

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

**A Communication Strategy for Continente: proposals to promote fresh
products of Continente's own brands**

FILIPA ALMEIDA DA SILVA ALVES, 742

**A Project carried out on the Marketing Field Lab – Communication Agency, under the
supervision of:**

Professor Luísa Agante

June 2012

Index

1.	Introduction	Page 5
2.	Situation Analysis	
2.1	Category Momentum	Page 6
2.2	Consumer Momentum	Page 8
2.3	Brand Momentum	Page 9
3.	Continente Fresh Strategy	
3.1	Continente Fresh Concept and Marketing Objectives	Page 10
3.2	Target Audience and Action Objectives	Page 12
3.3	Communication Objectives and Brand Positioning Statement	Page 13
3.4	Creative Ideas	
3.4.1	Ideas Description and Implementation	Page 15
3.4.2	Implementation Test	Page 23
4.	Conclusions and Recommendations	Page 26
5.	Appendices	Page 30
6.	References	Page 33
7.	Booklet 2	Page 35

Abstract

The aim of this work project is to suggest a communication plan to solve an identified problem of Continente, the food retail leader in the Portuguese market. To identify the current communication problems of the brand, a quantitative questionnaire was conducted together with two models – Creative Business Ideas Development and 4 Though Starters. Several problems were found but the one selected was the fact that consumption in Continente stores is mainly made on a monthly basis. I propose a communication plan to promote fresh products of Continente own brands as a solution to this problem.

Key words: communication plan; Continente; own brands; fresh products

Acknowledgements

First of all, I want to say that this work project was a challenge for me, not only academically, but also in my personal life. During this project I was also enrolled in two courses, one of them not obligatory to finish my masters (Brand Management) but due my interest in taking that course I decided to enroll on it. Due that choice, I was all semester dealing with time but with the support that I will mention further, I was able to manage it. During this journey I could apply the knowledge that I have been acquiring during my academic life in a way I had not done before.

There are several people to whom I want to sincerely offer my gratitude. First, I want to thank my advisor, Professor Luísa Agante, for her outstanding support to complete this work project. Always giving me a sincere, clear and consistent feedback, she supported all the work project steps and gave me the best advices and guidance.

I want also to express my gratitude to the Communication Agency FUEL, namely to Miguel Barros (CEO) and Manuel Cardoso for their support on giving me feedback about my creative ideas and also the information required to support the communication plan that I will present.

To my parents and my brother, thank you for your support and patient during the last six months – it was very important to me to know that I had always someone to whom I could count with.

To all my friends that were very comprehensive during these last months, I want to thank you for your friendship.

To Sofia Faria, Alexandre Faria, Leonilde Félix, Joanna Pobieżyńska and Gulla Run Margeirsdottir, I want to thank you your support on verifying the language of my WP.

Lastly, I would like to express my gratitude to all respondents that participated in this work through the two conducted questionnaires.

I hope you will appreciate my work project in the way I enjoyed to do it.

1. Introduction

“If marketing has one goal, it is to reach consumers at the moments that most influence their decisions” (Court et al, 2008: 1). This Work Project (WP) will define a communication plan for reaching consumers at those moments – the so called “touch points”.

In order to achieve this, an analysis of the current situation of the proposed brand (Continente) was conducted. Furthermore, two models were used – the Creative Business Ideas (CBI) Development and the 4 Thought Starters¹, and a quantitative questionnaire was carried out with another three colleagues of the marketing field lab under this WP.

On the base of the analysis, several problems were identified and only one was selected. To eliminate it, a strategy will be presented regarding the creative ideas that come up. To test the strategy, a meeting with the communication agency FUEL was schedule and followed up by a second quantitative questionnaire.

I shall start with the Situation Analysis, divided into Category, Consumer and Brand Momentum. After, the strategy will then be provided in detail – the concept, marketing objectives, target audiences, action and communication objectives, the brand positioning statement, creative ideas description and implementation test.

¹ Please see appendix 1 and 2 on Booklet 2 for a detailed description of CBI Development and 4 Thought Starters model, and appendix 1 on Booklet 1 for a brief overview of those models.

2. Situation Analysis

At this point, a cross sectional quantitative questionnaire² was designed and a survey conducted via e-mail with a link and a person to person level. The defined target was the person who made the main purchases in his/her household and the sample size obtained was 376³. The main findings⁴ are presented below in the Category Momentum, Consumer Momentum and Brand Momentum sections.

2.1 Category Momentum

In the food retail category, Continente is the leader⁵, followed by Pingo Doce⁶. In this category, according to our marketing research, the main consumer associations in purchasing in supermarkets/hypermarkets are the need, spend money, confusion and waste of time. Moreover, Continente is at the top of consumers' mind and Pingo Doce is the preferred supermarket/hypermarket. Furthermore, whereas consumers go to Continente stores once a month, they go to Pingo Doce stores at least once a week.

After a deep research through reading articles, five trends were detected and will be taken into account in this project.

Firstly, discounts will always be involved in the proposed actions since, **discounts**, **promotions** and **price/quality relation** will influence more loyalty/choice/reliability of consumers to modern distribution brand (Journal Hiper Super, 2012: 39). Furthermore, **purchase experience** will also be in focus - as mentioned in Retail Renaissance (trend watching), "for a large number of consumers around the world, 'going shopping' is a

² Please see Appendix 3 on Booklet 2 for entire quantitative questionnaire 1.

³ The sample size could differ from my colleagues (Joana Rosário, Sara Simões and Susana Mata).

⁴ Please see Appendix 4 of Booklet 2 for a detailed analysis of Quantitative Questionnaire 1.

⁵ http://www.sonae.pt/fotos/gca/2012_01_25_comunicado_vendas_preliminares_vf_1327514594.pdf

⁶ Please see Appendix 2 on Booklet 1 for a detailed current situation of food retail category in Portugal.

leisure activity: a way of relaxing, a source of entertainment or a chance to meet up with friends and share experiences” (Trends Watching, 2011) .

Secondly, “we indeed are what we eat” (eurorscg, 2012: 50) - this is another concern approached in this project - **fat phobia**. In other words, “people are freaking out about being fat” (eurorscg, 2012: 50). However effects of the current economic, investments are being made in healthy food (Ribeiro, 2012: 16). Shoppers are being focused on essential expenses, particularly in the food area (Simões, 2012: 20).

Thirdly, the big trend of **mobile commerce** (m-commerce) will also be applied to this communication plan, more precisely, the **point-know-buy trend**. Particularly, it “unlocks huge opportunities for true instant info-gratification” (Trends Watching, 2012: 8), that is, consumers are able to learn and buy at the moment of discovery. Additionally, purchase will turn into a “more convenient and transparent process” (Trends Watching, 2012: 8). However, this “technology should be used as a facilitator and not as an end” (Simões, 2012: 20).

Another important trend in food-retail market is a growth of demands for **own brand products**. Worldwide, own brands are expected to double in a few years (Journal Hiper Super, 2012: 14). A reason for this forecast arises from recession – it has positive effects in own brand growth because consumers are more likely to experiment with new brands, for example own brands. After testing an own brand as a category, whether it is of a good quality, the barriers to experiment with other categories will diminish (Journal Hiper Super, 2012: 14). Summing up, own brands actually have an important role for retailers – they are considered a differentiation element (Journal Hiper Super, 2012: 14). Portugal is 4th in Europe in terms of representation of own brands.

“In a flurry of new formats, technologies, capabilities, and products that now delight retail consumers” (Trends Watching, 2011: 1), shopping in real world is still an important investment. “Consumers aiming at satisfying human contact need to have instant reward” (Trends Watching, 2011: 1). To satisfy them, solutions are provided and will be mainly focused on taking “opportunity to be in the right place at the right time, giving” consumers “the information and support they need to make the right decisions” (Court et al, 2009) – I will consider the new perspective from “The consumer decision journey” article (Court et al, 2009), which advises marketers to be “aware of profound changes in the way consumers research and buy products” (Court et al, 2009: 11) nowadays. As a result, store/agent/dealer interactions, consumer-driven marketing and company-driven marketing have to be used to influence each stage of consumer decision journey (initial consideration set, active evaluation and closure) (Court et al, 2009).

2.2 Consumer Momentum

As the main themes have been identified and debated, the consumer momentum will be presented. According to the quantitative questionnaire, the consumer profile⁷ lies between the ages of 40 and 59, women, either married, or single, higher education, and employed. The number of person in the household varies from 2 to 4 and the income received is between €1000 and €1999 or above €3000.

According to the “World Factbook”, the Portuguese population is aged mainly between 15 and 64 years (65,8%) and the average age is 40 years⁸. Additionally, consumers, nowadays, are price sensitive, well-informed and volatile due to the crisis and, besides

⁷ Please note that I’m assuming the presented data as consumer profile

⁸ <https://www.cia.gov/library/publications/the-world-factbook/geos/po.html>

that, they are just looking for essential goods – consumers only want to buy the necessary minimum to satisfy their minimal needs (Journal Hiper Super, 2012).

In addition, according to our research, television is the most recognized advertising media to Continente consumers, followed by flyers and outdoors. In short, campaigns regarding price products are the most remembered.

When looking at Continente consumer's⁹ link to the food retail leaders in Portuguese market, diversity, satisfaction and quality are the main positive associations with Continente. Quality, satisfaction and convenience plus reliability are more related with Pingo Doce. Neither of these retailer brands is highly associated with innovation.

We have also found out that what positively distinguishes Continente from its competitors, according to Continente's consumers are card discounts, diversity of brands and products, and the dimension of stores. On the contrary time spent in stores is pointed out as the most negative difference. Where consumers do not see any difference is in customer service and prices.

According to food retail market's consumers, Continente is losing ground to Pingo Doce. Most respondents have no opinion about the other main competitors.

2.3 Brand Momentum

Continente opened its first store in 1985 with Continente Matosinhos, and since this launch, a true revolution in consumer's habits and Portuguese commercial landscape has been occurring (Moutinho, 2012: 12). This food retail brand belongs to Sonae group, more precisely to Sonae MC core business. The current mission of Continente

⁹ Note that Continente consumers are the ones that spend majority of them budget in Continente stores.

“is to be the brand leader in the food retail in Portugal and ensure the loyalty of its consumers, by offering innovation, the best services and best prices, acting in an ethical and sustainable way throughout the value chain”¹⁰. Relatively to its positioning, Continente wants “to be the reference of food retail in Portugal for consumers who are even more informed, demanding and with more purchasing power”¹¹.

Recently, the main change in the business has been the merger of Continente and Modelo into a unique brand (March 2011). Furthermore, the most profitable channels of Continente’s brand are their own brands and “first prices”¹². The Continente card is the most used service by consumers.

The main communication vehicles used by Continente are television, outdoors, magazines, flyers, press releases, and sponsorships (for instance, on television programs, Portuguese Olympic Committee and Portuguese Olympic Delegation in Olympic Games 2012).

Some of the brand’s advertising campaigns are promotional and solidarity campaigns, Continente card related, Popota, support for national products, Tony Carreira and its partnerships (e.g. EDP)¹³.

3. Continente Fresh Strategy and Implementation

3.1 Continente Fresh Concept and Marketing Objectives

Several problems were found¹⁴ however only one is going to be approached - consumption in Continente’s stores is mainly done once per month and in Pingo Doce

¹⁰ http://www.sonae.pt/fotos/gca/14_1300150994.03.2011_pr_muc_final.pdf

¹¹ http://www.sonae.pt/fotos/gca/14_1300150994.03.2011_pr_muc_final.pdf

¹² http://www.sonae.pt/fotos/gca/2012_05_23_pr_resultados1q12_qmcontinente_vf_1337845889.pdf

¹³ Please see Appendix 4 on Booklet 1 to see the CBI Process, conducted with support of 4 Tough Starters Model.

weekly. From now on, it will be described as the strategy designed to respond to the selected problem – **Continente Fresh** (Figure 1).



Figure 1 - Continente Fresh Logo

The concept is the following: Continente Fresh, a communication plan about Continente's fresh products (butchery, fishery, vegetables, fruits, meat delicatessen and cheese, eggs, bakery, pastry and ready meals) aiming at the increase of consumption into a weekly basis. I decided to focus this plan on these types of products due to their weekly consumption requirement, a means to increase consumption in Continente stores. Moreover, fresh products correspond to the consumer's requirements – essential goods. Furthermore, due to the increasing demand for own brand products in Portugal, the focus will be exclusively on fresh products of Continente's own brands¹⁵. Continente Fresh will support "Clube dos Produtores".

During this communication plan I will always be looking for, at least, renovating the attitudes of the retail brand consumers or stimulating purchases of Continente's fresh products (**marketing objectives**). Further, I focus this plan in Food Loving¹⁶ and on Price and Mundo Continente¹⁷.

The **message** that Continente is going to deliver with this new concept is the following: "**Conto com o Continente, Conto com o Continente Fresh**", in accordance with the

¹⁴ Please see appendix 3 on booklet 1 to see main problems found.

¹⁵ Please see appendix 5 on booklet 1 for a summary of Continente's own brands.

¹⁶ FUEL suggested to select one trend from the four proposed – Food Loving, Cocooning, Savings, and Resist to Temptation.

¹⁷ FUEL suggested to choose at least one of the following variables to promote during the communication plan – price ("quem faz as contas conta com o Continente"), variety ("quem gosta de escolher e encontrar todos os produtos de qualidade num só lugar, conta com o Continente") and Mundo Continente ("quem procura novas soluções e experiências, quem procura viver melhor a sua vida e a do seu país").

current brand message¹⁸. I will do it through a launch campaign, some in-store activities and promotions, three partnerships, social network, pack of experiences and smart phones.

In the next sections I will present all the actions that I would like to implement to attain the referred marketing objectives. However, before I come to this point I will present the target audience and action objectives, communication objectives and, finally, the brand positioning statement.

3.2 Target audience and action objectives

Before presenting the target audience of this communication plan, I must mention that actually exist two different targets – target market and target audience. Our target market are consumers of fresh products in the food retail market and our target audience is divided into: a **primary target** composed of Continente's Brand Loyals (BL's) and a **secondary target** composed of Favorable Brand Switchers (FBS's).

I would like to increase purchase intention in both target audiences (BL's and FBS's) from a monthly basis to a weekly basis and, exclusively for the latter group, I intend to turn them into Brand Loyals. To do that, taking into account the behavioral sequence model, I will provide a communication plan to influence the decider, the purchaser and/or the user in the process of making a purchase of fresh products. Regarding the decision stage I want to act in, to BL's I will be acting in need arousal of fresh products as well as in their purchase and usage stage. To FBS's I will act in need arousal, brand consideration (information search and evaluation) and in purchase and usage stage.

¹⁸The current brand message is: "Conto com o Continente"

3.3 Communication objective and brand positioning statement

“Communication objectives must be selected by the manager – from the five communication effects – when planning a specific advertising communication or promotion campaign” (Rossiter et al, 1997: 109). In this communication plan I will consider the brand attitude, brand purchase intention and purchase facilitation. Brand attitude arises from the first marketing objective and depends on what the target audience wants from the products. It is based on beliefs, feelings and evaluations and changes due to alterations in their motivations. In this communication plan, I would like to modify the brand attitude of both target audience – I want to attract them into a different motivation or reason for seeking certain benefits in the brand, that is, I’m looking for connecting the brand to a different purchase motivation (to avoid illness¹⁹). Furthermore, the origin of purchase and usage reasons has to be, on one hand, negatively originated – consumers will purchase and use fresh products in their daily consumption to avoid illness that would appear in the case of an incorrect diet (**problem avoidance**). On the other hand, there will be two positive motives – consumers searching for extra psychological enjoyment from the product. Therefore if someone asks them what kind of person they are, they will state that they are a healthy person due to Continente fresh products usage (**sensory gratification**) and, due to the increase of healthy concerns’s trend, consumers also need to be recognized in society as those who actually cares about maintaining good health (**social approval**). Furthermore, the specific benefit beliefs that support the overall super belief (Continente Fresh concept) are, the following: reliability, reputation, best image (when compared to other food

¹⁹ Please see Appendix 6 on Booklet 1 to see how fresh products can help consumer in avoid illnesses.

retailers), diversity²⁰, health care and innovation²¹. These benefit beliefs have a positive emotional weight toward Continente Fresh concept to offer a healthy choice. About freestanding emotions, when consumers start to be involved in the actions (described further) they will perceive Continente as the unique food retailer brand that is really concerned with their well-being.

Now, in accordance with the second marketing objective (stimulate purchases from a monthly to weekly basis), my communication plan also has to be focused on **brand purchase intention**, and, also, in **brand purchase facilitation**. The decision stages under influence are when consumers are choosing, buying and/or using fresh products. In fact, I want BL's to buy and to use Continente fresh products and FBL's to choose, to buy and use them. In other words, due to Continente's concept brand attitude strategy of low-involvement (with promotion offer), I decided to generate more brand purchase intention within both target audiences. I will as well incorporate purchase facilitation in the plan since I want to ease purchase of Continente fresh products. Before starting to present the actions which will make it possible to achieve the defined marketing objectives, I am going to set the **brand positioning statement** in Continente Fresh communication plan – for BL's and FBS's of fresh products at Continente stores, Continente is a brand offering discounts and promotions and a wide range of fresh products that are reliable and convenient, which provides the best fresh products and the best solutions to help consumers in controlling illnesses and can be purchased and used in an innovative way, because Continente's own brands have the best fresh products available in Portuguese food retail market.

²⁰ <http://marketeer.pt/2011/07/19/continente-pingo-doce-fnac-worten-e-ikea-sao-as-mais-reputadas/>

²¹ According to some press releases from 2010, 2011, 2012, Sonae has been distinguished in several awards from its innovation.

3.4 Creative Ideas

3.4.1 Ideas description and implementation

In this section I am going to present all the ideas which came up during the presented analysis and I will provide suggestions of how to implement them. I will start by presenting the launch campaign proposal, followed by in-store activities and promotions, some partnerships, fresh experiences, social networking, and smart phones application.

Launch Campaign – “Welcome to Freshland”

The launch campaign was designed to have a huge impact in BL's and FBS's of Continente fresh products. The objective is to persuade them to visit Continente stores and have a different purchase experience – deciders, purchasers and users are the goal. Furthermore, I want to have a visible impact during their purchase and usage stage with this action. In order to do that an event will be organized in each hypermarkets store with the aim of transmitting clearly the message “Conte com o Continente, Conte com Continente Fresh”. This event will bring the fresh products area of Continente stores into a traditional market, with the presence of “Clube de Produtores” members. Furthermore, to enhance the market environment, mini-concerts of traditional music will be organized as well as in-store sellers wearing traditional clothes. The slogan will be “Venha conhecer o mundo dos produtos frescos do Continente”, similar to “Venha conhecer o mundo dos brinquedos”. Additionally, the media that will be used to promote this event will be out of media advertising, namely, mupis and bus shelters as well as billboards, radio, television and social networking.

In-store activities

In this case the audience target are BL's and FBS's, aiming at showing consumers that Continente fresh products are the best ones in the food retail market, with quality and diversity. By interacting with them in different ways, consumers will increase their interest and motivation to buy these products. Also, they will increase their need to buy fresh products (influence in need arousal stage).

In order to provide different solutions for BL's and FBS's for avoiding illness, I have two action proposal plans – *How to Stay Fresh* and *Show Your Freshness*.

How to Stay Fresh, is a course that could be obtained with Continente card discounts in order to target BL's mainly and to modify their attitude towards the brand. In this course, a Chef will teach their consumers how to use fresh products (exclusively Continente own brands) to provide a more healthy meal for their family. These will be weekly classes in the late afternoon at Continente stores – more consumers will watch them and will this lead to buying fresh products more frequently. The registration in this course as well as its schedule will be available on Facebook page (Continente Fresh) and at the check-out counter.

In order to promote this activity, out of home advertising (urban furniture) will be used radio, television and social network.

Show Your Freshness, is a live cooking activity in Continente stores. In this activity, consumers will have some fresh ingredients and an opportunity to create a meal. The purpose of this activity is to turn FBS's into BL's and, so, to modify their brand attitude. The winner will be the one creating the most original and healthy meal, and the prize

will be a certain discount voucher in Continente card. Once again, I will use the same communication vehicles to promote this activity.

In-store promotions

At this point the marketing objective which I want to achieve is stimulation of purchases of Continente's fresh products. I am seeking to alter purchase intention on my target audience through *Taste us!*, *Limited Edition*, *Fresh Island Unit* and *Little Fresh Basket*. All these promotions were designed to influence consumers when choosing (FBS's) and buying (BL's and FBS's) Continente fresh products. In some cases, these promotions will influence consumers at the beginning of their purchase experience stage (need arousal) – case of *Taste us!* and *Island Unit Fresh*.

Taste us! is a simple concept directed to both target audience to influence them when deciding and buying – consumers will taste healthy meals prepared from fresh products. This is important to be implemented since 40% of consumers change their ideas during purchase act (Court, 2009: 9) – if they taste a delicious meal composed of Continente fresh products they will wish to buy them and cook with them at home for their family (personal selling). Next to *Taste us!* samples, a combination (basket) of the offered fresh products would be available to consumers, with a discount of 25%. The media involved this in-store promotion will be out of home advertising, namely point of sales supermarkets basket and trolleys and flyers.

Limited Edition, mainly directed to BL's and aimed at altering the brand purchase intention, is an offer to Continente card clients, obtained by placing on the shelves, seasonal fresh products with a 75% discount. This exclusive discount arises from the fact that the offered products have a limited stock of two days – consumers will go

quickly to Continente store in order to take advantage of this customer franchise-building promotion. By the means of this particular action I will stimulate the purchases of Continente fresh products. The media to be used are exactly the same as mentioned above for in-store promotion, plus television and flyers.

Fresh Island Units, are, as the name indicates, island units with only Continente fresh products that will differ each month according to some features - season and/or holiday periods. The target audiences are both primary and secondary users, and this promotion was established to stimulate the purchases of Continente fresh products. In this *Island Unit*, the promotional campaign will be simple – BL's or FBL's, if using Continente card²², will use coupons previously received at home. In this promotion, it is important to use television, radio, and flyers.

Little Fresh Basket simply combines the idea of five vegetables and/or fruits with a collection of books for children about reducing obesity in childhood. They aim in changing food habits by showing how much fun it could be to consume healthy products. The aim of this basket is to alter brand attitude, and it is exclusively directed to BL's. Further, these books will cover a list of vegetables and fruits in alphabetical order, changed twice a month, and the five fresh products will be selected according to the book. Due to the social responsibility of this in-store promotion, the media selection is larger than the above – television, magazines, out of home advertising (supermarket trolleys), social network and flyers.

²² Again, FBS's if do not have Continente card, will do it; or if do not use it with frequency, will have an stimulation to use it more often – this in-store promotion is trying to shift FBS's to BL's.

Additionally, next to the fresh products cookware will be available with special discounts for Contimente card owners and an in-sales person will be suggesting how to use these referred products. Media will not be used to promote these customer services.

Partnerships

In this section I propose partnerships with the intention to modify brand attitude in order to avoid BL's and FBS's future illnesses – these agreements will provide choices of fresh products that would lead to a more balanced diet. Furthermore, by making Contimente fresh products available in more places I will stimulate the intention to purchase them. Beyond that, Contimente fresh products will gain reliability. I suggest setting up partnerships with Hospitality Schools, Faculties and Summer Festivals.

In *Hospitality Schools* the agreement will be the following: Contimente fresh logo will appear as a partner of the schools (sponsorship) and, in return, Contimente will offer a set amount of fresh products. No media or promotion will be used.

For the *Universities* I propose to create an agreement with school authorities to make available some Contimente fresh products in their vending machines. Since the involved products are perishable, it is important to pack them properly as well as to make a daily maintenance. I recommend starting to test it in a small number of academic institutions. Again, no media or promotion will be necessary.

Finally, as fresh products are not available in *Summer Festivals*, I recommend an agreement with “Música no Coração”. The main idea on this case is to offer two structures to “festival goers”, one in the camping site – a pop-up store - and the other inside the concerts area – a food store. Both will offer Contimente fresh products with

attractive prices. However, it is important to bear in mind that the targets of these actions are people aged between 15 and 25²³. The media used for promotion will be similar to the ones used by the festivals organizers. This partnership will result in an Event Marketing.

Social Network

Nowadays “consumers are moving outside of the purchasing funnel, changing the way they research and buy products” (Court, 2009: 1) - it is important to try “to push products on customers rather than providing them with the information, support and experience they want to reach by themselves” (Court, 2009: 7) - marketers have to move from a push to a pull strategy. To do so, I propose to use the social network namely Facebook. Specifically, I recommend the creation of a Facebook fan page named Continete Fresh where Continete Fresh concept will be exposed, and a profile with the same name, acting as a person – sharing videos (for instance, a television ad) and posting it on the wall of partners.

With these two actions, I mainly want to stimulate an increase in purchases of Continete’s fresh products by spreading information on this concept and, also, by changing brand attitudes. In both cases target audiences are selected.

Fresh experiences

By offering Fresh Experiences Continete Fresh is mainly helping Portuguese consumers to overcome the present crisis – an excellent way to do this is to provide outdoor activities with their families. Furthermore, “Clube dos Produtores” is also

²³ According to Paula Oliveira, Marketing and Promotion, Música no Coração

promoted as the activities will take place in their farms. The target audience is BL's. With these experiences I expect to alter their brand attitude.

These experiences will be divided in two parts. First of all, a family will have an outdoor experience in a farm which is a member of "Clube dos Produtores" and, then, at the end of the day, they will have a wonderful meal in a very typical Portuguese farm scenario tasting fresh picked food and some additional Continente fresh products.

The idea is to promote *Fresh Experiences* through magazines, radio, outdoors (urban furniture), Facebook and radio.

Smart phones – "always in my pocket"²⁴

According to *12 Crucial Consumer Trends for 2012*²⁵, one of the trends for 2012 is Point & Know. It recommends using this trend in "a practical fashion: adding depth of knowledge, communicating stories, origins, price comparisons, reviews, ecommerce and so on, or by all means, just have some fun with it!" (Trends Watching, 2012: 17). Additionally, another article in the same website provided deep information on this trend – Point-Know-Buy. Through this analysis I can recommend that Continente Fresh face the visual info-gratification, that is, the fact that consumers are accessing information about objects found in the real world. They do this "in more natural ways and while on-the-go, simply by pointing their smart phones at anything interesting" (Trends Watching, 2012: 1). However, I have to take into account that this is an emerging consumer trend, that is, process will take some time until it becomes ubiquitous, seamless and reliable (Trends Watching, 2012: 1).

²⁴ <http://trendwatching.com/trends/12trends2012/>

²⁵ <http://trendwatching.com/trends/12trends2012/>

To follow this trend, my idea is to make available one single application comprising five tools – *Let's Fresh*, *Purchase Freshness*, *All About Freshness*, *Keep Fresh* and *Clube dos Produtores*. Below, each of these tools is described. Both communication objectives are selected but BL's are the only audience target.

Let's Fresh is a tool where BL's can simulate how a combination of some fresh products could result. The objective is to combine essential foods (Continente fresh products) and food styling – done properly, the intention to purchase of own brand products will increase.

Purchase Freshness is another tool created to ease purchases of Continente's fresh products by BL's. By using this tool, the target consumers will save time since they have two purchase possibilities:

- Selecting Continente fresh products in the application range, using Continente card as usual, and going to the closest convenient store to pick up purchases;
- Selecting Continente fresh products from Subway virtual store platforms by pointing to *QR Codes*, and going to the closest store to pick up purchases.

All about freshness application option will offer a simple service. By "*tagging*" a Continente fresh product, consumers will have access to a list of its features– ingredients, meal suggestions, how to use them, made in Portugal and respective region, healthy curiosities, discounts currently available (if any), and additional products (that could be purchased additionally).

Keep Fresh, an application for food lovers, is a newsletter with all Continente fresh news, namely, all ideas that I suggest as, for example, *Limited Edition*.

Finally, since the concept I am developing has a partnership with *Clube dos Produtores*, there will also be a place for it in this application.

3.2.4 Implementation test

At that point, as Continente fresh strategy had already been defined, a second quantitative questionnaire was collected²⁶ in order to gather information about some issues of Continente, such as its own brands; the media to be used; the importance of a healthy life for Continente consumers²⁷; and characteristics of fresh products for consumption. Then was implemented on trial basis of the smart phones a trial version of the application, and the fresh products on Summer Festivals, vending machines, and the consumers interest when participating on *How to Stay Fresh, Show Your Freshness* and *Fresh Experiences*. *Little Fresh Basket* was also tested.

With a sample of 123 answers, the information collected in majority comes from women and people between the ages of 21 and 59 years, employed and with higher education. Out of the 123 answers, 89 consumers knew “Clube dos Produtores”.

More than a half of Continente consumers use Continente card, make purchases in the food retail stores only once a month and around 45% of them make the all consumers go shopping there and the others go to Pingo Doce. As regards Continente own brands, for both target audiences, *Continente* is the most well known, followed by *é*.

Regarding media, I analyzed separately BL’s and FBS’s responses. The results are always in accordance and, thus, both targets are pulled together in the following recommendations. Continente brand is more recognized in television, flyers and radio.

²⁶ Please see appendix 5 and 6 on booklet 2 to see the entire questionnaire and respective main information.

²⁷ Continente consumers are the ones that spend majority of their budget in Continente stores.

Concerning possible budget constraints, these three media vehicles are a priority in Continente Fresh communication plan. Also, the following data about some media vehicles usage was obtained: the television channel with largest number of views, is SIC at night, the most popular radio station is, Rádio Comercial and RFM in the morning, the newspapers with greatest circulation are, Expresso and Público; Facebook is the most popular social network and informative magazines are the magazines most read. Facebook was considered only credible in the eyes of Continente consumers. Taking into account Mediacom available information, TV channels that will be used are TVI, SIC and RTP from 8pm to 12pm; radios should be RFM and Rádio Comercial from 8am to 10pm and 6pm to 8pm; Informative Magazines to use will be Visão and Sábado; and, as social network, Facebook is the chosen one. Newspapers will not be used.

It is extremely important for Continente consumers to have a healthy life and a balanced diet. To maintain a healthy life, consumers buy fresh products and live without excesses (without alcohol, for instance). Furthermore, they opt for having a big portion of vegetables and fruits daily and do not far less ready meals.

Looking at fresh products, while consumers buy those products, in Continente stores on a weekly basis, this occurs mainly once a month. Also, some consumers simply do not buy those products in Continente stores. This clearly explains the need to communicate that Continente has fresh products with quality and variety from its own brands. Specifically, vegetables, fruits, bakery, fishery and butchery are the more purchased fresh products at Continente stores. They are the selected due to healthy concerns, and fruits and vegetables are the most used. From the 60,98% that consume fresh products

from Continente own brands, the selected are significantly *Continente*, followed by *é*. The reason to do is mainly due to their affordable prices.

Vegetables, fruits and bakery from *Continente* and *é* have to be in focus – through them it will be possible correctly to transmit the message of Continente Fresh.

Several questions were asked to test the feasibility of the smart phone application. Although approximately 65% of Continente consumers who use applications on smart phones, they never made a purchase via smart phones, 82,61% of them would buy fresh products from Continente's own brands – this is clearly an opportunity. Furthermore, fruits, vegetables, butchery and cheese delicatessen are more likely to be purchased.

Regarding the partnership between Continente Fresh and Summer Festivals, more than half of Continente's consumers, between ages of 15 and 29 had been there at least once. Only 5,88% of those “festival goers” considered the food available in Continente stores to be healthy. Fruits, vegetables, bakery and ready meals are the preferred fresh products for purchase from Continente's own brands. As for the proposed food store on concert site, only 3 consumers do not want to have access to menus composed of fresh products. These menus will have a greater demand if offered between 3,5€ and 4€. The camping area that will permit “festival goers” to have fresh products from Continente's own brands on a store, only had one rejection. The more likely service to be successful is the offer of micro waves to warm ready made meals. I also had the possibility of contact Ms. Paula Oliveira from *Música no Coração* who approved those ideas, added that the fresh products have to be offered in a practical and easy way, that is, the fresh products have to be combined into “precooked meals”. Moreover, she added that due to

the target of those Festivals (consumers between the ages of 15 and 25) the Facebook, radio, malls, and television are media to be used.

The feasibility of the partnership between Continente Fresh and Universities was also measured and the conclusion is that there are other ways to show the proposed concept of Continente in Universities. To offer fresh products in vending machines it would be highly costly.

BL's of Continente have some interest in participating on the afternoons on *How to Stay Fresh* and *Fresh Experiences* during one to two hours. To participate in five lessons of the first they would deduct between 20€ and 25€ of their Continente card and on the other between 25€ and 30€. BL's and FBS's have some interest in participating also on the afternoon on *Show Your Freshness* around one hour and two. For both activities, Saturday is the preferred day to enjoy them.

Almost all the proposed in store promotions were not tested since consumers want to have access to all discounts and promotions available. *Little Fresh Products* were the only exception and the conclusion is that BL's are not sure if they would buy them. However, since parents nowadays want to show to society that they are really concerned about their children life quality, by delivering the proposed message, this basket will be successful. The price of the basket should be around 4,5€ and the book in paper.

4. Conclusions and Recommendations

The challenge of this work project was mainly in arriving at the best creative strategy that can gain the attention of consumers and deliver the intended message of Continente

Fresh. To do so, the proper positioning to maximize the brand equity²⁸ was defined and the best creative strategy to convey the desired positioning was identified.

To support the previous conclusions about the media with a higher impact in consumers, a theoretical support was crucial to sustain the previous choices. According to Keller (2012), although “the future of *television* and traditional mass market advertising is uncertain (...) the power of TV ads remains” (Keller et al, 2012: 260). Also, “*Radio* is a pervasive medium” (Keller et al, 2012: 269) and to be effective it was to be focused on the message. However, the lack of visual image represents a disadvantage to Continente Fresh concept. Furthermore, consumers see magazine ads as “less intrusive, more truthful and more relevant than other media” (Keller et al, 2012: 270) and newspapers offer a “poor reproduction quality and short shelf-life”. So, “the effectiveness of a *print* ad” has to “follow three simple criteria: clarity, consistency and branding” (Keller et al, 2012: 269).

Relatively to *out-of-home advertising*, its effectiveness comes from the fact that the messages are being delivered in “unexpected” places and so “consumers would notice and remember” (Keller et al, 2012: 276) them. For instance, the point of sale promotions is a good option since “in store media are designed to increase the number and nature of spontaneous and planned buying decisions” (Keller et al, 2012: 279). So, “place media present interesting options for marketers to reach consumers”, but the message as to be simple and direct since those “ads must be processed quickly” (Keller et al, 2012: 276)

²⁸ Brand equity according to Customer-Based Brand Equity (CBBE) of K. L. Keller - Brand Equity is the added value endowed by the Brand to products and services: The power of a Brand lies in what Customers have seen, read, heard, learned, thought, and felt about the Brand over time [= Brand knowledge]

Promotions are crucial to the success of the proposed plan – instead of advertising, that “provides consumers with a reason to buy”, sales promotions “offer consumers an incentive to buy” (Keller et al, 2012: 280). Due to the communication objectives it is important to have consumer promotions to change the timing of consumers’ product purchases – customer franchise-building promotions (samples to enhance “the attitudes and loyalty of consumers towards a brand”) and non-customer franchise-building (price-off packs) (Keller et al, 2012: 281).

Event marketing and sponsorship are suggested in Contimente Fresh “to create consumer perceptions of brand image associations” (Keller et al, 2012: 284). – through sponsoring Hotel Management Schools and the presence in Summer Festivals, Contimente Fresh its transmitting its message .

Further to the means of communication, it is also necessary to draw some other conclusions. First of all, for Contimente Fresh to be successful, the healthy concern trend has to be followed closely – the food retail brand has to keep in mind all small alterations in consumers desires. Moreover, seasonality of both fresh products and people’s temporary mobility have to be considered – consumers tend to buy more products of the current season and it is important to supply products in stores according to season and area. For instance, Algarve has only huge movement during the Summer, that is, during that time the demand increases and so the offer has too. During Easter and Christmas, for example, urban areas tend to decrease their demand since consumers move to other cities for a short period of time.

During the past presentation I was trying to show how important people’s concern about health. There is a clear need to help Portuguese consumers to have an easy access to

solutions which help them to keep a healthy life and diet. In other words, a meal has to be half composed by vegetables and fruits, and so by offering a wide range of fresh products from Continente's own brands, Continente Fresh concept will help consumers to live a healthier life for less. Besides, all the offer of "free blood tests for cholesterol and glycemia" should increase.

"Hiper Saudável"²⁹ is looking for help Portuguese consumers on having a healthy life style and it also recalls for consumption of some fresh products. However, Continente Fresh is different since it is transmitting the message that Continente fresh products are the best ones in the Portuguese food retail market and it offers different ways to combine them to avoid illnesses.

There are some restrictions on this WP. The sample obtained in both questionnaires has to be enlarged to all Portuguese regions as well as other social classes. That is, mainly inquiries live in Lisbon and Coimbra and have higher education – this is not corresponding to the actual Portuguese landscape. Also, on the second quantitative questionnaire, there were cases where the analysis was conducted under a sample beneath 30 (smart phones test implementation) – again, the sample has to be enlarged.

Furthermore, a recommendation to be focused on *é* and *Continente* own brands initially were done due them high notoriety. However, is important to bear in mind that the other three own brands have to be also considered in the near future.

Other important recommendation comes from the fact that the test implantation was mainly focused on consumers' side due constraints faced when trying to obtain information regarding logistic' issues – logistic of the proposed creative ideas has to be better analyzed.

²⁹ Please see <http://www.hipersaudavel.continente.pt/> for further information about Hiper Saudável.

Appendices

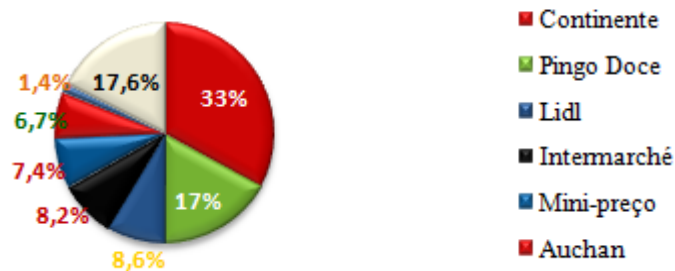
Appendix 1: CBI Development and 4 Thought Starters Model

CBI Process – the CBI Process works in three stages and is made through an exhaustive interrogation of the Category, Consumer and Brand. It is divided into core momentum focus (“it begins with identifying and debating the key emerging category, consumer and brand themes”); option investigation (“involves exploring the intersections between the category, consumer and brand themes and insights to identify: relevance³⁰, advantages³¹, and opportunity³²; and strategic idea (“generate a number of strategic ideas that play to each of the insights agreed for each of the overlap areas; a single most powerful idea is defined).

4 Thought Starters Model - this one is composed of 4 major points with sub-questions in order to know the “state of the brand”. It is divided into: the market economy and the analysis of competition, relationship of consumers with the product, the brands available, and advertising. Source: FUEL

Appendix 2: Main competitors in food retail market in Portugal

Market Share Portuguese Retail Market - 2011



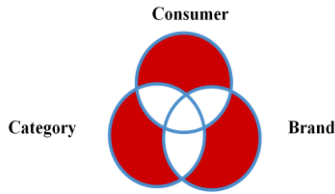
Source: Kantar Retail 2011

³⁰ Relevance: opportunities to enhance relevance of the brand for the consumer

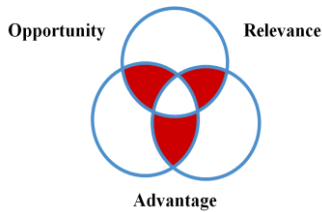
³¹ Advantages: opportunities to consolidate the brand’s advantage over competitors

³² Opportunity: opportunities to exploit existing gaps in the market

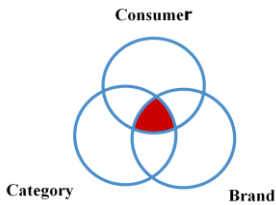
Appendix 3: CBI Process – Continente Fresh



Consumer - Food retail consumers are price sensitive, well informed, volatile and are looking for essential goods.
Brand - Continente is the leader in the food retail market in Portugal and its most profitable channels are own brands and “primeiros preços”.
Category - Continente and Pingo Doce are the main players. Discounts, purchase experience, mobile commerce, own brands and health concerns are the principal trends. Consumers go to Continente stores once a month.



Opportunity – increase daily consumption in Continente stores and follow the mentioned trends.
Relevance – own brands and “primeiros preços”.
Advantage – Continente be the leader in the food retail market.



Communication plan aimed at the increase of consumption into a daily basis on Continente stores - focus on fresh products due weekly consumption requirements and on Continentes’ own brands. It is in line with health concerns.

Source: Quantitative Questionnaire 1 and Research Conducted when using the two mentioned models

Appendix 4: Continente main problems’ identified

Problems Identified	Sources
Pingo Doce - preferred supermarket	Pingo Doce (39,1%); Continente (30,1%)
Consumption in stores: Continente – monthly Pingo Doce weekly	Shopping frequency: Continente - monthly (40,4%) Pingo Doce - weekly (28,2%) and more than once per week (24,2%)
Principal store where consumers spend their income - Pingo Doce	Pingo Doce (35,9%); Continente (30,32%)

Shopping act is perceived as a need, spend money, confusion and waste of time	Shopping associations: need (86,4%), spend money (55,3%), confusion (25%) and waste of time (22,6%)
Continente is losing ground to its major competitor (Pingo Doce)	Continente losing ground to Pingo Doce (35,8%)
Customer service and time spent in stores of Continente is not differentiated from its competitors	Customer service and time spent not differentiated (39,47% and 37,72%)

Source: Quantitative Questionnaire 1 (for more information please see Appendix 4 on Booklet 2)

Appendix 5: Continente Own brands

Own Brand Name	Description
É	n.a.
Continente	Offer the best range of high quality products at the best price
Continente Gourmet	For consumers more picky and sophisticated, these own brand offers a range of superior quality products through differentiation and notoriety
Continente Área Viva	Offer a range of products according to diet restrictions
Seleção Continente	Offer products of superior quality, at a convenient price, for those looking for “food delicacy”.

Source: <http://marca.continente.pt/>; n.a.: not available

Appendix 6: Importance of fresh products on a balanced diet

“Based on Harvard Pyramid a healthy diet has to be rich in whole fruits, vegetables, grains, together with other healthy sources, proteins and fat. In accordance with it, its large base shows that fresh products, such as fruits, vegetables, whole grains, healthy fat and oils are the most important ones. On the top it shows those products to avoid or to be sparingly used, such as butter, red meat, refined grains, sugary and sweet drinks and salt. It is very important to choose the products just as how they come from nature. It is

very important to maintain fiber in the products and not to destroy them during manufactured process.

Some practical advices: eat more natural products not processed (...) mix the products during your meals; half of each meal has to be fruits and vegetables (...) eat fish at least twice a week.

A healthy diet is important because: it keeps the body and mind healthy, it gives the body energy to be active and function well, it helps the body to grow and repair itself, it helps the body to fight infections and illness, it makes children grow well, it makes pregnant women produce healthy babies.

If you want to be healthy you have to adopt a healthy diet. Fresh products play an important role in your life. It is time to change your mind!”

References

Kevin Lane Keller, Tony Apéria, Mats Georgson. 2012. *Strategic Brand Management, A European Perspective*. Second Edition. FT Prentice Hall. Malaysia, MA: Palatino Press.

John Rossiter, Larry Percy. 1997. *Advertising and Promotion Management*. Second Edition. New York, MA: McGraw-Hill.

Ribeiro, Américo. 2012. “*O futuro da distribuição*”. Hiper Super Journal. Page 16.

Simões, Luis. 2012. “*O consumidor está em situação de crise*”. Hiper Super Journal. Pages 20 and 21.

(Not available) . 2012. “*O futuro das marcas próprias*”. Hiper Super Journal. Pages 14 and 15.

Jorge, Vitor. 2012. “*Um futuro ganhador*”. Hiper Super Journal. Page 2.

(Not available). 2012. “*O conselho dos notáveis*”. Hiper Super Journal. Pages 39 and 40.

Moutinho, Luis. 2012. “*Nova era do retalho moderno*”. Hiper Super Journal. Page 12.

Court, David; Elzinga, Dave; Mulder, Susan; Vetvik, Ole. 2009. “*The consumer decision journey*”. McKinsey Quarterly, Marketing and sales practice. November 2009. Pages 1, 2, 3, 6, 7, 9, and 11.

Trendswatching. 2012. <http://trendwatching.com/trends/retailrenaissance/> (accessed 21 March 2012)

Trendswatching. 2012. <http://trendwatching.com/trends/pointknowbuy/> (accessed 21 March 2012)

Trendswatching. 2012. <http://trendwatching.com/trends/12trends2012/> (accessed 21 March 2012)

Euroseg. 2011 “The Big Little Book of Nexts: Trendspotting for 2012 “. (accessed 29 December 2011)

Azevedo, Paulo. 2012. “Ganhos de quota de mercado e internacionalização sustentam desempenho”, January 2012. http://www.sonae.pt/fotos/gca/2012_01_25_comunicado_vendas_preliminares_vf_1327514594.pdf

(Not available). 2012. “Valores e missão”. <http://www.sonae.pt/pt/sonae/valores-e-missao/>

Fuel, “4 Thought Starter Model”. Workshop.

Fuel, “CBI model”. Workshop.

(Not available). 2011. “Estudos do mercado”. <http://marketeer.pt/2011/07/19/continente-pingo-doce-fnac-worten-e-ikea-sao-as-mais-reputadas/>

Azevedo, Paulo. 2012. “Statements of the CEO”. <http://www.sonae.pt/en/sonae/statement-of-the-ceo/>

(Not available). 2011. “Portugal é o 4º país da Europa com maior peso de MdD”. <http://www.hipersuper.pt/2011/12/14/portugal-e-o-4-%C2%BA-pais-da-europa-com-maior-peso-de-mdd/>

(Not available). 2012. “*O que é uma alimentação saudável*”. Appendix to Visão Magazine, 10 May 2012. Pages 4 and 5.

Continente. 2012. www.continente.pt

Marcas Próprias Continente. 2012. <http://marca.continente.pt/>

Booklet 2

Appendix 1 - CBI Development Questions	Page 36
Appendix 2 – 4 Thought Starters Questions	Page 38
Appendix 3 – Quantitative Questionnaire 1	Page 40
Appendix 4 – Quantitative Questionnaire 1 Analysis	Page 48
Appendix 5 – Quantitative Questionnaire 2	Page 62
Appendix 6 – Quantitative Questionnaire 2 Analysis	Page 77
Appendix 7 – Definitions	Page 96

Appendices

Appendix 1 - CBI Development Questions

Creative Business Ideas (CBI) Model

Category Momentum

1. How do people describe the business or category the company/brand is in?
2. How have the leading companies/brands in this category staked their claim to category leadership? What makes each one stand out?
3. What significant business partnerships/relationships exist in the category?
4. What are total sales in this category? What is the trend by segment?
5. What trade associations are most important in this category, and what are the key themes used in their communications? Is an industry message being floated? If so, what is it?
6. What is the difference between the category today and three years ago?
7. What have competitive communications achieved? What can we learn from this?
8. What are the primary challenges/obstacles/opportunities the category as a whole is facing?
9. Which competitor is best poised to meet those challenges and/or take advantage of existing opportunities?

Prosumer Momentum

1. What is the profile of the brand's current prosumer/consumer (age, sex, socioeconomics, demographics, lifestyle, attitudinal mind-set, behavior)?
2. Who is driving volume and value?
3. Do any other individuals influence the brand-purchase decision? Who are they, and what influence do they have?
4. How do prosumers and consumers use media in this category?

5. What do prosumers/consumers primarily remember about the brand's communications? What are the key tracking findings for the brand?
6. What do prosumers/consumers of the brand buy/use instead?
7. What economic/social/cultural trends are influencing people's attitudes and behaviors in this category?
8. Is the brand (vs. competitors) gaining ground, losing ground, or staying the same in the minds of prosumers? In the minds of consumers? Any hypothesis as to why?
9. Are there other potential target groups about whom we should address these questions, and who are their influencers?

Brand Momentum

1. What is the company history and origin of the brand?
2. What communications vehicles has the brand been using?
3. What is the brand's share of voice? What is the trend?
4. What is the brand imagery and style?
5. What (tangible or intangible)—in the minds of prosumers—differentiates the brand from its competitors?
6. What underused assets, myths, stories, properties, associations, etc., does the brand have?
7. How could we define the market in which the brand competes? (e.g., travel or escape?)
8. What is the primary business objective of the brand? (e.g., increase profit by X%, increase revenue by X, gain market share by X%)
9. What is the brand's and key competitors' penetration and market share (volume, value, margin)? What is the trend (by consumer segment)?
10. What are the brand's distribution, pricing, and promotional conventions? What is its most profitable channel/activity?

11. What, if any, significant changes has the business undergone in recent years?
12. How does the company talk about itself and the brand internally? What are the key themes and messages
(formal/informal)?
13. What is the organizational culture of the brand owners/managers?
14. What will be the brand's key source of business over the next 6-18 years?

Appendix 2 – 4 Though Starters Model Questions

4 Though Starters Model

This model is composed of four major points with sub-questions in order to know the “state of the brand”. Following is present that points as well the questions that need to be answer to attain the referred “state of the brand”.

I. The market economy and the analysis of competition

What is the market dimension?

Is it growing or decreasing? Why?

Is this market being related to the performance of others markets? How?

How many competitors exist and what is their relative importance?

Until what point is it important to each competitor be present in this market? Is it its core business or is it peripheral?

What is the profitability of this market/brand? Is earned money or lost.

II. Relationship of consumers with the product

Who is the consumer? (Age, sex, social class, life style)

What is the importance of this type of product to consumers.

What type of things you feel about this category.

From where do this opinions, beliefs, knowledge?

III – Relationship of consumers with the brands available

How the market is segmented in terms of brands? Why is like that?

What do consumers “know” about these brands.

What do make choose one instead of another? What kind of trade-off does it have to do?

What kind of consumers relate to our brand? Why?

In what kind of shortlist of brand we are? Why?

Which strengths and weaknesses have our brand?

Which opportunities and threats will we have?

Which is our actual brand strategy (if we had one)?

IV. Relationship between consumers and advertising

What do consumers think about the advertising of this product category.

What issues are more enhanced in the category advertising and in or advertising.

What is the relative importance of advertising to this category?

What is the recent history of advertising of this type of products? Which brands are more supported and which brands have not advertising? Why?

What is the standard of investment on the means?

Which are the advertising “convections” of this sector? Why?

What is the position of the consumer/client to this advertising “convections”?

Which is the history of our advertising (in terms of supporting as well as of contents)?
Why has it been like that?

Which are the strengths and the weaknesses of our actual advertising?

Appendix 3 – Quantitative Questionnaire 1**Quantitative Questionnaire 1**

“Este questionário foi realizado por estudantes do Mestrado em Gestão da Nova School of Business and Economics para desenvolver uma pesquisa no âmbito de um projecto de tese com o objectivo de elaborar uma estratégia de comunicação para uma marca de distribuição no sector do retalho alimentar.

Assim, precisamos da sua ajuda para analisar este retalho, assim como as escolhas dos consumidores relativamente a esta área.

O questionário consiste em diversas perguntas, quase todas de escolha múltipla e demora menos de 10 minutos a ser concluído.

Todas as respostas são totalmente confidenciais e serão apenas utilizadas em pesquisas educacionais.

Agradecemos desde já a sua colaboração,

Filipa Alves

Joana Rosário

Sara Simões

* Required

1. Quando pensa num supermercado/hipermercado, qual é a primeira marca que lhe vem à memória? *

2. Que sentimentos associa ao acto de ir às compras ao supermercado/hipermercado? *

Pode assinalar mais do que uma opção

Aborrecimento

Experiência agradável

Gastar tempo

Passar tempo

Confusão

Tranquilidade

Gastar dinheiro

Momento familiar

Necessidade

Diversão

Other

3. Qual é o seu supermercado/hipermercado preferido? *

Assinale apenas uma resposta

Continente

Continente Bom Dia

Continente Modelo

Intermarché

Jumbo

Lidl

Minipreço

Pão de Açúcar

Pingo doce

Other

4. Com que frequência costuma fazer compras em cada uma das seguintes marcas? *

	Mais de uma vez por semana	Uma vez por semana	Uma vez de 15 em 15 dias	Uma vez por semana	Nunca
Continente					
Continente Bom Dia					
Continente Modelo					
Intermarché					
Jumbo					
Lidl					
Minipreço					
Pão de Açúcar					
Pingo Doce					

5. Em qual destes supermercados/hipermercados é que gasta maior parte do seu orçamento em compras de supermercado/hipermercado?

Assinale apenas uma opção.

Continente

Continente Bom Dia

Continente Modelo

Intermarché

Jumbo

Lidl

Minipreço

Pão de Açúcar

Pingo doce

Other

Responda às restantes questões tendo em conta o supermercado/hipermercado que indicou na questão anterior.

6. Que tipo de compras faz? *

Todas

Compras de pequena dimensão (cesto de compras)

Compras de grande dimensão (carrinho de compras)

Other

7. Compras produtos de marca branca (Ex.: produtos Auchan, produtos Continente, produtos Pingo Doce)? *

Nunca

Raramente

Tanto compro de marca branca como de outras marcas

Frequentemente

Sempre

8. Que tipo de serviços utiliza? *

	Utilizo	Não utilizo	Não se aplica
Cartão de cliente			
Compras online			
Take-away			
Serviço de entregas ao domicílio			
Serviço de entregas ao carro			

9. O que gostaria de ver no futuro da sua loja?

10. Como avalia os seguintes aspectos relativamente a marca Continente? *

Considere a seguinte escala: “Positivamente” – Avalio este item no Continente de forma positiva; “Negativamente” – Avalio este item no Continente de forma negativa

	Positivamente	Negativamente	Não associao
Preço			
Diversidade			
Conveniência			
Reputação			
Confiança			
Organização e apresentação			
Satisfação			
Qualidade			
Inovação			

11. Como avalia os seguintes aspectos relativamente a marca Pingo Doce? *

Considere a seguinte escala: “Positivamente” – Avalio este item no Pingo Doce de forma positiva; “Negativamente” – Avalio este item no Pingo Doce de forma negativa

	Positivamente	Negativamente	Não associao
Preço			
Diversidade			
Conveniência			
Reputação			
Confiança			
Organização e apresentação			
Satisfação			
Qualidade			
Inovação			

Responda às seguintes questões relativamente à marca Continente.

12. Onde é que se recorda de ver a publicidade do Continente?

Pode assinalar mais do que uma opção.

Televisão

Panfletos

Rádio

Revistas e jornais

Cartazes de rua

Cinema

Other

13. Que publicidade do Continente é que recorda? *

14. Das seguintes campanhas publicitárias do Continente, quais as que se recorda? *

Nenhuma

As campanhas promocionais (Ex.: Regresso às Aulas, Feira da Casa, Feira do Bebé)

As campanhas solidárias (Ex.: Missão Sorriso – Leopoldina)

As campanhas e/ou promoções direccionadas para os utilizadores do cartão Continente

A Popota

O apresentador (Martinho Silva)

O símbolo da marca

Os slogans

O Tony Carreira

As parcerias (Ex.: EDP)

15. Como é que acha que se encontra actualmente o Continente quando comparado com as seguintes marcas? *

	A ganhar terreno	A manter terreno	A perder terreno	Não tenho opinião
Intermarché				
Jumbo				
Lidl				
Minipreço				
Pão de Açúcar				
Pingo Doce				

16. Como diferencia o Continente dos seus concorrentes tendo em conta as seguintes características? *

	Diferencio negativamente	Não diferencio	Diferencio positivamente	Não tenho opinião
Descontos associados ao cartão de cliente				
Organização, apresentação e disposição dos produtos				
Preços				
Proximidade da residência e/ou do trabalho				
Qualidade do atendimento				
Relação qualidade/preço dos produtos de marca branca				
Seleção de produtos nacionais				
Dimensão				
Existência de caixas de pagamento automático				
Existência de leitores de códigos de barras que permitem registar os produtos				
Encontra-se em superfícies comerciais				
Horário				
Tempo despendido na loja				
Diversidade de marcas e produtos				

Indicadores sociodemográficos

17. Idade

20-29

30-39

40-49

50-59

60 ou mais

18. Sexo

Feminino

Masculino

19. Rendimento mensal líquido do agregado familiar

Inferior a 500€

Entre 500€ e 999€

Entre 1000€ e 1499€

Entre 1500€ e 1999€

Entre 2000€ e 2499€

Entre 2500€ e 3000€

Superior a 3000€

20. Distrito residencial *

Aveiro

Beja

Braga

Bragança

Castelo Branco

Coimbra

Évora

Faro

Guarda

Leiria

Lisboa

Portalegre

Porto

Região Autónoma dos Açores

Região Autónoma da Madeira

Santarém

Setúbal

Viana do Castelo

Vila Real

Viseu

21. Nível de escolaridade

Nenhum

Ensino básico – 1º ciclo

Ensino básico – 2º ciclo

Ensino básico – 3º ciclo

Ensino secundário

Ensino pós-secundário

Ensino superior

22. Situação profissional

Estudante

Empregado(a)

Trabalhador estudante

Desempregado(a)

Reformado(a)

Aposentado(a)

23. Estado civil

Solteiro (a)

Casado (a)

Divorciado (a)

Viúvo (a)

24. Número de membros do agregado familiar

1

2

3

4

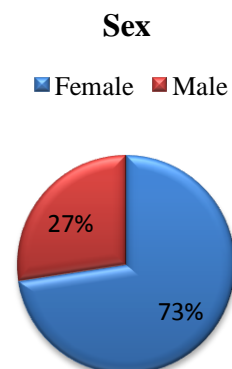
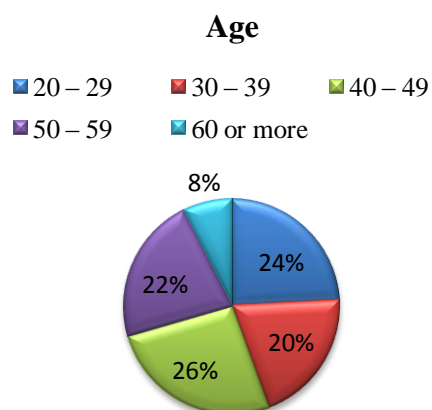
5 ou mais

Muito obrigada pela sua colaboração!

Appendix 4 – Quantitative Questionnaire Analysis

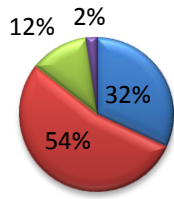
Sample size - 376

I. Socio-demographic indicators

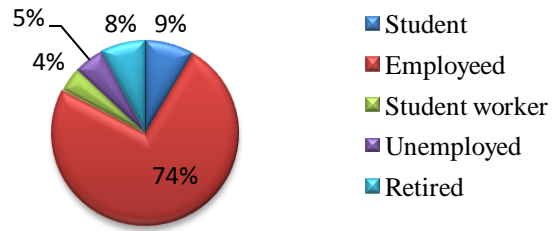


Civil State

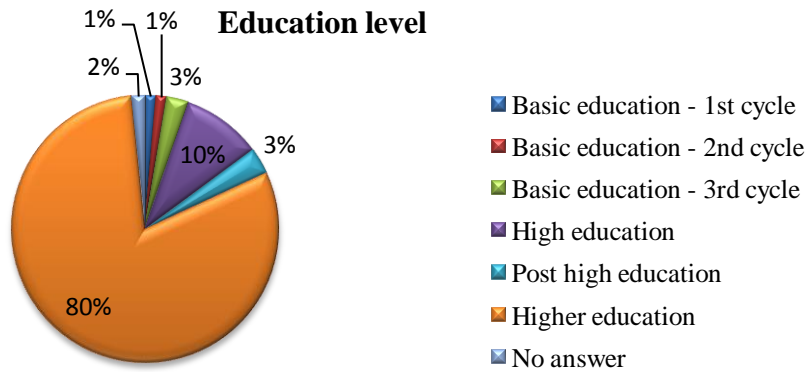
■ Single ■ Married



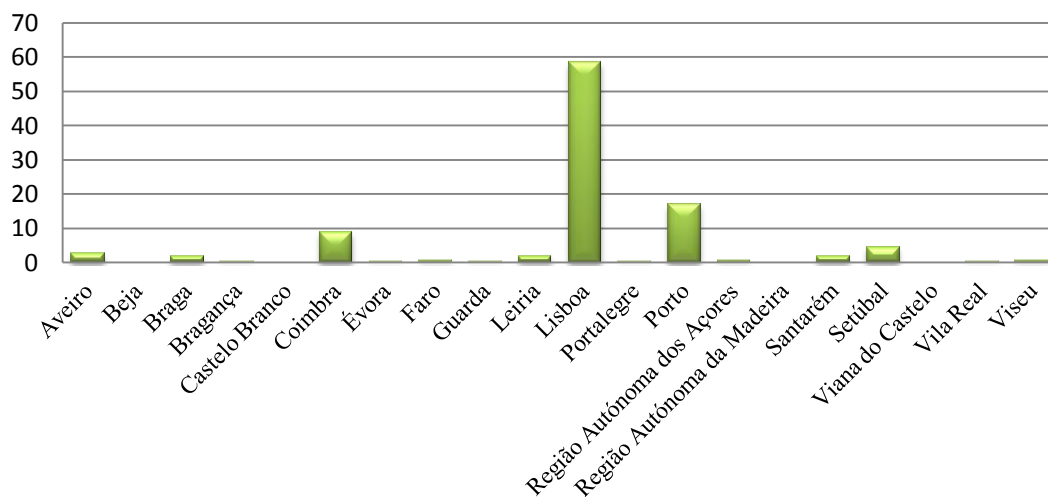
Current Professional Situation



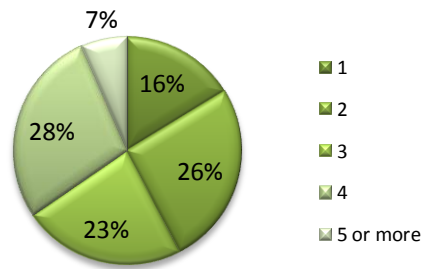
Education level



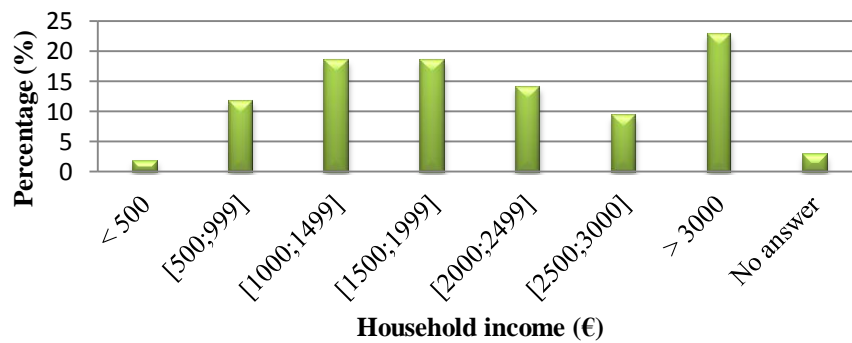
Residential District



Household members



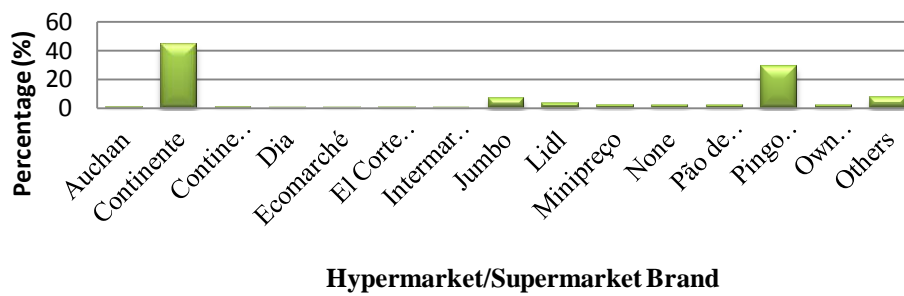
Household income



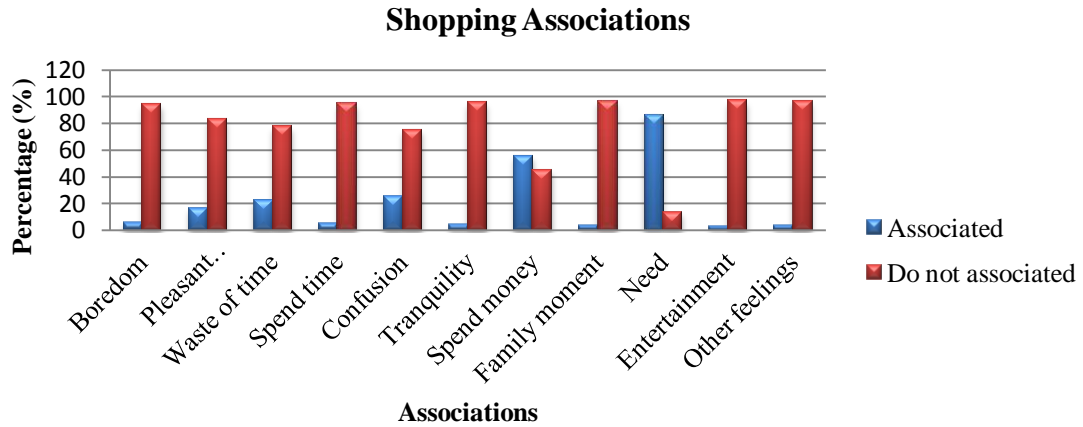
II. Supermarkets/hypermarkets in Portugal

Brand Knowledge - Brand Recall (Question 1)

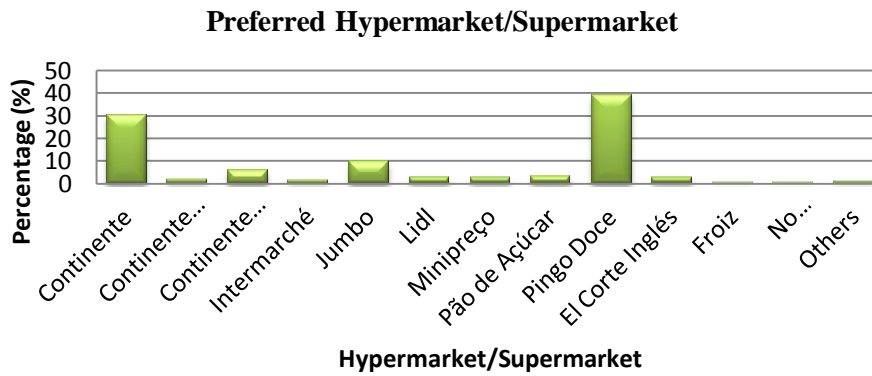
Hypermarket/Supermarket Brand Recall



Shopping associations (Question 2)

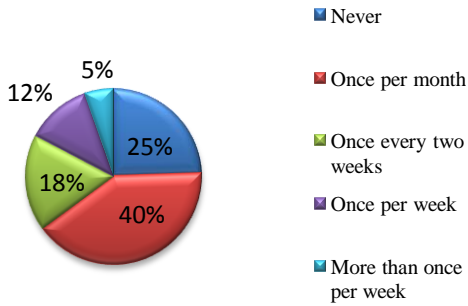


Preferred Hypermarket/Supermarket (Question 3)

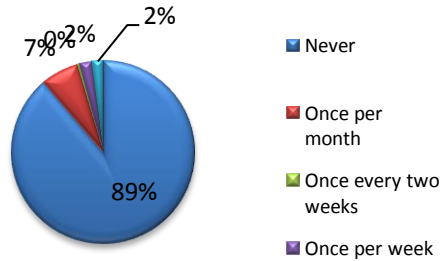


Shopping Frequency (Question 4)

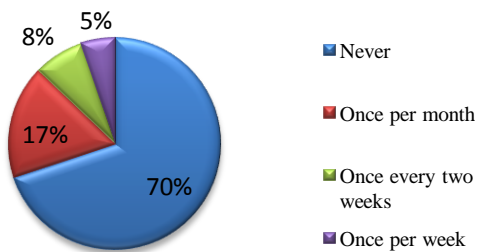
**Shopping Frequency -
Continente**



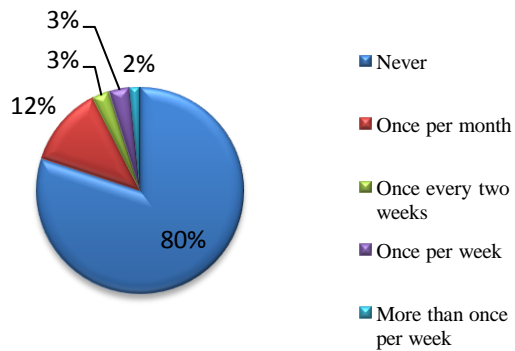
**Shopping Frequency -
Continente Bom Dia**



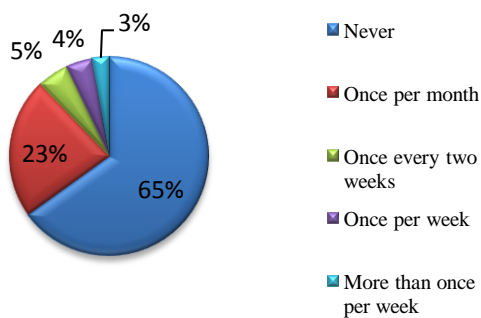
**Shopping Frequency -
Continente Modelo**



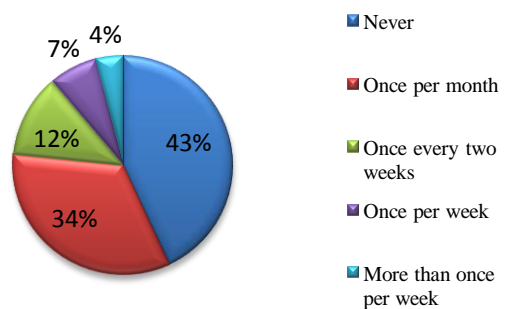
**Shopping Frequency -
Intermarché**



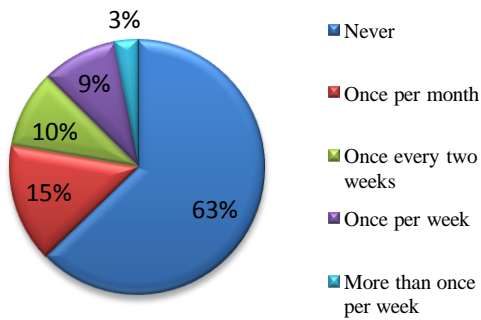
Shopping Frequency - Jumbo



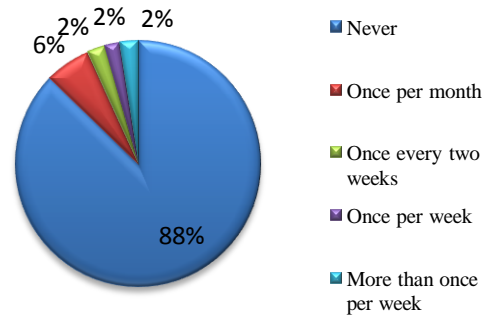
Shopping Frequency - Lidl



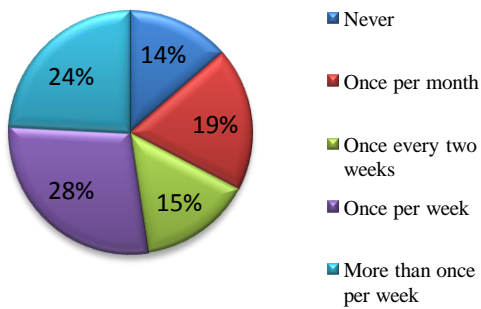
Shopping Frequency - Mini-preço



Shopping Frequency - Pão-de-açúcar



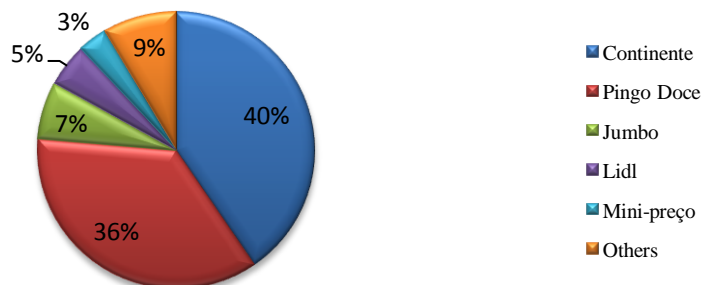
Shopping Frequency - Pingo Doce



Hypermarket/Supermarket Used – Main information

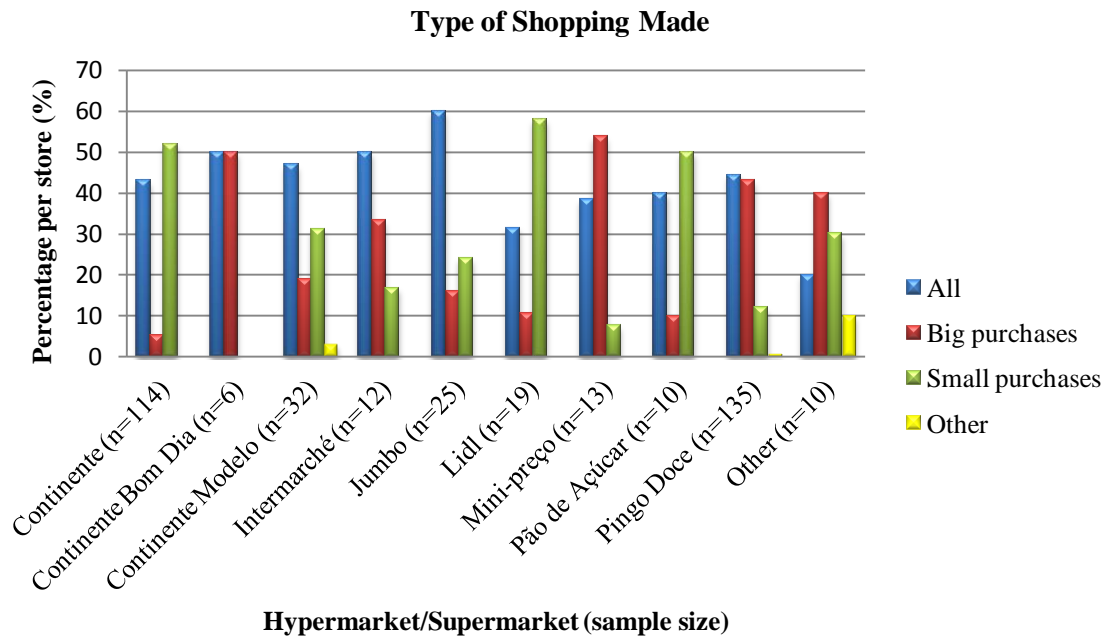
Brand Preference

Hipermarket/Supermarket Brand Preference

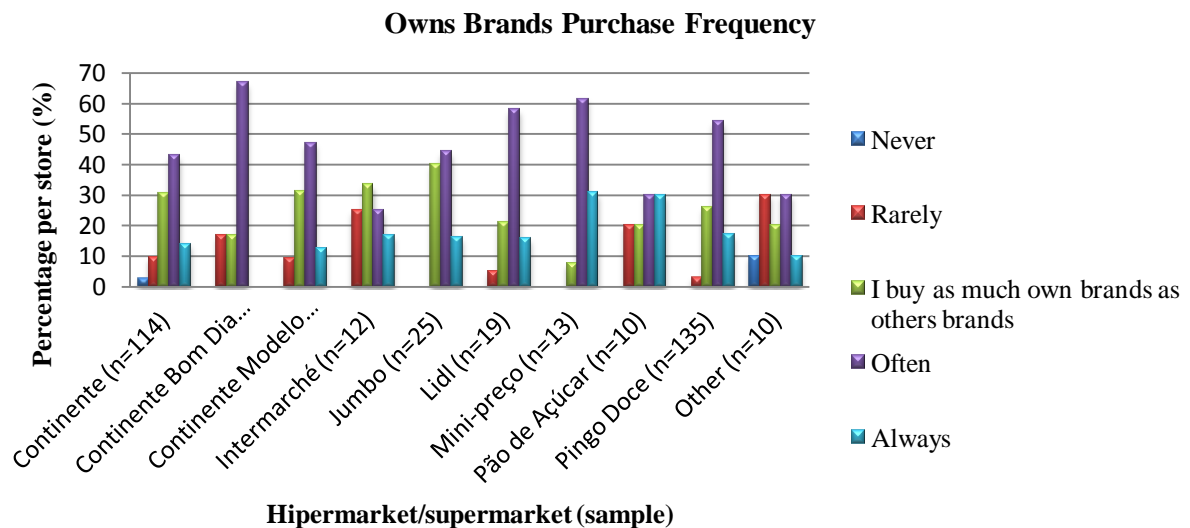


III. Type of purchase made, owns brand purchase frequency and used services³³ (question 6, 7 and 8)³⁴

Type of purchase made (Question 6)



Owns Brand Purchase Frequency

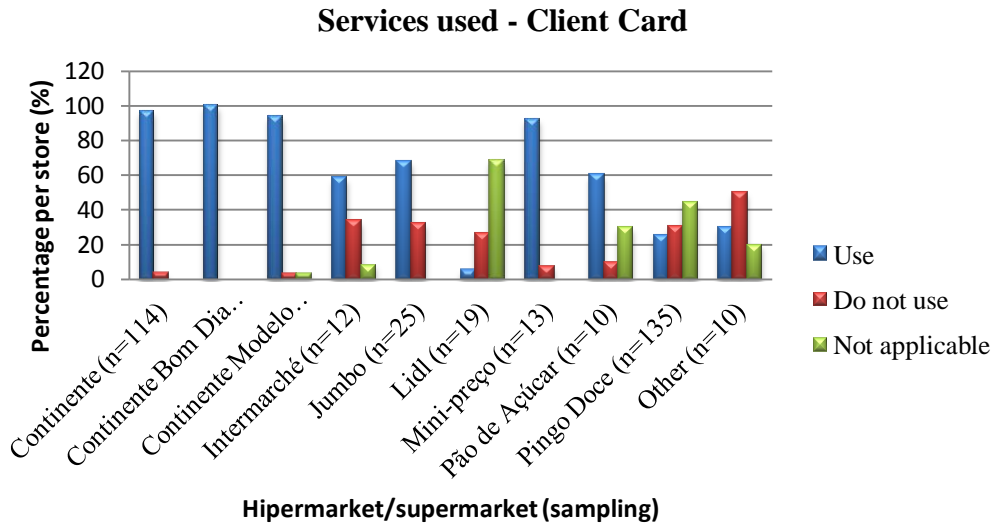


³³ According to the hypermarket/supermarket where consumers spend more their budget

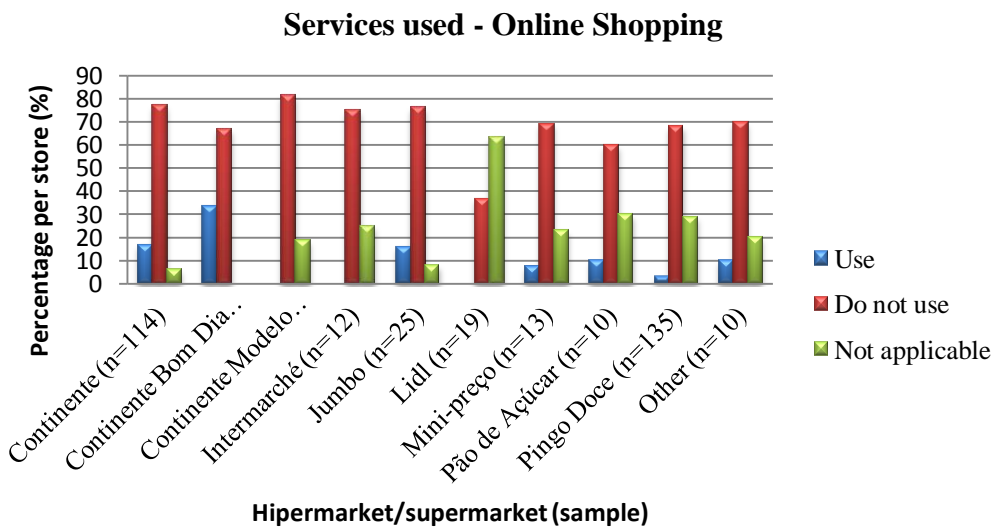
³⁴ All of the data of this graphics is not presented in the same portion. They are according to their sample size.

Used services (Question 8)

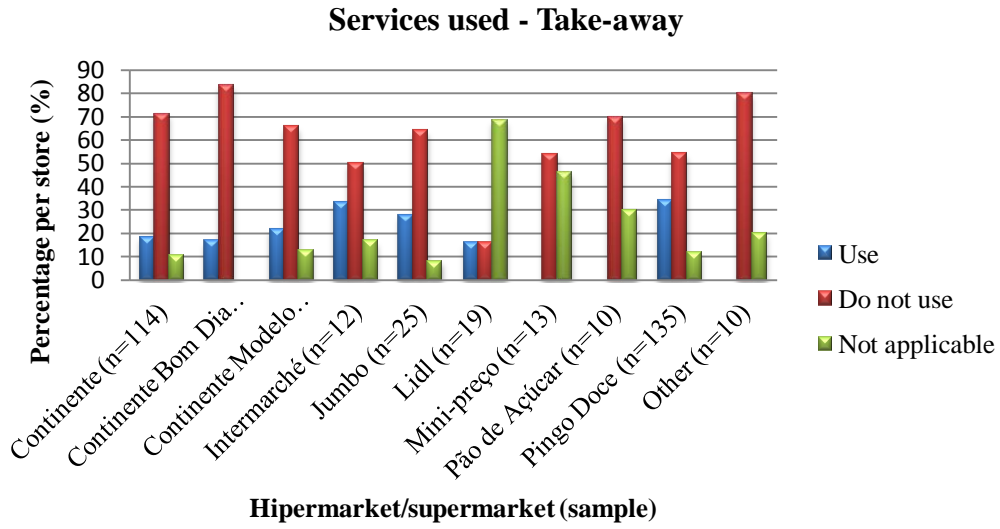
Client Card



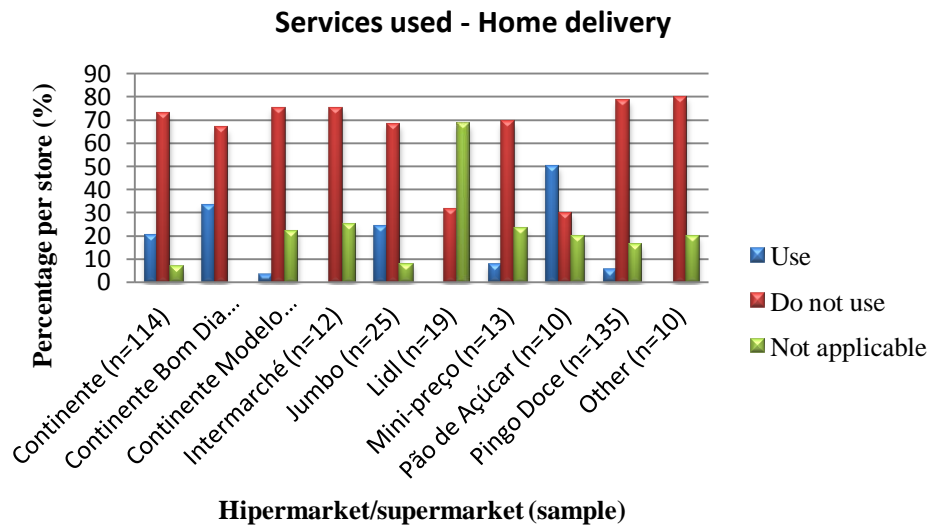
Online shopping



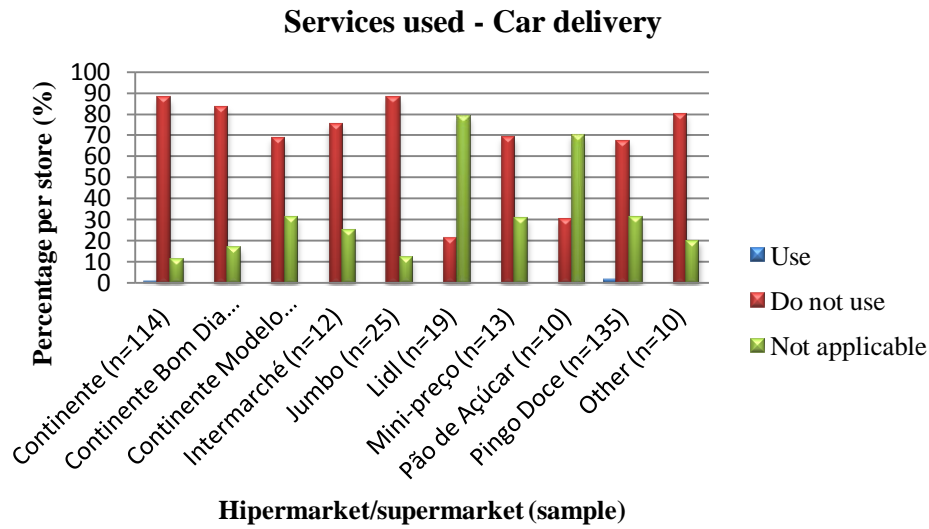
Take-away



Home delivery



Car delivery

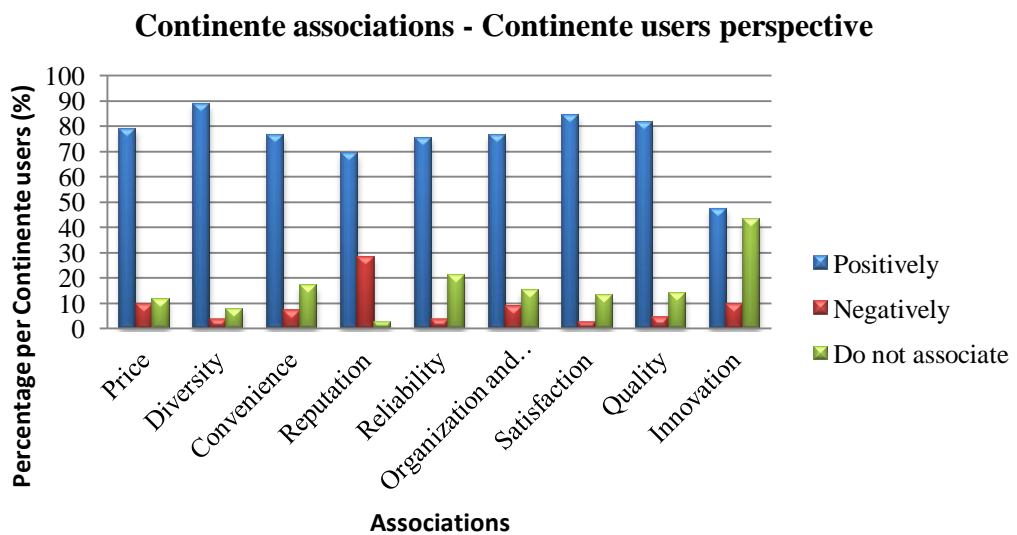


Question 9 – important information was not found

IV. Continente versus Pingo Doce

Associations to Continente brand (Question 10) ³⁵

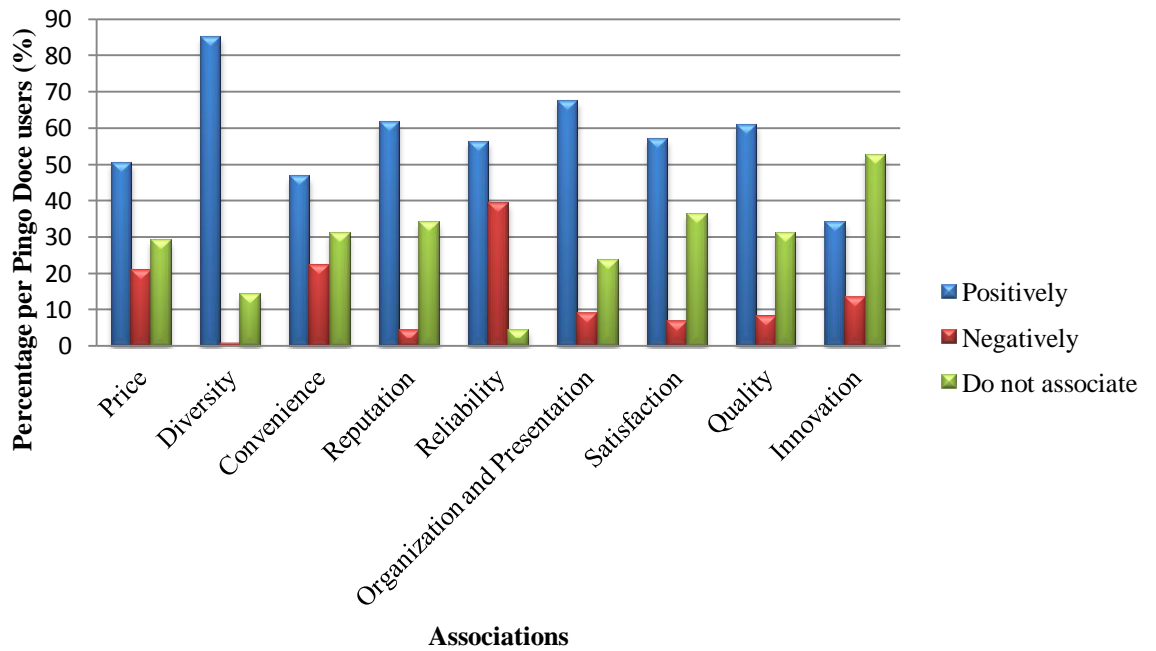
- Continente users perspective



³⁵ Due Continente and Pingo Doce have half of market share in the Portuguese food retail market I will only consider this two stores in this analysis.

- Pingo Doce users' perspective

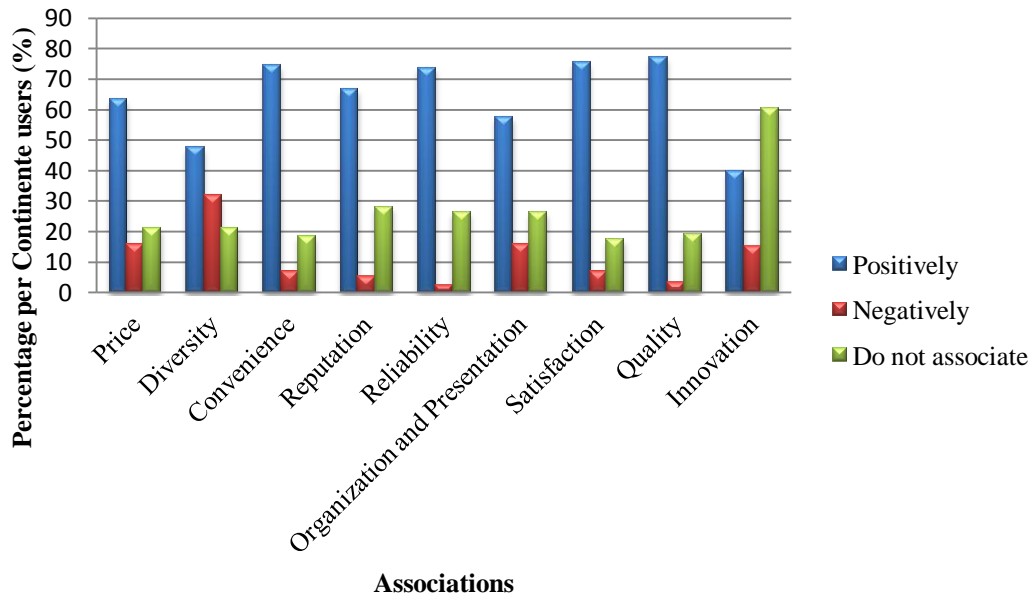
Continente associations - Pingo Doce users perspective



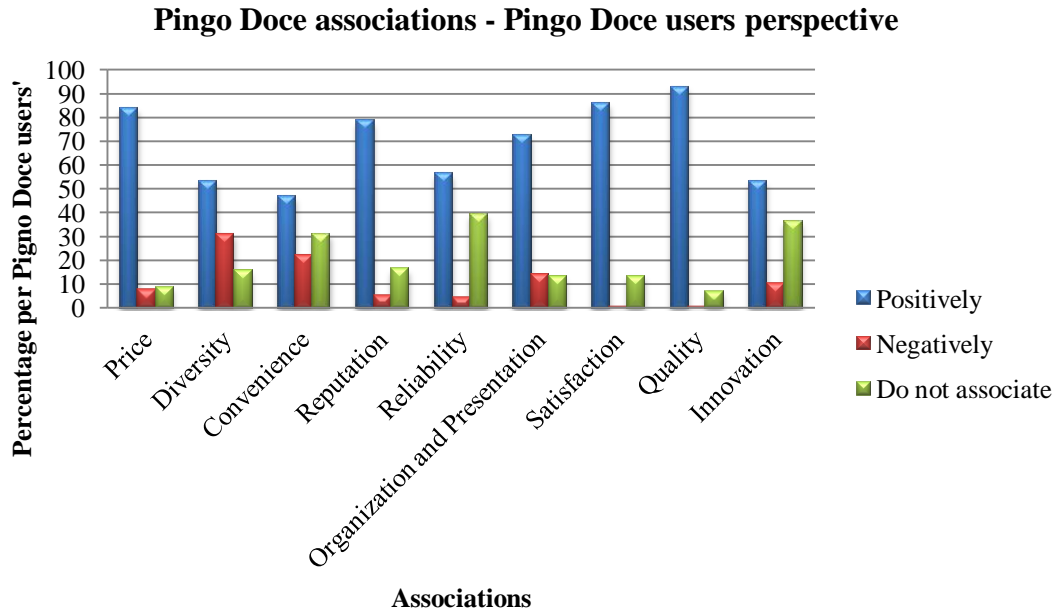
Associations to Pingo Doce brand (Question 11)

- Continente users' perspective

Pingo Doce associations - Continente users perspective

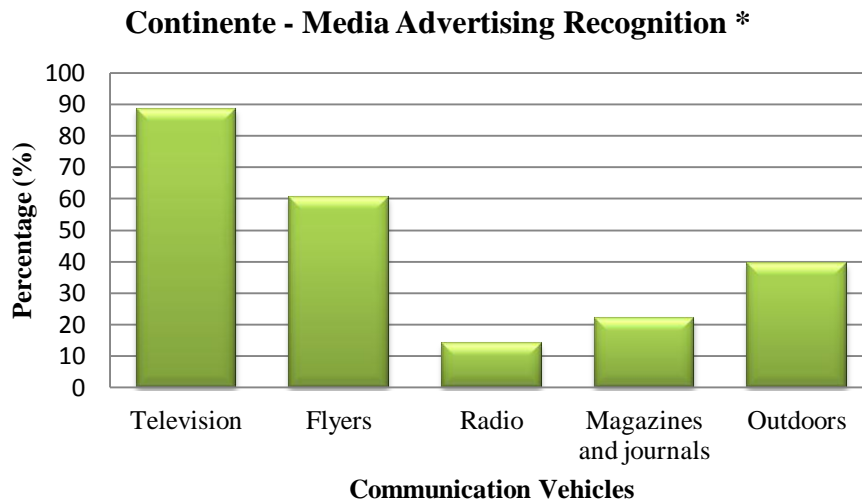


- Pingo Doce users' perspective



V. Continente Media Advertising³⁶

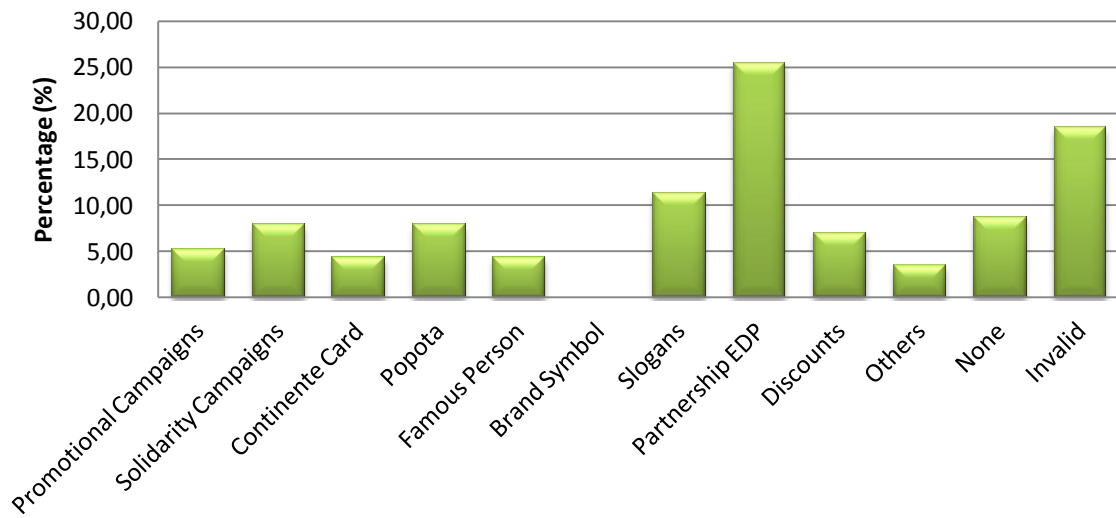
- Media Advertising Recognition (Question 12)



³⁶ Only Continente brand users (excluding Continente Modelo and Continente Bom Dia since their sample is not representative – less than 30) are considered in this analysis (sample=114)

- Communication Campaigns Recall (Question 13)

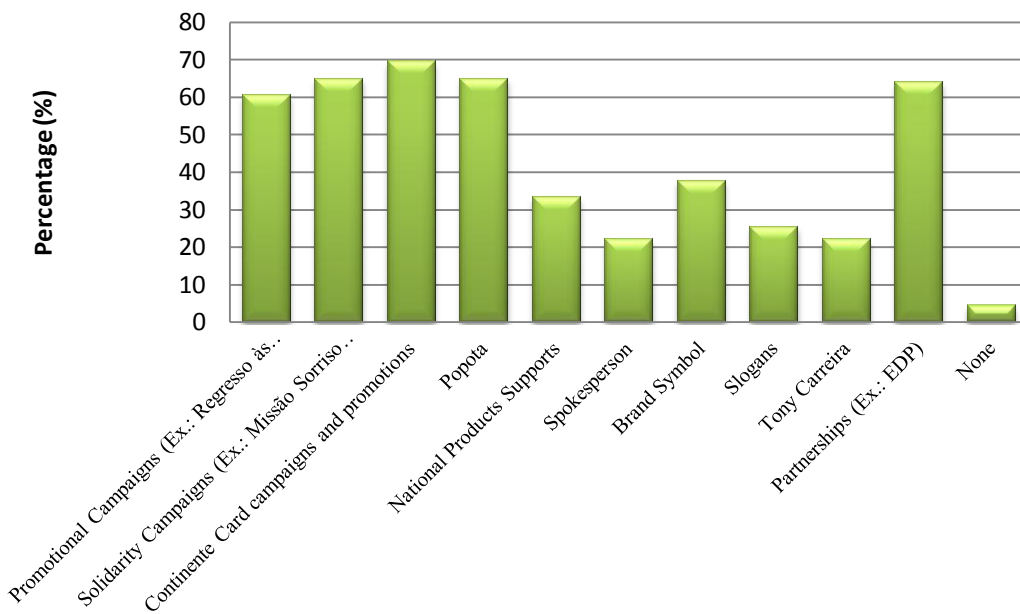
Continente - Communication Campaigns Recall



Continente Communication Campaigns

- Communication Campaigns Recognition (Question 14)

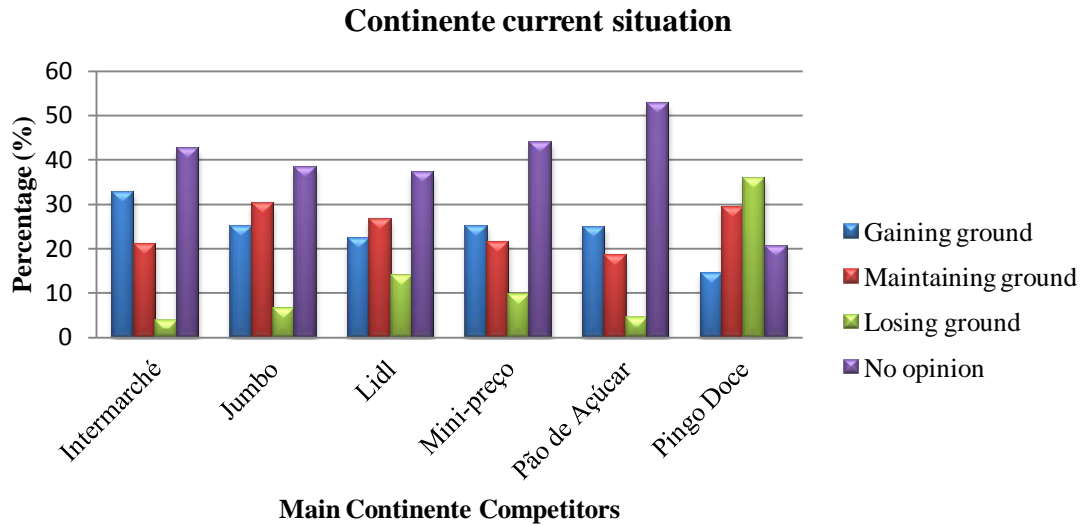
Continente - Communication Campaigns Recognition



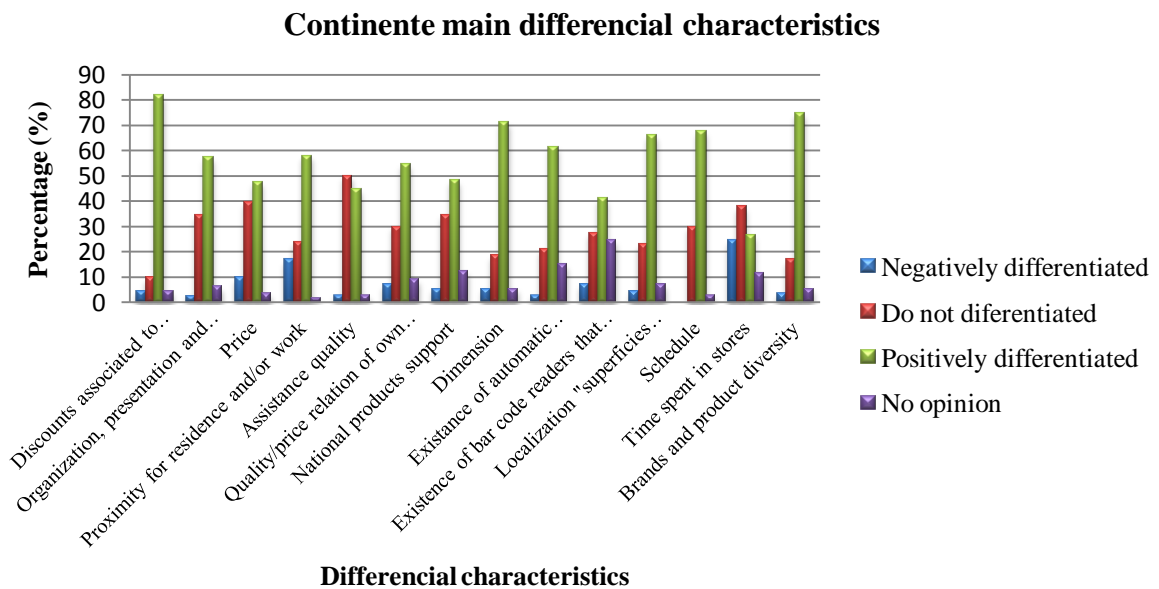
Continente Main Communication Campaigns

Continente versus Competitors

- Losing/maintaining/gaining ground (Question 15)



Continente Versus Continente Main Competitors (Question 16)



Appendix 5 – Quantitative Questionnaire 2**Quantitative Questionnaire 2 (due cost constraints I excluded Vending Machines from the questionnaire)**

Este questionário foi realizado por uma estudante do Mestrado em Gestão da Nova School Business of Economics para testar a implementação de uma estratégia de comunicação para uma marca de distribuição no sector do retalho alimentar.

Este questionário é composto por várias perguntas de resposta fechada e demora mais ou menos 10 minutos a ser preenchido.

As suas respostas apenas vão ser usadas no âmbito da conclusão do projecto de tese.

Muito obrigada pela sua colaboração,

Filipa Alves

* Required

1. Vive em Portugal há pelo menos dois anos? Caso responda não por favor não prossiga com o questionário. *

Sim

Não

2. Nos último seis meses fez alguma compra numa loja Continente? Caso responda não por favor não prossiga com o questionário. *

Sim

Não

3. Utiliza o cartão Continente?

Sim

Não

4. No último mês, com que frequência fez compras numa loja Continente? *

Nunca

Uma vez por mês

De quinze em quinze dias

Uma vez por semana

Mais do que uma vez por semana

5. Costuma efectuar o grosso das suas compras nas lojas Continente? Caso responda sim, por favor salte uma pergunta. *

Sim

Não

6. Em que outro supermercado faz as suas compras?

Intermarché

Jumbo

Lidl

Mini-preço

Pão de Açúcar

Pingo Doce

Outro

7. Das seguintes marcas próprias do Continente, seleccione as que reconhece. *

é

Continente

Continente Gourmet

Seleção Continente

Área Viva Continente

Nenhuma

8. Das seguintes marcas próprias do Continente, seleccione as que compra. *

é

Continente

Continente Gourmet

Seleção Continente

Área Viva Continente

Nenhuma

Parte II

9. Em que meios se recorda de ver a marca Continente? *

Televisão

Rádio

Jornais

Revistas

Outdoors/mupis

Panfletos

Redes sociais

Other:

10. Por favor indique o tempo que despende com os seguintes meios de comunicação diariamente. *

	Mais de 3 horas	Entre 2 horas e 3 horas	Entre 1 hora e 2 horas	Menos de 1 hora	Nenhum
Televisão					
Rádio					
Jornais					
Redes Sociais (Facebook, por exemplo)					
Revistas					

11. Quando é que utiliza mais os seguintes meios de comunicação?

	Manhã (até ao meio dia)	Almoço (12.00 - 14.00)	Tarde (14.00 - 19.00)	Jantar (19.00 - 21.00)	Noite (depois das 21.00)
Televisão					
Rádio					
Redes Sociais					

12. Que canais televisivos assiste?

RTP

RTP 2

SIC

TVI

13. Que jornais lê?

Expresso

Diário de Notícias

Diário Económico

Jornal de Notícias

Correio da Manhã

Público

Sol

Jornal de Negócios

Other:

14. Que rádios ouve?

Antena 1

Antena 2

Antena 3

Rádio Comercial

Rádio Renascença

RFM

Other:

15. Que redes sociais utiliza?

Facebook

Google +

LinkedIn

Twitter

Other:

16. Que revistas lê?

Revistas Informação (Visão, por exemplo)

Revistas Saude e Bem-estar

Revistas de Moda

Revistas sobre Culinária

Revistas sobre Economia

Other:

17. Indique se considera as informações que encontra nas redes sociais credíveis. *

	1	2	3	4	5	6	7	
Sem credibilidade								Muito credível

Parte III

18. Indique se para si é importante ter uma vida saudável. *

	1	2	3	4	5	6	7	
Sem importância								Muito importante

19. Como é que procura manter uma vida saudável? *

Através de uma vida sem excessos (alcohol, tabaco, entre outros)

Através do consumo de suplementos alimentares

Através do acompanhamento de uma nutricionista para ter uma alimentação saudável

Através de actividade física

Através de actividades ao ar livre

Através do consumo de produtos frescos

Other:

20. Indique se para si é importante ter uma alimentação saudável. *

	1	2	3	4	5	6	7	
Sem importância								Muito importante

21. Como procura manter uma alimentação saudável? *

Consumo maioritário de legumes e frutas

Consumo maioritário de peixe

Consumindo menos carne

Consumindo menos queijo

Consumindo menos refeições prontas

Através do auxílio de revistas da especialidade

Através do auxílio de um nutricionista

Other:

Parte IV

22. Quantas vezes por mês compra produtos frescos? *

Mensalmente

Quinzenalmente

Semanalmente

Mais do que uma vez por semana

Nunca

23. Quantas vezes por mês compra produtos frescos no Continente? *

Mensalmente

Quinzenalmente

Semanalmente

Mais do que uma vez por semana

Nunca

24. Que produtos frescos compra? *

Talho

Peixaria

Frutas

Legumes

Charcutaria Carnes

Charcutaria Queijos

Padaria

Pastelaria

Ovos

Refeições prontas (sopa, lasanha, entre outras)

Nenhum

25. Que produtos frescos do Continente compra? *

Talho

Peixaria

Frutas

Legumes

Charcutaria Carnes

Charcutaria Queijos

Padaria

Pastelaria

Ovos

Refeições prontas (sopa, lasanha, entre outras)

Nenhum

26. Que produtos frescos compra por os considerar alimentos saudáveis? *

Talho

Peixaria

Frutas

Legumes

Charcutaria Carne

Charcutaria Queijo

Padaria

Pastelaria

Ovos

Refeições prontas (sopa, lasanha, entre outras)

Nenhum

27. Consume produtos frescos das marcas próprias do Continente? *

Sim

Não

28. Caso tenha respondido que sim, quais?

é

Continente

Continente Gourmet

Seleccção Continente

Área Viva Continente

29. Escolha a principal razão pela qual compra produtos frescos das marcas próprias do Continente, no caso de as efectuar.

Preço acessível

Com variedade

Com qualidade

Embalagem prática

Fácil de encontrar

30. Por favor, avalie as embalagens dos produtos frescos das marcas próprias do Continente.

	Positivamente	Negativamente	Sem Opinião
Prática			
Resistente			
Atrativa			
Protetora			

31. Conhece o Clube dos Produtores?

Sim

Não

Parte V

32. Já foi a alguma festival de Verão em Portugal? Caso responda que não, passe para a seguinte página. *

Sim

Não

33. Considera a oferta alimentar disponível nos festivais de Verão saudável?

Sim

Não

34. Gostaria de ter acesso a produtos frescos nesses festivais?

Sim

Não

35. Que produtos frescos das marcas próprias do Continente gostaria de ter acesso durante esses festivais?

Talho

Peixaria

Frutas

Legumes

Charcutaria Carne

Charcutaria Queijo

Padaria

Pastelaria

Ovos

Refeições Prontas (sopa, lasanha, entre outras)

36. Dentro do recinto (zona dos concertos), gostaria de ter disponível menus compostos por produtos frescos das marcas próprias do Continente? O objectivo é oferecer aos festivaleiros a possibilidade de manterem uma alimentação saudável nos dias em que os festivais ocorrem.

Sim

Não

37. Caso tenha respondido sim a questão anterior, que preço estaria disposto a pagar por esses menus?

Entre 2,5€ e 3€

Entre 3€ e 3,5€

Entre 3,5€ e 4€

Entre 4€ e 4,5€

Entre 4,5€ e 5€

38. Dentro do campismo, gostaria de ter disponível uma loja com produtos frescos das marcas próprias do Continente?

Sim

Não

39. Caso tenha respondido sim a questão anterior, diga qual dos serviços gostaria de ter acesso nessa loja.

Microondas para aquecer as refeições prontas

Ajuda na confeção de saladas

Nutricionista com o intuito de ajudar os festivaleiros a manter uma alimentação saudável nos dias em que decorre o festival

Parte VI

40. Tem um smart phone? Caso responda que não, passe para a seguinte página. *

Sim

Não

41. Usa aplicações no seu smartphone?

Sim

Não

42. Já alguma vez fez uma compra via smartphone?

Sim

Não

43. Estaria disposto a fazer uma compra de produtos frescos das marcas próprias do Continente via smart phone, caso tivesse acesso a descontos extra no seu cartão de cliente?

Sim

Não

44. Caso tenha respondido sim a questão anterior, que produtos frescos das marcas próprias do Continente compraria via smart phone?

Talho

Peixaria

Frutas

Legumes

Charcutaria Carne

Charcutaria Queijos

Padaria

Pastelaria

Ovos

Refeições Prontas (sopa, lasanha, entre outros)

45. Indique a marca própria do Continente que compraria preferencialmente.

é

Continente

Continente Gourmet

Seleção Continente

Área Viva Continente

Parte VII

Nesta parte do questionário vou lhe fazer questões relativamente a três situações hipotéticas.

46. Indique se estaria interessado em participar nas seguintes actividades. *

Cook living - actividade na qual os participantes vão ter a oportunidade de elaborar um prato com recurso a alguns ingredientes frescos

	Sem interesse	Pouco interesse	Algum interesse	Muito interesse
Actividade A - Participar em aulas para aprender a cozinhar de forma saudável				
Actividade B - Participar num cook living com uso exclusivo de produtos frescos, com vales de desconto para o prato mais saudável				
Actividade C - Participar numa actividade ao ar livre com a sua família (numa quinta, por exemplo), terminando a actividade com um agradável lanche composto pelos produtos colhidos bem como por outros produtos frescos das marcas próprias Continente				

47. Em que dia da semana teria disponibilidade para participar nas actividades mencionados previamente? *

Segunda-feira

Terça-feira

Quarta-feira

Quinta-feira

Sexta-feira

Sábado

Domingo

48. Em que altura do dia teria disponibilidade para participar nas actividades mencionadas previamente?

	Manhã (até ao meio dia)	Hora de Almoço (12.00- 14.00)	Tarde (14.00- 19.00)	Hora de Jantar (19.00- 21.00)	Noite (depois das 21.00)
Actividade A					
Actividade B					
Actividade C					

49. Por quanto tempo estaria disposto a participar nas actividades mencionadas previamente?

	2 horas	1 hora e meia	1 hora	45 minutos	30 minutos
Actividade A					
Actividade B					
Actividade C					

50. Para participar na actividade A teria que deduzir descontos acumulados no seu cartão Continente. Para obter cinco aulas, qual a quantia que estaria disposto a deduzir do seu cartão?

[20€;25€]

[26€;30€]

[31€;35€]

[36€;40€]

[41€;45€]

Nenhuma

51. Para participar na actividade C teria que deduzir descontos acumulados no seu cartão Continente. Qual a quantia que estaria disposto a deduzir do seu cartão?

[25€;30€]

[31€;35€]

[36€;40€]

[41€;45€]

Nenhuma

Parte VIII

Tendo em conta que um dos objetivos do projecto de tese em questão é reduzir a obesidade infantil, responda as seguintes questões. Caso não tenha filhos com idade inferior a 8 anos, não responda a estas questões.

52. Estaria interessado em comprar um pack constituído por cinco produtos frescos (frutas ou legumes) e um livro educacional para oferecer ao seu filho?

Livro educacional - livro para incentivar o seu filho a ter uma alimentação mais saudável de uma forma divertida

Sim

Não

53. Que quantia estaria disposto a pagar?

3€

4€

5€

6€

54. Qual seria o formato do livro que preferia comprar?

Livro

DVD

Website (acesso a uma senha para aceder ao livro online)

Aplicação no smartphone

Parte IX

Para finalizar este questionário, por favor responda as seguintes questões.

55. Sexo:

Feminino

Masculino

56. Idade:

15-20

21-29

30-39

40-49

50-59

60 ou mais

57. Estado civil

Solteiro(a)

Casado(a)

Divorciado(a)

Viúvo(a)

58. Número de membros no agregado familiar

1

2

3

4

5

Mais de 5

59. Habilitações Literárias

Nenhum

Ensino básico – 1º ciclo

Ensino básico – 2º ciclo

Ensino básico – 3º ciclo

Ensino Secundário

Ensino Superior

Desempregado(a)

Empregado(a)

Estudante

Trabalhador Estudante

Aposentado(a)/Reformada(a)

Muito obrigada pela sua colaboração!

Appendix 6 –Quantitative Questionnaire 2 Analysis

Sample size = 123

All inquiries live in Portugal for at least 2 years and in the last six months they made, at least, one purchase on a Continente store (Question 1 and 2).

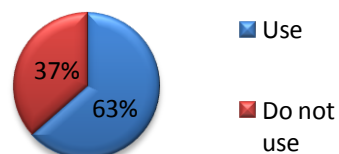
I. Socio-demographic indicators

This information is similar to the Quantitative Questionnaire 1.

II. Hypermarket/supermarket information

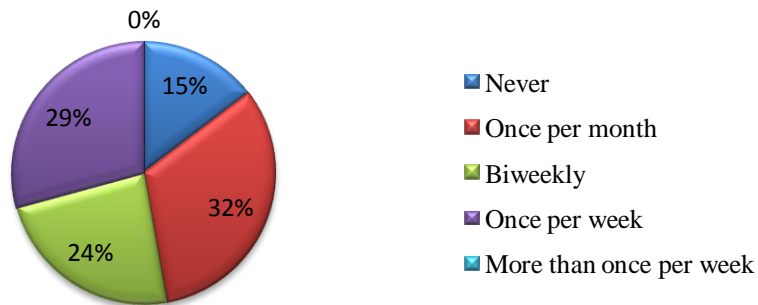
Continente Card Usage (Question 3)

Continente Card Usage



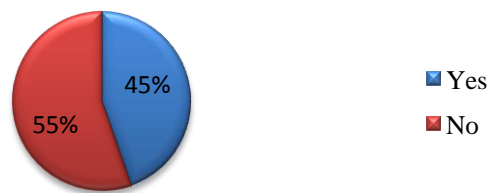
Continente – shopping frequency (Question 4)

Continente - shopping frequency



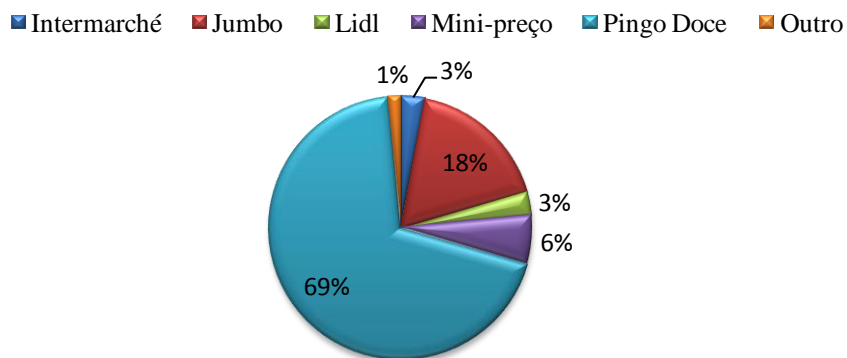
Mainly purchases in Continente stores (Question 5)

Mainly purchases made in Continente stores



In which hypermarket/supermarket mainly purchases are made, if they are not made in Continente stores³⁷ (Question 6)

Other hypermarket/supermarket mainly used

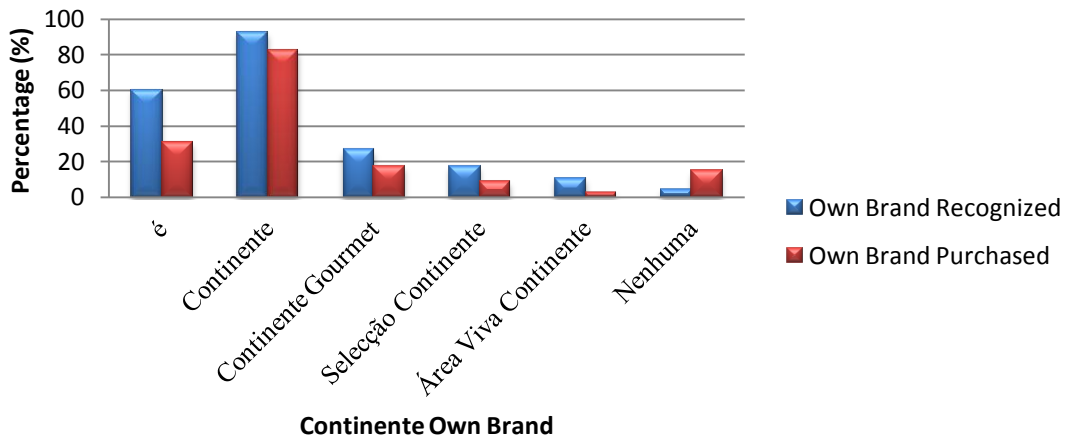


³⁷ The sample considered is of 68 (the number of inquiries that do not make their mainly purchases in Continente stores)

Continente Own brands recognition and purchase (Question 7 and 8)

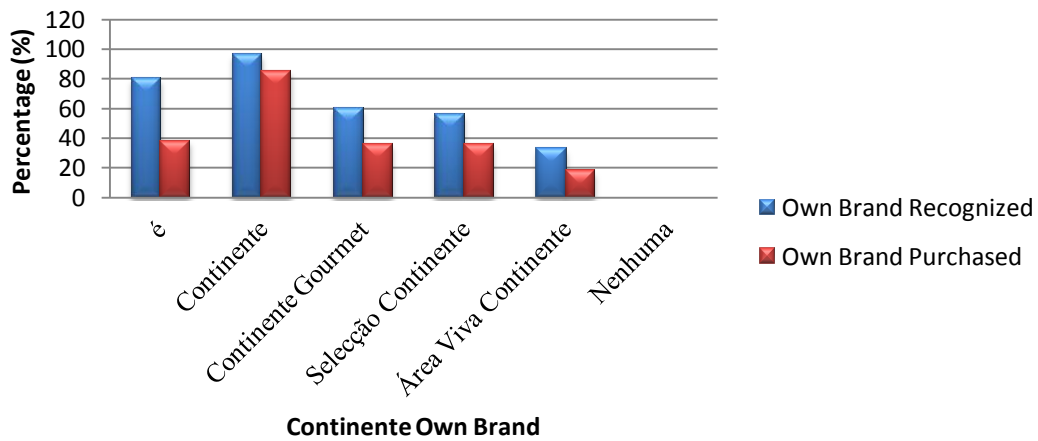
FBS's

FBS's - Comparison between Continente Own Brand Recognition and Purchase



BL's

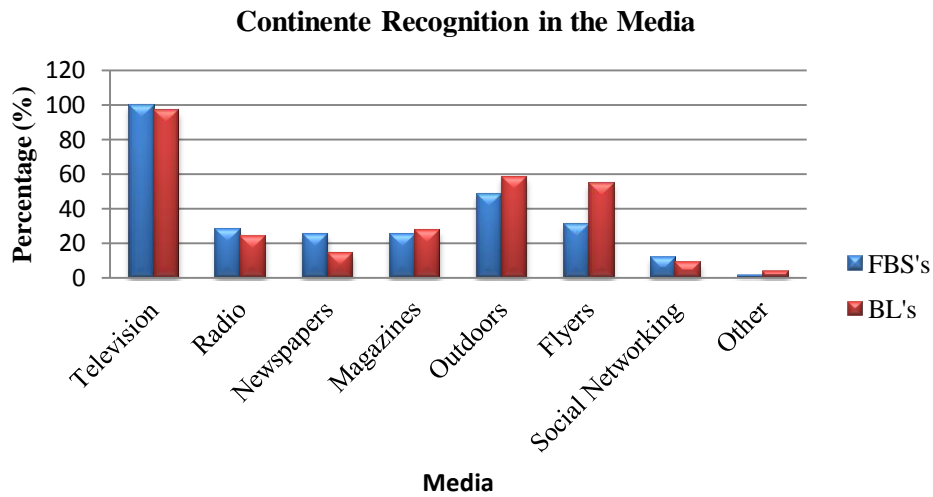
BL's - Comparison between Continente Own Brand Recognition and Purchase



III. Advertising media

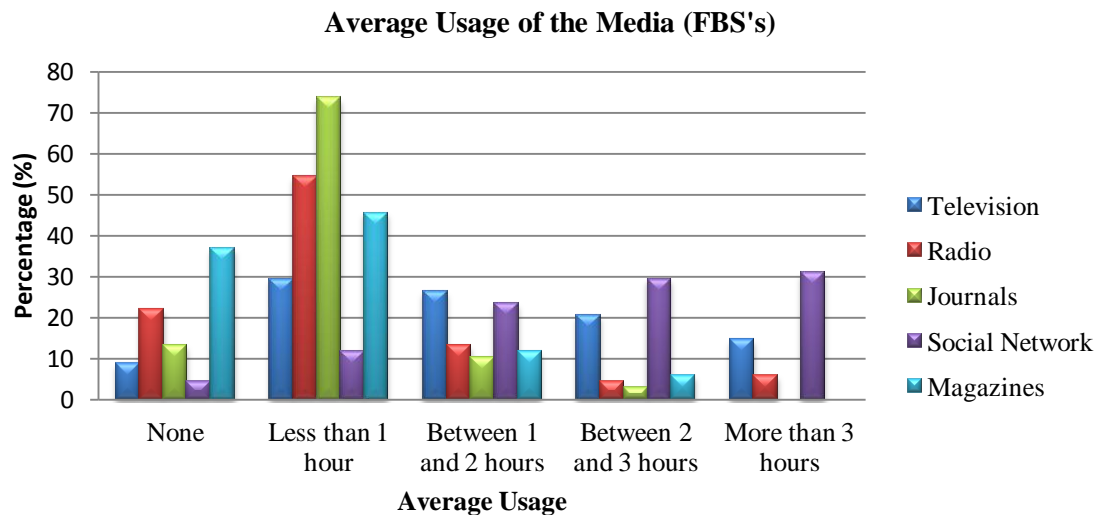
Advertising Media Recognition (Question 9)

FBL's vs BL's

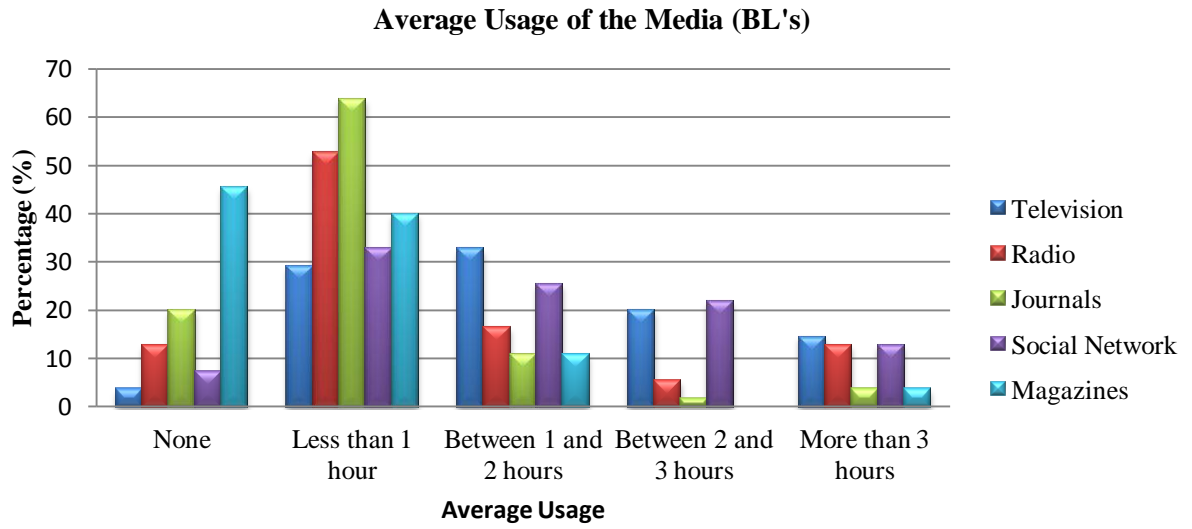


Media/Average Usage (Question 10)

FBS's

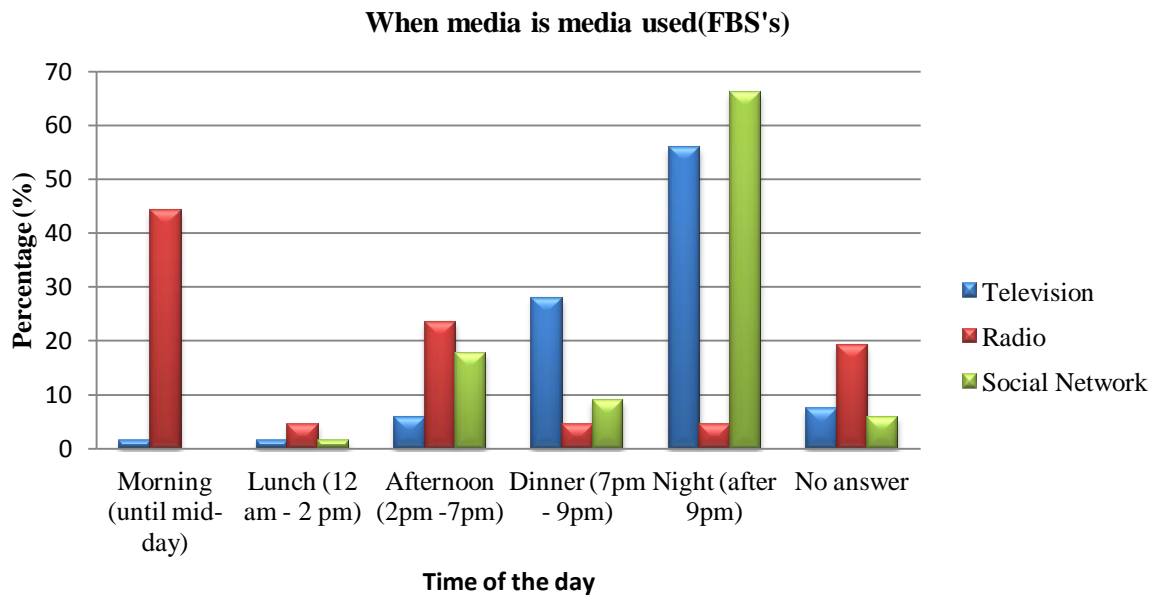


BL's

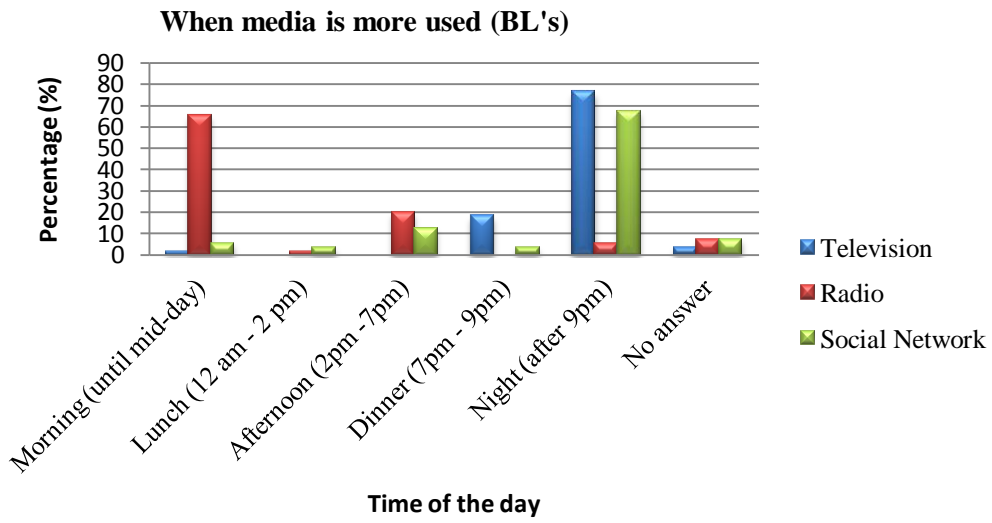


Media/Day time (Question 11)

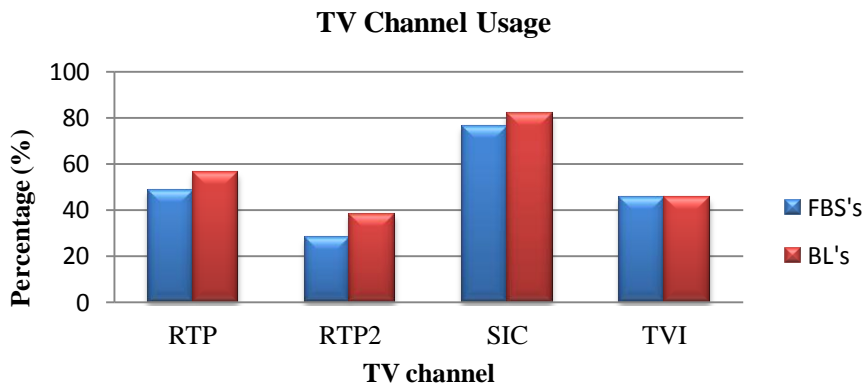
FBS's



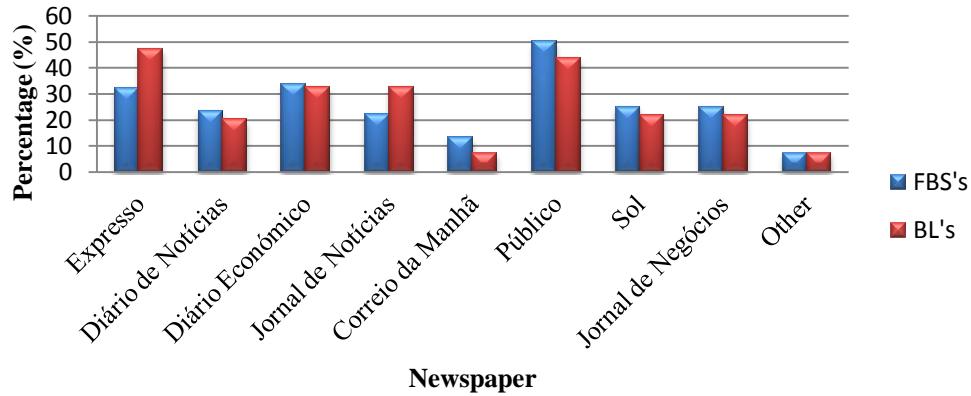
BL's



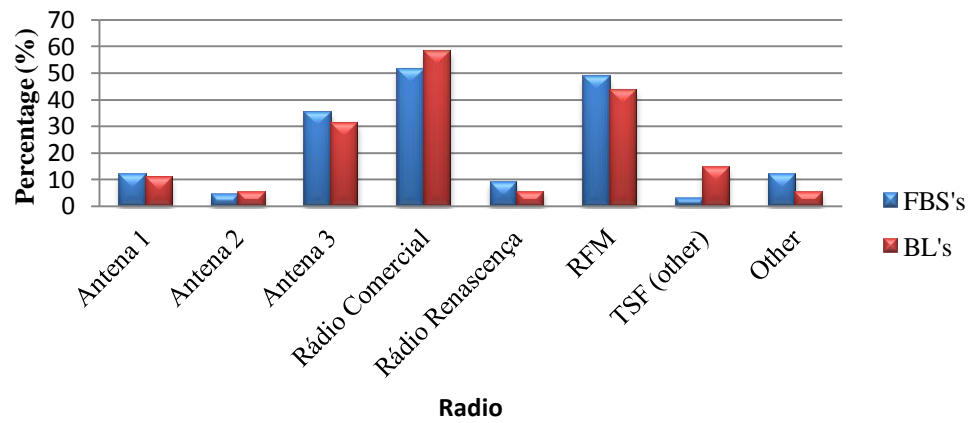
TV channels/Newspapers/Radios/Social Networking/Magazines Used (Question 12, 13, 14, 15 and 16)



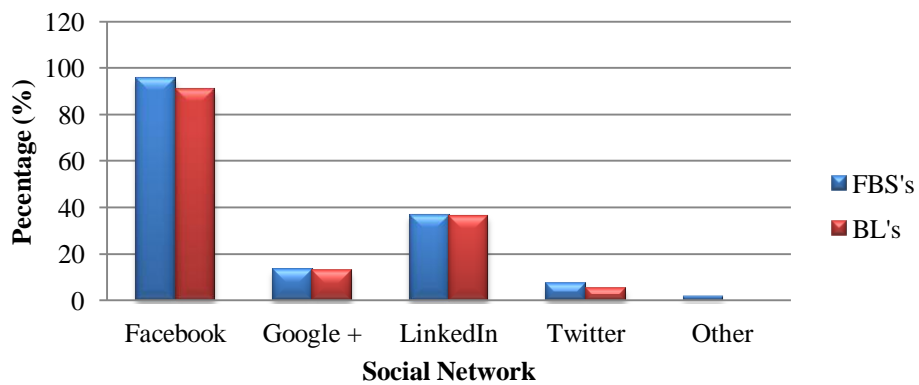
Newspapers usage

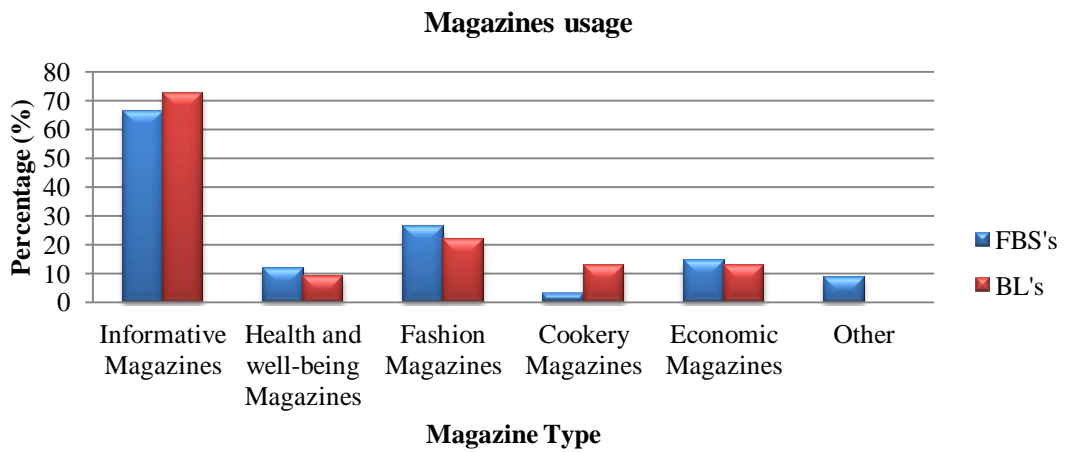


Radio usage

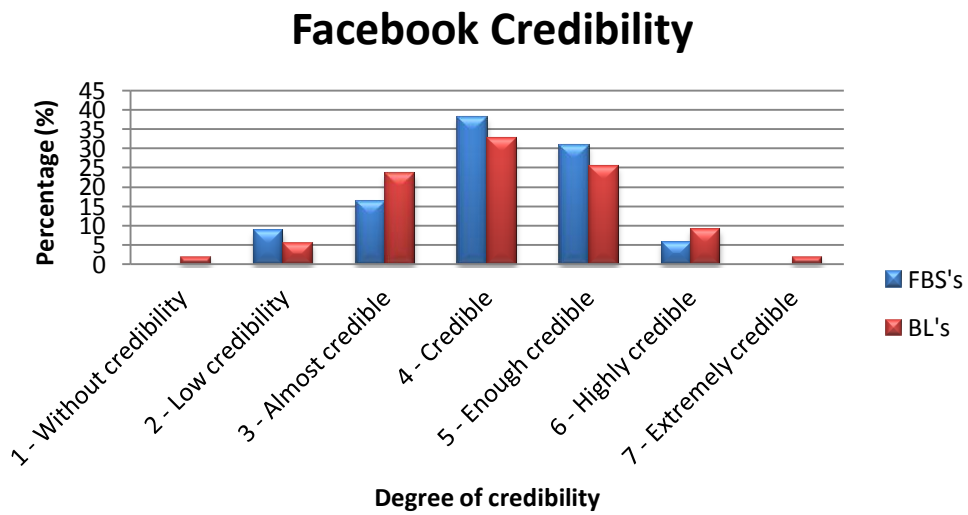


Social Network usage



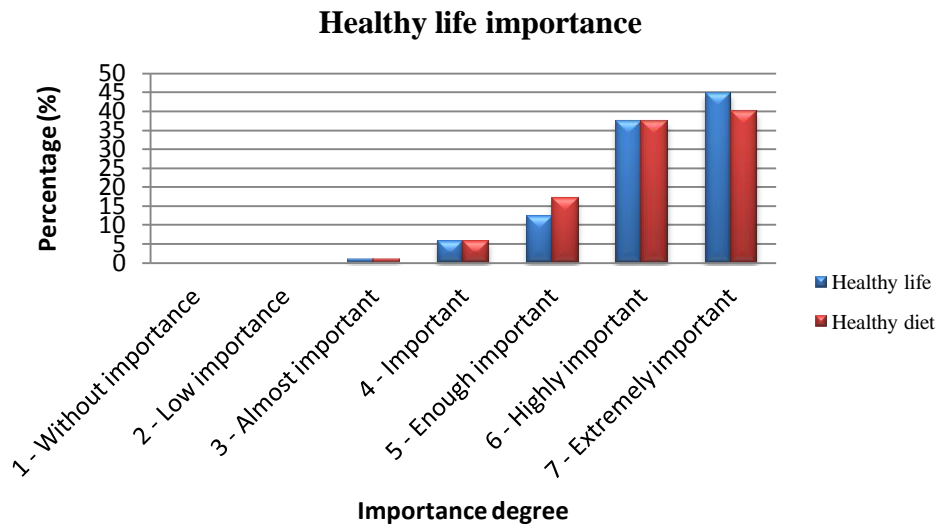


Social Network Credibility (Question 17)



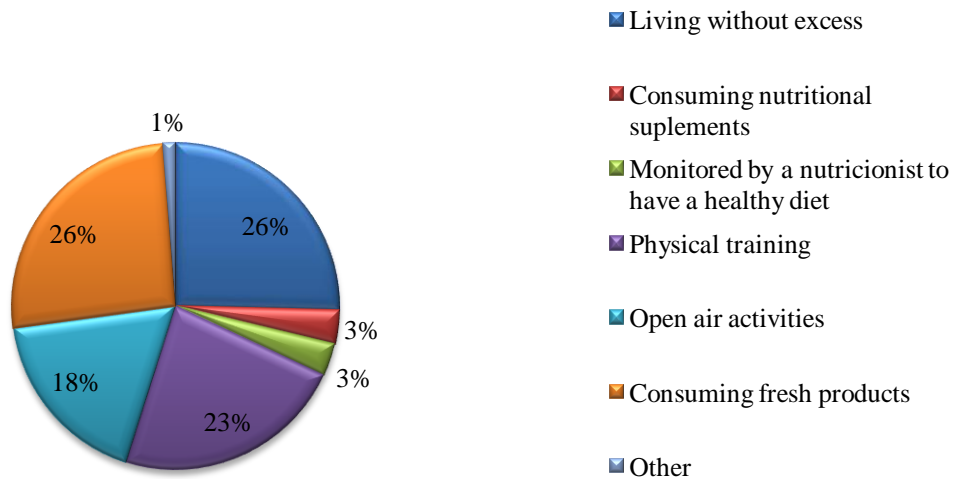
III. Healthy life importance

Importance degree of have a healthy life and healthy diet to Continente consumers (Question 18 and 20)



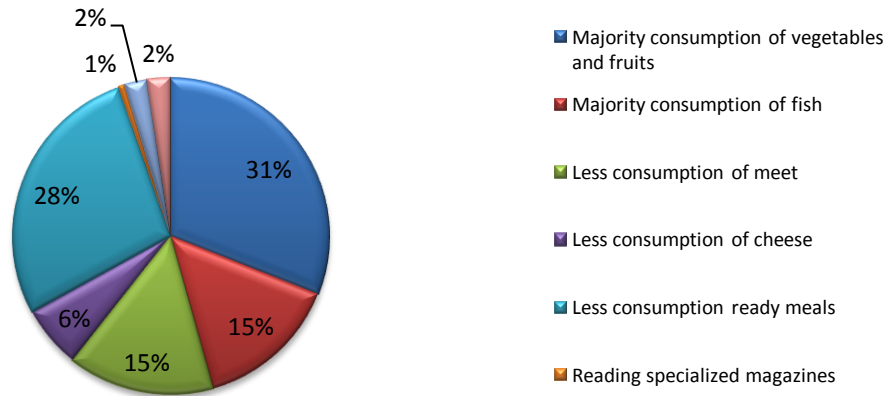
Ways of Continente consumers to maintain a healthy life (Question 19)

Ways of Continente consumers to maintain a healthy life



Ways of Continente consumers to maintain a healthy diet (Question 21)

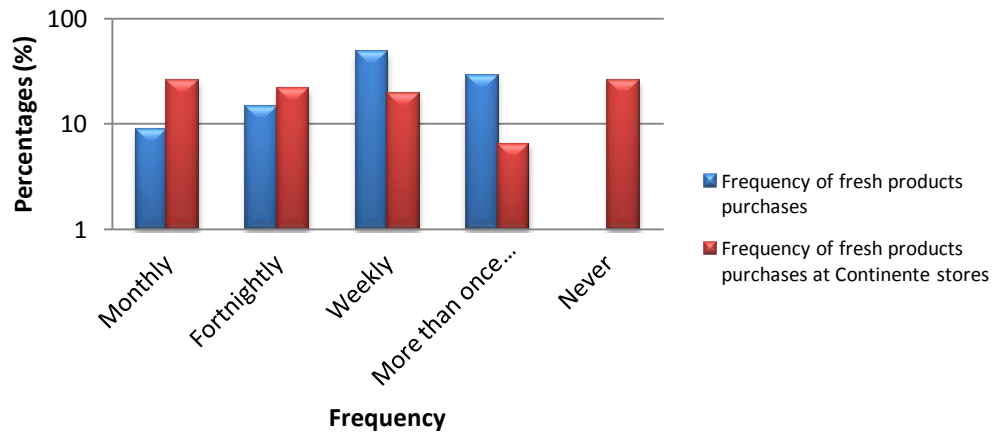
Ways of Continente consumers to maintaining a healthy diet



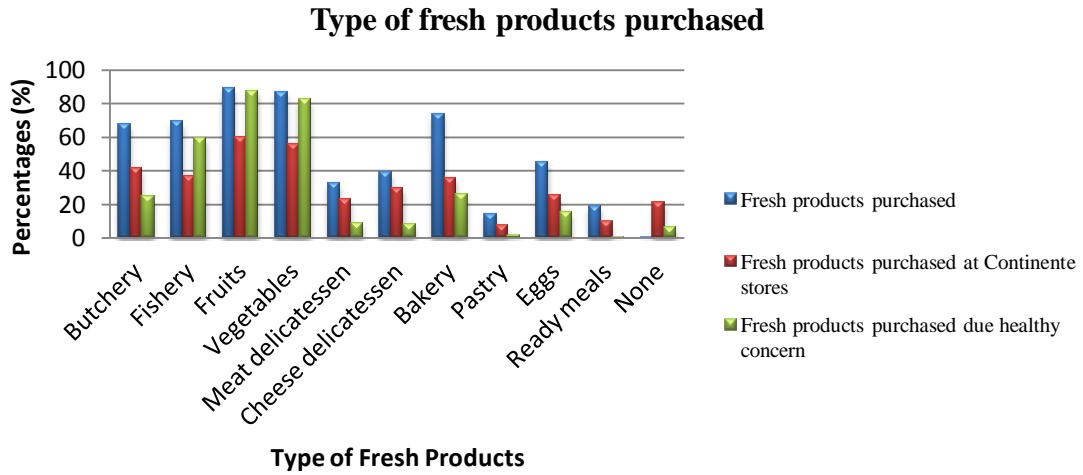
IV. Fresh Products

Frequency of fresh products purchases (Question 22 e 23)

Frequency of fresh products purchases

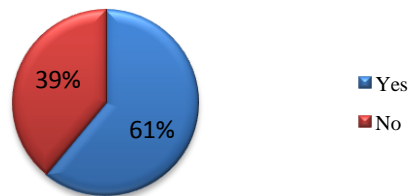


Type of fresh products purchased (Question 24, 25, and 26)



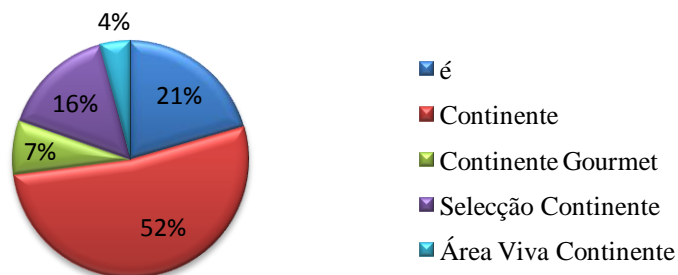
Consumption of Fresh Products from Continente Own Brands (Question 27)

Consumption of fresh products from Continente's own brands



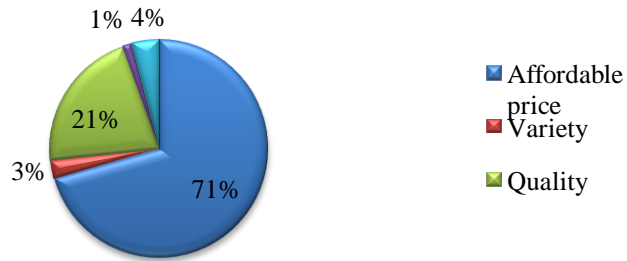
Continente's Own Brands consumed (Question 28)

Fresh Products from Continente Own Brands consumed



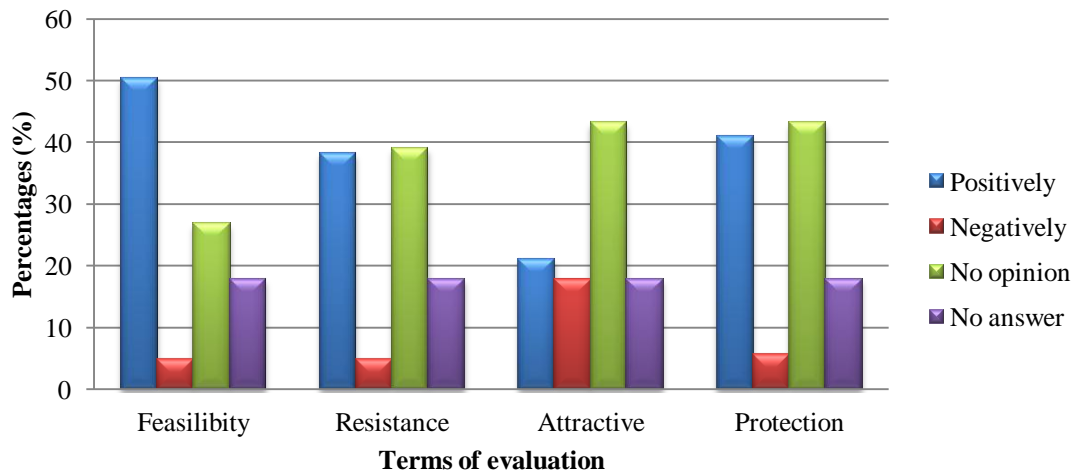
Main Reason to purchase fresh products from Continente Own Brands (Question 29)

Main reason to purchase fresh products from Continente Own Brands



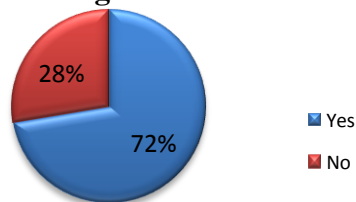
Evaluation of Continente own brands fresh products package (Question 30)

Evaluation of Continente own brand fresh products package



Clube dos Produtores Recognition (Question 31)

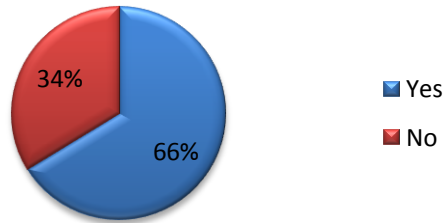
Clube dos Produtores Recognition



V. Test of Summer Festivals³⁸

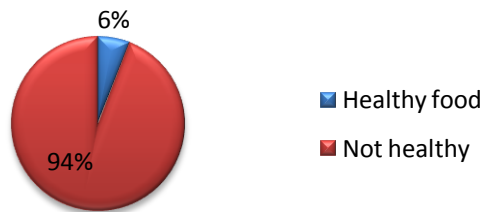
Presence in a Summer Festival (Question 32)

Presence in Summer Festivals



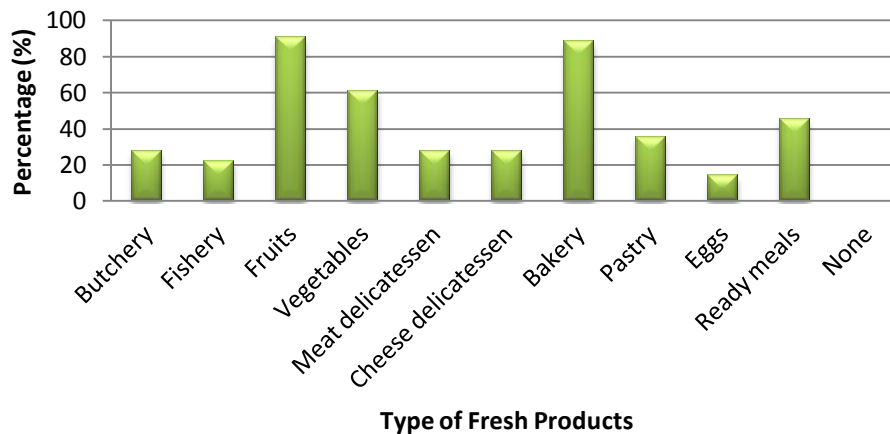
Evaluation of food available on Summer Festivals³⁹ (Question 33)

Assessment of food available in Summer Festivals



Fresh products from Continente own brands that consumers are willing to buy in a Summer Festival (Question 35)

Fresh products from Continente own brands that consumers are willing to buy in a Summer Festival

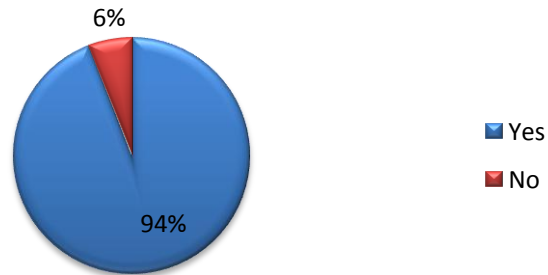


³⁸ Only Continente consumers from 15 to 29 years old are under analysis.

³⁹ Only consumers that had already been in a Summer Festival are under analysis.

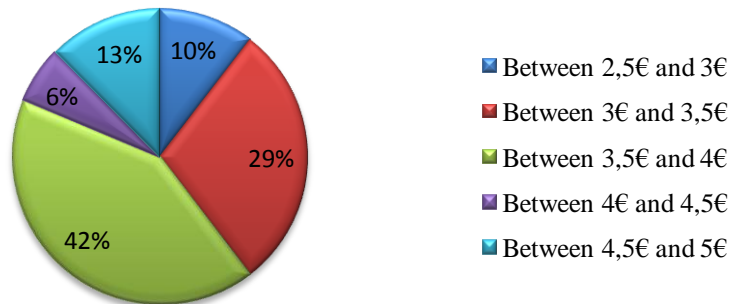
- Availability of menus composed by fresh products from Continente own brands in concert site (Question 36)

Concert site - availability of menus composed by fresh products from Continente own brands



- Prices⁴⁰ (Question 37)

Concert site of Summer Festivals - menus prices



⁴⁰ Consumers that would like to have menus composed by fresh products from Continente own brands are under analysis.

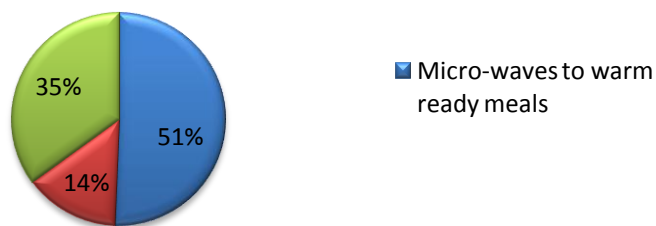
Camping area

- Availability of a store with fresh products from Continente own brands (Question 38)

Only one person in 51 selected no.

- Preferred services on that store (Question 39)

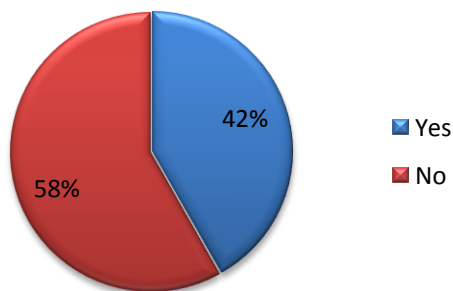
Camping area in Summer Festivals - Services preferred to have in stores



VI. Test of Smart phone Application⁴¹

Ownership of smart phone (Question 40)

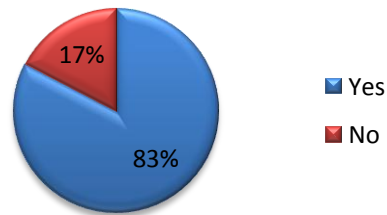
Ownership of smart phone



Application usage on smart phones⁴² (Question 41)

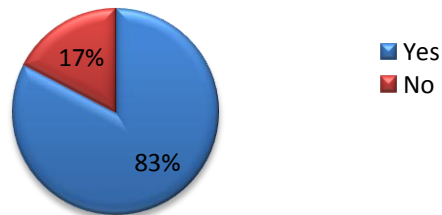
⁴¹ Only BL's inquiries are under analysis

⁴² Only BL's that use smart phones are under analysis.

**Application usage on smart
phones**

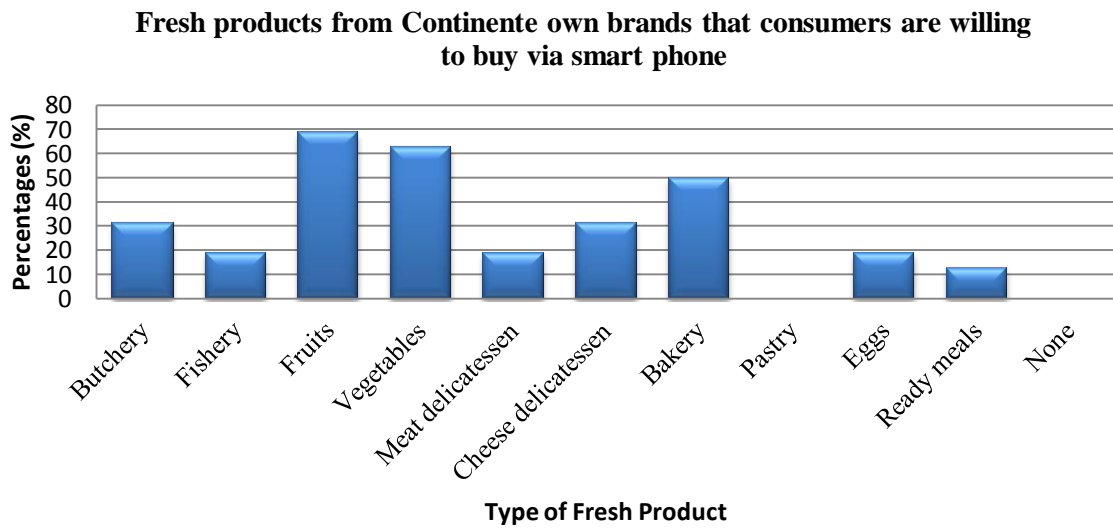
Already did a purchase via smart phones⁴³(Question 42)

Disposable to do a purchase of fresh products from Continente own brands (Question 43)

**Disposable to do a purchase of fresh products
from Continente own brands**

⁴³ Only BL's that use smart phones are under analysis.

Fresh Products from Continente own brands that consumers would buy via smart phones⁴⁴ (Question 44)



VII. Test of How to Stay Fresh, Show Your Freshness and Fresh Experiences⁴⁵

Activity A – How to Stay Fresh⁴⁶

Activity B – Show Your Freshness⁴⁷

Activity C – Fresh Experiences⁴⁸

Interest in participate (Question 46)

Interest in participate	Without	Low	Some	High
Activity A	16,36	18,18	38,18	27,27
Activity B	20,33	19,51	39,84	20,33
Activity C	30,91	21,82	27,27	20

⁴⁴ Only BL's that would do a purchase of fresh products from Continente own brands are under analysis.

⁴⁵ Due the lack of

⁴⁶ BL's are the only consumers under analysis.

⁴⁷ Both BL's and FBS's are under analysis.

⁴⁸ BL's are the only consumers under analysis.

Availability to participate (Question 48)

Availability to participate	Morning	Launch	Afternoon	Dinner	Night	No answer
Activity A	21,82	7,27	45,45	7,27	3,64	14,55
Activity B	22,76	10,57	33,33	8,13	4,88	20,33
Activity C	16,36	9,09	45,45	1,82	1,82	25,45

Duration (Question 49)

Duration	30 minutes	45 minutes	1 hour	1 hour and half	2 hours	no answer
Activity A	3,64	5,45	23,64	25,45	27,27	14,55
Activity B	10,57	4,07	21,14	21,95	21,14	21,14
Activity C	9,09	0,00	12,73	18,18	29,09	30,91

Money to deduct (Question 50 and 51)

Activity A - Money to deduct	Absolute Frequency	Relative Frequency
[20€;25€]	27	49,09
[26€;30€]	3	5,45
[31€;35€]	1	1,82
[36€;40€]	1	1,82
None	23	41,82
Total	55	100

Activity C - Money to deduct	Absolute Frequency	Relative Frequency
[25€;30€]	28	50,91
[31€;35€]	2	3,64
[36€;40€]	0	0,00
[41€;45€]	0	0,00
None	25	45,45
Total	55	100,00

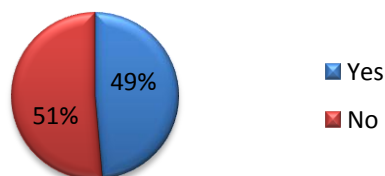
Day of the Week (Question 47)

Day of the week - BL's	Absolute Frequency	Relative Frequency
Monday	9	16,36
Tuesday	0	0
Wednesday	2	3,64
Thursday	0	0
Friday	0	0
Saturday	34	61,82
Sunday	10	18,18
Total	55	100

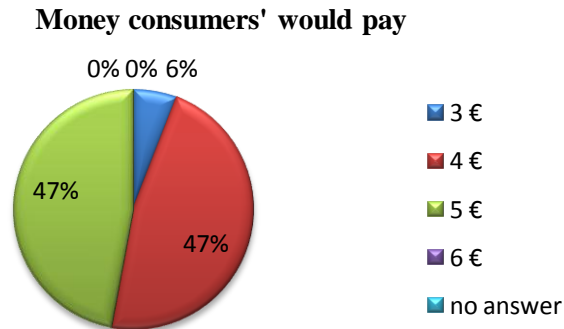
Day of the week - FBS's and BL's	Absolute Frequency	Relative Frequency
Monday	10	8,13
Tuesday	1	0,81
Wednesday	2	1,63
Thursday	4	3,25
Friday	4	3,25
Saturday	67	54,47
Sunday	30	24,39
Total	123	100

VIII. Test of Little Fresh

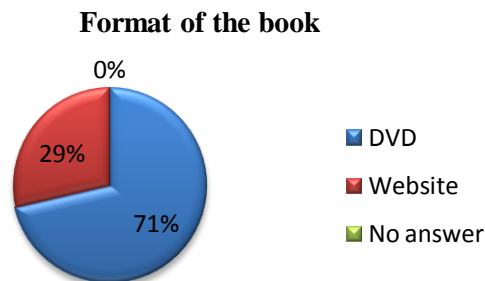
Consumers probability of buy Little Fresh Basket (Question 52)

**Consumers likelihood to buy
Little Fresh Basket**

Money consumers' are willing to pay (Question 53)



Format of the book (Question 54)



Appendix 6: Definitions

Advertising: can be defined as any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor. Advertising media are: television, radio, magazines, newspapers, direct response, interactive and outdoor (Keller et al, 2012: 257).

Action objectives: “are the behaviour(s) expected to result from the campaign.” (Rossiter et al, 1997: 63)

Brand attitude: “buyer’s evaluation of the brand with respect to its perceived ability to meet a currently relevant motivation (this evaluation is based on brand benefit beliefs and the motivation-related emotional weights of the benefits and of possible freestanding emotions).

Brand attitude is divided into: super belief, the attitude; specific benefit beliefs, each with own emotional or evaluative weight; possible freestanding emotions, each weighted, that also contribute to the super belief about the brand's ability to meet the purchase or usage motive; a "choice rule" by which the buyers combines the benefit beliefs and emotions to form the super belief" (Rossiter et al, 1997: 109).

Brand awareness: "buyer's ability to identify (recognize or recall) the brand, within the category, in sufficient detail to make a purchase" (Rossiter et al, 1997: 109).

Brand Loyals (BL's): "already have maximum awareness of, and a strongly favourable attitude toward, our brand and are the core of our current and future expected sales" (Keller et al, 1997: 58).

Brand recognition: "relates to consumers' ability to confirm exposure to the brand when given the brand as a cue" (Keller et al, 2012: 60).

Brand recall: "relates to consumers' ability to retrieve the brand from memory when given the product category, the needs fulfilled by the purchased or a purchase or usage situation as a cue" (Keller et al, 2012: 60).

Brand purchase intention: "buyer's self-instruction to purchase the brand or to take purchased-related action" (Rossiter & Percy, 1997: 109).

Brand positioning statement: the standard positioning formula is – "For ... [Target(s)] Brand A is [Definition of frame of reference: Product Category (ies) / Points of Parity...] which gives the most [Promise or Consumer benefits / Points of Difference] because of ... [Reason to believe]" (Keller et al, 2012).

Category need: “buyer’s acceptance that the category (a product or service) is necessary to remove or satisfy a perceived discrepancy between the current motivational state and the desired motivation state” (Rossiter et al, 1997: 109).

Communication effects: “Enduring mental associations, connected to the brand, in the prospective buyer’s mind, that are necessary to create the brand position and predispose actions. They can be caused in whole or in part, by any form of marketing communication – advertisements, adlike events, promotion offers, and personal-selling presentations” (Rossiter et al, 1997 109).

Consumer promotions: “are designed to change the choices, quantity and timing of consumers’ product purchasers”. Customer franchise-building promotions: “are seen as enhancing the attitudes and loyalty of consumers toward a brand”, for instance – samples, demonstrations and educational materials. Non-customer franchise-building promotions – price-off packs, premiums, sweepstakes and refund offers (Keller et al, 2012: 281).

Event marketing and sponsorships: “sponsorship refers to the company’s financial support of media, social, sporting, or cultural activity in return of exposure to its brand or brands”; “event marketing is distinguished from sponsorship only in that it refers to financial support of financial of a particular short-duration activity”(Rossiter et al, 339).

Favorable Brand Switchers (FBS’s): “include our brand in their switching behaviour and thus presumably have at least a moderately favourable brand attitude toward it because otherwise they would not buy it; their awareness, however, may slip over time and may be a cause of their less-frequent purchase of our brand” (Rossiter & Percy, 1997: 58).

Marketing objectives: “making sure that the advertising communications and promotions overall can assure the marketing objectives that have been decided for the brand”(Rossiter & Percy, 1997: 25).

Personal selling: “involves face-to-face interaction with one or more prospective purchasers for the purpose of making sales”(Keller et al, 2012: 291)

Promotions: “can be defined as short-term incentives to encourage trial or usage of a product or a service” (Keller et al, 2012: 280). It is divided into consumer promotions and trade promotions

Purchase facilitation: “buyer’s assurance that other marketing factors (the 4Ps) will not hinder purchase” (Rossiter & Percy, 110).

Pull strategy: “when marketing efforts are devoted to the end consumer; consumers use their buying power and influence on retailers to “pull” the product through the channel” (Keller et al, 2012: 234)

Push strategy: “the manufacturer is attempting to reach the consumer by “pushing” the product through each step of the distribution chain” (Keller et al, 2012: 234)

Repeated purchase objectives: “after trial, the success of brands in most product or services categories depends on repeat purchase” (Rossiter et al, 1997)

Target market: those to whom the entire mix is directed (Rossiter et al, 1997: 57)

Target audience: those to whom a particular campaign is directed (Rossiter et al, 1977: 57).

Trade promotions: “often come in form of financial incentives or discounts given to retailers and distributors to stock and display a product (e.g.: through slotting

allowances, point of sales displays, contest and dealer incentives, training programmes, trade shows and co-operative advertising) (Keller et al, 2012: 283).