

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.

Innovative Strategies for Dott to grow in the Portuguese e-commerce market

**An analysis of Dott's consumer and changes in their online behaviour**

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## **Executive Summary**

The focus of this research project is to understand how the recently founded marketplace, Dott, is perceived by Portuguese consumers. To attain a better perception of the current status of Dott in the market a survey was conducted, where the main target is Portuguese consumers. The project presents an analysis of Dott's consumer and their behaviour. Additionally, to understand the external and internal environments a strategical analysis is also performed. The main objective of the study is to understand in which business units can Dott improve its performance and suggest innovative recommendations to praise the brand name on consumers' choice.

**Keywords:** Innovation, Technological Innovation, Strategic Analysis, Digital Business, E-commerce, Technology Strategy, Consumer Buying Behaviour, Consumer Decision Journey, Marketplace, Competition Analysis, Portuguese Market, Dott.

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## Table of contents

1. Introduction .....	6
1.1. Study Objectives and Research Questions .....	6
1.2. Literature Review .....	7
a) Why study e-commerce? .....	7
b) What is e-commerce? (Direto e indireto) .....	8
c) Different categories of e-commerce .....	9
d) What is a marketplace? .....	11
e) Consumer behaviour on marketplaces .....	11
f) Overview of the Portuguese e-commerce .....	12
g) How COVID-19 impacted Portuguese e-commerce .....	14
1.3. Conclusion .....	15
2. Methodology .....	16
3. Brand Perception .....	17
3.1. An overall analysis of results .....	17
a) Demographic factors .....	17
b) Question analysis .....	17
3.2. Analysis by segment .....	23
a) Segment Description .....	23
(1) “Do you know Dott?” – Segment analysis .....	24
(2) “What is the first brand you think of when you think of a marketplace?” – Segment analysis .....	25
4. An analysis of Dott’s consumer and changes in their online behaviour .....	26
4.1. COVID-19 induced changes in consumer behaviour .....	26
4.2. The case of Dott .....	27
a) Changes in Dott’s consumer behaviour due to COVID-19 .....	28
b) Dott segmentation strategy and target .....	29
c) Dott’s potential customer decision-making journey .....	31
(1) Passive Exposure and Active Exposure - Awareness .....	31
(2) Initial Consideration and Research and Discovery - Consideration .....	32
(3) Active Evaluation and Final Consideration .....	34
(4) Decision .....	34
(5) Post - Evaluation and post engagement .....	35
4.3. Supply chain and consumer satisfaction .....	36
6. Strategies to grow Dott in the Portuguese .....	37
6.1. Improvements in supply chain management .....	37
6.2. Improvements in brand awareness .....	38

6.3. Innovative suggestion for Dott’s differentiation .....	39
5. References .....	40
6. Appendix .....	49

## List of Figures

Figure 1: Graph showing countries that buy in foreign platforms (Teixeira, 2020).....	14
Figure 2: The modern consumer decision making journey applied to Dott. ....	36
Figure 3: Table of customer complaints found on Dott's page in Portal da Queixa, since june 2020.....	37

## Appendix

Exhibit 1: Questions from the survey carried out through google forms, retrieved from 30 October 2021 until 24 November 202. Questionário sobre o comércio eletrónico português - Google Forms.....	49
Exhibit 2: Graphical depiction of the results from the survey Q2 “With which of the following do you identify with the most?”. ....	54
Exhibit 3: Graphical illustration of the results from the survey Q3 “What is your age?”. ....	55
Exhibit 4: Graphical representation of the results from the survey Q4 “ How would you describe your employment situation in the last three months?”. ....	55
Exhibit 5: Graphical interpretation of the results from the survey Q5 “What's the first brand that comes to your mind when you think of a Marketplace?”. ....	56
Exhibit 6: Table of results from the survey Q6 “What feature do you associate with the Marketplace in your previous response?”. ....	56
Exhibit 7: Table of results from the survey Q7 “Describe using the scale provided how often you perform the following actions.”. ....	57

Exhibit 8: Graphical depiction of the results from the survey Q8 “Do you know Dott?”.....	58
Exhibit 9: Table of the results from the survey Q9 “Describe the frequency of the following actions”.....	58
Exhibit 10: Graphical depiction of the results from the survey Q10 “What kind of products do you associate to Dott?” .....	60
Exhibit 11: Table of the results from the survey Q11 “What characteristics do you associate with Dott?”.....	60
Exhibit 12: Table of the results from the survey Q12 “What do you feel when you think about Dott?”.....	61
Exhibit 13: Graphical portrayal of the results from the survey Q13” Have you made any purchase on Dott?”.....	62
Exhibit 14: Results from the survey Q14 in table and graphical form. ....	62
Exhibit 15: Graphical depiction of the results from the survey Q15 “On a scale from 0 (very weak) to 10 (excellent) how do you assess your satisfaction with the product purchased at Dott?”.....	64
Exhibit 16: Graphical depiction of the results from the survey Q16“How would you describe Dott to a friend?”. ....	65
Exhibit 17: Graphical and table representation of the results from the survey Q17 “On a scale of 0 to 10, what is the probability you recommend Dott to a friend?”. ....	66
Exhibit 18: Graphical depiction of the results from the survey question "Do you know Dott?" in the different segments.....	67
Exhibit 19: Graphical depiction of the results from the survey question "What is the first that comes to mind when you think of a marketplace?" in the different segments. ....	68
Exhibit 20: Table of the results from the survey question "What kind of product do you associate with Dott?" in the different age groups. ....	68
Exhibit 21: Graph plotting Actuals and Budgeted volumes of sales from Dott through the beginning of the pandemic. (D’Orey, 2019).....	69

# **1. Introduction**

## **1.1. Study Objectives and Research Questions**

The development of the internet and the evolution of electronic e-commerce impacted the business model of a company (Agostino 2018). The expansion of e-commerce platforms simplified the interaction between sellers and buyers, the payment method and the delivery process of receiving the product at your home address (Civi et al. 2020). Nowadays, it has become easier to purchase an online product. This has to do with the abundance of user evaluations and product descriptions available online, so consumers can shop from the comfort of their own homes, making their most significant product selections with a click of a button (OECD 2020).

The COVID-19 pandemic accelerated the expansion of e-commerce in some countries, making businesses and customers adapt to the new era of digital shopping (OECD 2020). Taking into consideration lockdown measures, where no social contact was allowed, enabled companies and small retail shops to continue with their business operations. In Portugal, many retail shops were not enclosed in digital platforms. Therefore, many of them

joined a Portuguese e-commerce platform, Dott, which allows retailers to expose their products to their potential consumers. During the pandemic, more than 300 companies joined Dott (Marcela 2020).

The study aims to understand and assess the brand recognition and brand awareness of Dott amongst online shoppers. Therefore, a survey was carried out where it was evaluated whether Portuguese consumers were aware of Dott and its business purposes.

To guide the study the following research objectives were set:

- How is the current status of Dott's brand recognition in the Portuguese market?
- How Dott's supply chain is affecting consumer satisfaction?
- How can Dott create innovative strategies to improve the metrics?

## **1.2. Literature Review**

### **a) Why study e-commerce?**

The birth of the internet is rooted in the United States, around the 1950s and contemporary to the Cold war (National Science and Media Museum, 2020). The Advanced Research Projects Agency, ARPA, was established by the United States Department of Defense, as a response to the Union of Soviet Socialist Republic technological advances (Cohen-Almagor 2011).

At this time the computers were mainly used for military and academic purposes, but the dimensions of the existing machines and their limited number was a problem war. A collective of scientists and engineers came together for the creation of the ARPANET. What started as a network of computers later became a global interconnected network of networks, known as "the internet" (National Science and Media Museum 2020).

Later in 1989, Tim Berners-Lee created the World Wide Web (Rayport and Jaworski 2001). Tim Berners who was at the time working for CERN proposed a new way of

organizing and connecting all the data from his employer's computer network. This proposal would eventually become the World Wide Web (National Science and Media Museum 2020).

All the revolutions above were the foundation of what is, currently, used every day by virtually all individuals in developed countries. These innovations transformed people's lives, modifying the way we learn, work, entertain and do business (Rayport and Jaworski 2001).

As of March 2020, the nearly worldwide lockdown forced every non-essential business to close its doors. With this happening, numerous companies that formerly focused on their physical stores had to shift their efforts to online commerce. This would happen solely in business models that allowed this transition. Many businesses linked to service provision or entertainment (hairdressers, cinemas, etc) suffered great losses.

Prior to the pandemic, e-commerce already had a growing tendency. Still, the effects of the pandemic created a boom in the digital and e-commerce sectors (*UNCTAD* 2021).

More than ever, it is important to comprehend e-commerce deeply. It is relevant when discussing economic growth, industry structure, wealth creation, social structure and the evolution of our society (Rayport and Jaworski 2001). This is a new economy, a new way of doing business that will continue to grow in the future and impact our daily lives.

#### **b) What is e-commerce? (Direto e indireto)**

The word e-commerce results from the combination of two other words: electronic and commerce (Indeed Editorial Team 2021). Wigand (1997) broadly described e-commerce as any practice of economic activity executed via electronic connections. Currently, the e-commerce phenomenon has been drastically shaping the markets and society (ANACOM 2004). Consequently, it requires a more detailed and sophisticated definition.

Inside e-commerce two different categories can be distinguished: direct electronic commerce and indirect electronic commerce (ANACOM 2004). The main differences reside in the nature of the commercialized goods.

The first one entails the online delivery of intangible goods. This means there is no need for physical contact with the consumer and no geographic barriers (ANACOM 2004). This could be an example of the sale online of malware removal and protection software. Considering the inexistence of great differences in legislation of its sale, there would be little to no difficulties in reaching its full potential in the global electronic markets.

Concerning indirect e-commerce, the tangible nature of the goods requires physical contact with the consumer, at least, in the process of delivery (ANACOM 2004). The need for physical contact may involve some extra challenges with reaching its full potential in the global electronic markets. This could be the example of the online sale of lamps that entails the delivery even if it is not directly by the seller and done through the outsourcing of another company.

### **c) Different categories of e-commerce**

Electronic commerce can be divided into categories considering the different product types, the amount of money involved in the transactions, the technology used to support the activities, the sector of activity, and the type of intervenient in the process. Concerning the intervenient (Rayport and Jaworski 2001) recognized: Consumer-to-consumer (C2C), Consumer-to-Business (C2B), Business-to-consumer (B2C), Business-to-business (B2B),

Consumer-to-consumer e-commerce refers to the transactions of goods and services that happen online from a consumer to another consumer. It does not involve a business at any end of the chain, although it is commonly done through means of platforms (businesses) that commission the transactions. This is the example of Etsy.com that, for instance, enables regular people to sell handcrafted products (Zande 2021).

Consumer-to-business e-commerce occurs when people sell their services or goods to businesses through digital or electronic platforms (Zande 2021). A present example of this type of e-commerce is the activity of influencers, individuals that offer exposure to brands on platforms like Instagram or YouTube.

Business-to-consumer e-commerce refers to the transactions between companies and consumers (Rayport and Jaworski 2001). It is one of the most commonly used e-commerce models. This could be the example of amazon.com or any other online store that allows the regular consumer to purchase products from a business.

Business-to-business e-commerce entails the e-commerce activity between two companies. This would include purchasing and procurement, supplier management, inventory management, channel management, sales activities, payment management, service, and support (Rayport and Jaworski 2001). This could be the example of a manufacturer selling a good to a wholesaler or retailer (Zande 2021).

Other authors (Zande 2021) and (Sana Commerce 2021) also define a different type of e-commerce that is direct to consumer e-commerce. Zande (2021) sees it as the newest model of e-commerce. Direct-to-consumer e-commerce concerns sales to the end-consumer by manufacturers or brands, previously described. A great example would be selling products via platforms such as Instagram or Facebook, which doesn't go through the regular wholesale or retail channels.

It is interesting to see that with e-commerce, the manufacturer is now able to dedicate their time and efforts to production along with the commercialization of products. The commerce activity has been simplified and physical presence, which would usually imply great investment in real estate and human resources, is no longer compulsory to be able to sell products. In spite of this, there are also great challenges for smaller brands namely to

have exposure. One solution for this issue are marketplaces like Amazon or Dott that connect consumers with smaller brands.

#### **d) What is a marketplace?**

Electronic marketplaces are areas in the electronic sphere where buyers and sellers are connected, with the aim of achieving transactions (Wang and Archer 2007). It is, not, however, simple to find a definition of electronic marketplaces that is consensual amongst researchers. Researchers may derive many terms to represent electronic markets such as communities, virtual locations, infrastructure, or portals (Wang and Archer 2007).

Ariba (2000) defined marketplaces as sites of trade on the open internet where trade is facilitated in a community of shoppers and sellers.

#### **e) Consumer behaviour on marketplaces**

The usage of e-commerce platforms started to increase with the spread of the COVID-19 pandemic. Apart from having an impact on e-commerce platforms, it also influenced consumer behaviour (Gu et al. 2021). There were several factors that impacted this action, such as cross-border travel restrictions, income decline, changing behaviour of market actors and shifting consumer demand (Gu et al. 2021). Furthermore, actions such as governments restrictions, social distancing and global lockdown influenced consumers to adopt a new method of shopping, therefore the demand for e-commerce and marketplaces platforms started to increase (Gu et al.2021).

During the pandemic, the number of internet users increased, there was a stronger perception of online shopping and there were lower prices due to bulk purchases (Gu et al. 2021). Concerning online purchase, there are two types of behaviour: the *potential e-customers*, which are considered the ones who make their first e-purchase; and the second type is *experienced e-customers*, these customers have already made their first e-purchase

and they are considering repeating the experience (Hernández-Ortega, Jiménez-Martínez and José Martín-DeHoyos 2008)

According to the Eurostat report (2020), in Europe during the pandemic, around 42% of people aged between 55-74, made their first or second online purchase. On the other hand, the youngest age group 16-25, purchased three to five times (37%), while the age range that made more frequent purchases were users aged between 25-54 (18%).

In Europe, the percentage of users who bought or ordered online goods, increased 10% from 2015 (62% of users) to 2020 (72% of users) (Eurostat 2020). Consequently, the most common online purchase was clothes, accessories and shoes which accounted for 63%; then home accessories, gardening products and furniture were the second most procured items referring to 29%; followed by cosmetic and wellness products which represented 27% of the most popular online purchase (Eurostat 2020).

Considering the EcommerceDB (2020) report, it is predicted that the number of consumers that use online platforms will grow by 8% to 6 million users by 2024 in Portugal.

#### **f) Overview of the Portuguese e-commerce**

This form of shopping is being more frequently used by Europeans and with the further development of society and its computerization, e-commerce shopping has been increasing (Gas, Barska and Siničáková 2019).

According to Statista (2021), the e-commerce revenue in Europe in 2020 was worth 832 billion dollars, while the United States of America's e-commerce was worth 431,6 billion dollars. Not only that but based on the European e-commerce Report (2021), Western Europe holds the larger share of total European e-commerce turnover, accounting for 64%, while Southern Europe boasts 16% of the total share.

The Portuguese e-commerce market is considered the 38<sup>th</sup> biggest e-commerce market worldwide. In 2020 the market presented a revenue of \$US 3,74 billion (Statista 2021). An increase was noticed in the Portuguese e-commerce market share from 2019 to 2020, and this growth can be partially explained by the global pandemic, COVID-19 (Passport 2021). Given the pandemic, companies were forced to adopt digital sales platforms, with the goal of attracting customers and maintaining sales during the national lockdown (Passport 2021).

The worldwide pandemic has affected many industries, however, the Portuguese e-commerce market was affected positively, since many retail shops had to overcome the issue of national lockdown, which forced them to go digital (Passport 2021).

Therefore, this prompted several companies to make part of digital business, as result customers were motivated to test digital platforms for the first time, trying to avoid physical contacts and a potential COVID-19 infection (Passport 2021). The main platforms that Portuguese consumers relied on during the pandemic were: Elcorteingles, being this the market leader in 2020; Amazon.es; Ikea; Zara; Fnac; Worten; AliExpress and eBay (Peters 2021).

The global pandemic, allow researchers to observe the main struggles that Portuguese e-commerce encounters in terms of expansion. Many challenges were observed, mainly related to delivering the products on time and the stock of goods for both international and national companies (Passport 2021). Furthermore, due to the late access of Portuguese consumers on digital platforms, there is high digital illiteracy, which translates into a late development of e-commerce (PortugalGlobal 2020).

Additionally, another factor that affects the expansion of Portuguese e-commerce is the late adoption of digital payment methods with high international use, which undermines the

competitiveness of national operators. This could be related to the distrust that consumers face when making online payments (PortugalGlobal 2020). Last but foremost, according to figure 1, it is evidenced that national consumers tend to seek international brands. There is still a high percentage of consumers that buy outside Portugal, as for example AliExpress, eBay, Amazon. This has to do with the low diversity that national operators offer, on top of being considered relatively cheaper to buy from overseas platforms (PortugalGlobal 2020).

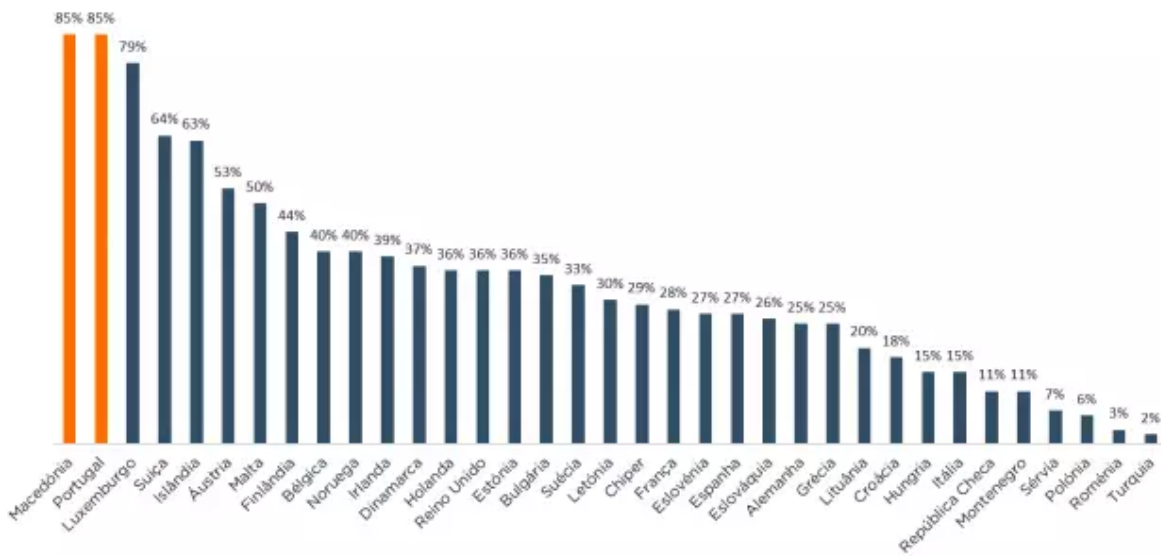


Figure 1: Graph showing countries that buy in foreign platforms (Teixeira, 2020).

### g) How COVID-19 impacted Portuguese e-commerce

Taking into account the worldwide pandemic and how it affected other industries, it can be observed that COVID-19 has accelerated the migration to e-commerce in Portugal. In light of this, in 2020 the e-commerce revenue in Portugal was \$3.4 billion, while in 2021 demonstrated an increase to \$3,8 billion. There are expectations that the Portuguese e-commerce market will reach \$4,5 billion in revenue in 2024 (ecommerceDB 2020).

During the pandemic, e-commerce has provided customers with access to a significant variety of products from the convenience of the safety of their homes, which also enabled

some of the firms to continue with their operation despite confinement measures (OECD 2020).

It is possible to notice, that COVID-19 enhanced dynamism in e-commerce, through new customers, new firms and products (OECD, 2020). Furthermore, in some countries, e-commerce shifted from luxury goods and services to everyday necessities. Some of the changes that e-commerce suffered due to the pandemic are likely to be considered of long-term nature, due to the possibility of new waves of pandemic (OECD 2020).

### **1.3. Conclusion**

After careful analysis, it is possible to conclude that the COVID-19 pandemic, increased e-commerce sales all over the world (Coppola 2021). In particular, since the main focus is the Portuguese market, the pandemic has accelerated the process of companies going digital. For most companies, it was a motivator to become more digitally active due to the opportunity of joining an e-commerce platform, like Dott, that is highly focused on serving and promoting “national brands”.

In view of the research objectives, the main aim of this study is to understand whether Portuguese consumers are aware of Dott and its purpose for promoting Portuguese brands/companies.

Additionally, innovative ideas will be suggested so that Dott could incorporate them in their business strategies to create a stronger presence in the market.

## **2. Methodology**

This chapter discusses the methods employed to perform the research. With the aim of conducting precise research, the Honeycomb of Research Methodology was followed (Igwenagu 2016).

The research study aimed to comprehend how Dott, a marketplace platform, is performing in the Portuguese market. Specifically, if the brand is recognized by Portuguese consumers and if so, what is their perception about the company.

The project started by collecting information based on secondary data from reliable sources provided by the university library, such as newspapers, articles and text scholars. Furthermore, to acquire an extensive comprehension a survey was carried out. The survey registered a sample of 209 respondents that participated in the questionnaire (Exhibit 1).

Additionally, the research focused on a mixed-methods approach. It means that both qualitative and quantitative data were used, in order to make further assumptions. The quantitative approach is more related to statistical methods, which for this case was carried out a survey to better understand the perception that Portuguese consumers had on Dott. On the other hand, a qualitative approach was mainly used in order to collect information about the

current situation of e-commerce, how the pandemic influenced online shopping as well as consumer behaviour.

Given this, it is possible to conclude that the research was collected through secondary and primary data including a mixed-methods approach.

### **3. Brand Perception**

#### **3.1. An overall analysis of results**

##### **a) Demographic factors**

To conduct the survey, it was necessary to rely on demographic data. Therefore, the following variables were taken into consideration: age, gender, and employment status. In total, the survey acquired 209 Portuguese respondents. Taking into account that the research is focusing on the Portuguese e-commerce market.

Concerning age, it was necessary to separate into the following different age groups: 18-25 years old, 26-29 years old, 30-39 years old, 40-49 years old, 50-59 years old, 60-69 years old and 70 years old or above. The majority of respondents' age is between 18-25 years old, representing 65.5% (Exhibit 3). Furthermore, the gender (Exhibit 2) that shows a predominance in the survey is female, accounting for 63.5% of the sample, while the male gender accounts for 36.5%. Taking into consideration employment status, it is possible to state that full-time workers (44.6%) and students (39.2%) are the majority occupation status of responders (Exhibit 4).

##### **b) Question analysis**

In order, to understand better the consumer perception about the Portuguese marketplace/e-commerce market, the survey asks several questions that would allow a deeper interpretation.

**Q5) Which brand comes off the top of your head when you think about a marketplace?**

The goal of this question is to understand which brand is being recalled when a need for a service or product arises, this process is recognised as evoked set (Wirtz and Mattila 2003) (Exhibit 5). The brand that respondents would choose immediately while thinking about a marketplace, would be a brand that causes more awareness. In this case, the brand that had more impact on the outcome of the answer was Amazon which accounted for 39.2% of respondents first choice of marketplace and AliExpress accounted for 18.6%.

**Q6) What type of characteristics do you associate with the chosen marketplace?**

In consideration of the previous question presented in the survey, it was necessary to understand what type of characteristics the respondents would associate with the chosen marketplace (Exhibit 6). For instance, it provided multiple choice answers, and respondents could only choose one. The most selected answer from respondents was price accounting for 47.3%, then personal experience with the brand accounting for 21.3% and around 9.2% of respondents selected that quality was a feature to consider.

**Q7) How frequently do you visit a marketplace website and how frequently do you buy a new product or a second-hand product?**

Considering, a more consumer-centred behaviour question was asked to the respondents about the frequency they visit a marketplace website and how frequently they buy first or second-hand products (Exhibit 7). Nowadays, it is frequent that consumers visit regularly a marketplace website. According to the results, 86 respondents check a marketplace website

regularly and as expected the number of respondents that do not visit frequently a marketplace platform is relatively low. Moreover, considering the purchasing behaviour from respondents, it is possible to conclude that they are less likely to buy a second-hand product, as 73 respondents answered that they never buy a second-hand product, 54 respondents answered that it is not frequent at all and 66 respondents answered that they buy with some frequency second hand- products.

#### **Q8) Do you know Dott?**

Taking into consideration that the company was founded recently, it was necessary to analyse whether consumers were aware of Dott or not (Exhibit 8). The following question takes into consideration brand recognition. Through this question, it would be possible to understand if the company's marketing strategies were successful or not. In the questionnaire, a multiple-choice answer was presented where the respondent could choose between "Yes", "No" and "The name is familiar, but I don't know what it is". Considering the options, 35% of the respondents answered that they are familiar with Dott, while 38% answered that they are not familiar and 27% answered that they heard about Dott but don't know what it is. It is possible to conclude that there is a higher percentage of individuals that are unaware of Dott and its business operations.

#### **Q9) How frequently do you see advertisements of Dott on Instagram, Facebook, Google Ads, TV and street posters?**

This question allows an understanding of how efficient the marketing campaigns of Dott are since it is one of the relevant strategies to reach attention to new consumers (Exhibit 9). The study, allowed to perceive that the majority of respondents do not see frequently advertisements from Dott on the suggested platforms. It means, that the company is not receiving enough customer attention.

With this purpose, it is possible to notice that marketing strategies have not contributed to the company in respect of standing out and grabbing consumers' attention.

**Q10) What type of product do you associate Dott with?**

What customers perceive and feel about a brand determines its power, so the following question recalls brand identity cognitive (Exhibit 10). The aim of this question is to understand what type of product or service respondents associate with Dott. It was provided with a set of different multiple-choice answers and the most selected were electronic (51 answers) and clothing/apparel (43 answers).

**Q11) What characteristics do you associate Dott with?**

To understand what respondents, associate with Dott, the question focused on brand identity (Exhibit 11). It will allow gaining a perception of what respondents relate to Dott. It will be analysed the impact of marketing strategies it had on the respondents that answered "*I have heard about the company but I do not know its businesses purposes*". By analyzing the outcome of this question, the main characteristics associated with Dott are the wide variety of products and having a user-friendly website, each accounted for 39.2% of respondents' answers. Furthermore, 34.6% of respondents consider that Dott offers low priced products and 23.1% of respondents consider the company offers fast delivery products.

**Q12) What do you feel when you think about Dott?**

With this question, the survey aimed to understand how the brand impacted the respondents. This depends on their experience with the brand, for instance, if they had a positive experience or if they had a negative experience. Considering the overall answers from respondents (Exhibit 12), it was possible to conclude that in their perception,

Dott was just another brand, that they did not differentiate from other marketplaces/e-commerce brands. Hence, it can be determined that the company did not benefit from its strategic planning in terms of passing the real purpose of Dott to its consumers.

**Q13) Have you purchased a product at Dott?**

All the respondents that were aware of what Dott was, were placed the following question. The intention was to understand if the inquired had, in effect, taken action into visiting the website and/or buying a product, in order to filter the answers for the questions related to the experiences on the website and with the purchases, that followed.

The results (Exhibit 13) show that out of the possible 130 participants that knew Dott, 88 have never bought any products nor visited the website. Only 14 participants had in fact completed a purchase, this is approximately 6,69% of the total sample. Moreover, 10 participants have added products to the cart but never completed a purchase, and 18 have just visited the website. As a fairly recent company, this outcome was expected.

**Q14) On a scale from 0 (poor) to 5 (excellent) how do you rate your website experience with Dott?**

In an effort to uncover potential pain points in the consumer experience on the website, participants were asked to rate their experience on Dott's website considering several aspects. There were 40 participants capable of responding to this question granted that they had, at least, visited Dott's website (Exhibit 14).

More than 67% of participants ranked Dott's website clarity and easily comprehensible as 4 or higher, on a scale of 0 to 5. In relation to the ease of navigation through the different product pages, around 62% of inquired people ranked it as 4 or higher, on the same scale.

Similarly, to the website clarity and ease of comprehension, the ease of finding the desired product is also ranked as 4 or higher by more than 67% of participants. In contrast, a far smaller percentage of consumers ranked the "ease of finding the desired product" as a

5, compared to the first questions. This may indicate a pain point, which Dott must investigate and improve.

The greater difference is visible on the rating of the description of products, where 50% of consumers found it to be ranked as 4 or higher. A far larger percentage of the questioned individuals have ranked lower, compared to previous questions. This might indicate that Dott may need to work closely with its suppliers to improve product descriptions.

Lastly, when inquired about ease of payment, consumers appeared to be overall content with more than 52% ranking it as 4 or higher, albeit 20% found it to be not applicable (i.e., they had not yet reached the stage of having to pay through the platform). This can be a reason for the difference in results from the previous questions.

#### **Q16) How would you describe Dott to a friend?**

Another insightful analysis is to comprehend how the participants would describe Dott to a friend. It provides a deeper understanding of the respondent behaviour in terms of determining how participants internalize and perceive Dott. For instance, if the respondent had a positive shopping experience it is more likely to deliver a positive recommendation to their friends. On another note, this question was left optional since it could result in some participants leaving the questionnaire without ending, given the complexity of the question. The results consisted of 17 written answers (Exhibit 16) from which 9 have some positive sentiment towards Dott, 5 are fairly neutral and 3 have some negative nuances. Some of the answers considered negative are related to the fact that the participants either considered it as “just another marketplace” or deemed Dott to be behind its competitors.

#### **Q17) On a scale from 0 to 10 what is the chance of recommending Dott to a friend?**

Respondents were asked to rate on a scale of 1 to 10 the likelihood of recommending Dott to a friend (Exhibit 17). The objective was to understand the overall experience these participants had with the brand. More than 23% of consumers ranked their probability of recommending Dott to a friend as 4 or lower – what can be considered as having a bad experience. Participants responding between 5 to 7 - a neutral or minimally positive experience- consisted in just over 38% of the sample. Finally, very positive interactions that end in recommendations to friends are likely to be those ranked 8 or above, and in the sample at study 38% of the inquired evaluated their experience in this range.

### **3.2. Analysis by segment**

#### **a) Segment Description**

To better understand the results from the survey, an evaluation by segments was performed. In the 3<sup>rd</sup> question of the survey respondents were invited to place themselves in age categories, as seen in exhibit 4.

These age categories enabled the allocation of each participant to the following segments: Gen Z's, Gen Y's, Gen X's and Boomers.

In this analysis, Generation Z is the segment of individuals with ages ranging from 18 until 25 years old. This is the largest segment in the sample, composed of 134 individuals.

Generation Y is the group of respondents that were aged between 26 and 39 years old, this corresponds to the age categories of 26 to 29 together with the category 30-39 years old presented in the survey. There are 29 people in this segment.

Generation X relates to the participants with ages ranging from 40 to 59 years old, which are determined by the age category from 40 to 49 years old and the category ranging from 50 to 59 years old. This is the second-largest segment, composed of 41 individuals.

Lastly, Boomers are those over 60 years old corresponding to those in the age categories of 60 to 69 years old and over 70 years old. This is not a significant segment with only 5 participants, as it is very difficult to reach and find this segment online.

**(1) “Do you know Dott?” – Segment analysis**

To better understand Dott’s brand recognition, the segment analysis is critical (Exhibit 18). By examining and treating the data from the survey, it was possible to determine that in Generation Z, from which there is the most significant sample, circa 33% of respondents do not know what Dott is. On another note, 31% of inquired people in this generation claimed to not know what Dott is but have heard the name. Furthermore, over one-third of this segment, 36%, is familiar with Dott, and aware that they are a marketplace. These results were expected since this is the youngest age group and are very familiarized with the digital world and shopping online.

Generation Y awareness of Dott is very similar to the one from Generation Z. There is not a significant difference in the percentage of people unaware of Dott with 31% of respondents answering “No” to the question. Nonetheless, it is markedly greater the percentage of people that know Dott, approximately 52%. This could be explained by the fact that in this age group individuals may be more financially independent and as tech-savvy as the previously analyzed segment, leading to a greater awareness of the options available in the market

The samples for these two older segments (Gen X and Boomers) are not as significant. Despite that, given that these segments tend to be less present in the digital and online world, it would be expected that they would be less aware of the Dott, as our results show. As age increases, the percentage of people that are not familiar with the marketplace, Dott, also increases.

## **(2) “What is the first brand you think of when you think of a marketplace?” –**

### **Segment analysis**

Exploring the different segments’ answers to Q5 (Exhibit 19) allows us to recognize what are the brands that belong to the evoked set in the different generational groups previously defined.

Within the youngest segment, Gen Z, Amazon is the number one brand on consumer minds’ when they think of a marketplace, being chosen by 49% of participants. AliExpress follows with 19% of respondents claiming it as the brand they have on top of their mind. Smaller percentages are affected to other marketplaces such as OLX, 8%, FNAC Marketplace, 7%, Another, 7%, Facebook, 5%, Worten Marketplace, 4%, and lastly Dott with only 1%.

Analyzing Gen Y’s results are similar to Gen Z’s, however, the second most chosen marketplace was Facebook with 21% and is followed by AliExpress with 14%. According to Statista the age group of 25-34 years old has the highest percentage of Facebook users worldwide as of July (Statista Research Department 2021) which can partially explain the fact that Facebook is frequently a choice on top of their minds. Also in this generation, Dott has not been chosen by any of the participants.

Regarding the results for Gen X, there isn’t a single answer that has a considerably greater percentage than the remaining. The OLX marketplace has the highest percentage with 25% just followed by AliExpress with 21%. Facebook and Fnac marketplace have respectively 16% and 14% of participants from the segment choosing them as top of the mind choice for the marketplace. Only 2% of the sample of Gen X’s has identified Dott as the first marketplace they think of.

Given the small sample of the generation of those 60 and older, it doesn't allow us to draw any significant conclusion.

## **4. An analysis of Dott's consumer and changes in their online behaviour**

### **4.1. COVID-19 induced changes in consumer behaviour**

Consumer behaviour study is crucial to interpret all the activities involved in people's choice, buying, using, and discarding goods or services. (Priest, Carter and Statt 2013).

Online shopping is one of the most popular activities worldwide with e-commerce sales reaching 3.5 trillion U.S. dollars in 2019 (Švecová, Ostapenko and Veber 2020).

There is a certainty that the worldwide pandemic has changed the way the consumer behaves in every market. Particularly, the restrictions resulting from the COVID-19 outbreaks conducted e-commerce usage further than had been expected (Wenzl 2021)

Prior to the COVID-19 pandemic, there have been periods of restrictions where there were notable variations in online buying behaviour. These periods had been the result of terrorist attacks, economic recessions, and the SARS outbreak (Guthrie, Fosso-Wamba and Arnaud 2021). Most of them were focused on a specific area whereas the COVID-19

pandemic was a worldwide event that locked down millions of people in their houses and shut down the physical commerce, in many countries.

For periods of limitations, just as the COVID-19 pandemic, Kirk & Rifkin (2020) have developed a framework that describes consumer behaviour. The authors state that as a reaction to a threat, as for example a health crisis, consumers may begin hoarding commodities they feel will become scarce. Over time, these consumers may develop coping strategies to deal with the difficulties of lockdown, adopting new behaviours. In the end, the consumer adapts to the new normal and structural changes in the consumer behavior, as for instance greater e-commerce usage and increased home-based activities (remote working, meetings,) can be recognized in the long run.

#### **4.2. The case of Dott**

Dott is a generalist marketplace, their ambition is to make Portuguese brands accessible to the Portuguese consumer in a digital and easy way (Dott 2021). This marketplace is a joint venture of two Portuguese companies: Sonae and CTT (Ribeiro, 2019). Collectively, these companies create synergies bringing their expertise in retail (Sonae) and logistics/delivery (CTT), offering the consumer an experience that is intended to be as “stress-free” as possible.

Dott has a few differentiating factors namely easy delivery at accessible hours, where consumers can choose the delivery time that best fits their personal schedule. The firm leaves delivery and operations out of the suppliers’ responsibilities. The company wants to be seen as a reliable marketplace with 100% Portuguese invested capital and fair return and exchange policies. Their value proposition is to offer consistency and a trustworthy, effective, and flexible service (Dott 2021). Nonetheless, their website also displays us an easy-going and youthful language, with a little humour and fun.

Gaspar D'orey, Dott's CEO, in the 3<sup>rd</sup> edition of CTT E-commerce Moments, mentioned the consumer is at the centre of their every decision. Therefore, Dott can be considered to be a customer-centric company. The brand concentrates on providing omnichannel solutions to create a seamless and personalized experience for the customer.

Dott plans on being the largest online shopping in Portugal, as well as becoming top of mind choice of Portuguese consumers when it comes to online shopping. They launched their website in February 2019 and according to data from Sabi (2019) in their first year of operations, they reached a turnover of 143 722 euros, under the legal name MKTPLACE - COMÉRCIO ELETRÓNICO, S.A. The previous year, 2018, had attained a turnover of 131 euros, given they hadn't yet launched.

In the conference related to e-commerce that took place in 2020, Dott's CEO claimed that as of 2020 they had roughly around 1000 sellers and over 2.5 million products available on their website (D'Orey 2020).

#### **a) Changes in Dott's consumer behaviour due to COVID-19**

The graph (Exhibit 20) plots the volume of sales in the weeks previous and subsequent to the start of the COVID-19 lockdown. Since the beginning of 2020, Dott was consistently generating volumes of sales higher than what was expected in face of what they had initially budgeted (D'Orey 2020). More than that, when COVID-19 restrictions appeared, in the weeks starting in 9 of March 2020, the increase in actual volume began to display an exponential tendency. This tendency has been reported in the literature as a reaction to a threat where consumers will start hoarding, scared there might be a period of scarcity of goods later on. From all Dott's product categories the ones that showed a greater increase during the first weeks of the lockdown were "groceries and gourmet" and "health and beauty" (D'Orey 2020).

The gross merchandise value, which refers to the volume of goods sold via an e-commerce platform over a given period (Hayes 2021), can be used to measure the growth of certain categories. The “groceries and gourmet” category increased 54 times in the weeks from 2<sup>nd</sup> March (pre-lockdown) to 13<sup>th</sup> April (post-lockdown) of the same year 2020. This category has ever since been the second and/or third largest category from Dott, which had not been verified in pre-pandemic times (D'Orey 2020).

Be that as it may, this initial increase, on account of the lockdown, was not a reason for the company to stop working. During the following weeks, they organized many initiatives to grow the business and help consumers who might have been struggling to find certain products: free shipping in groceries or essential commodities; partnerships with some agents aiming to bring more sellers to their platform (D'Orey 2020).

During the pandemic, a trend promoting food products that are manufactured in Portugal or by Portuguese brands has been emerging (Medina 2021). This was not only for convenience but also for the sake of supporting the Portuguese companies and products. This trend is favourable to Dott's objective of becoming the number one marketplace, as it is expected to continue even after the end of the pandemic.

#### **b) Dott segmentation strategy and target**

In accordance with Gaspar D'Orey's presentation at the conference Projeto Houses of Portugal, Dott is segmenting their consumers by age. The target customer was, as of 2019, the consumer located in Portugal. Regardless, they plan to make Dott available to foreign buyers. In addition, the company divided the market into 3 segments: Millennials, Digital Consumers, and Baby Boomers (D'Orey 2019).

The survey conducted for the purpose of this study and the analysis performed also divided consumers by age. Contrary to Dott's segmentation, the division of generations performed on the survey analysis followed the literature.

The first and most representative segment in the sample of the survey is composed of individuals from 18 to 25 years old, which is not mentioned by Dott as one of their target segments. In view of the performed survey, this segment has associated with Dott the following product categories: electronic and clothing (Exhibit 20).

According to Dott's CEO (2019), Millennials are those from 25-34 years old and comprise their largest segment representing 31,2% of their customers. Gaspar refers that they are mainly focused on the categories of clothing and shoes, electronics and food. D'Orey described this segment as digital savvy and very comfortable with online shopping however this type of consumer is more focused on lower prices given their smaller financial independence and purchasing power. Dott's Millennials would practically match the Generation Y presented in the survey analysis, with consumers from the ages of 26 to 39. Results from the questionnaire demonstrate that these consumers associate with Dott the product categories of electronics and clothing (Exhibit 20), which matches D'Orey's description of the segment.

The second-largest segment described by Dott's CEO (2019), comprising 27,6% of their buyers, is named Digital Consumers and corresponds to the Portuguese customer aged between 35 and 44 years old. This group of shoppers mainly looks for the product categories of clothing and shoes, and food. It is characterized as a loyal consumer to specific online websites. Adding to that is reviewed as the one that does the largest amount of online shopping. By making correspondence to the survey conducted for this study, this segment would match the Generation X previously described, with consumers ranging from 40 to 59 years old. In this segment, it was found that similar to the previous segments, they mostly associate Dott with products related to electronics and clothing.

Lastly, Gaspar (2019) mentioned that encompassing 13,1% of consumers, there is a segment called Baby Boomers. These are the consumers in the age range of 55 to 64 years

old. Baby boomers have the greatest buyer power and value highly delivery methods. This segment presents high interest in purchasing from the following categories: electronics and food. This segment would more or less fit with Boomers and Generation X.

**c) Dott's potential customer decision-making journey**

An online consumer decision-making journey can be proposed for Dott's potential consumers. The goal is to understand the steps from the first passive contact with the brand to the decision of purchase on Dott's website and post-purchase activities. The following journey will be based on Delloite's take on the modern circular journey with various stages: Passive Exposure, Active Exposure, Initial Consideration, Research and Discovery, Active Evaluation, Final Consideration, Decision or Selection, Post-Evaluation and Post-Engagement. (Koscierzynski 2020).

**(1) Passive Exposure and Active Exposure - Awareness**

A consumer journey map starts with the first stage of Passive Exposure. The first contact consumers have with Dott occurs when they are not looking for products or shopping, yet are being exposed to information from their daily lives (Koscierzynski 2020). It is a very important step that helps to create awareness for this brand that may be unfamiliar for many consumers. As a recent company, it is crucial for Dott to generate awareness and starts to spread the message of being a trustworthy brand. Additionally, Dott uses advertisements on the street, as for example outdoors, and TV advertisements to expose consumers to the brand during their daily lives.

An example of this Passive Exposure can be the contact with Dott's outdoors when a consumer is driving on a highway. In these Billboards, Dott presents a promotional code that consumers may use on the website. From the survey conducted it was found that 17 of the participants described their encounters with Dott's billboards as "very frequent" and "somewhat frequent". The results help to understand that a very small percentage of our

consumers were aware of having encountered Dott's outdoors. This may mean that they are not attentive to billboards while driving on the road given a large amount of information, meaning Dott should reconsider either the design or location of these outdoors. Adding to that, it may also be the fact that they don't encounter these billboards given their residence area.

Furthermore, there has also been a TV campaign that gained a lot of attention for the petition to put "Cu de Judas on the map" which besides being a location in the Portuguese island of Azores is also a well-known Portuguese expression for a place that is very distant. This petition gathered more than 6000 signatures (Figueiredo 2021). From the survey conducted it was found that 35 participants described their encounters with Dott's TV advertising as "very frequent" and "somewhat frequent".

Consumers, nowadays, are flooded with information, so it is important that all efforts into marketing are really captivating in order to be effective. Dott has been showing, across their advertising, a very young and approachable attitude by means of creative and compelling campaigns, with the goal of increasing brand awareness.

The following stage in the consumer decision-making journey is the Active Exposure stage. At this point consumers are aware of a specific need they have or something they desire and start to interact with content related to their need (Koscierzynski 2020). Based on the previous interactions, consumers will start to gather some options of products, services, or brands.

## **(2) Initial Consideration and Research and Discovery - Consideration**

In the Initial Consideration, stage consumers will form a consideration set (Koscierzynski 2020). A definition for the consideration set was proposed by Shocker et al. (1991) as a group of choices that are relevant or available in a specific situation, the author

includes that these are options that satisfy certain characteristics consumers establish. On top of this, Shocker also acknowledges that while there may be a significant number of options, it is likely that just a small number of alternatives will come to an individual's mind for a relevant use or purpose. Results from the survey reveal that most people have in their consideration sets brands like Amazon or AliExpress, when they are thinking about buying products in a marketplace. A very small percentage of the sample from the survey has Dott as their top-of-mind option for the same purpose. In spite of this, options may vary depending on what type of products consumers are looking for.

This does not imply that people will strictly buy from their immediate set of options. After this first initial stage of consideration, which is solely based on their early perceptions, a stage of Research and Discovery follows (Koscierzynski 2020). Consumers interested in buying a product will serve themselves from several sources to gather information and get educated on said product. As consumers make their own research, they may discover other options, many times enlarging their consideration set (Koscierzynski 2020).

Through several activities, companies are able to create interest in consumers that are researching a particular product or service and make themselves be part of the consideration set that consumer will take to the next stage of their decision-making journey (Koscierzynski 2020).

According to Dott's CEO (2020), the company has in place an online advertisement and pay-per-click advertising through collaboration with the sellers on their website.

The brand also creates interest through email advertisements, following a subscription to their newsletter. Additionally, in substitution on the traditional "blog" - used by many companies to drive traffic and grow the business, serving as a form of advertising to the website or brand (Ashwini and Varma 2020) -, Dott created Dottcast. This feature is

available on Spotify and on their website. It is a take on a Podcast where Dott's sellers have the opportunity to present themselves, their products and their missions.

This company is likewise very active on social media for example Instagram and Facebook which helps bring traffic to their website and create buzz about the brand.

Another characteristic of Dott's website is that a consumer interested in a particular product is able to find verified reviews (written and ranking on a scale of 1 to 5) from previous buyers on the product page. This allows building trust, not only in Dott as a brand but also in the quality of the products.

### **(3) Active Evaluation and Final Consideration**

Deloitte's model shows that from the previous stage the consumer has retained a lot of information and will now start to evaluate, expand and withdraw from their roll of options. The Active Evaluation stage is the one that follows where consumers assess the different alternatives and compares them based on different criteria, they may consider important (Koscierynski 2020). For Dott to succeed in being the choice of the Portuguese consumer, it must offer a differentiated service. Frequently, products found on Dott can also be found in other stores. One significant component that the Portuguese consumer takes into consideration is the price (Medina 2021), so it may be important for Dott's sellers to match the prices that are found in other stores. Otherwise, consumers may defect to other online stores.

This ends with a Final Consideration stage where consumers will limit their options and settle towards one of their alternatives, based on their predefined criteria and preferences.

### **(4) Decision**

A Decision is followed, and a transaction takes place. For Dott to be selected by consumers it is essential that the platform, on which consumers interact with the company, is user friendly and captivating.

In the survey conducted, consumers that have visited Dott's website, at least once, were asked to rank it on several aspects. The overall feedback was very positive, the best-ranked aspects were the website's clarity and facility of comprehension, the ease of navigation through the different product pages. On another note, still ranked highly but slightly less than the previous are the ease of finding the desired product and the product descriptions. This may evidence the existence of some pain points,

#### **(5) Post - Evaluation and post engagement**

Immediately after the purchase is complete, consumers enter the last phase of this cycle, known as the Post Evaluation stage. This includes the assessment of their satisfaction with the products or services purchased and serves as a reference for possible future purchases.

Depending on the experience consumers have with Dott or its products, they may decide to share it with others either personally or on their social media or blogs. Additionally, there are other sites for reviews, such as "Portal da Queixa", where consumers are able to expose their negative experiences. They may also respond to questionnaires sent directly by the company they bought the products from.

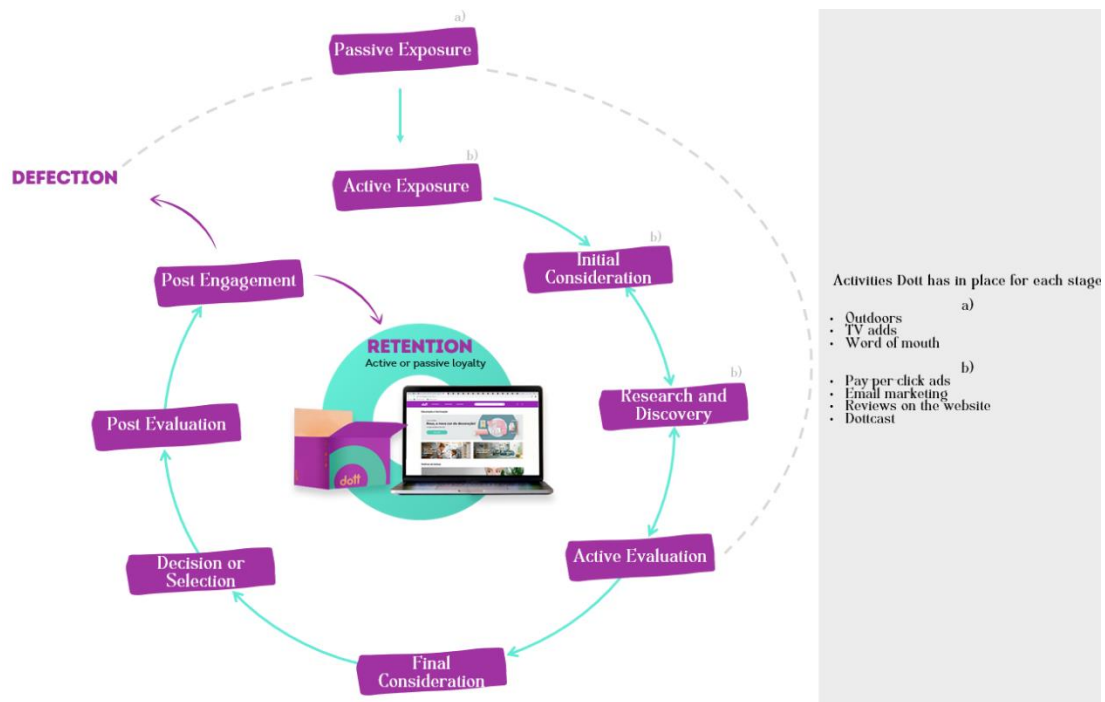


Figure 2: The modern consumer decision making journey applied to Dott.

### 4.3. Supply chain and consumer satisfaction

A seamless experience purchasing a product can contribute greatly to consumer satisfaction. Being consumer-centric means companies have their activities organized in a way that ensures the consumer is a priority (Naqvi, Asim and Mazoor 2020).

Part of these activities is related to the management of the supply chain. Dott's consumer's complaints presented in "Portal da Queixa" since June 2020 were analyzed. This date was chosen for the purpose of eliminating the negative effects of the beginning of the pandemic. After reading the complaints available on "Portal da Queixa", they were evaluated and then categorized in different groups with others with similar content: Alleged late delivery (1), Difficulty in returning an item (2), Cancelled order after payment or item not delivered (3), Mistake in the order (the product description didn't match the item or unsealed item) (4), No answer from customer support (5), Issues with the Invoice (6), Bad quality product (7) and Unsolicited email advertisement (8) and lastly Unclear (9).

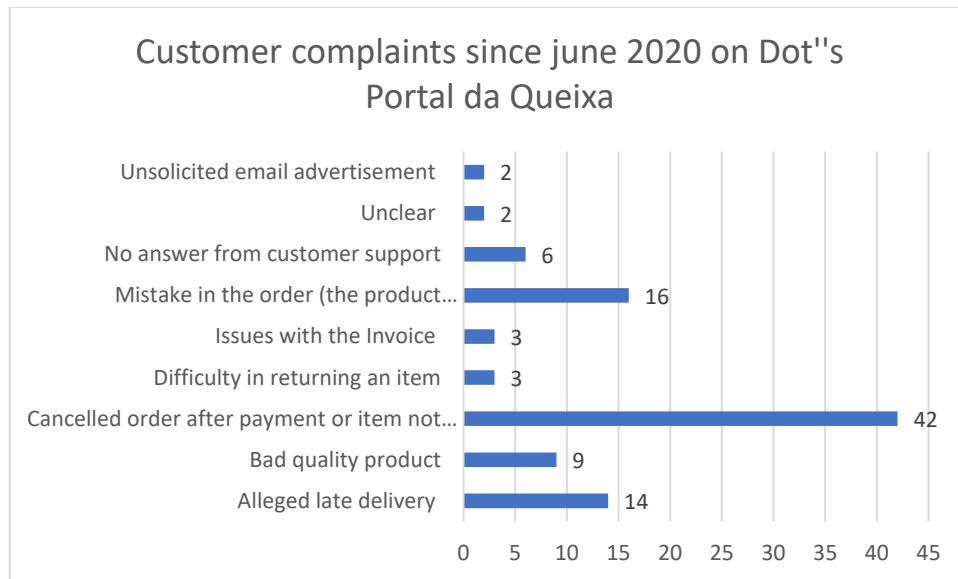


Figure 3: Table of customer complaints found on Dott's page in Portal da Queixa, since June 2020.

The largest number of complaints were related to the cancelling of an already paid order or the failure to deliver the order. The second largest reason for a complaint was a late delivery. This occurs since Dott doesn't have the suppliers' inventories integrated into their website. So, many times, consumers will find a product available, make the payment. Only after Dott contacts the supplier regarding such product will the customer be informed that is no longer available. These suppliers many times sell their products in their physical stores as well so these can go out-of-stock leading Dott to fail deliveries or need to extend the delivery deadline. Thus, it is important for companies like Dott to collaborate closely with their suppliers, in order to have real-time data on the product stock and those out of stock, to be able to answer consumers needs and decrease the cancelling of orders.

## 6. Strategies to grow Dott in the Portuguese

### 6.1. Improvements in supply chain management

As this study tried to demonstrate, Dott presently has a few issues related to its supply chain management. In particular, these issues relate to delivery periods and cancelling orders, as a result of misinformation on stocks with the suppliers. Dott's business model

currently consists in being an agent in the transactions between consumers and companies. They have a website on which consumers can buy products and also relies on another partner CTT to deliver the products. Meanwhile, the company has no control over the order fulfilment process (Filipe da Silva Ramos 2021).

The consumer, nowadays, is more and more demanding in respect to their experience with online shopping. Thus, it is important for Dott to analyze their whole logistic and distribution chain with the aim of reducing these inconveniencies that decrease consumer satisfaction. As a new brand, it is important that Dott create a good impact on first purchases and is able to generate positive word of mouth from its clients. As a means to decrease the aforementioned problems, it is important for Dott to collaborate closely with their suppliers so that they have updated the product's stock on their website.

Dott has disclosed that they are planning to build a fulfilment centre, which could help improve this current problem they are facing. A fulfilment centre, as opposed to a distribution centre, is intended as a warehouse, where the suppliers can stock their products. This will not only improve stock management but also may decrease delivery time to the final consumer. Contributing in this manner to the overall consumer satisfaction, and possibly positive word of mouth can help Dott to reach out to more Portuguese consumers.

Furthermore, one of Dott's competitors, Amazon, has already in several countries this fulfilment centre. They invested a large amount of money in robotics so that they could have this process automated in their smart warehouses. This use of technology allows the company to offer more agile deliveries to their customers. (Del Rey 2021). Dott could use Amazon's Smart Warehouses as a model to build their own.

## **6.2. Improvements in brand awareness**

The survey conducted revealed that from that sample consumers were still not very aware of Dott, or at least do not have it as their first option when they are thinking of a marketplace. With this in mind, Dott should consider maintaining their investment in creative marketing that generates awareness or even increasing their efforts to reach even more consumers. This could be done either alone, with more outdoors and tv advertisement but also partnering with their sellers to divulge specific products-

Partner with Continente in order to create a larger awareness of the brand and strengthen trust in Dott, for consumers that may still be unaware of Dott and how they work.

This can be seen as beneficial for Dott as it could improve its image to potential customers, in a way of building trust with clients. For instance, Continente was elected the brand that Portuguese consumers trust the most (Marketeer 2021). Given this, it would enable Dott through this partnership, to grow in terms of becoming a trustworthy marketplace that aims to highly promote “national brands”.

### **6.3. Innovative suggestion for Dott’s differentiation**

A relevant suggestion that could improve Dott’s performance with their future customers is to incorporate Augmented Reality (AR) in the shopping experience.

Augmented Reality will enable customers to experience services in their own time and in their own environment, before making a purchase. This presents numerous advantages for potential customers.

This feature in the e-commerce market will increase customer loyalty, it will be possible for consumers to connect with the product and at the same time it will build confidence between the seller and the buyer. It will impact the shopping experience in significant ways, for instance, it will save time, as it will offer an in-store experience regardless of the customer's location, progressively will minimize the experience of physical stores (Kumar et al. 2016). Henceforward, will enable consumers to become more informed about the product in consideration (Kumar et al., 2016). Becoming more informed will help both consumer and seller, in terms of reducing customer return rates since they will be able to choose the right product the first time (Reydar n.d).

Bearing in mind all the advantages that AR offers, it is possible to conclude that a new feature on Dott's strategic profile will increase customer interaction with the company's website. It will provide a unique shopping experience to Portuguese consumers, from engagement with the product to the user experience. Taking into consideration, the survey conducted for this project, it was possible to notice that most of the respondents felt that the company was just "another marketplace" and it did not differentiate. Additionally, such a feature on Dott's website could help to decrease the negative feedback of consumers' experience with the product post-purchase.

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## 6. Appendix

*Exhibit 1: Questions from the survey carried out through google forms, retrieved from 30 October 2021 until 24 November 2021. [Questionário sobre o comércio eletrónico português - Google Forms](#)*

### **Questionário sobre o comércio eletrónico português/ Questionnaire about portuguese e-commerce.**

Caro participante, / Dear participant,

Somos duas alunas do Mestrado de Gestão da Nova School of Business and Economics e, estamos a desenvolver uma tese de Mestrado, cujo objetivo é estudar o mercado do e-commerce (comércio eletrónico) em Portugal em particular um marketplace, Dott. Ficaríamos muito gratas se respondesse a um breve questionário de cerca de 5 minutos, com a maior honestidade. A participação neste questionário é voluntária e as respostas anónimas. Para qualquer dúvida caso ou comentário sobre o mesmo poderá entrar em contacto connosco ([29101@novasbe.pt](mailto:29101@novasbe.pt) e [46184@novasbe.pt](mailto:46184@novasbe.pt)). / We are two students from the Nova School of Business and Economics Master in Management and we are currently doing a project with the goal of studying the e-commerce market in Portugal, in particular a marketplace called Dott. We would be very grateful if you could respond to a brief questionnaire of about 5 minutes. The participation is volunteer, and your answers will be anonymous. In case of any doubt feel free to reach us ([29101@novasbe.pt](mailto:29101@novasbe.pt) e [46184@novasbe.pt](mailto:46184@novasbe.pt)).

Antes de iniciar, por favor confirme a seguinte informação: /Before starting, please confirm the following information:

1. Estou voluntariamente a participar neste questionário; / I am voluntarily participating in this questionnaire;
2. Poderei a qualquer momento abandonar este questionário; / I can abandon this questionnaire at any time;
3. As respostas serão anónimas; / The answers will be anonymous;
4. A minha informação será utilizada exclusivamente no âmbito desta tese; / My information will be solely used for the purpose of this projects;
5. Tenho idade superior a 18 anos; / I am 18 or older.
6. Tenho nacionalidade portuguesa ou vivo em Portugal há mais de 2 anos. / I have portuguese nationality or have been living in Portugal for 2 years or more.

Q1) Estou disposto/a a participar neste estudo voluntariamente e permito que as minhas respostas sejam processadas para o propósito do estudo subjacente. / I am willing to participate in this study voluntarily and allow my answers to be processed for the purpose of the underlying study.

- Concordo / I agree.

#### **A. Dados demográficos / demographic data**

Q2) Com qual das seguintes opções mais se identifica? /With which of the following do you identify with the most?

*Marcar apenas uma opção / Select only one option*

- Feminino / Feminine
- Masculino/ Masculine
- Não binário / Non-binary
- Prefiro não dizer / I would rather not say
- Outro / Another

Q3) Qual é a sua idade? / What is your age?

*Marcar apenas uma opção / Select only one option*

- 18-25 anos / 18-25 years.
- 26-29 anos / 26-29 years.
- 30-39 anos / 30-39 years.
- 40-49 anos / 40-49 years.
- 50-59 anos / 50-59 years.
- 60-69 anos / 60-69 years.
- 70 anos ou mais /70 or more.

Q4) Como descreveria a sua situação de emprego nos últimos 3 meses? / How would you describe your employment situation in the last three months?

*Marcar apenas uma opção / Select only one option*

- Trabalhador a full-time / Full-time worker
- Trabalhador em part-time / Part-time worker
- Desempregado / Unemployed
- Estudante / Student
- Reformado / Retired
- Outra /Another

## **B. Marketplace**

Q5) Qual a primeira marca que vem à sua cabeça quando pensa num Marketplace? / What's the first brand that comes to your mind when you think of a Marketplace?

*Marcar apenas uma opção / Select only one option*

- Amazon
- Facebook
- OLX
- Worten Marketplace
- Dott
- FNAC Marketplace
- Aliexpress
- Outro /Another

Q6) Qual a característica que associa ao Marketplace da sua resposta anterior? / What feature do you associate with the Marketplace in your previous response?

*Marcar apenas uma opção / Select only one option*

- Preço / Price
- Qualidade /Quality
- Recomendação de amigo/familiar /Friend or Family Recommendation
- Rapidez de entrega / Fast delivery
- Experiência pessoal /Personal Experience
- Outra /Another

Q7) Descreva com recurso a escala fornecida a frequência com que efetua as seguintes ações. / Describe using the scale provided how often you perform the following actions.

Muita frequência - todas as semanas; / Alguma frequência - uma ou duas vezes por mês; / Pouca frequência - 5 ou 6 vezes por ano; /Muito pouca frequência - uma vez por ano; / Nunca - nunca efetuou

estas ações.

Very often - every week; / Some frequency - once or twice a month; / Little frequency - 5 or 6 times a year; /Very infrequent - once a year; / Never - never made these actions.

Marcar apenas uma opção por linha / Select only one option per line

	Muita Frequência	Alguma Frequência	Pouca Frequência	Muito Pouca Frequência	Nunca
Com que frequência visita um marketplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Com que frequência realiza a compra de um produto NOVO in a marketplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Com que frequência realiza a compra de um produto USADO num marketplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very often	Some Frequency	Little Frequency	Very infrequent	Never
How often do you visit a marketplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you purchase a NEW product in a marketplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you purchase an USED product from a marketplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### C. Dott

Q8) Conhece a Dott? / Do you know Dott?

Marcar apenas uma opção / Select only one option

- Sim /Yes
- Não / No
- O nome não me é estranho, mas não sei o que é / I have heard the name, but I am not sure what it is

For those that select the option No the questionnaire will end.

Q9) Descreva a frequência das seguintes ações / Describe the frequency of the following actions

Muita frequência - mais do que 3 vezes por dia; / Alguma frequência - pelo menos uma vez por dia; / Pouca frequência - uma vez por semana; /Muito pouca frequência - uma vez por mês; / Nunca - nunca efetuou estas ações.

Very often – more than 3 times a day; / Some frequency – at least once a day; / Little frequency once a week; /Very infrequent – once a month; / Never - never made these actions.

Marcar apenas uma opção por linha / Select only one option per line

	Muita Frequência	Alguma Frequência	Pouca Frequência	Muito Pouca Frequência	Nunca
Com que frequência vê anúncios da Dott na televisão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Com que frequência vê anúncios da Dott no Instagram	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Com que frequência vê anúncios da Dott no Facebook	•	•	•	•	•
Com que frequência vê anúncios da Dott no Google	•	•	•	•	•
Com que frequência vê anúncios da Dott em cartaz na rua	•	•	•	•	•
	Very often	Some Frequency	Little Frequency	Very infrequent	Never
How often do you see Dott ads on television	•	•	•	•	•
How often do you see Dott ads no Instagram	•	•	•	•	•
How often do you see Dott ads no Facebook	•	•	•	•	•
How often do you see Dott ads on Google	•	•	•	•	•
How often you see Dott ads on outdoors on the street	•	•	•	•	•

Q10) Que tipo de produto associa Dott? / What kind of products do you associate to Dott?

*Marcar apenas uma opção / Select only one option*

- Vestuário / Clothing
- Eletrônica / Electronics
- Livros / Books
- Móveis (Casa e jardim) / Furniture (home and garden)
- Saúde e Beleza / Health and Beauty
- Ferramentas / Tools
- Produtos Artesanais / Handmade products
- Outra / Another

Q11) Que características associa à Dott? / What characteristics do you associate with Dott?

*Marcar até 3 opções / Select up to 3 options.*

- Entregas rápidas / Fast Delivery
- Produto com qualidade / Quality
- Preços baixos / Low prices
- Bom serviço pós-venda / Good Post purchase service
- Grande variedade de produtos / Large variety
- Website acessível e fácil de usar / Easy and accessible website
- Método de pagamento Seguro / Safe payment method
- Outra / Another

Q12) O que é que sente quando pensa na Dott? / What do you feel when you think about Dott?

Resposta aberta / Open answer

Q13) Já comprou algum produto na Dott? / Have you made any purchase on Dott?

*Marcar apenas uma opção / Select only one option*

- Sim
- Não
- Não, mas já visitei o website e adicionei produtos ao carrinho não tendo completado a encomenda
- Não, apenas visitei o website

For those that answer no the questionnaire will end

#### **D. Experiência com a Dott / Experience with Dott**

Q14) Numa escala de 0 (muito fraco) a 5 (excelente) como avalia a sua experiência no website da Dott. / On a scale of 0 (very weak) to 5 (excellent) how do you rate your experience on the Dott website.

*Marcar apenas uma opção por linha / Select only one option per line*

	0	1	2	3	4	5	Não se aplica
Website claro e de fácil leitura / Clear and easy to read website	•	•	•	•	•	•	•
Facilidade de navegação pelas várias páginas de produto / Ease of navigating through the different product pages	•	•	•	•	•	•	•
Facilidade em encontrar o produto pretendido / Ease of finding desired product	•	•	•	•	•	•	•
Descrição completa e detalhada dos produtos / Complete and detailed description of products	•	•	•	•	•	•	•
Facilidade no Pagamento / Ease of paying	•	•	•	•	•	•	•

Q15) Numa escala de 0 (muito fraco) a 10 (excelente) como avalia a sua satisfação com o produto comprado na Dott? (Se nunca comprou um produto da Dott, ignore esta pergunta). / On a scale from 0 (very weak) to 10 (excellent) how do you assess your satisfaction with the product purchased at Dott? (If you've never purchased a Dott product, ignore this question).

Marcar apenas uma opção / Select only one option

0	1	2	3	4	5	6	7	8	9	10
•	•	•	•	•	•	•	•	•	•	•

Q16) Como descreveria a Dott para um amigo? / How would you describe Dott to a friend?  
Resposta aberta / Open answer

Q17) Numa escala de 0 a 10, qual a probabilidade de recomendar a Dott a um amigo? / On a scale of 0 to 10, what is the probability you recommend Dott to a friend?

Marcar apenas uma opção / Select only one option

0	1	2	3	4	5	6	7	8	9	10
•	•	•	•	•	•	•	•	•	•	•

Exhibit 2: Graphical depiction of the results from the survey Q2 “With which of the following do you identify with the most?”.

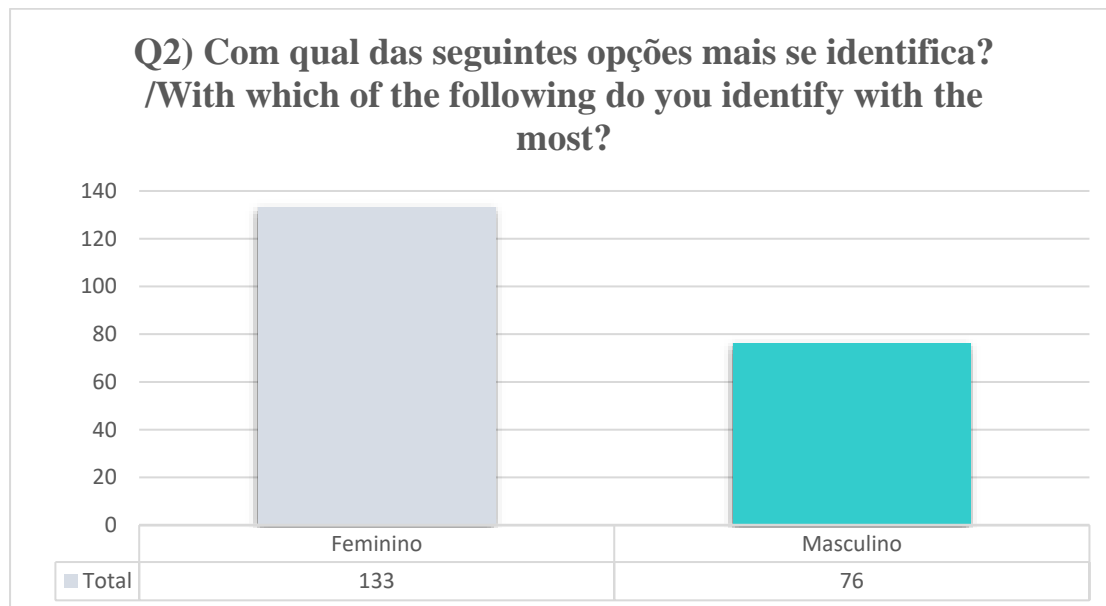


Exhibit 3: Graphical illustration of the results from the survey Q3 “What is your age?”.

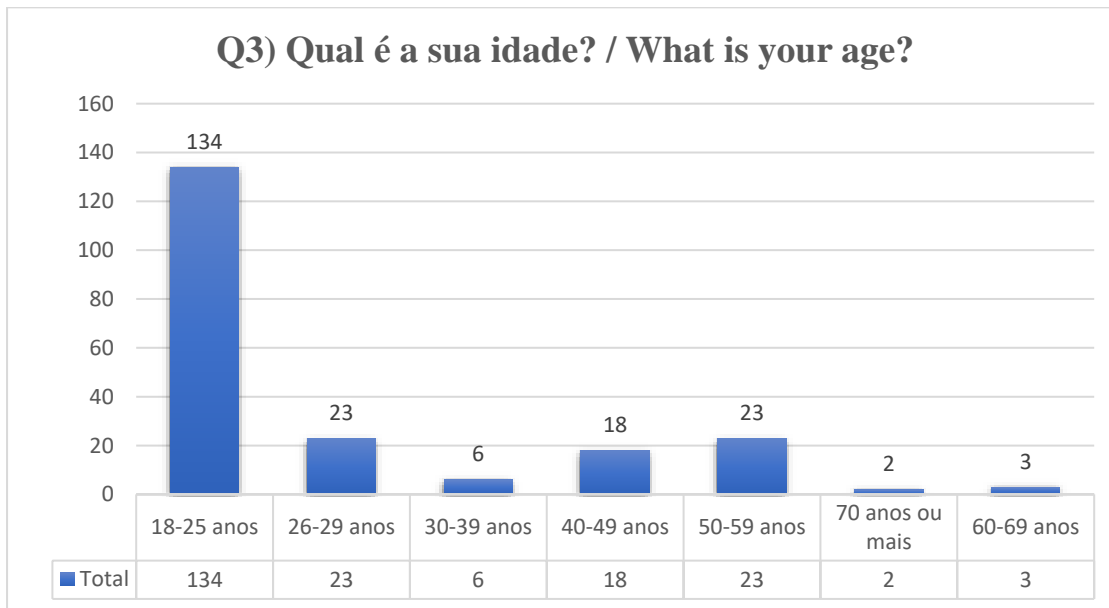


Exhibit 4: Graphical representation of the results from the survey Q4 “How would you describe your employment situation in the last three months?”.

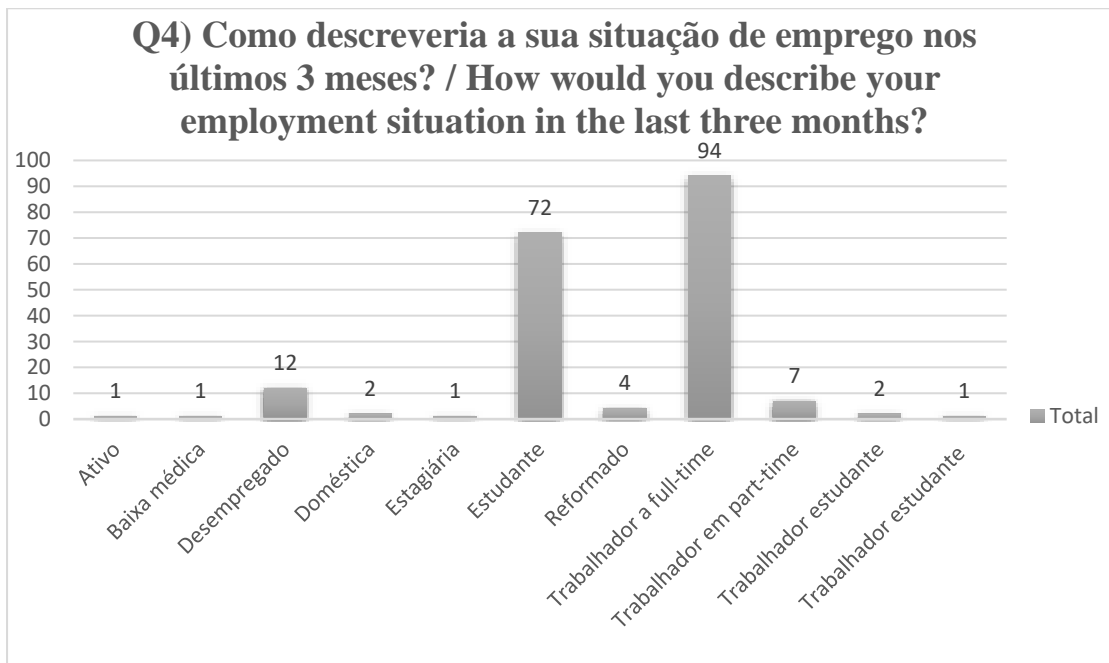


Exhibit 5: Graphical interpretation of the results from the survey Q5 “What's the first brand that comes to your mind when you think of a Marketplace?”.

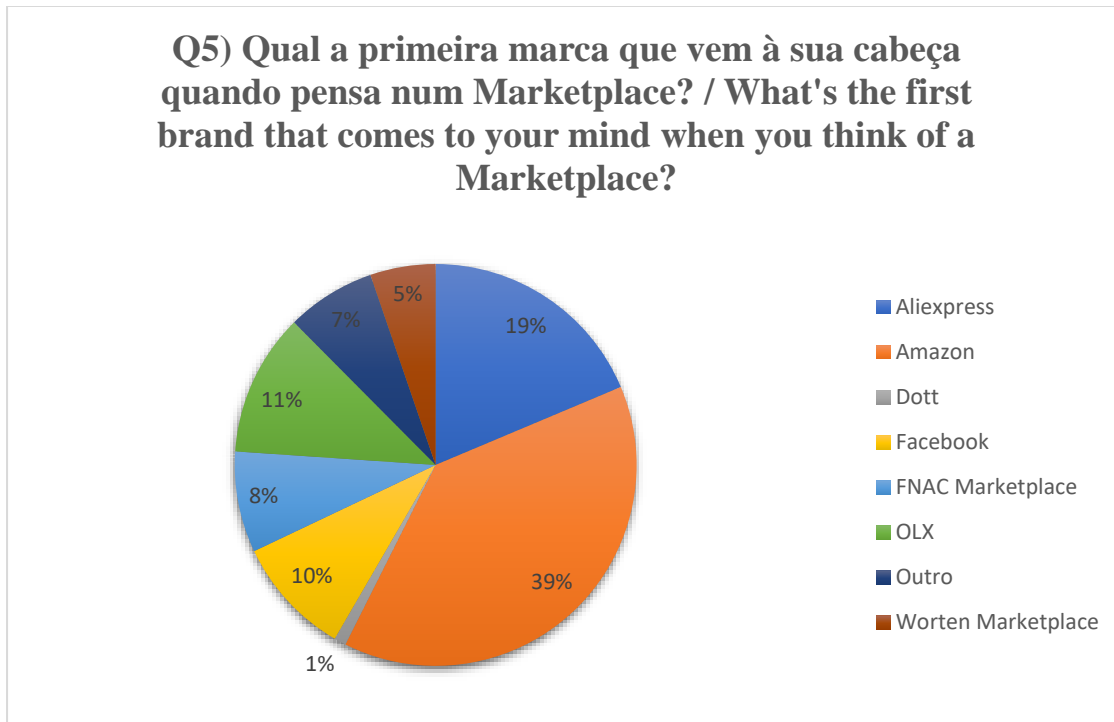


Exhibit 6: Table of results from the survey Q6 “What feature do you associate with the Marketplace in your previous response?”.

Answer	Q6) Qual a característica que associa ao Marketplace da sua resposta anterior? / What feature do you associate with the Marketplace in your previous response?
<b>Aliexpress</b>	
Experiência pessoal / Personal Experience	5
Preço / Price	30
Qualidade / Quality	1
Recomendação de amigo/familiar / Recommendation of family or friend	3
<b>Amazon</b>	
Experiência pessoal / Personal Experience	16
Maior escolha / Large offer	1
Nome / Name	1
Preço / Price	30
Publicidade / Advertisement	1
Qualidade / Quality	7
Quantidade de produtos que tem. Tem de tudo / Large offer	1
Rapidez de entrega / Fast delivery	14
Recomendação de amigo/familiar / Recommendation of family or friend	9
Variedade / Variety	1
<b>Dott</b>	
Experiência pessoal / Personal Experience	1
Rapidez de entrega / Fast delivery	1
<b>Facebook</b>	

Anúncios / Advertising	1
Experiência pessoal / Personal Experience	4
Foi o primeiro que me veio a cabeça tal como perguntaram...	1
Preço / Price	8
Recomendação de amigo/familiar / Recommendation of family or friend	6
<b>FNAC Marketplace</b>	
Experiência pessoal / Personal Experience	4
Não escolheria, mas é o primeiro que associo à palavra / Not my first coice but is the one I associate with the word	1
Preço / Price	5
Qualidade / Quality	5
Rapidez de entrega / Fast delivery	1
Recomendação de amigo/familiar / Recommendation of family or friend	1
<b>OLX</b>	
Experiência pessoal / Personal Experience	8
Preço / Price	14
Recomendação de amigo/familiar / Recommendation of family or friend	1
Variedade / Variety	1
<b>Outro</b>	
Experiência pessoal / Personal Experience	5
Preço / Price	4
Qualidade / Quality	4
Recomendação de amigo/familiar / Recommendation of family or friend	2
<b>Worten Marketplace</b>	
Experiência pessoal / Personal Experience	1
Preço / Price	8
Qualidade / Quality	2
<b>Grand Total</b>	<b>209</b>

Exhibit 7: Table of results from the survey Q7 “Describe using the scale provided how often you perform the following actions.”.

Row Labels	Q7) Com que frequência realiza a compra de um produto USADO num Marketplace/ How frequently do you purchase an USED product in a marketplace
Alguma Frequência	10
Muita Frequência	6
Muito Pouca Frequência	54
Nunca Pouca Frequência	73
	66
Row Labels	Q7) Com que frequência realiza a compra de um produto NOVO num marketplace/ How frequently do you purchase a NEW product in a marketplace?
Alguma Frequência	54
Muita Frequência	19

Muito Pouca Frequência	42
Nunca Pouca Frequência	24
	70

Row Labels	Q7) Com que frequência visita um marketplace / How frequently do you visit a marketplace?
Alguma Frequência	86
Muita Frequência	33
Muito Pouca Frequência	27
Nunca Pouca Frequência	7
	56

Exhibit 8: Graphical depiction of the results from the survey Q8 “Do you know Dott?”.

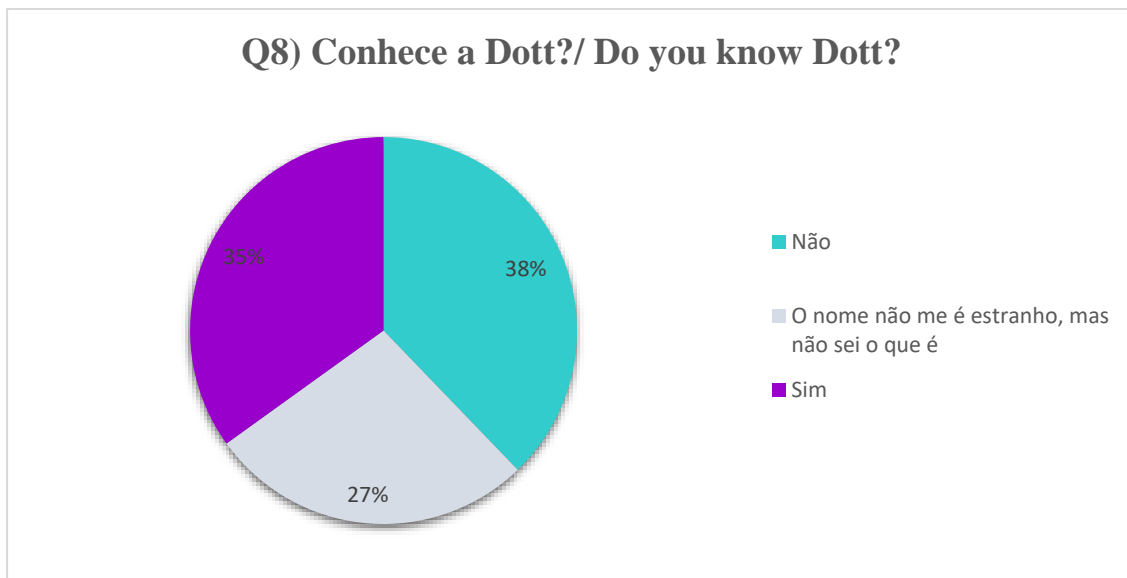


Exhibit 9: Table of the results from the survey Q9 “Describe the frequency of the following actions”.

Answer	Q9) Descreva a frequência das seguintes ações [Com que frequência vê anúncios da Dott na televisão/ How often do you see Dott’s advertisement on TV? ]
Alguma Frequência	31
Muita Frequência	4
Muito Pouca Frequência	33
Nunca	27

Pouca  
Frequência 35

**Q9) Descreva a frequência das seguintes ações [Com que frequência vê anúncios da Dott no Instagram/ How often do you see Dott's advertisement on Instagram? ]**

Alguma		
Frequência	17	
Muita		
Frequência	3	
Muito Pouca		
Frequência		35
Nunca		33
Pouca		
Frequência		42

**Q9) Descreva a frequência das seguintes ações [Com que frequência vê anúncios da Dott no Facebook/ How often do you see Dott's advertisement on Facebook? ]**

Alguma		
Frequência		24
Muita		
Frequência	1	
Muito Pouca		
Frequência	33	
Nunca	37	
Pouca		
Frequência		35

**Q9) Descreva a frequência das seguintes ações [Com que frequência vê anúncios da Dott no Google/ How often do you see Dott's advertisement on Google? ]**

Alguma		
Frequência		19
Muita		
Frequência	2	
Muito Pouca		
Frequência		25
Nunca	39	
Pouca		
Frequência	45	

**Q9) Descreva a frequência das seguintes ações [Com que frequência vê anúncios da Dott em cartaz na rua/ How often do you see Dott's Outdoors? ]**

Alguma		
Frequência		16
Muita		
Frequência		2
Muito Pouca		
Frequência		28
Nunca		53
Pouca		
Frequência		31

Exhibit 10: Graphical depiction of the results from the survey Q10 “What kind of products do you associate to Dott?”

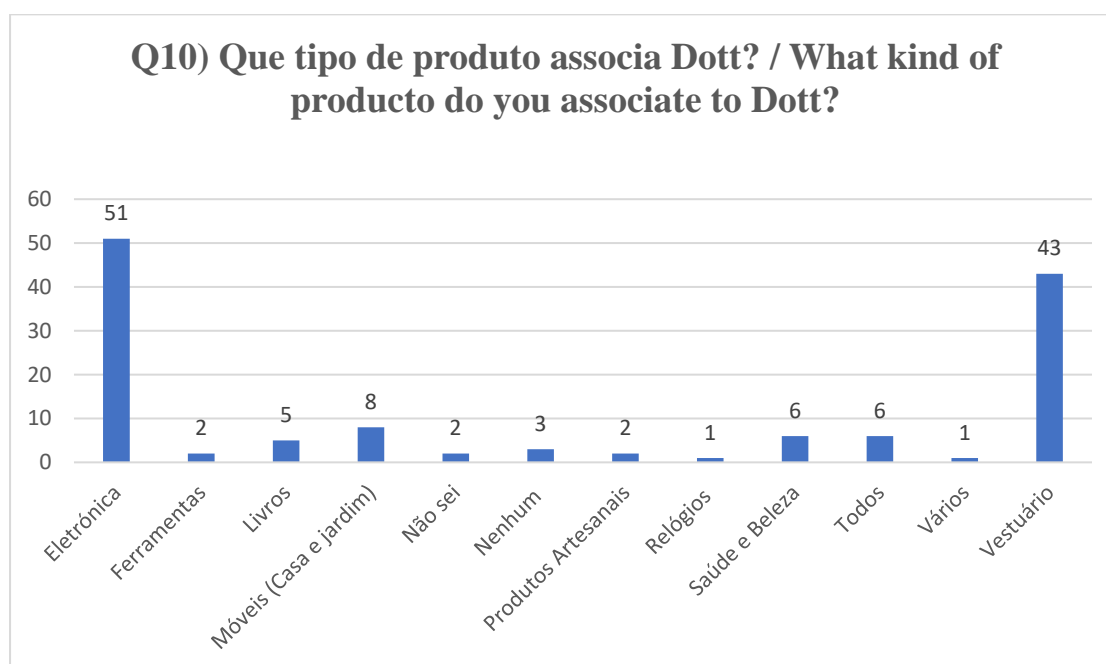


Exhibit 11: Table of the results from the survey Q11 “What characteristics do you associate with Dott?”.

Answers	Q11) Que características associa à Dott? / What characteristics you associate with Dott?
Bom serviço pós-venda	3
Bom serviço pós-venda, Grande variedade de produtos,	
Website acessível e fácil de usar	1
Desconheço	1
Entregas rápidas	9
Entregas rápidas, Bom serviço pós-venda, Grande variedade de produtos	1
Entregas rápidas, Grande variedade de produtos	1
Entregas rápidas, Grande variedade de produtos, Website acessível e fácil de usar	5
Entregas rápidas, Preços baixos, Grande variedade de produtos	6
Entregas rápidas, Preços baixos, Website acessível e fácil de usar	3
Entregas rápidas, Produto com qualidade, Bom serviço pós-venda	1
Entregas rápidas, Produto com qualidade, Método de pagamento seguro	1
Entregas rápidas, Produto com qualidade, Preços baixos	3
Grande variedade de produtos	8
Grande variedade de produtos, Método de pagamento seguro,	
Não conheço	1
Grande variedade de produtos, Website acessível e fácil de usar	6
Grande variedade de produtos, Website acessível e fácil de usar, Método de pagamento seguro	3
Método de pagamento Seguro	5
N se aplica	1
Nada	1
Não conheço	3
Não sei	3

não sei não conheço a marca	1
Não tinha feito ainda nenhuma compra na Dott	1
Nenhum	2
Nunca comprei nada na Dott	1
Nunca utilizei	1
Preços baixos	12
Preços baixos, Bom serviço pós-venda, Grande variedade de produtos	1
Preços baixos, Bom serviço pós-venda, Website acessível e fácil de usar	1
Preços baixos, Grande variedade de produtos	2
Preços baixos, Grande variedade de produtos, Website acessível e fácil de usar	12
Preços baixos, Website acessível e fácil de usar	1
Produto com qualidade	7
Produto com qualidade, Grande variedade de produtos, Website acessível e fácil de usar	2
Produto com qualidade, Preços baixos, Bom serviço pós-venda	1
Produto com qualidade, Preços baixos, Grande variedade de produtos	2
Produto com qualidade, Preços baixos, Website acessível e fácil de usar	1
Produto com qualidade, Website acessível e fácil de usar	2
Produto com qualidade, Website acessível e fácil de usar, Método de pagamento seguro	1
Website acessível e fácil de usar	13

Exhibit 12: Table of the results from the survey Q12 “What do you feel when you think about Dott?”.

Answers	Q12) O que é que sente quando pensa na Dott? /What do you feel when you think about Dott?
	1
alegria	1
Algo recente/ modern	1
Arrepios	1
Compras online e prático	1
Confiança	1
Confiança	1
Consigo encontrar de tudo	1
Diversidade	1
Empresa portuguesa (criada em Portugal)	1
Equipamento tecnológico	1
Grande bazar	1
Intermediário	1
Mais um	1
Mais um site de compras	1
Nada	10
Nada de especial, mais uma marca que de facto não prende a minha atenção.	1
Nada em especial	1
Nada, não conheço muito bem	1
Nao conheço	1

Não conheço	2
Não tenho opinião formulada pois nunca vi a Dott em concreto.	1
Não uso.	1
nem me lembro que existe	1
Num ponto	1
Num site de compras	1
Pouco interesse	1
Praticidade	1
Qualidade	1
Qualidade	1
Que deviam melhorar a comunicação, é estranha	1
Serviço Seguro	1
Trabalhei estrategicamente para a empresa	1
Venda on-line de vários produtos	1
Vende todo tipo de coisas	1

Exhibit 13: Graphical portrayal of the results from the survey Q13 "Have you made any purchase on Dott?".

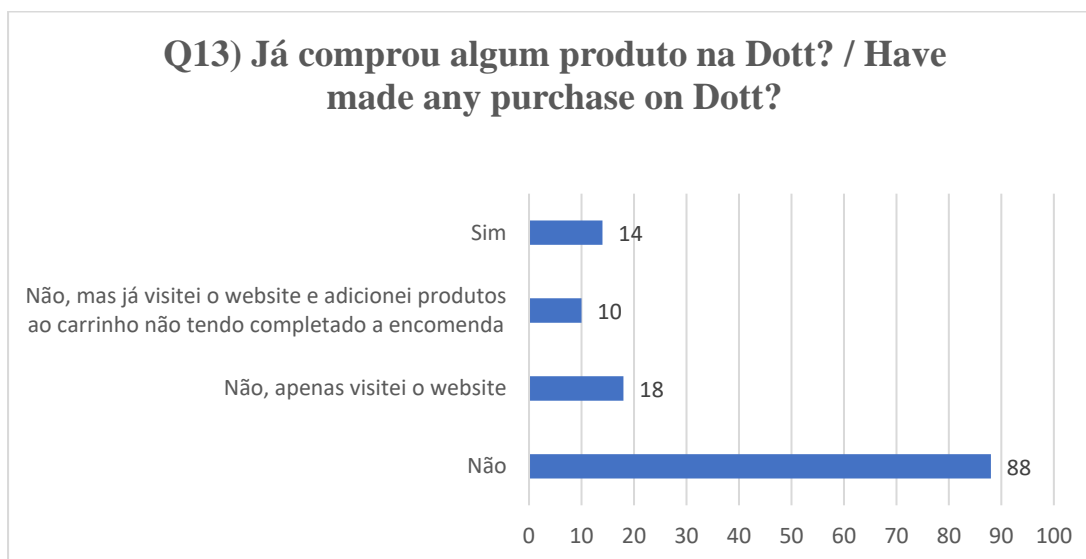


Exhibit 14: Results from the survey Q14 in table and graphical form.

<b>Q14) Numa escala de 0 (muito fraco) a 5 (excelente) como avalia a sua experiência no website da Dott. [Website claro e de fácil leitura/ Clear and easy to read website]</b>	
<b>Answers</b>	
1	2
2	1
3	10
4	16
5	11
Não se aplica	2
<b>Grand Total</b>	<b>42</b>

<b>Q14) Numa escala de 0 (muito fraco) a 5 (excelente) como avalia a sua experiência no website da Dott. [Facilidade de navegação pelas várias páginas de produto/ Ease of navigating through the different product pages]</b>	
<b>Answers</b>	
1	2
2	1
3	12
4	18
5	7
Não se aplica	2
<b>Grand Total</b>	<b>42</b>

<b>Q14) Numa escala de 0 (muito fraco) a 5 (excelente) como avalia a sua experiência no website da Dott. [Facilidade em encontrar o produto pretendido/ Ease of finding desired product]</b>	
<b>Answers</b>	
1	1
2	2
3	10
4	23
5	4
Não se aplica	2
<b>Grand Total</b>	<b>42</b>

<b>Q14) Numa escala de 0 (muito fraco) a 5 (excelente) como avalia a sua experiência no website da Dott. [Descrição completa e detalhada dos produtos/ Complete and detailed description of products]</b>	
<b>Answers</b>	
1	1
2	4
3	15
4	16
5	4
Não se aplica	2
<b>Grand Total</b>	<b>42</b>

<b>Q14) Numa escala de 0 (muito fraco) a 5 (excelente) como avalia a sua experiência no website da Dott. [Facilidade no pagamento/ Ease of paying]</b>	
<b>Answers</b>	
1	1
2	3
3	9
4	13
5	8
Não se aplica	8
<b>Grand Total</b>	<b>42</b>

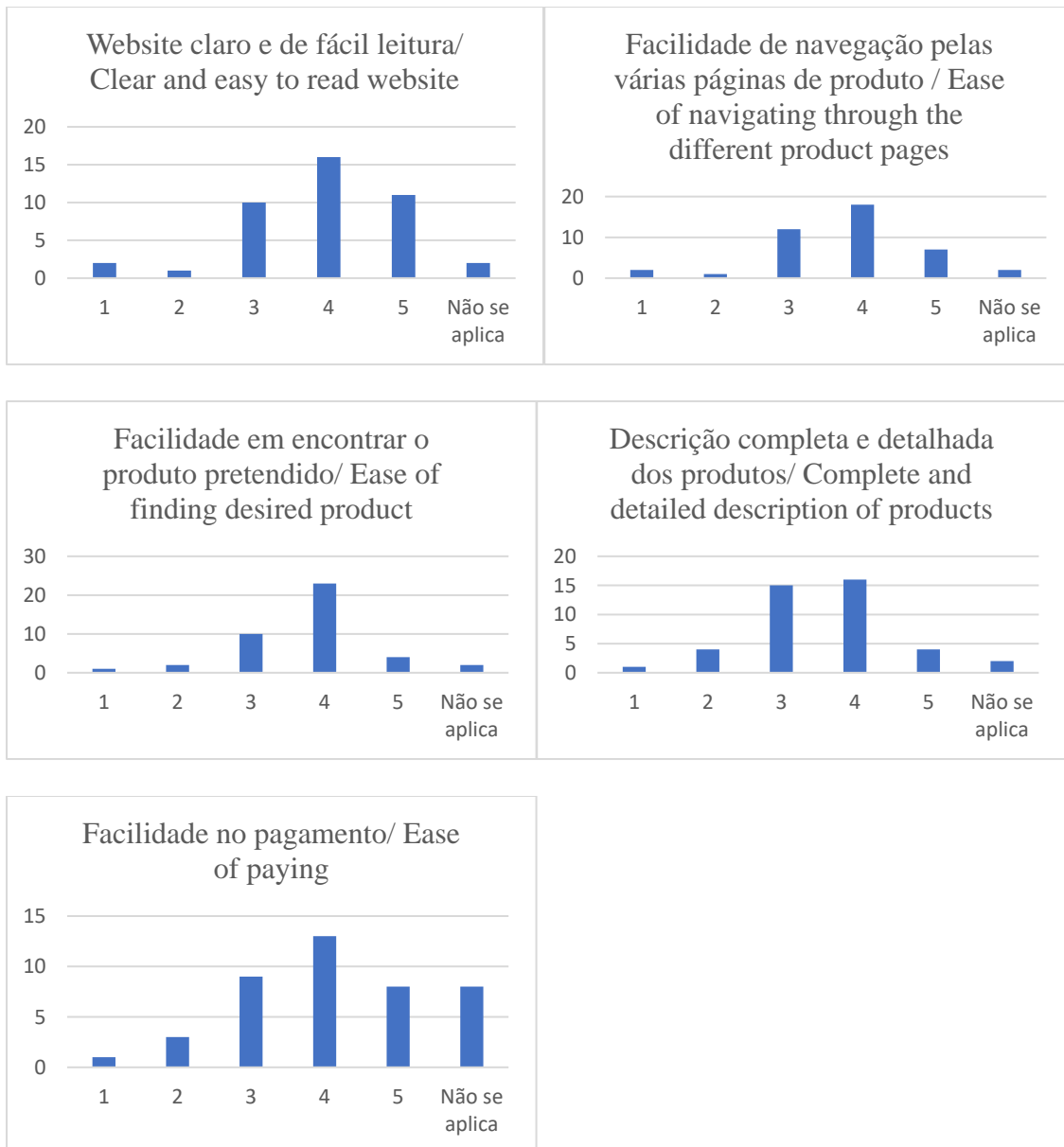


Exhibit 15: Graphical depiction of the results from the survey Q15 “On a scale from 0 (very weak) to 10 (excellent) how do you assess your satisfaction with the product purchased at Dott?”.

Q15) Numa escala de 0 (muito fraco) a 10 (excelente) como avalia a sua satisfação com o produto comprado na Dott? / On a scale of 0 to 10 how to you evaluate the producto you purchased on Dott?	
Answers	
0	0
1	1
5	5
6	18
7	14
8	40
9	27
10	40

Exhibit 16: Graphical depiction of the results from the survey Q16 “How would you describe Dott to a friend?”.

Answers	Q16) Como descreveria a Dott para um amigo? / How would you describe Dott to a friend?
Bazar	1
Boa opção para fazer compras	1
Boa qualidade	1
É uma empresa portuguesa	1
Facil	1
Fácil e encontramos de tudo.	1
Loja de confiança	1
Loja on line	1
Mais um	1
Mais um site	1
Marca em evolução mas muito atrás das concorrentes	1
Muito bom	1
Prática	1
Seguro e eficaz	1
Um local na internet onde se podem encontrar produtos de várias empresas portuguesas	1
Um site com muitas coisas para comprar	1
Uma alternativa à wook	1

Exhibit 17: Graphical and table representation of the results from the survey Q17 “On a scale of 0 to 10, what is the probability you recommend Dott to a friend?”.

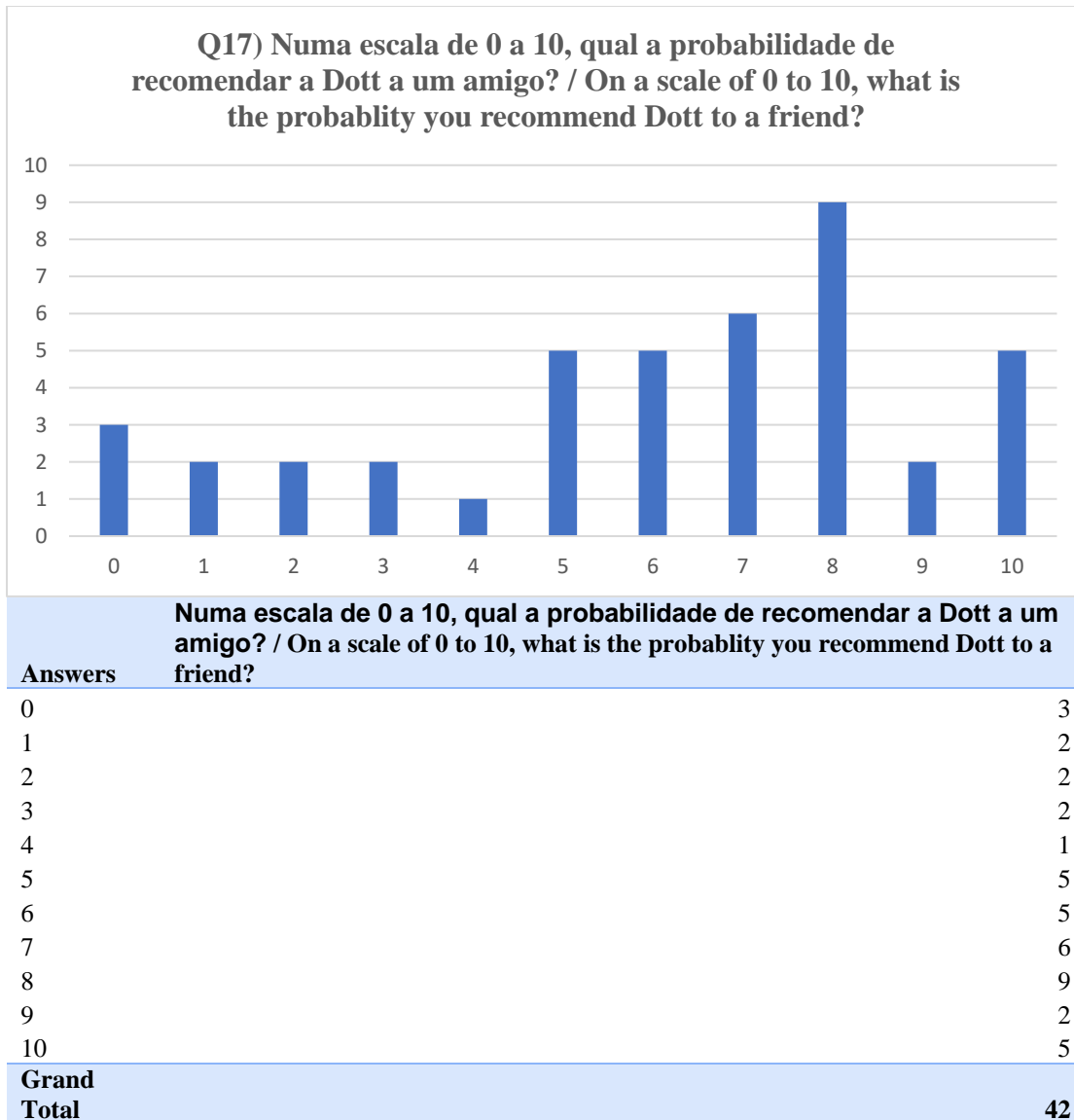


Exhibit 18: Graphical depiction of the results from the survey question "Do you know Dott?" in the different segments.

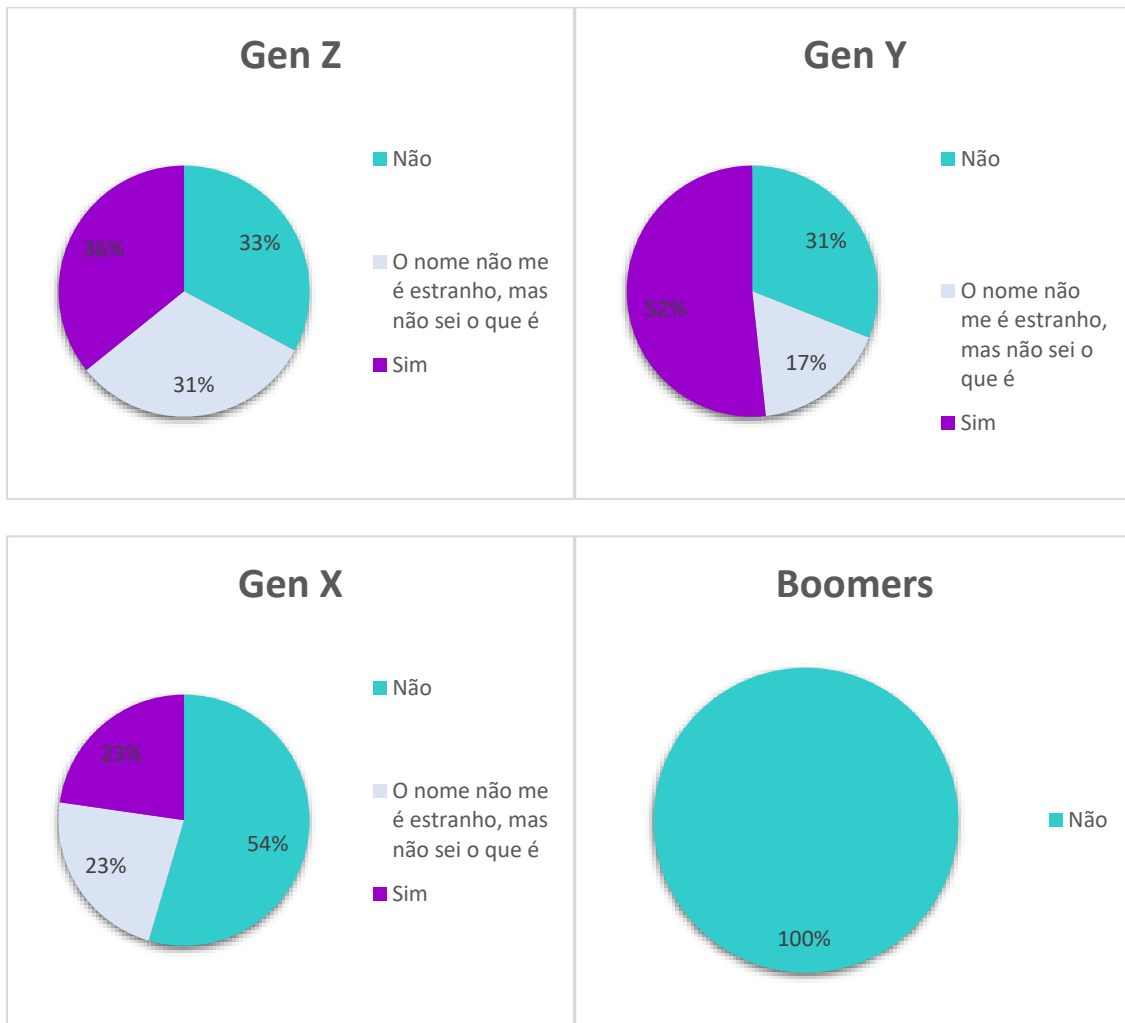


Exhibit 19: Graphical depiction of the results from the survey question "What is the first that comes to mind when you think of a marketplace?" in the different segments.

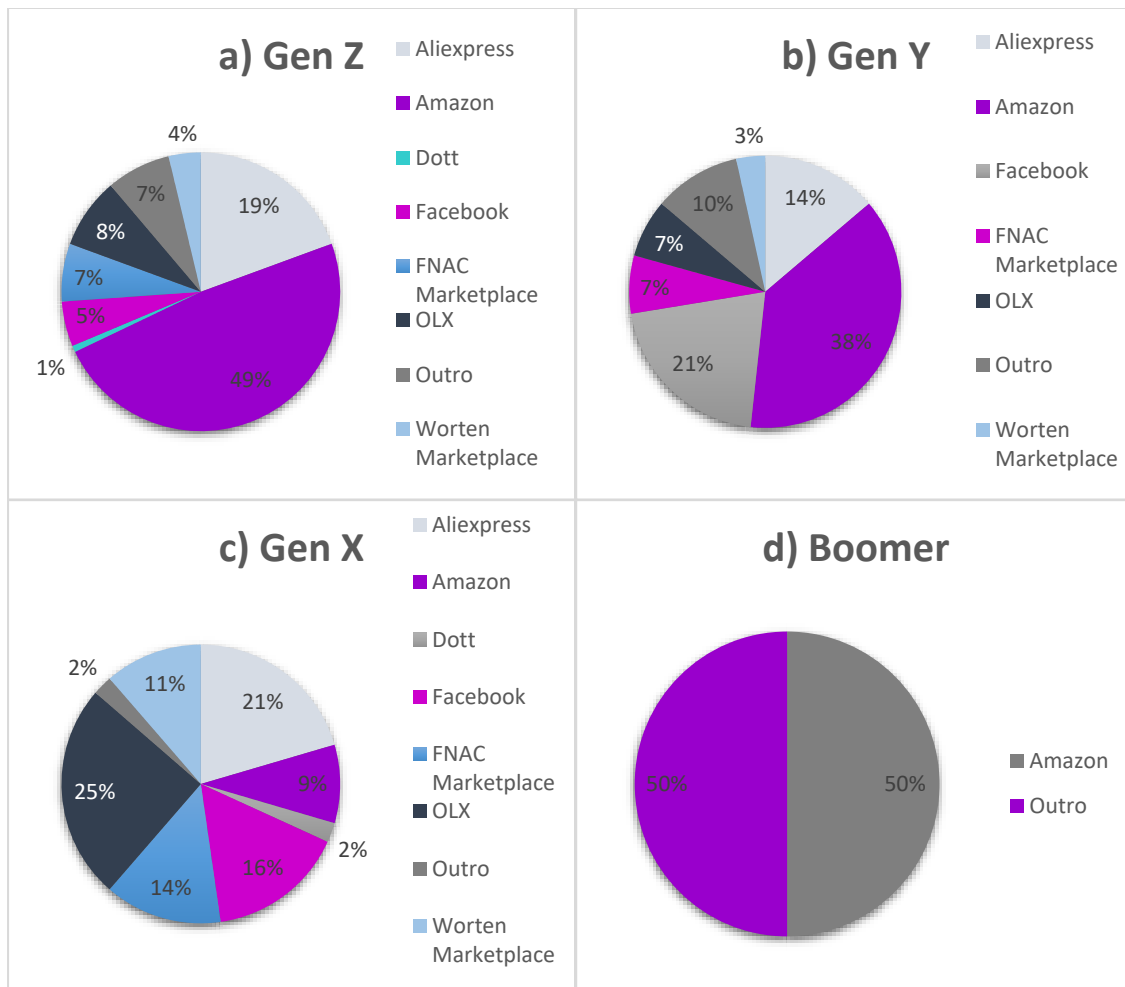


Exhibit 20: Table of the results from the survey question "What kind of product do you associate with Dott?" in the different age groups.

Qual a sua idade? / What is your age?	Que tipo de produto associa Dott? / What kind of product do you associate with Dott?	Count
18-25 anos	Eletrónica	41
18-25 anos	Ferramentas	1
18-25 anos	Livros	2
18-25 anos	Móveis (Casa e jardim)	6
18-25 anos	Não sei	2
18-25 anos	Nenhum	2
18-25 anos	Relógios	1
18-25 anos	Saúde e Beleza	4
18-25 anos	Todos	4
18-25 anos	Vestuário	27
18-25 anos	(blank)	
26-29 anos	Eletrónica	6
26-29 anos	Livros	2
26-29 anos	Móveis (Casa e jardim)	1
26-29 anos	Saúde e Beleza	1
26-29 anos	Vestuário	6

26-29 anos	(blank)	
30-39 anos	Eletrónica	1
30-39 anos	Livros	1
30-39 anos	Produtos Artesanais	1
30-39 anos	Vestuário	1
30-39 anos	(blank)	
40-49 anos	Eletrónica	2
40-49 anos	Ferramentas	1
40-49 anos	Móveis (Casa e jardim)	1
40-49 anos	Nenhum	1
40-49 anos	Saúde e Beleza	1
40-49 anos	Todos	1
40-49 anos	Vestuário	4
40-49 anos	(blank)	
50-59 anos	Eletrónica	1
50-59 anos	Produtos Artesanais	1
50-59 anos	Todos	1
50-59 anos	Vários	1
50-59 anos	Vestuário	4
50-59 anos	(blank)	
60-69 anos	Vestuário	1
60-69 anos	(blank)	
70 anos ou mais	(blank)	

Exhibit 21: Graph plotting Actuals and Budgeted volumes of sales from Dott through the beginning of the pandemic. (D'Orey, 2019).

