platform would provide the full product range, exclusive online bundles, and subscription services tailored to busy families. Subscriptions could include incentives like discounts, free delivery, or gifts to address price sensitivity, a key factor in consumer decisions (Ferris and Brissy 2024). Incorporating educational content, such as snack ideas and sustainability tips, would further engage consumers.

The rationale behind implementing this recommendation in the short-term (with a long-term perspective) lies in the fact that e-commerce allows FMCG companies, like GoGo squeeZ, to leverage data-driven marketing and targeted advertising (Suali et al. 2024). While requiring initial investments in technology, logistics, and marketing, this approach promises significant long-term benefits through increased accessibility, deeper consumer engagement, and stronger market presence in Portugal.

LIMITATIONS

This report presents important insights into GoGo squeeZ's position in the Portuguese market and proposes actionable growth strategies. However, several limitations should be acknowledged to clarify the scope and implications of its findings.

Firstly, the consumer survey's sample size and demographics constrained its applicability. Nearly half of the 216 respondents were aged 18–24 and lacked parental experience, underrepresenting the brand's core audience of families with children aged 3–12. Furthermore, restricted access to detailed, market-specific data affected the precision of conclusions. Insights into consumer behaviour and competitor strategies often relied on regional European trends or secondary research, potentially overlooking unique local characteristics. Additionally, the research approach was shaped by resource constraints. Benchmarking relied on publicly accessible data, which may not fully capture internal competitor strategies, while expert interviews focused on sustainability, leaving other areas underexplored. Finally, the report does not fully address long-term factors such as economic shifts, evolving consumer preferences, or regulatory changes, which could impact the proposed strategies' effectiveness.

Despite these limitations, the report effectively answers the research question using diverse methodologies. Although some findings may have limited generalisability, the recommendations provide a targeted and practical framework for GoGo squeeZ to pursue its 2030 goals and strengthen its market position.

CONCLUSION

The report examines GoGo squeeZ's current position in the Portuguese market and outlines strategies to double its market share and revenue by 2030 while addressing sustainability challenges. The central research question provides a foundation for GoGo squeeZ to explore the steps it must take to scale its operations by capitalising on market opportunities and overcoming key barriers. Through the competitor benchmarking, the consumer survey, and expert interviews, the analysis identifies significant growth potential for the brand.

GoGo squeeZ is a niche player in the health-conscious snack market. The brand's focus on sustainability and product quality resonates with consumers, but barriers such as limited availability, price sensitivity, and narrow product variety hinder growth. Addressing these obstacles is critical, particularly as brand awareness is shaped not just by recognition but also by the thoughts, experiences, and perceptions consumers associate with the brand (Keller, 2009). Hence, positive consumer experiences are essential, particularly in consumer goods markets, where there is a continuous turnover of substitute products (Barroso & Llobet 2012).

To achieve its 2030 objectives, the report recommends a holistic approach to future strategies. The company should expand its regenerative agriculture initiatives, ensuring sustainable fruit sourcing while aligning with consumer values. Diversifying the product range with local flavours can attract Portuguese consumers, while sustainability-driven marketing will strengthen brand differentiation and consumer engagement. Improving accessibility through e-commerce and retail partnerships will address availability and evolving purchasing habits.

In conclusion, GoGo squeeZ's leadership must prioritise these actions and invest in robust communication campaigns to drive both brand awareness and consumer loyalty. By embracing these recommendations, GoGo squeeZ will secure its market position in Portugal and lead both in sustainability and profitability.

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APPENDICES

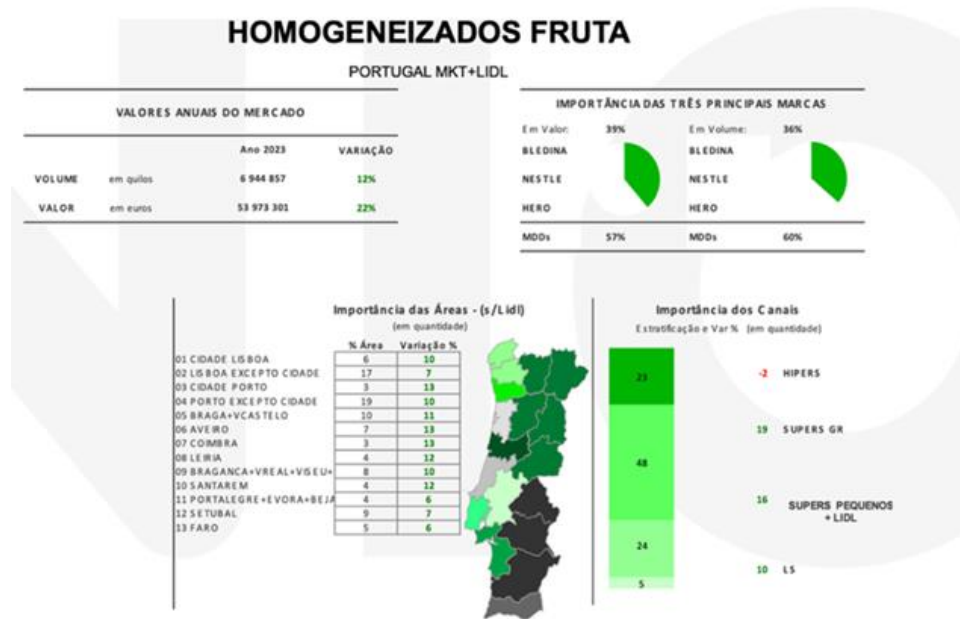
Appendix 1: Competitor’s target audience

Brand	Primary Target Audience	Core Product Offering	Market Strength	Placement Strategy
GoGo squeeZ	Children aged 3 to 12	Fruit purees in pouches designed for portable, convenient snacking	Carves out a niche in the children’s healthy snack segment, distinguishing itself from baby-focused brands	Positioned in snacks and cereal bars shelves, competing for attention outside traditional baby food sections
Nestlé	Infants and toddlers	Baby cereals, infant formulas, and fruit-based snacks	Extensive product portfolio and strong brand recognition built over decades of market leadership	Centrally displayed in baby food sections of supermarkets, ensuring high visibility
Blédina	Infants and toddlers	Organic baby purees, dairy-based infant snacks, and health-oriented products	Established presence in the baby food sector, leveraging consumer trust in organic and healthy offerings	Primarily located in baby aisles with strategic placement in major grocery stores
Private Labels (e.g., Continente, Pingo Doce)	Price-sensitive families with infants	Affordable alternatives for fruit snacks, baby food, and juices	Combines competitive pricing with localized knowledge of Portuguese consumer preferences, high availability	Prominent in own-brand sections, appealing to budget-conscious shoppers

Appendix 2: Summary Table of GoGo squeeZ’s marketing Strategies

ASPECT	DETAILS	EXAMPLES/ACTIONS
Channels Used	Combination of digital and physical channels tailored to the Portuguese market.	<ul style="list-style-type: none"> - Social Media: Instagram, YouTube. - Influencers: Parenting and wellness-focused partnerships. - Retail Partnerships: Collaborations with major Portuguese supermarket chains.
Consumer Segments	Primarily health-conscious parents and eco-aware families	<ul style="list-style-type: none"> - Target Audience: Parents prioritising children’s health and nutrition. - Secondary Segment: Consumers concerned about environmental impact.
Product Messaging	Emphasised health and natural ingredients, aligned with clean-label trends	<ul style="list-style-type: none"> - “100% fruit content, gluten-free” - Highlighted child-friendly, on-the-go convenience.
Sustainability Focus	Integrated into branding to build trust and loyalty among eco-conscious consumers.	<ul style="list-style-type: none"> - Regenerative Agriculture: Focused on ethical sourcing and improving environmental impact. - Eco-Friendly Packaging: Reduced plastic use, biodegradable materials.
Localisation Strategy	Adapted messaging and product offerings to reflect Portuguese cultural and consumer values.	<ul style="list-style-type: none"> - Family-oriented messaging. - Emphasis on sustainability and health. - Tailored campaigns reflecting Portuguese values of family and community.
Promotional Tactics	Built trust and engagement through authentic and relatable campaigns.	<ul style="list-style-type: none"> - Storytelling: Highlighted the brand’s sustainability journey. - Interactive Campaigns: Focused on community and consumer participation.

Appendix 3: Market for “homogenised” fruits (Source: Anuario Nielsen Food 2023)



*MDD = Marcas da Distribuição (i.e., distributors brands)

Appendix 4: Competitive benchmarking

4.1 Competitor 1: Nestlé

Undeniably, Nestlé has an important foothold in the market, whether as a direct competitor in fruit pouches, but also through their extensive portfolio ranging across food categories and age targets. The company can leverage its long-standing presence in Portugal to maintain market share; notably the Avenca and Porto facilities have become global hubs in the production of organic baby snacks, supplying to 30 countries (Pekic 2019). Its emphasis on nutrition innovation and sustainable practices has solidified its role as a leader in the baby food and snack segments, earning widespread consumer trust.

Nestlé adopts a dual approach to sustainability, addressing global priorities and implementing local initiatives. Advancements in packaging are driven on a global scale by the Nestlé Institute of Packaging Science. In Portugal, fully recyclable packaging is utilised for products like Naturnes or Bio Nutripuffs. The company actively supports local environmental causes as a founding member of the Portuguese Plastics Pact, advocating for reduced plastic waste. Nestlé also recognises the importance of regenerative agriculture and has initiatives involving 68 farmers across 3,800 hectares in adopting regenerative farming practices, aiming to sustainably source 50% of essential raw materials by 2030 (Nestlé 2022a).

Besides these engagements, they are very active on educational aspects. The 2023 Regenerative Agriculture Bootcamp engaged university students, fostering knowledge and awareness of sustainable agriculture (Nestlé 2023). Additionally, the “Nestlé for Healthier Children Program” is didactic, formative, and informative initiative promoting healthier and more sustainable eating to children. Initiated in Portugal in 1999, in partnership with the Directorate-General for Education of the Ministry of Education, it has the participation of more than 2,000 pre-schools and has reached millions of children (Nestlé n.d.).

4.2 Competitor 2: Blédina

Blédina is a prominent brand in Portugal’s infant nutrition sector, offering a diverse range of products tailored to various stages of a baby’s development. They offer a comprehensive range of products and selection of baby food which supports parents in providing a balanced nutrition throughout early childhood. This approach fosters a sense of familiarity and trust among parents, as Blédina positions itself as a reliable partner in their child’s early nutrition journey.

In terms of sustainability, it is central to Blédina’s mission, with the brand putting a particular focus on regenerative agriculture as a cornerstone of its practices. Blédina reports that two out of every three of its products incorporate ingredients sourced from regenerative farming. Since 2014, Blédina has actively promoted these practices through multimedia campaigns on television and digital platforms, partnerships with influencers, and point-of-sale initiatives. Most notably, their campaign in 2020 was one of their largest investments, showcasing their ongoing commitment to raising awareness about the benefits of regenerative agriculture for both consumers and the planet (Sousa 2020). It simultaneously emphasized the naturalness of their ingredients and the importance of sustainable farming.

The brand is also engaging with consumers through dynamic marketing and educational strategies. Their digital presence is characterised by articles, recipes or tips to help parents make informed choices. This year, Blédina partnered with the APCOI (Associação Portuguesa Contra a Obesidade Infantil) and their pioneering “Fruit Heroes” project established in 2011. Through this initiative, the brand will contribute to promoting healthy eating habits among school-aged children by using storytelling and gamification. This enterprise has already influenced the eating habit of more than 700,000 children, ensuring their daily intake of fruits and vegetables meets WHO recommendations (Alvorada 2024). In 2021, Blédina launched a campaign (both online and in large supermarkets) which clearly underlined the idea that sustainable practices in their production processes have a direct link to babies’ health (Marketeer 2021).

4.3 Competitor 3: Hero Baby

Hero Baby is another key player offering a range of products for infants and toddlers, emphasizing nutrition and convenience. They developed Hero Solo, a premium sub-brand of Hero Baby, expands this product range by offering natural, organic fruit and vegetable blends in portable pouches and glass jars, catering to consumers seeking healthier and more natural choices for their babies. Their products are widely available in Portugal, like other competitors in physical retail stores and in their online platforms, but Hero Baby also has its own platform, A Loja da Hero. This allows them to maintain control over their e-commerce presence and strengthen direct consumer relationships.

From a sustainability point of view, Hero Baby has different perspectives in its operations, from a focus on ethical sourcing to supplier collaboration. They engage in responsible procurement processes by forming long-term partnerships with suppliers who adhere to ethical, environmental and social standards. The brand encourages farming practices and techniques that minimize the ecological impact and ensure high-quality ingredients. Lastly, Hero Baby further underscores its commitment to sustainable development through innovations in packaging and production processes (Hero Group n.d.).

4.4 Competitor 4: Compal

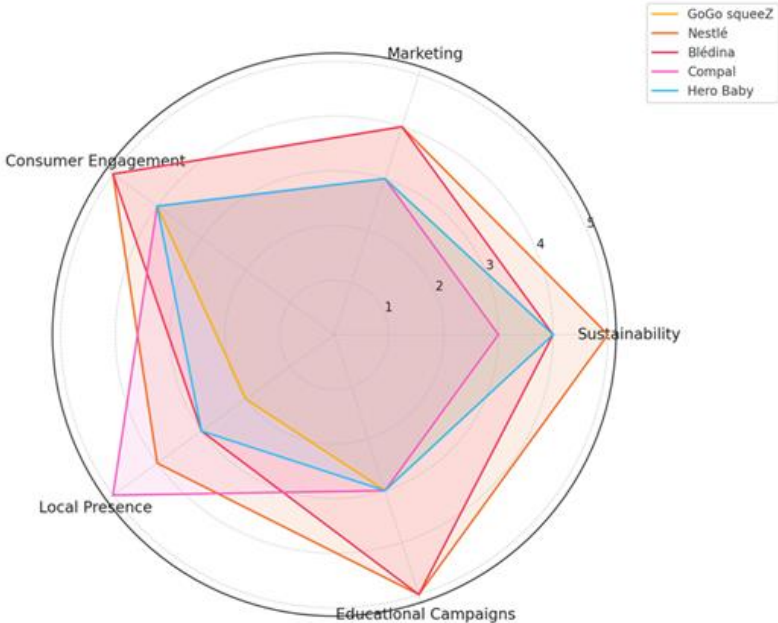
While Compal is not as direct of a competitor as the other three companies identified in this benchmarking exercise, it was the second most chosen brand in Portuguese supermarkets. The brand resonates well with Portuguese consumers who are familiar with their variety of fruits products and juices. Its strong market influence was highlighted through a study that analyzed the relevance and emotional reputation of brands with the Portuguese in which Compal was amongst the top-ranked (OnStrategy 2024).

As a responsible brand, they integrate sustainability throughout their operations, focusing on environmental stewardship and community support. In terms of product innovation, they implemented recyclable and reusable materials, such as recycled plastics and FSC-certified paper, in their packaging. Compal also promotes the use of clean energy sources, and the action of repurposing peach pits into compost to optimise their resources and reduce their ecological footprint. On top of these innovations, Compal has been an advocate of sourcing its fruits locally, to maximise proximity and quality of their products while reducing transportation time and associated emissions (Compal 2022). They collaborate with Portuguese farmers to ensure the sourcing of sustainably grown fruits and vegetables. The company is also active in community

development with the Compal Fruitology Centre (Centro de Frutologia Compal) enhances agricultural innovation by offering training and financial resources to farmers, fostering sustainable practices and social integration (Compal 2024).

Compal introduced its external social responsibility policy in 2024, focusing on three key areas: promoting nutrition and health through food donations, supporting education programs, and fostering inclusivity. The company collaborates with schools and organisations to participate in local community development by providing nutrition programs and supporting vulnerable populations (Sumol Compal n.d.).

Appendix 5: Indicative Competitive Positioning Spider Chart

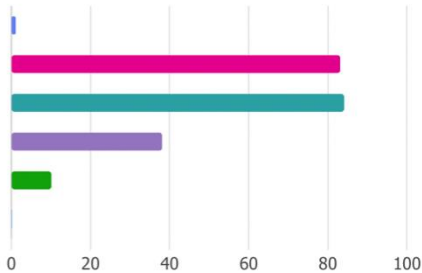


Appendix 6: Survey on consumer perceptions (216 answers)

6.1 Age demographic

1. How old are you?
Qual a sua idade?

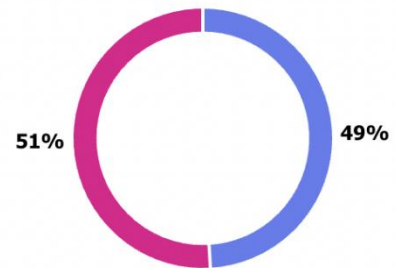
- Under 18 | Menos de 18 1
- 18-24 83
- 25-34 84
- 35-44 38
- 45-54 10
- 55+ 0



6.2 Children

2. Do you have children?
Você tem filhos?

- Yes | Sim 106
- No | Não 110

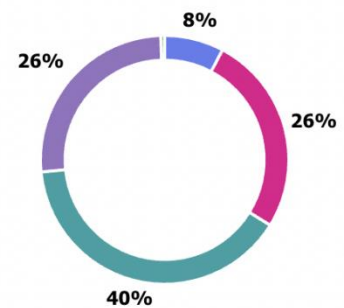


6.3 Importance of sustainability and support

A significant proportion of respondents, 66%, indicated that sustainability is either “important” or “very important” to them, along with a willingness to support sustainable brands.

4. How important is sustainability to you, and how likely are you to take action to support sustainable practices?
Quão importante é a sustentabilidade para você e qual a probabilidade de você agir para apoiar práticas sustentáveis? [M](#)

- Not important and unlikely to act | Não é importante e é improvável que eu aja 16
- Somewhat important and somewhat likely to act | Um pouco importante e um pouco provável que e... 54
- Important and likely to act | Importante e provável que eu aja 82
- Very important and very likely to act | Muito importante e muito provável que eu aja 54
- Other 1



6.4 Willingness to purchase product sustainably produced or packaged

A majority expressed an inclination to purchase products that are sustainably produced or packaged. Respondents are more likely to act when companies clearly communicate their initiatives, indicating an opportunity for GoGo squeeZ to emphasise its sustainability efforts in consumer engagement.

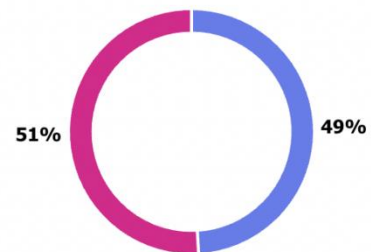
5. On a scale from 1 to 5, how likely are you to purchase a product if it is sustainably produced or packaged? (1=Not likely at all, 5=Very likely)
 Em uma escala de 1 a 5, qual a probabilidade de você comprar um produto se ele for produzido ou embalado de forma sustentável? (1=Nada provável, 5=Muito provável)



6.5 Brand recognition

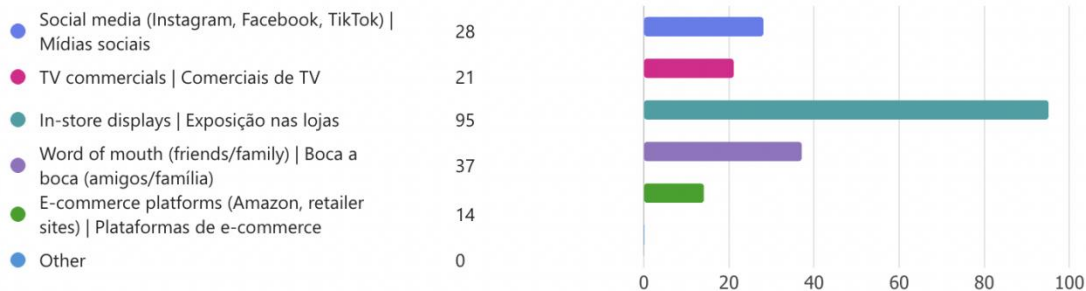
7. Have you ever heard of GoGo squeeZ?
 Já ouviu falar da marca GoGo squeeZ?

Yes | Sim 106
 No | Não 110



6.6 Brand visibility

8. Where did you first hear about GoGo squeeZ?
 Onde você ouviu falar pela primeira vez sobre a GoGo squeeZ? (Selecione todas as opções que se aplicam)



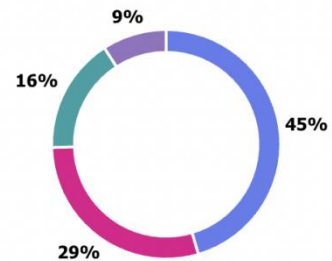
6.7 Purchase frequency

While nearly half of respondents, 49%, were aware of GoGo squeeZ, purchasing habits varied considerably. A substantial share of participants were occasional buyers, while others either rarely purchased or refrained altogether.

9. Have you ever purchased GoGo squeeZ products?
Já comprou produtos da GoGo squeeZ?

M

● Yes, occasionally Sim, ocasionalmente	50
● Yes, but I stopped buying Sim, mas parei de comprar	32
● No, I have never bought it Não, nunca comprei	18
● Other	10



6.8 Quality of the product

Respondents rated GoGo squeeZ products at an average of 4.09 out of 5, reflecting strong confidence in their quality. This positive feedback aligns with the brand's reputation for delivering premium fruit-based snacks and can be leveraged to boost customer retention and attract consumers prioritizing high-quality options.

10. How would you rate the quality of GoGo squeeZ products?
Como você avaliaria a qualidade dos produtos GoGo squeeZ?
(1 = Very low | Muito baixa, 5 = Very high | Muito alta)



6.9 Preferred product's characteristics

Even though sustainability represents an important factor for many respondents, price sensitivity remains a significant barrier to purchase. Respondents ranked affordability alongside

health benefits and flavour variety as top priorities when choosing snacks. Ensuring competitive pricing and value-for-money offerings is essential for maintaining and growing market share.

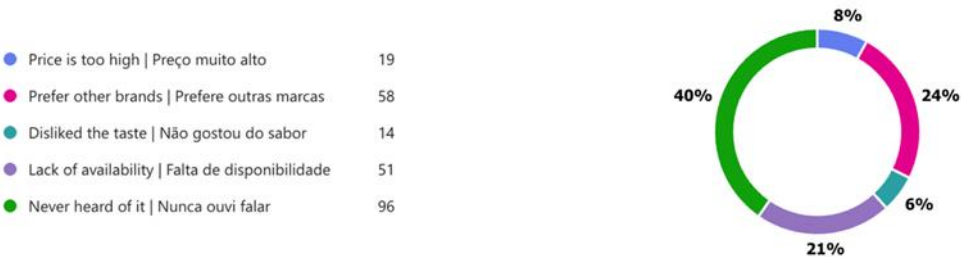
12. Please rank the product features in order of importance to you.
 Por favor, classifique as características do produto em ordem de importância para você.



6.10 Reasons why not purchased or stopped buying GoGo squeeZ

The survey identified key relevant obstacles such as lack of availability or preference for other brands accentuating high competitiveness in the segment. There is still potential to convert brand recognition into steady sales by implementing targeted marketing strategies and strengthening consumer engagement efforts.

13. What are the reasons you have not purchased or stopped buying our products?
 Quais são as razões pelas quais você não comprou ou parou de comprar nossos produtos?



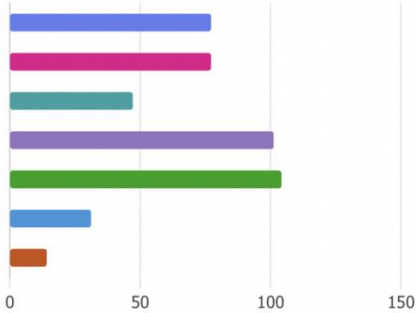
6.11 Competitive landscape

As previously mentioned in this report, the competitive landscape is shaped by both name brands and distributors brands. The competition is well-established and has a foothold in the snacking market beyond the fruit pouches, which can ultimately lead to higher consumer’s trust.

A significant number of participants affirm being consumers of direct competitors. This underscores the need for GoGo squeeZ to strategically position itself by emphasizing its unique selling points, including its sustainability and product quality.

14. Which other brands of fruit snacks do you purchase regularly?
Quais outras marcas de snacks de fruta você costuma comprar?

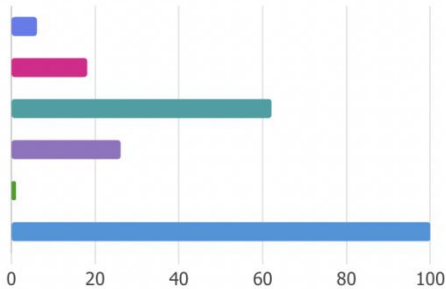
● Nestlé	77
● Blédina	77
● Hero Baby	47
● Continente	101
● Pingo Doce	104
● Auchan	31
● Other	14



6.12 GoGo squeeZ compared to other brands

15. How does GoGo squeeZ compare to these other brands in terms of quality?
Como a qualidade da GoGo squeeZ se compara a essas outras marcas?

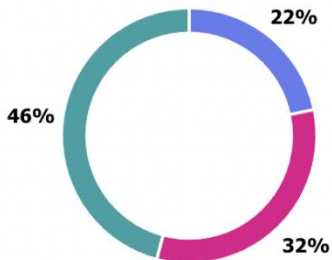
● Much better Muito melhor	6
● Slightly better Um pouco melhor	18
● About the same Igual	62
● Slightly worse Um pouco pior	26
● Much worse Muito pior	1
● Never bought GoGo squeeZ Nunca comprei GoGo squeeZ	100



6.13 Purchase drivers

16. What would make you more likely to buy GoGo squeeZ in the future?
O que aumentaria a probabilidade de você comprar GoGo squeeZ no futuro?

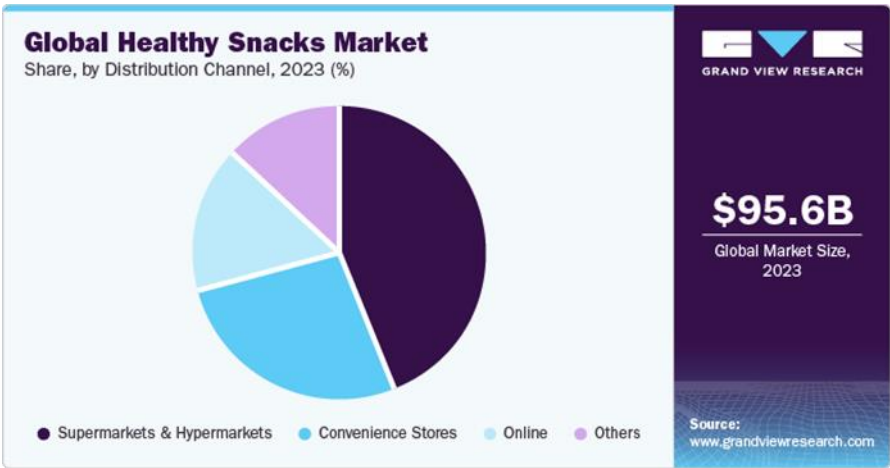
● Lower price Preço mais baixo	61
● More flavor options Mais opções de sabor	91
● Better availability Melhor disponibilidade	129



Appendix 7: Farmer training costs and implementations costs of regenerative practices (Moret-Bailly and Muro 2024).

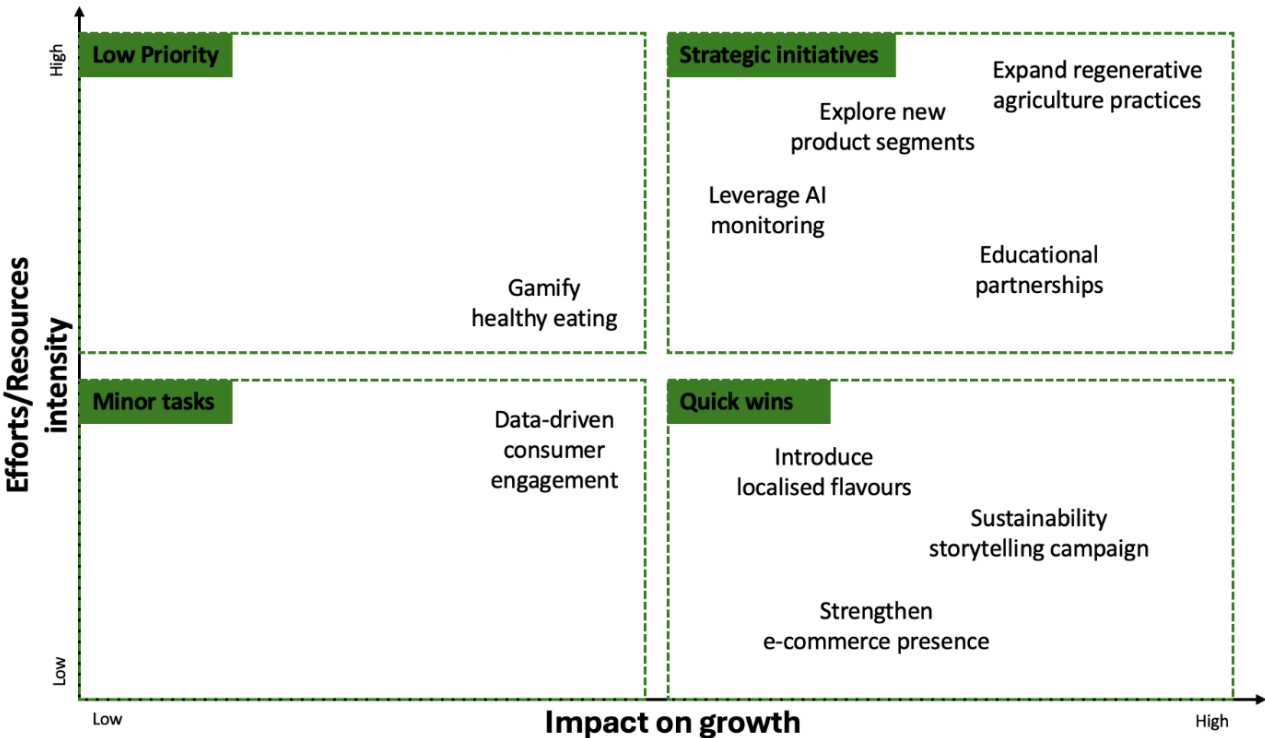
Farmer Training Costs	The report highlights that transitioning to sustainable practices often requires technical training and agronomic advice. The lack of adequate training and support can act as a barrier to the adoption of sustainable practices
Implementation Costs	<p>Initial investments include new machinery, seeds, and infrastructure:</p> <p>→ Reduced tillage requires upfront investments ranging from €961 per hectare, including the cost of new machinery (e.g., no-till drills), with running costs of €336 per hectare (IEEP, 2024).</p> <p>→ Cover cropping costs range from €94–€347 per hectare for seeds and additional inputs (IEEP, 2024).</p>

Appendix 8: Global healthy snacks market – distribution channels

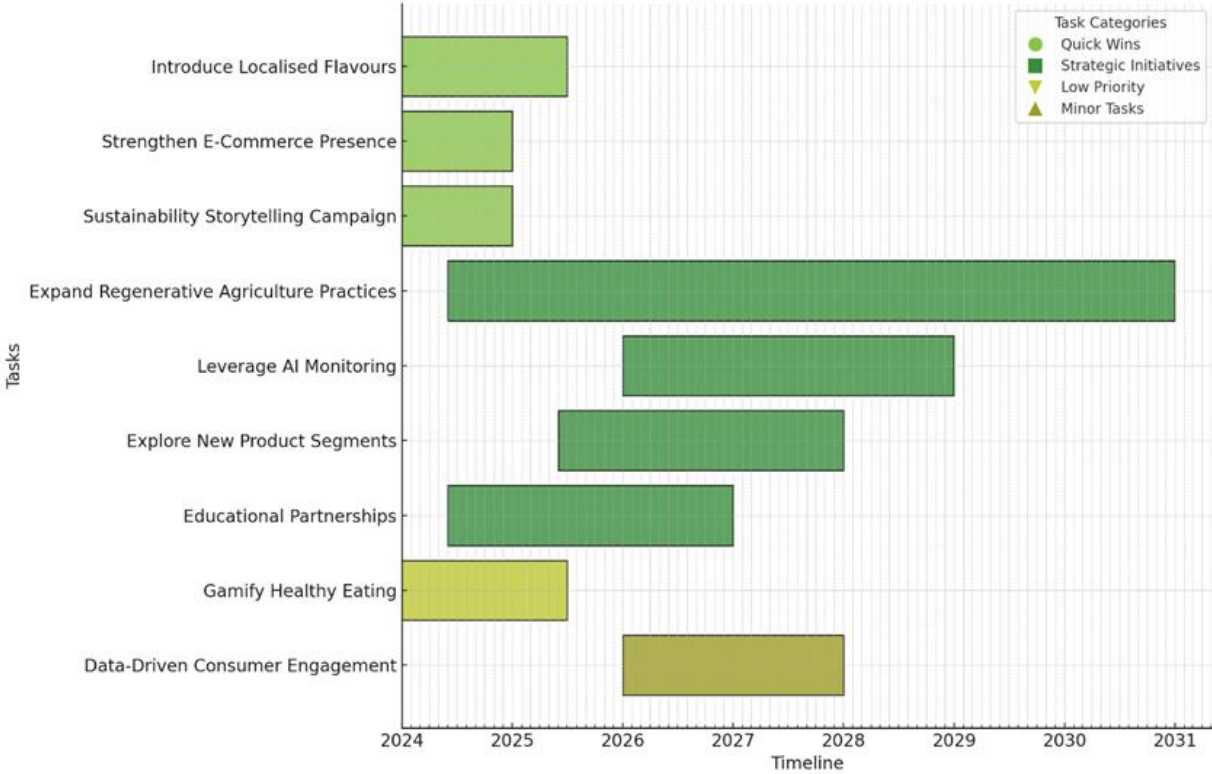


<https://www.grandviewresearch.com/industry-analysis/healthy-snack-market>

Appendix 9: impact/effort matrix







Appendix 10: Implementation timeline



Appendix 11: Conditions to achieve regenerative agriculture levels for annual crops

	ENGAGED	ADVANCED	LEADING
Score	Achieves at least 25% of maximum score in FAT, based on the Regenerative Agriculture Practices and Impact Measurement chart for the relevant key ingredients (Annex 2)	Achieves at least 50% of maximum score in FAT, based on the Regenerative Agriculture Practices and Impact Measurement chart for the relevant key ingredients (Annex 2)	Achieves at least 75% of maximum score in FAT, based on the Regenerative Agriculture Practices and Impact Measurement chart for the relevant key ingredients (Annex 2)
Soil cover	More than 30% of crop land covered by at least 10 months (with crops, cover crops, mulch and/or pasture)	More than 50% of crop land covered by at least 10 months (with crops, cover crops, mulch and/or pasture)	More than 70% of crop land covered by at least 10 months (with crops, cover crops, mulch and/or pasture)
Crop rotation	More than 30% of crop land with 3 different types of crops over 3 years	More than 50% of crop land with 4 different types of crops over 3 years	More than 70% of crop land with 5 different types of crops over 3 years
Soil tillage		More than 50% of crop land under minimum soil tillage	More than 70% of crop land under minimum soil tillage
Cover crops		More than 30% of crop land under cover crops	More than 50% of crop land under cover crops
Crop residue burning		Crop residues not burned in more than 10% of the fields	Same as advanced
Nutrient management		3 out of 4 integrated crop nutrient management principles applied	4 out of 4 integrated crop nutrient management principles applied
Integrated pest management (IPM)		3 out of 5 integrated pest management principles applied	5 out of 5 integrated pest management principles applied
Biodiversity habitat		At least 5% of agricultural area under biodiversity habitat OR agroforestry	same as advanced
Precision farming			3 out of 4 types of precision farming technologies used
Soil organic matter			Demonstrated with evidence of proven increase of soil organic matter

Appendix 12: Regenerative Agriculture Practices and impact measurement for annual crops

Priority areas	Criteria	Impact areas	Main practices KPIs
 Soil	Soil health	Soil organic matter Soil structure Water and nutrient retention capacity of soil GHG sequestration	Duration of soil cover Area under cover crops and mulching Area under minimum tillage or pastures
	Crop nutrition	Synthetic and organic fertilizer efficiency Yield GHG footprint	Organic fertilizer usage Percentage of synthetic nitrogen versus total nitrogen Integrated nutrient management practices
	Crop rotation	Crop diversity Soil health	# of crops in the rotation Area under diverse crop rotation
	Soil analysis	Soil organic matter Soil health parameters	Frequency of soil sampling and analysis
 Biodiversity	Natural and semi-natural habitat	Plant and animal diversity Agroforestry	Share of habitat area on farmland Vegetated field borders and buffer strips Riparian buffers
	Chemical inputs	Integrated pest management	IPM implementation Percentage of area without application of pesticides and herbicides
 Water	Irrigation	Water consumption Water evaporation	Efficient irrigation systems and practices Monitoring of water consumption
	Protection of water resources	Riparian buffers	Length and width of riparian buffers
 Farmer competences	Farm records	Economic performance	Cost and income tracking
	Trainings	Good agricultural practices	Participation in trainings
	Precision agriculture	Efficiency of resource usage	Precision agriculture practices implementation

Appendix 13: Timeline to streamline regenerative agriculture initiatives

TIMELINE	STRATEGIC ACTIONS
YEAR 1	Launch pilot with at least 10 farmers, establish baseline metrics, and begin tailored training programs.
YEAR 2	Expand the network to 30–50 farmers, integrate first monitoring tools, and document measurable soil health improvements.
YEAR 3–4	Scale participation to include a majority of the targeted regional supplier base, refine KPIs, and track yield and cost reductions.
YEAR 5+ (preferably for 2030 – aligned with goals)	Aim for 100% of fruit supply sourced from regenerative agriculture, achieve stable yields, cost savings, and enhanced soil resilience.