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Marketing Plan for Yolado



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Executive Summary

Danone is the yoghurt category's market leader in Portugal, having several years of experience and know-how on producing the most genuine yoghurts in the market. Facing a harsh economic environment and following the company's innovation-driven attitude, the time for embracing a new adventure which can change Danone's history in Portugal has come, and this marketing plan aims to grant the support for the launch of Yolado, a brand new product in the frozen yoghurt category, which Danone is eager to discover and explore. Our expertise in yoghurt's production is a major and powerful resource which allowed us to develop a high quality yoghurt-based product such as Yolado, having differentiating characteristics which makes it unique. Supported in our mission of delivering health through food, we intend to launch Yolado to address the increasing consumers' demands in terms of healthier products. As a frozen yoghurt, Yolado will stand as an alternative to traditional ice-creams, carrying the health benefits of the yoghurt combined with the pleasure of tasting an ice-cream.

The frozen yoghurt market is divided in the Modern Trade channel and Proximity channel (including HORECA). This market is currently in expansion due to the consumers' demands concerning healthier products and it is expected to continue on growing over the next years. Yolado is in a low involvement category in which consumers do their decision-making process similarly to the ice-cream market, based on occasion of consumption, brands they know or have positive past experiences with and, at last, taste and flavor.

Yolado will be launched as a refrigerated product which is afterwards frozen by the end-user, keeping the nutritive attributes of a regular yoghurt but with a tasting experience similar to an ice-cream's. By gathering new customers, Yolado's sales are estimated to grow from 1.8M € to 5.7M € in a three-year period. It will be sold in two types of packaging, 500ml and 4x125ml, both sold to the end-consumer at the price of 2,99€.

We will focus our efforts on attracting new category users, having competitors' users as our secondary target. Our target segment will consist in urban men and women above 25 years old, following a healthy lifestyle, who take good-care of themselves but that do not abdicate of having their self-indulging moments. Henceforth, our integrated marketing communication efforts based in a plurality of marketing tools will focus not only on transmitting Yolado's distinctive positioning to consumers', but also on fulfilling our brand awareness, attitude and purchase intention objectives, granting us the support for Yolado's launch success.

Introduction

After acquiring 70% of Iophil – Produtora de Iogurtes S.A in 1989, Danone fully launched its brand in Portugal in June 1990. Since then, it has been specializing on the production of fresh dairy products using Castelo Branco facilities. On the following years, our plant's capacity has been enlarged and our offices were reallocated to Lisbon. During the 90's, we defined ourselves as an innovation-oriented company and started devising new products in order to increase our sales and our prominence in Portugal. Therefore, we launched four new sub-brands during this period: Bio Activia, Danup, Danoninho and Actimel. Since 1994, we are the national market leaders in the fresh dairy product category.

At the beginning of the 21st century, we were accredited for the quality of our products and production process, and we also started the second major expansion of our Castelo Branco factory. Nowadays, we are renowned as a socially responsible company, focusing efforts on delivering the best quality products to our customers and fostering excellent relationships with our collaborators and suppliers. With the core determination of delivering quality, tasty and healthy fresh dairy products, our future strategy is to diversify our offerings with innovative yoghurt-based products. Following our ambition, the pioneering concept of Yolado will leverage the takeoff for this ambitious adventure.

Current Situation Analysis

Internal Environment

The internal environment stands as a crucial aspect when it comes to launch a new product such as Yolado. It is extremely important to understand which are the competitive advantages that can be useful for the process of launching this new product.

In Danone, our overall mission is “to bring health through food to as many people as possible” thus improving Portuguese families' health and nutrition. Through innovation, Danone intends to be a reference in the field of healthy food for all the Portuguese people, being focused on the satisfaction of the needs of our clients and consumers, well-being of our collaborators, the environment surrounding the company and committed to achieve high-performance results. In order to achieve our ambition, in Danone we support ourselves in four main pillars: openness, enthusiasm, humanism and proximity.

Danone's sales value has been decreasing in the last few years, as a result of the new competitive environment existing in the country. In fact, the economic crisis lead consumers not only to cut back on household expenses to face their income's loss, but also to be more aware of the discounts offered by retailers and to schedule their purchases according to them. Moreover, private label growth and the aggressiveness of national brand's competitors, also contributed to Danone's performance. Our total revenue level has suffered a decline of 10% in the last year, mainly due to the sales decline on traditional grocery stores and HORECA. As a consequence, the need for portfolio diversification arises, allowing not only risk diversification but also leveraging the opportunity of expanding into other categories, explore new markets and launch innovative products which can achieve a high position in our product's importance hierarchy.

Furthermore, a review of the internal resources is essential to identify which can work together with the strengths of the company in order to shape additional competitive advantages. Our prominent resource resides in our own collaborators. Characterized by a high level of commitment and first-rate skills regarding their specific functions, they ensure that Danone's high standards in terms of innovation and ambition are nurtured on a daily basis. Thus, we highly promote the empowerment, development and well-being of our collaborators since they embody our core resource. A considerable portion of our financial resources is allocated to innovation and marketing purposes, as these are two essential drivers of our success. We have access to regularly updated data concerning our customers and the marketplace which allows us to provide a more suitable response to their needs, being these informational resources crucial to better understand and keep up with the marketplace dynamics. In Danone we ought to have a reputable relationship with our strategic suppliers, who are trustful and committed to work with the market leader in its segment.

Moreover, it is essential to assess Danone's offerings. In Portugal, our product portfolio resides uniquely on the yoghurt category, being a part of the Fresh Dairy Product business line (**Attachment 1**). The products offered are aligned with the overall mission of the company, as yoghurts are proven to have a vital role on a healthy diet. Through the diversity of our portfolio, we intend to reach different types of customer segments by targeting them according to their specific needs. Internally, we divide the products of our portfolio by their contribution for the company's total sales. The products marked as "Push Brands" have a considerable weight in Danone's total sales (approximately 50%), thus being the source of the majority of our revenues. Furthermore, the "Reinvent Brands", which represent almost 30%

of our total sale, typically consist in a set of successful products but which may be improved within a short-term period. Additionally, the “Maintain Brands”, “Divest Brands” and “Other Brands” are the ones which require less resource allocation, representing altogether approximately 20% of our total sales.

An analysis on the previous results of the company is also pertinent since it can aid on the understanding which are the factors that can influence our future performance. Danone is the market leader in Portugal in the yoghurt category. Over the last few years, Push, Reinvent and Maintain Brands were the most profitable ones, representing roughly 95% of total sales.

Business relationships are another important issue to address when it comes to the analysis of the company’s internal environment. In this matter, we are thrilled to have an excellent relationship with our national suppliers who provide us with the best resources to fulfill our customers’ needs. Concerning our distributors, we strive to have good relationships with them in a win-win basis. Nonetheless, we have some bargaining power in the negotiation with our distributors, as market leaders on the yoghurt category. It is also important to emphasize that our most important distributors are Jerónimo Martins and Sonae, since they represent about 70% of Modern Trade channel’s sales.

Market Summary

The Portuguese frozen yoghurt market has currently a total volume around 8 million euros.

Assuming it will increase at the same pace as the European average, we can expect a growth rate of 35% and 25% over the next two years for the frozen yoghurt market, during the period of our marketing campaign.

Most of the consumers entered this market as an alternative for the ice-cream one. The arousal of this market need is mainly due to the fact that people are generally becoming more health-conscious and concerned with their physical shape, tending to choose healthier alternatives. Consumers seek to buy image and their self-concept arises both from within their selves and from external influences such as feedback from others¹. In urban areas, where people usually have higher overall information access, this trend is especially emerging truly fast. Market growth derives mostly from this fact. Since ice-creams are usually associated with sugar, unnatural ingredients and weight gain, this is an opportunity for Yolado to entrench its space

on the growing frozen yoghurt market as there are not any alternatives which offer exactly the same benefits as Yolado's.

Since frozen yoghurts are a type of frozen dessert that was developed as an alternative for ice-cream consumption, it is relevant to analyze the ice-cream market and to consider some of its major players as our competitors. As a matter of fact, all the respondents on our qualitative research highlighted ice-creams on their frozen dessert preferences and the ones who were willing to try Yolado (or had already tried other frozen yoghurt) perceived it as a substitute for the consumption of ice-cream. Hence, frozen yoghurts fill a gap between consumers' needs and existing offers in the ice-cream market.

As this is a relatively recent category, it has a high growth potential. For instance, the take-home frozen-yoghurts are poorly developed, as there is only one major player recently established: Unilever. In the beginning of May 2013, the frozen yoghurt Olá Yogoo was launched. Yolado differentiates from this product by offering a healthier composition due to the fact of being totally made of yoghurt, probiotics and fruit whereas the competitor, although also being a yoghurt-based product, is made with the addition of elements such as butter, containing almost the same calorie level as a regular ice-cream (**Attachment 2**). Thus, Yolado offers all the true benefits of the yoghurt (calcium for bone strengthening, yoghurt bacteria increasing the immunity system's effectiveness and less saturated fat contributing for a lower cholesterol level and overall weight), having healthier characteristics comparing to the recently launched Olá Yogo, mainly due to the factors above mentioned, and also in terms of level of calories and dietary fiber in its composition. It is also pertinent to mention that Yogoo is sold as a frozen product, whereas Yolado is sold as a refrigerated product and is then frozen by the end-user, meaning that they are placed in distinct shelves: Yogoo is located near the ice-cream whereas Yolado occupies a shelf in the yoghurt area.

According to our marketing research, customers consider the occasion of use as the first step on their decision-making process, corresponding with the need recognition (**Attachment 7 – Slide 6**). Afterwards, they search for the brands they know and can be easily visually identified in-store or for the ones they keep in their memory as having provided them with positive experiences in the past. Since Yolado is produced by Danone, which is the national market leader in the yoghurt industry, consumers will be able to identify it easily and rapidly associate it with the quality presently offered by our yoghurts. This way, they can easily bond with the brand and if it is strong enough, they repurchase Yolado without cycling through the

earlier decision journey-stages of consideration of other brands and evaluation². The aforementioned fact is even more relevant for repeat purchases, since consumers spend a minimal amount of time on the purchase decision process for a low-involvement product, recurring to decision-making habits and skipping the earlier stages of the consumer decision process. However, the degree of involvement may differ from one consumer to another, depending on personal or situational factors and on the product itself³. Albeit having a low complexity degree associated to its decision making process, and as Yolado is a brand new product, consumers will experience a limited problem solving situation at the time of the initial purchase. Finally, their purchase intention will be ultimately driven by flavor's choice.

Other factor which can influence our customer's behavior at the purchase stage of the consumer decision process is price. Although being important, its significance essentially arises when the customer is evaluating two products with the same perceived quality. Currently, there are no private label products in the frozen yoghurt category. Taking this in consideration, we believe that we can manage to control the private labels' threat of entering the market, as long as Yolado excels on its price-quality ratio offering.

Having its peak during Summer, both frozen yoghurt and ice-cream markets are becoming less seasonal. Nowadays, these products' consumption is not restrained only to the Summer months, since people are increasingly consuming this type of products all year long, especially because of the proliferation of take-home ice creams in the modern trade channel. This way, we expect Yolado to also follow this trend, as the take-home frozen yoghurts are starting to be developed.

SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
- Positive brand image leveraged by market leadership in yoghurt category - National milk suppliers - Innovation-driven company	- Brand often associated with yoghurts, which can prevent people who do not like yoghurt of trying products produced with it

- Capacity of launching “local successful products” into new markets - Know-how regarding new product launch: experienced on what might work or not	- Brand image can be based on quality but not necessarily on the company mission (health issue) - Decreasing presence on Proximity channel (HORECA and Traditional Grocery Stores)
<u>Opportunities</u> - Rising demand for healthier products - Possibility to diversify product portfolio with the launch of Yolado (new category: frozen yoghurt) - Provide customers with other products beside yoghurt which can be consumed at different occasions - Communicate the mission of the company to consumers by launching healthier products as an alternative to the existing ones in the market	<u>Threats</u> - Economy private labels can harm market share in the future: they are lower priced and can easily imitate a recently launched product - Consumers’ perception usually associating healthier products with bad taste

Competition

As mentioned before, our main competitors comprise (i) ice-creams (ii) frozen yoghurts. Regarding the first, the major player in the industry is Unilever, which has succeeded on selling products under the brand Olá and Carte D’Or. By offering a wide range of products directed to a plurality of segments and encompassing every type of sub-division within the category, they were capable to achieve market leadership. Nonetheless, they possess enough resources to maintain their status over the next years. There are also premium players such as Ben&Jerry’s and Haagen-Dazs, offering products which are considered to be of superior quality, since they typically possess higher levels of saturated fat in comparison with others within the category. Hence, they are usually perceived as providing higher levels of satisfaction and pleasure. There are also two other relevant players with whom we should

concern: Pecatto, which is an artisanal ice-cream brand usually linked with tradition and natural ingredients; and the soy-bean based ice-creams from Somosierra, which focus on delivering more nutritious products than the others aforementioned. Although offering more nutritional benefits than others, Somosierra ice-creams are perceived as delivering less pleasure and satisfaction than others, since it is a soy-bean based product.

Concerning the frozen yoghurt category, our main competitor is Unilever. The brand as very recently launched Yogoo, being the first brand of frozen yoghurt to be sold in the Modern Trade channel.

Keys to Success

As Yolado is intended to be launched in the frozen dessert market, the product quality is a key issue. By fostering a good relationship with our suppliers and putting a considerable amount of effort on both innovation and quality control, we ensure the quality of our products thus properly satisfying the needs of our customers. Nevertheless, having a factory which produces 75% of our products sold in Portugal also allows us to achieve superior quality control standards.

Moreover, in order to be successful, Yolado's launch must be leveraged by our strong brand image, as it is a crucial aspect in the frozen desserts industry. This element is an important source of competitive advantage as people will more easily rely on a product from a brand which they can recognize and establish positive associations rather than unknown brands. Since we are venturing into a new category, a brand extension is crucial for Danone to succeed in the frozen dessert industry.

Another key success factor is distribution. Customers tend to value the simple fact that they can acquire a product of this category within the minimum distance possible, which translates the importance of availability and convenience. They are not willing to put a lot of effort on traveling considerable distances to acquire a low-involvement product such as a frozen dessert. This way, the distribution process has to be highly effective in order to succeed on satisfying consumers' needs in a promptly and appropriately manner.

Critical Issues

Regarding the critical issues which can hinder our success, the major aspect to address is the growth of private labels in terms of total market share. Although we have a considerable bargaining power with our main distributors on the Modern Trade channel, the private labels entry in this market can be harmful as it may diminish the available shelf space to place our products or lead to a listing fees' increase⁴.

Another issue is the fact that there may be a perception on consumers' minds linking healthier products and bad taste. Thus, we have to counter this aspect by communicating Yolado's satisfaction, pleasure and taste proposition.

Channels

In the frozen yoghurt industry, there are two main distribution channels aimed to add value and deliver the product to the end-user: Impulse and Modern Trade.

Impulse comprehends essentially restaurants and frozen yoghurt shops. This type of channel is widely used by several companies commercializing frozen yoghurt and is usually associated with immediate consumption.

Another alternative is to use Modern Trade, by using the major retailers and hard-discounters to deliver the product to final consumers. This channel is extremely important as it provides the opportunity to achieve a wide coverage rate and boost product availability, which is an essential factor for convenience goods. The high number of customers per store is another important aspect of this channel. Finally, this channel also enables the centralization of the logistics operation in a small number of clients, meaning that by distributing products to a specific network of retailers the manufacturer can take advantage of their capacity to widely deliver the product to the end-users.

At Danone we currently operate with two main channels which are Modern Trade and Proximity. The first one comprises the major retailers whereas the latter comprises both HORECA and Traditional Grocery Stores. Modern Trade has been increasing its significance in overall sales with a growth of approximately 8% in the last four years, representing almost 80% of the total sales volume. Sales regarding the Proximity distribution channel have been losing ground at an inverse rate of Modern Trade's, having experienced a decline of about 8% in the last four years. Nowadays, Proximity accounts for nearly 20% of our total sales volume,

being that 30% result from HORECA and 70% from Traditional Grocery Stores (**Attachment 3 and 4**). For the Modern Trade channel, Danone currently has a weighted distribution of 90%, meaning that the retailers that actually commercialize our products represent this percentage of the total yoghurt category sales. Moreover, we currently have an approximate value of 95% in numerical distribution for this channel, which means that this percentage of retailers sells our products⁵. On the other hand, we have 70% of weighted distribution and 50% of numerical distribution in the Proximity channel.

The Modern Trade channel growth has been slightly increasing, with a small growth of the number of active retail stores. Nevertheless, the retailing industry is becoming more concentrated in a limited number of players. Currently, there are in total approximately 1300 outlets in this channel. Concerning the Proximity channel, the number of traditional grocery stores has been significantly decreasing, contributing for this channel's profitability decline and hindering possibilities of achieving a sustained expansion and growth by using it.

Macroeconomy

Portugal has roughly 10.562.178 inhabitants⁶. The regions with a higher population density are the metropolitan areas of Lisbon and Porto. Our target group comprehends men and women above 25 years old, corresponding to 74% of total population⁷. As the longevity index is increasing, the prospects are that the range of people within our target group will actually grow over time. Moreover, the superior education levels of the country may contribute for Yolado's success. More educated people usually tend to seek for more information before making a decision or buying a product and normally nurture their well-being, self-image and monitor their health condition more carefully.

The majority of household's disposable income is spent on food products and non-alcoholic beverages, currently representing around 17% of total household consumption⁸. Although disposable income has been decreasing lately due to the austerity measures resulting from the Euro Zone economic crisis, we expect that the proportion spent in the aforementioned category remains intact. Nevertheless, we should give special attention to the fact that if Portugal continues experiencing a recession period, consumers will have less money to spend as time advances.

Technologically speaking, the key trends include the ongoing global penetration of smartphones, smaller computers, digital media and the incorporation of electronic capabilities

into a wider range of products⁹. These cutting-edge innovations may influence our marketing mix, fundamentally when building our integrated marketing communications strategy. Further, as an innovative-driven company, our technological improvement on the production of Yolado is definitely a strength. Our pioneering and innovative method to produce Yolado created an exclusive kind of frozen yoghurt.

Regarding the social-cultural environment, we face the challenge of overcoming the barrier that our society currently has regarding products offering a healthier alternative. Usually, consumers associate this type of products to bad taste. This is a popular belief which can represent a threat for Yolado's success.

On the political and legal spectrum, we might face changes on certain regulations affecting national milk producers, thus affecting our company. If milk producers start having troubles on achieving its standards of quality due to restrictions, regulations or taxes imposed by European directives or by the government itself, we may experience difficulties on assuring our quality specifications as well. Furthermore, the austerity measures have led VAT to increase over the last few years, reaching a value of 23% in a variety of products, except for essential goods. Hence, the VAT for yoghurts is still at the reduced rate of 6% whereas for a frozen yoghurt it will be at the current standard rate of 23%, having an impact in net sales revenues.

Marketing Strategy

Mission

Danone is highly focused on improving Portuguese families' health and nutrition. The Yoghurt's discovery will lead our consumers to experience an immense range of consumption possibilities that this product has to offer and, ultimately, live a better a more pleasurable life. With the launch of Yolado, Danone embraces an innovative adventure in a new product category, giving the first steps on providing a wider range of yoghurt-based healthy products. It truly is a turning point in Danone's history, aiming to achieve our vision of being a national healthy food reference to all the Portuguese families. By combining the pleasure of eating an ice-cream and the nutritive benefits of yoghurt, Yolado provides its consumers with a unique experience of flavor and delight.

Marketing and Financial Objectives

The purpose of this marketing plan is to support the launch of our newest product, Yolado, in June of 2013. We want consumers to associate the product with our mission and perceive Yolado as the top of mind take-home product in the frozen dessert category in terms of trade-off between taste and health. Furthermore, we want to launch Yolado in order to not only expand our customer base but also increase the number of sales per current customer. In quantitative terms, we aim to achieve a net sales value of 1.816.000 € in 2014, 3.814.000 € in 2015 and 5.562.000 € in 2016 with the commercialization of Yolado. Moreover, we expect to achieve a market share of 20% after the first year of Yolado's launch, further reaching share levels of 30% and 35% in 2015 and 2016, respectively.

Segmentation and Targeting

Segmentation involves dividing the market of potential customers into homogeneous subgroups¹⁰, providing us with a solid support to build a concise market strategy. To fulfill this goal, we will apply a usage-based segmentation approach.

The prime target group of Yolado will entail new category users (NCUs). Our intention is to encourage individuals who do not consume products in the frozen yoghurt category, to try and continuously purchase Yolado. In terms of marketing effort, it is important to emphasize the healthier characteristics of Yolado, such as: (i) having a low level of calories (about 100kcal per 125ml) and (ii) being made with yoghurt which helps to improve the overall quality of diet and increases the chances of achieving optimal nutritional recommendations¹¹. Thus, non-category users who are hindered to consume products with similar benefits such as ice-creams due to health issues will be less skeptical on acquiring a frozen yoghurt such as Yolado which represents an equally pleasurable and healthier alternative. From the NCU group, the consumers who associate Danone with superior quality products and have a positive attitude towards the brand will be more prone to try Yolado at the launch phase. As its flavor is mainly based on yoghurt, together with natural ingredients such as fruit, it will deliver our yoghurt category current customers a sensation of taste and desire which they will naturally enjoy.

Competitors' customers will be addressed subsequently. Hence, the objective is to gather new users for the brand Danone in the frozen desserts category, namely those who are dissatisfied or have problems finding a product with a value proposition matching their specific needs,

within the frozen dessert category. By having a low level of calories comparing to other products in the same category, Yolado will target people who enjoy eating frozen desserts but are not totally satisfied with the current offerings in terms of its nutritive attributes. This is applicable not only to consumers who currently purchase the Olá's frozen yoghurt Yogoo but also to the ones buying ice-cream brands competing directly with Yolado, according to the competitive environment previously delineated.

After patterns of usage's analysis, it is important to understand who is engaging in what behavior and why¹². Thus, Yolado will be directed to urban people above 25 years old, concerned with the health and nutrition benefits of the products they buy and following a healthy lifestyle, that purchase frozen desserts with the purpose of own consumption and self-fulfillment.

Positioning

After segmentation and targeting, the next stage on the process is to delineate the positioning of Yolado. A brand is positioned by relating it to competitive offerings and to customers' goals and lives¹³. Thus, if the positioning is plainly perceived, consumers will store a cluster of associations and feelings regarding the brand, allowing them to unmistakably distinguish it from its competitors, recognizing the brand as being exclusive and offering a unique value proposition.

The first step to build a robust positioning is to relate our brand, Yolado, with its competitors. Hence, we shall start by outlining a frame of reference so that, if consumers know the category, link the brand to it and quickly bring to mind the goal that is achieved by brand use¹⁴. Inside the Frozen Dessert category, we can identify two sub-categories according to the occasion of consumption: Snacking and After-Meal. Subsequently, both are divided in Dairy Ice-Cream (Premium, Artisanal and Regular) and Frozen Yoghurt. Yolado resides in the After-Meal Frozen Yoghurt category (**Attachment 5**).

Moreover, the next step is to define the points-of-difference, which comprise the features or benefits that distinguish the brand from competitors in the same category and that are valued by consumers¹⁵. Yolado will then provide the benefit of offering a healthier solution on its category, with the reasons to believe of having only about 100kcal per 125ml due to the fact that it is essentially made of yoghurt and is totally free of artificial coloring and preservatives.

Furthermore, Danone assures that after being removed from the freezer it has a consistent texture, identical to a traditional ice-cream's. In comparison with its main competitors, Yolado attains the best possible compromise between health and pleasure, offering all the health of the yoghurt and the pleasure of the ice-cream (**Attachment 6**). The concept of pleasure comprehends the level of satisfaction usually associated to the consumption of this type of product. On the other hand, health comprises the benefits provided by specific components (yoghurt-related bacteria, in the case of Yolado) and the product's characteristics in terms of saturated fat, dietary fiber, calcium and calorie level.

Ultimately, in order to have a support for the marketing-mix decisions, it is important to summarize the key aspects of the marketing strategy in a positioning statement for Yolado, which translates into the following: "To women and men who appreciate a healthy lifestyle, Yolado is a frozen yoghurt that offers the perfect combination between the health properties of a genuine yoghurt and the pleasure of an ice-cream. We ensure this by relying on Danone's renowned expertise in the production of yoghurt and the product's unique formula, with a low calorie level (at least 15% less than the traditional ice cream) and no artificial coloring or preservatives."

Marketing Mix

Product

In order to build a consistent product strategy, it is crucial to address both physical and immaterial characteristics of our product. As mentioned before, Yolado falls in the sub-category of frozen yoghurts, which are made using the bacteria cultures *streptococcus thermophilus* or *lactobacillus bulgaricus* and provide the same health benefits than conventional refrigerated yoghurts¹⁶. As the name suggests, after the yoghurt is produced, it is then submitted to a freezing process which results in an ice-cream alike product with a slightly softer texture.

After a ten million euros investment and two years of tireless effort, we developed an innovative formula and new production methods that ultimately granted Yolado a very unique and exclusive characteristic: although it is sold on the distribution channels as a refrigerated product (much like any other yoghurt), it is the consumer itself that completes the freezing

process, at its own home freezer. Thus, with this final procedure, Yolado takes the ultimate step in becoming a frozen product: the only state in which it can be truthfully tasted.

Yolado does not have any type of artificial coloring or preservatives and contains only natural ingredients such as milk, probiotics and fruit. Therefore, the nutritious benefits of Yolado are exactly the same as regular refrigerated yoghurts, preserving a low calorie level of about 100kcal per 125ml due to its low fat composition.

The taste of Yolado will bring to mind the freshness and juiciness of the natural fruits and ingredients used in the composition of each variety of the product, as well as resemble the essence of our quality yoghurts. We divided Yolado's flavor portfolio in three main groups, in light of the segmentation, targeting and positioning previously described:

1. Natural yoghurt. This is the flavor specially offered for our current yoghurt category consumers, made for true yoghurt lovers. Since they are already familiarized with this taste, their adoption of Yolado will be significantly easier. Moreover, this is also the flavor for consumers who enjoy adding any kind of toppings to their Yolado (e.g. fruits, almonds, etc).
2. Standard flavors. In order to enhance Yolado's acceptance by our competitors' consumers in the frozen desserts category, we will also offer a group of flavors that are typically appreciated by the consumers of these products, and are generally available in the majority of the distribution channels. After carefully observing our competitors' offerings and the flavors that made up for Yolado's success in Spain, we decided to offer: strawberry; lemon; straciatella; and red fruits.
3. New flavors. In the communications strategy for Yolado, we will develop a contest through which consumers can share with us their favorite flavors. Afterwards, we will choose the most common ones and integrate them in our own portfolio. These flavors can actually be a good way for us to reach the non-category users that currently do not consume frozen desserts due to their inability to find a flavor that matches their specific preferences.

Yolado's packaging will follow the conclusions drawn from our marketing research, and the consumption occasions that we found relevant for our product. For consumers who enjoy tasting Yolado with their friends or family after a meal, we will offer the 500ml package. On the other hand, for consumers that prefer to consume Yolado by themselves, in a more individual type of consumption (e.g. on leisure moments, watching TV), we will offer

4x125ml recipients. Yolado brand will be labeled in capital letters on the front of the package, together with a small logo relating it to Danone. Additionally, it will have the number of calories highlighted on the front and its nutritional composition and instructions regarding the method of preparation and consumption in the counter-label (**Attachment 9**).

It is important to build a strong brand since it encourages customer loyalty and boosts customer lifetime value¹⁷. Thus, brand architecture must be defined as it will have implications not only on the brand's strength but also on the overall functioning of the company. Yolado will be endorsed by the master brand Danone. Thus, an endorsement by the corporate brand Danone will provide credibility and substance to Yolado¹⁸. Since Yolado is meant to be our flagship product in the frozen dessert category, a strong endorsement will leverage the perception of its positioning in consumers' minds. As Danone has a well-defined identity and favorable brand image, they will be more eager to purchase Yolado if it follows the same spirit. Although having a very own personality, the brand Yolado will reflect Danone's core value of focusing on delivering healthy food products. This way, consumers will be more confident on trusting Yolado as they perceive a common purpose between the master and endorsing brands, recognizing their shared values.

Brands must have character, its own beliefs and as a result help consumers in their lives and also in discovering their own identity¹⁹. Hence, Yolado's brand identity prism will aid us on the comprehension of the brands' different dimensions (**Attachment 10**). The first aspect to have in consideration is that Yolado is a tasteful frozen yoghurt with a low level of calories and no artificial coloring or preservatives, with a white packaging resembling the natural yoghurt's color. Having its own personality, Yolado is health-conscious, dynamic and self-confident brand, supported on the values of proximity, openness, innovation and commitment. The relationship with its customers is based on pleasure, joy and well-being. Yolado is a brand specially designed for people from 25 to 40 years old who care about their health, but still crave for their indulgence moments. Moreover, Yolado's consumers portray themselves as taking good self-care and feeling confident and fulfilled.

Price

An effective pricing strategy is crucial to ensure long-term objectives are met and profitability is achieved. It is important to integrate both financial and marketing dimensions when making pricing decisions, as they often complement each other. Thus, we will use a profit-driven

pricing approach which facilitates the making of profitable trade-offs between higher margins and higher sales²⁰.

Price can seriously influence the consumer's choice at the moment of purchase, since Yolado is inside a low-involvement category. Consumer's perception about the fairness of Yolado's price must be clear, otherwise they will be hindered from trying the product because they may find it to be either too expensive (price set above its willingness-to-pay) or, in contrast, to have an excessively low price (possibly identifying it as a low-quality product). Perceived fairness is one of the most powerful factors driving price sensitivity²¹. Therefore, we will apply a neutral marketing strategy for Yolado rather than a skimming or penetration ones. By doing so, we can communicate more efficiently our price's fairness in terms of real perceived value whereas in the other two alternatives we would take more risks regarding consumers' misperception of Yolado.

The less experience a customer has in a market or the more innovative a product's benefits, as in the case of Yolado, the more likely it is that the customer will not recognize nor fully appreciate the value of a product²². In consequence, value communication is crucial in order to increase consumers' willingness-to-pay and capture additional value through price, hence increasing Yolado's profitability.

After a deep analysis of our competitors' prices, we started to develop Yolado's target price. According to our quantitative research results, the majority of consumers is willing to pay around 2,99€ for Yolado. Following this, we will set a list price of 2,10€ for 2013 and an associated in-vvoice discount of 10%. Afterwards, there can be the negotiation of trade contracts in which additional off-voice discounts can be granted. These discounts are usually associated with special displays, listing fees and promotional activities and will have a maximum value of 20% and 25% of the invoice price during regular and promotional periods, respectively. Moreover, the pocket price will be 1,51€ for regular periods and 1,42€ for promotional ones. Lastly, our final price recommendation for Yolado is 2,99€, which will be applied to both packaging offerings (500ml and 4x125ml) (**Attachment 11**).

Distribution

Distribution plays an essential role on the marketing mix, as it is the tool which allows the product to reach end-consumers. Accordingly, distribution channels are the routes to market

used to sell every product and service that consumers and business buyers purchase²³. These channels comprise a diversity of members such as producers, wholesalers and retailers who establish interdependent relationships between them.

The set of marketing flows inherent to these relationships must be carefully managed in a cost-effective manner in order to prevent possible gaps on either supply or demand sides. Additionally, the intermediaries on the channel will contribute for the creation of value delivered to the end-consumer. These value-added services created by channel members and consumed by end-users along with the product purchased are called service outputs, which may include bulk-breaking, spatial convenience, waiting and delivery time, assortment and variety, customer service and information provision²⁴. If both price and physical attributes are alike, consumers will then prefer the product which best satisfies their service output requirements. Therefore, the channel members will attempt to deliver those which are more relevant for the end-users at the lowest cost possible.

The channel structure must be designed according to our target's demand level in terms of service output. We target men and women, who follow a healthy lifestyle and enjoy having their self-indulging moments. As frozen yoghurts are usually consumed in a short-time period, Yolado's end-users highly value the service output of bulk breaking, since they desire to purchase only a small amount of the product. Thus, it is important to guarantee that the marketing channel allows users to buy in small lot sizes, reducing the need for the end-user to carry unnecessary inventory²⁵.

Our target ranks spatial convenience high, since they give special consideration to reduced transportation requirements and search costs. In fact, as concluded in our marketing research, if consumers have trouble finding their favorite ice-cream or frozen yoghurt, they promptly pick another brand and are not willing to search somewhere else for the desired brand **(Attachment 7)**. As Yolado is a convenience good, it is crucial to ensure that consumers spend little effort on obtaining it²⁶.

Moreover, a reduced waiting and delivery time is also highly valued by our end-users, as they expect to collect Yolado, as a convenience good, to be immediately delivered at the moment of purchase, being extremely adverse to stock-outs.

Our consumers typically value not only the fact of having a wide array of products to choose from but also the possibility to pick from multiple alternatives in each product category.

Hence, they put a high value on both breadth of variety and depth of product assortment, especially in the Modern Trade channel. This is especially true for convenience goods such as Yolado, which are sold mainly on retailers.

Our consumers have a low level of demand regarding customer service and information provision. As a matter of fact, they seldom require any employee's help in finding the product's location on the stores' aisles or more detailed information about the product specificities.

Aside the service output's demand, it is important to analyze the marketing flows between each of the channel members which will allow the desired level of service output to be met. Each of these vital flows has associated costs that should be minimized. The outward flows comprehend physical possession, ownership and promotion whereas inward flows comprise payment and ordering. Additionally, negotiation, financing, risking and information are two-way flows. In order to build an efficient distribution channel, it is crucial to ensure that its members can achieve the best trade-off between meeting target's demands for service outputs and performing the necessary channel flows that produce those service outputs at minimum cost.

As Yolado is a frozen yoghurt directed to mass market consumption, it will be present in most of the national supermarkets and hypermarkets and in the HORECA channel as well. After being produced at Danone's facilities in Castelo Branco, Yolado will then pass through a series of stages, managed by third-party companies, until it reaches the end-user. First, Yolado proceeds to Salvensen's distribution facilities, in order to be kept until it is allocated either to Modern Trade (retailers) or to Proximity, in which a local distribution center will make the between HORECA and Traditional Groceries and Small Retailers. After being allocated to each the aforementioned, Yolado will be at end-user's disposal for purchase and consumption, as illustrated through Yolado's value chain (**Attachment 12**).

To design our distribution channel structure, we have to define who are the members of each channel, their exact identity and, ultimately, decide on distribution's intensity.

For distributing Yolado, we will use our two current channels: Modern Trade and Proximity. The Modern Trade channel has the main function of delivering Yolado to the end-consumers through the main national retailers, whereas Proximity has the function of delivering it to

consumers in both HORECA and Traditional Grocery Stores, through a local distribution center.

Besides our partner distributor Salvensen, the Modern Trade channel includes the major national retailers such as Jerónimo Martins, Sonae and Intermarché. In the case of the Proximity channel, additionally to Salvensen and third-party local distribution centers, it encompasses both HORECA and Traditional Grocery Stores.

As a convenience good, Yolado requires an intensive distribution strategy, meaning that it must be widely present at the retail level. By nurturing carefully the relationships with our channel members and due to our brand's strength resulting from our success in the yoghurt category, we ensure that we are able to have Yolado widespread across the channels we currently use to distribute our products and avoid incurring the risk of some channel members dropping our brand²⁶. For Yolado, the target is to achieve values of 80% for weighted distribution and 85% for numerical in the Modern Trade channel and 60% for weighted distribution and 20% for numerical in Proximity.

Promotion

After defining Yolado's brand identity and characteristics, its price and how it will be delivered to end-users, it is critical to devise an effective integrated marketing communications strategy, fostering consumer engagement and the creating positive brand equity. Advertising and communications will function as specialized means of informing prospective customers about Yolado, persuading them to buy it²⁷.

With the marketing objectives previously outlined, the second stage of the process consists on the target audience selection and action objectives definition²⁸. Our primary target audience will be men and women between 25 and 40, caring about their health and shape, living in urban areas and who are new category users (NCUs). Since Yolado will be tasty and healthier than most of its competitors, NCUs who were reluctant on buying this type of products due to health concerns will be more prone to do so. Finally, our action objectives are category trial and brand trial.

Communication effects are relatively enduring mental associations, connected to the brand, in the prospective buyer's mind, that are necessary to create the brand's position and predispose action²⁹. We intend to launch a new product in a category in which consumers do not hold

any associations with the Yolado brand. Taking this into consideration, we elected the universal communication objectives of brand awareness and brand attitude for our plan, together with the specific objective of brand purchase intention.

Brand awareness is defined in terms of brand recall and brand recognition. For Yolado, the latter acquires extremely importance as consumers will be more prone to purchase the new brand of tasty and healthier frozen yoghurt after noticing it on the shelf. In this sense, through our communication stimuli, we want consumers to recognize the product's packaging while looking for it in the supermarket's freezers, after hearing about the brand through word of mouth, viewing a TV ad or being exposed to any other of the elements of our communication campaign. A similar rationale can also be applied in the HORECA channel.

The second communication objective will be to create brand attitude for Yolado, as consumers are unaware of our brand and have no prior attitude³⁰. Yolado is a low-involvement transformational product and the main purchase motivation is sensory gratification, as consumers seek satisfaction and fulfillment with its consumption.

Finally, our third communication objective is purchase intention, which will be driven by the favorable brand attitude of Yolado, as consumers perceive the brand is able to easily meet their current motivations. Furthermore, a soft-sell approach shall be applied in advertising since purchase intention will rapidly upshoot as soon as brand attitude increases beyond a “moderately favorable” threshold level³¹.

From the different available communication tools (promotion, advertising, public relations and personal selling), we decided to integrate both promotion and advertising in our plan. We use both to comply with our brand attitude and awareness objectives, whereas for the brand purchase intention objective we will specifically use promotion, as it usually makes its stronger contribution to this communication effect³².

Regarding our promotion activities, as Yolado is intended to be sold through retailers, trade promotions such as off-invoice discounts, returns agreements and listing fees will be used, accompanied by in-store sampling (consumer trial promotion) directed at the end-consumers³⁵. Moreover, a “guerrilla marketing” activity will be held to support Yolado's launch and we will also develop some partnerships with selected beach bars. Concerning advertising, TV ads and outdoors will be used for this campaign.

The creative idea behind Yolado's communication campaign must be an attention-getting and catalytically relevant representation of the brand positioning and detailed enough to be executed and tested³³. Thus, we designed a creative brief to aid the advertising agency on the execution for TV ads and outdoors³⁴ (**Attachment 13**).

Our integrated communications plan is scheduled according to our communication and overall marketing objectives and is intended to last for a three-year period, from June 2013 to June 2016 (**Attachment 14**).

First, during June of 2013, we will focus on trade trial promotions directed to our distributors in order to guarantee that Yolado will be widely available at its official launch date. As the main factor motivating distributors is their reseller profit margin, we will apply an off-invoice discount of 8% and a returns trial promotion³⁵.

The first major campaign targeting our consumers that we will launch is called "*Derretidos com o Yolado*". It will start at the first half of July 2013 with a guerrilla marketing action at some selected beaches, in which we will dress a group of male and female promoters as "Baywatch" tv-series lifeguards but with a small but decisive difference: they will wear blue uniforms, differentiating them from the real red-vest lifeguards that currently guard our beaches. At this first stage, their floats do not carry any products.

By July's second half, in the second stage, lifeguards' floats will be transformed into isothermal bags and will actually carry Yolado samples to offer the target audience seated in the sand. The lifeguard vests, as well as their floats, will begin to show the Yolado brand logo. The official launch of the Yolado brand will be materialized through a sunset flashmob at the most crowded beach, and we will offer surprise prizes to the people that go along with our promoters.

Concerning media, we will essentially use TV, outdoors and social networks. TV ads will be on air for about two weeks and should be able to communicate the unique positive emotional associations linked with Yolado. Visual content is crucial to achieve our brand attitude objective, as Yolado is a low-involvement transformational product, with the fundamental purchase and usage motive of sensory gratification. Subsequently, the TV ad must not only follow a "soft-sell" approach but also clearly show the brand and relate it to the category need. As for the outdoors, we will post teasing outdoors with the questions "Iogurte ou Gelado?" without revealing further details about the product or the brand at the first stage of

the campaign. Later, the outdoors will change and begin to show the Yolado packaging involved in potential consumption occasions.

With the Internet reach rate growing exponentially, digital marketing is a powerful tool which can leverage our communications strategy success. A Twitter account and an official Facebook page will be created with the purpose of interacting with consumers and also to provide them with useful information and curiosities about Yolado. These two pages will be more than a platform of information sharing, as their main goal is actually to create interaction and improve the relationship between consumers and the brand itself, following our values of Proximity and Openness. Further, we will defy our target audience to create and share their own-made Yolado song. The winning band/singer will gain a trip to an exotic beach resort destination.

After the target audience gets acquainted with our brand, we will begin to develop a consumer trial promotion consisting in offering free samples at different points of sale scattered nationwide. Sampling will successfully produce trial among other-brand loyal as well³⁶.

With the main intention of engaging consumers, we will roll out an online contest starting January 2014 in which each person can choose a new flavor for Yolado to be implemented in a near future. By doing so, consumers will feel that they are taking part in the creation of something really new and, even more important than that: something that effectively matches their own particular preferences. This contest will work on our Facebook page in a poll format, so people can easily vote and register their own suggestions to be evaluated by other consumers.

We will provide advertising support for retailers almost since the launch moment (August 2013). The in-store display will firstly consist in placing Yolado at isles or end-of-aisle shelves, depending on the negotiation process with each retailer. This way, consumers will more easily identify Yolado thus leveraging the brand recognition communication objective. We will deliver decorations and other material to retailers in order to enhance Yolado shelves' visual attractiveness, gathering consumer's attention and facilitating brand recognition as well. Moreover, we will pay listing fees during Yolado's launch so that our distributors receive the appropriate incentives for slotting our new product.

Yolado communication campaign will not stop at its first year. By 2014, we want a stronger and even more dynamic Yolado brand. Constantly looking for new ways to engage with

consumers, we will establish a partnership with several beach bars, that will be the ambassadors of Yolado at the summer time. At those places, and besides sampling actions of the new flavors launched in the Spring / Summer of 2014, 2015 and 2016, we will organize contests and distribute premiums to reinforce our commitment with the consumers' expectations. People that participate and win these contests can get premiums such as Yolado-customized take-out freezers to carry their favorite frozen yoghurt to the beach, sunshades to protect it from the solar rays and heat and plastic chairs to enjoy Yolado in the most comfortable position. Finally, we will also use price-offs and TV ads in order to induce further consumption and keep the brand Yolado vivid in consumers' minds.

Market Research

We started by conducting a qualitative research based essentially in semi-structured in-depth interviews to twenty individuals. This allowed us to acquire some important insights about consumers' motivations (**Attachment 7**).

As it is a sound principle of marketing research to view qualitative and quantitative research as complementary and in order to quantify the data and generalize the results from a given sample to the population of interest, we proceeded with a quantitative research³⁷. We used a survey with structured questions (multi-choice, noncomparative scales - Likert scale and comparative scales - rank order) which was successfully made to one hundred and one individuals (**Attachment 8**).

Nonetheless, our market research had some limitations in terms of time and available resources. Due to the short-time period for the marketing plan development and scarcity of proper resources for conducting deeper research, I was unable to design a more reliable research and to develop a more accurate research analysis. The lack of experience on marketing research techniques also hindered me from developing a superior marketing research and proceeding to further analysis.

Financials

Supporting the implementation of this marketing plan, we devised a three-year financial plan (**Attachment 16**). This analysis is crucial to ensure the financial viability of our marketing

plan and guarantee our capability to accomplish with our previously defined marketing and financial objectives. Following the European average, we estimated a market growth of around 2% and 3% for each of the next three years. By 2016, we expect the frozen yoghurt market to have a total size of 13 million euros. We predict that Yolado grows at the same rate as the overall frozen yoghurt market and we defined an objective of achieving 20% of market share a year after launch and 30% and 35% in the next two years of our plan, respectively. We predicted a cannibalization of 2% in push brands and 1% in reinvent brands. The cost of goods sold (COGS) will be 28% of sales, and the net present value of the plan is 3.996.307€.

Implementation and Controls

To conclude our marketing plan, we will devise the implementation scheduling for our actions, define metrics to evaluate their performance and delineate contingency plans for possible deviations regarding our plan's objectives, as a good strategic marketing plan counts for little if it is not implemented properly³⁸. For the first aspect, we carefully developed a three-year schedule organized by month and type of activity to ensure that every activity is conducted at the defined moment (**Attachment 14**).

In order to evaluate if we are moving towards our objectives and goals, the usage of metrics to measure the performance of our activities and their outcomes is essential³⁹. To draw conclusions over the accomplishment of our market share and acquiring of new customers objectives, we shall measure: (i) the value and unit sales divided by industry's total sales each quarter and year; (ii) the percentage and number of new customers acquired per month, quarter and year. Additionally, we shall also measure our net margin quarterly and yearly in order appraise if we are being capable of fulfilling our profitability goals.

We also devised some contingency plans to implement if our original strategy is disrupted by significant and unexpected changes⁴⁰. If consumers misperceive Yolado's value proposition and positioning, more effort will be allocated to communication activities. If Yolado's innovative consumption concept is not properly perceived, TV ads and outdoors shall start addressing more deeply the explanation of Yolado's consumption method and the packaging must be designed to show this explanation in a more attractive, noticeable and understandable manner. In the worst case scenario, if sales are significantly below our projected values after a year-time, Yolado shall be removed from shelves and stop being produced.

Attachments

Attachment 1: Current Product Portfolio



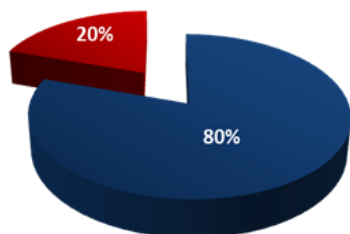
Attachment 2: Nutritional Values Comparison

	<u>Olá Yogoo</u>		<u>Danone Yolado</u>		<u>Haagen-Dazs</u>		<u>Regular Ice-Cream</u>
Calories (kcal)	140,8		98		194,4		146,7
Level of Calcium and Vitamin A	Medium		High		Low		Medium
Total Fat (g)	4,84		3,4		13		7,8
Saturated Fat (g)	2,64		2,3		6		4,8
Carbohydrates (g)	22		12,8		16		17,8
Proteins (g)	2,2		1,9		3		2,6
Dietary Fiber	0		1,7		0		0,5

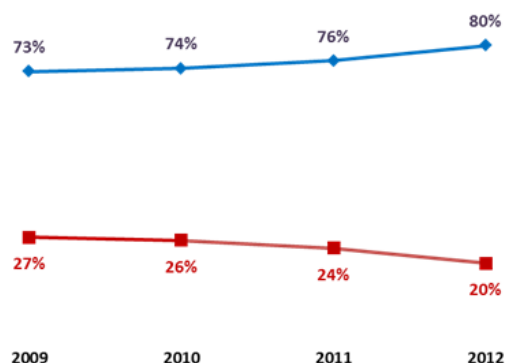
Note: Quantities are measured for a serving (equivalent to 79g) of each product, respectively.

Attachment 3: Sales per channel

Sales *per* Distribution Channel
(% Total Sales)



Evolution *per* Distribution Channel
(% Total Sales)

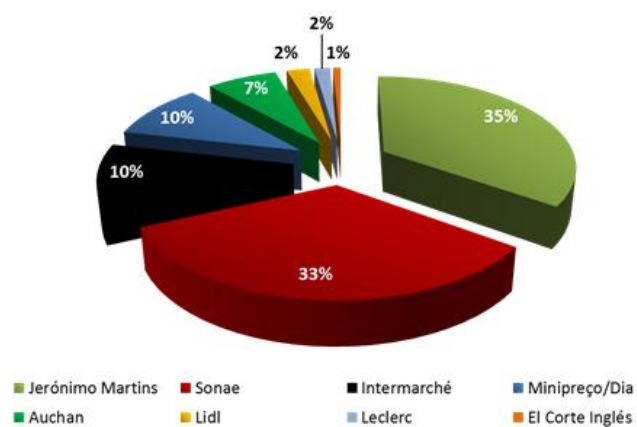


■ PROXIMITY

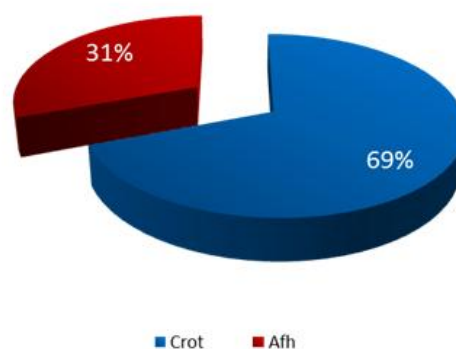
■ MODERN TRADE

Attachment 4: Sales per channel (detailed)

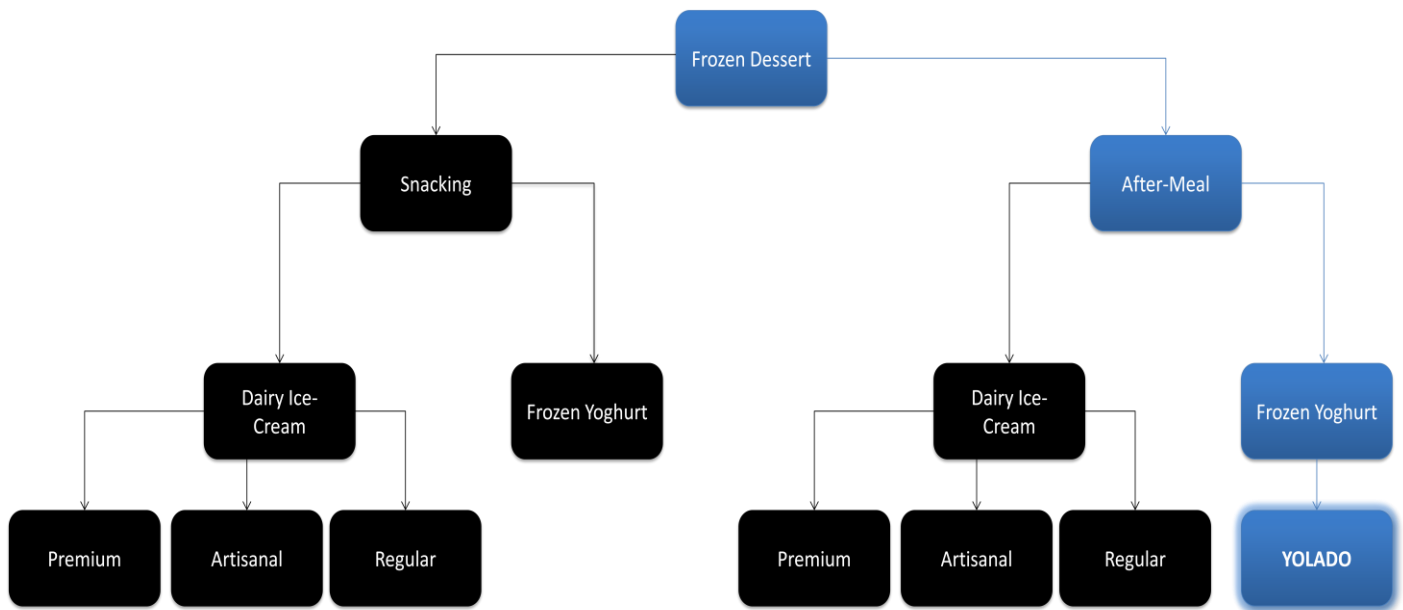
Modern Trade
(% Total Sales)



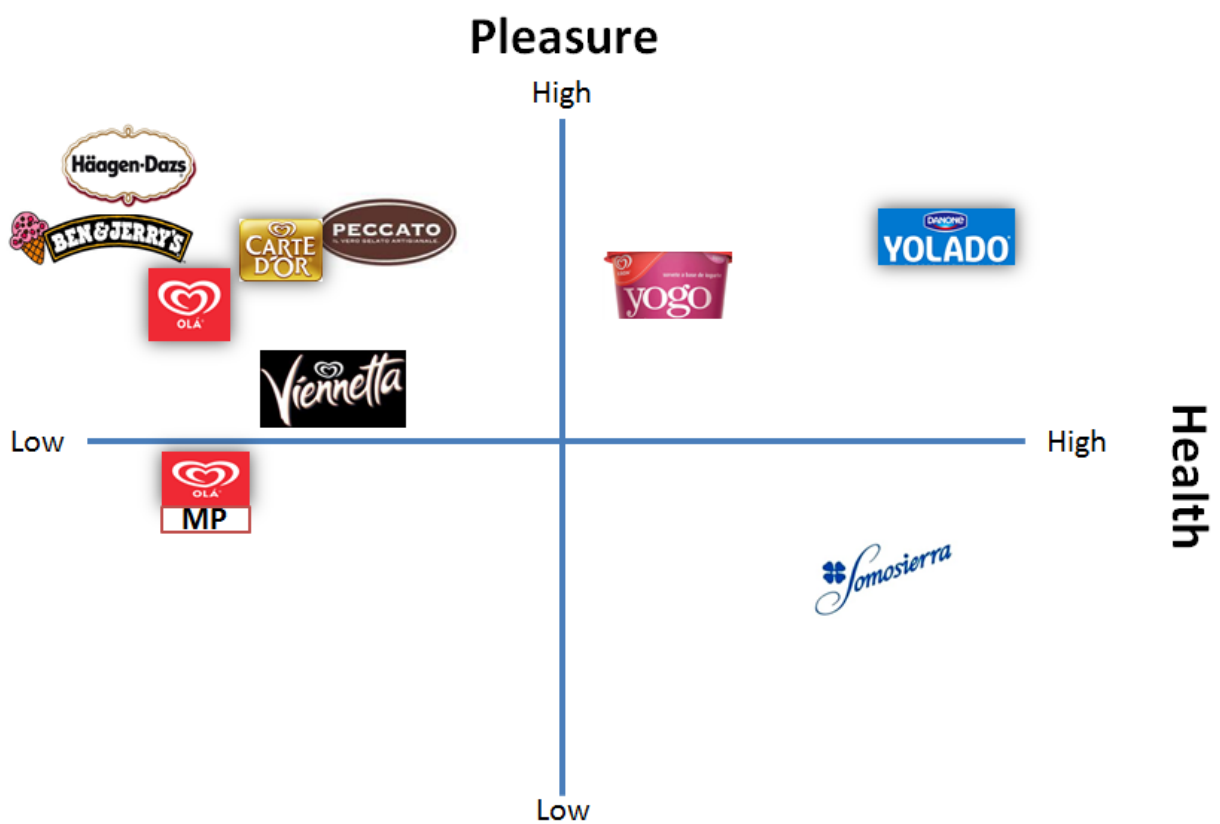
Proximity
(% Total Sales)



Attachment 5: Category Division Hierarchy



Attachment 6: Perceptual Map for After-Meal Frozen Desserts



Attachment 7: Qualitative Research

Metodologia e Universo Entrevistado

Universo

- Entrevistados 20 consumidores de sobremesas congeladas

Filtros

Variáveis Demográficas

- Idade: entre 20 e 55 anos
- Género: 40% Masculino ; 60% Feminino

Perfil de Consumo

- Consumiram pelo menos uma vez uma sobremesa congelada nos últimos três meses
- Todos os entrevistados referem os gelados nas suas preferências por tipo de sobremesa congelada

1 2

Tópico 1: Ocasões de Consumo

Pontos Comuns

Quando:

- Durante todo o ano

Com quem:

- Sozinho
- Com família ou amigos

Onde:

- Em casa
- Fora de casa

"Eu como gelados tanto no Inverno como no Verão" (E14, M)

"Em família, em plena conversa e convívio, é uma partilha que se faz entre todos." (E2, M)

"Com os amigos é mais no Verão, no Inverno é mais sozinho" (E5, F)

"Consumo tanto em casa como na rua" (E3, F)

"No verão é fora de casa, mas no inverno é muito mais em casa." (E10, M)

"Consumo em qualquer altura, com amigos e sozinho" (E19, M)

"Eu gosto imenso, estou sempre a comer gelados ,para mim come-se todo o ano!" (E8, F)

Tópico 2: Função das Sobremesas Congeladas

Pontos Comuns

Como sobremesa

"Tenho o hábito de comer estas sobremesas por cima da refeição já há muito tempo" (E4, M)

"Sabem bem depois do jantar e ao lanche" (E7, F)

Momentos de lazer (em casa)

"Queres dar um jantar ou assim e não tens muito tempo, se calhar é a melhor opção para sobremesa." (E10, M)

"...mais em casa a ver um filme ou após uma refeição." (E20, F)

Momentos de lazer (fora de casa)

"Entre amigos, é quase uma celebração do fim da refeição!" (E1, F)

"Quando como fora em convívio com os amigos" (E5, F)

Refrescar

"Se vou ao cinema ao Domingo à tarde, gosto sempre de ir comer um geladito!" (E18, F)

"Como em casa a ver televisão" (E11, F)

"... é agradável para refrescar quando está calor." (E7, F)

3 4

Tópico 3: Associações às Sobremesas Congeladas

Conotação Positiva

Frescura

"Imagino um ambiente de partilha, camaradagem, família e convívio" (E2, M)

Sabor (Doçura)

"Satisfação e alegria quando estou com os amigos, e quando apetece uma coisa fresca" (E8, F)

Relaxamento

"... querer saciar a minha necessidade por um doce" (E14, M)

Convívio

"... uma pessoa sente-se assim mais livre e fresca!" (E6, M)

Infância

"Basicamente ir à procura de uma coisa doce" (E3, F)

Verão

"É bom para relaxar, para conviver e para descontraír. Também é agradável para refrescar, quando está calor." (E7, M)

Alegria

"Associo à infância, é um consumo que já vem de há muito tempo, um consumo muito associado ao Verão" (E12, M)

"Faz-me sempre lembrar uma gelataria que ia em Moçambique" (E15, F)

"Faz-me lembrar sentimentos festivos, faz-me alegre" (E5, F)

Tópico 3: Associações às Sobremesas Congeladas

Conotação Negativa

Satizam uma necessidade de gula

"Acaba por ser uma necessidade um pouco acessória" (E1, F)

"Preocupa-me o facto de engordar e poderem provocar diabetes" (E5, F)

Pouco saudáveis, com elevados níveis de açúcar

"Ficar com uns quilinhos a mais, que estes produtos não facilitam!" (E6, M)

".... a elevada percentagem de gordura e açúcar que este tipo de produtos têm" (E12, M)

Pouco saudáveis, com elevados níveis calóricos

"Hoje em dia já não compro. Simplesmente são incompatíveis com a minha dieta regular, infelizmente." (E20, F)

"Isto é uma colherada, depois outra e ainda mais outra... Não chega ir ao ginásio para queimar tanta caloria!" (E19, M)

5 6

Tópico 4: Comportamento de Compra

Processo de escolha

Ocasão ➔ Marcas Reconhecidas ➔ Sabor

O processo de escolha começa na ocasião a que o produto se destina.

As marcas que são facilmente identificáveis visualmente ou com as quais tiveram experiências positivas são as que mais certamente entram no leque de escolhas.

O sabor é um factor determinante, sendo que o preço apenas o é após a análise dos outros factores.



O preço também pode fazer diferença, mas normalmente costumo ter dois tipos em casa, o da Hagen Dazs e da Olá para diferentes ocasiões" (E8, F)

"Não vou dizer que sou indiferente ao preço, mas penso entrar apenas em último plano." (E18, F)

Tópico 4: Comportamento de Compra

Factores de influência

Marca

Escolhem normalmente a marca que, por experiência, oferece maior satisfação

Optam pelas marcas que conhecem ou identificam visualmente

"Quando chego ao supermercado sinto uma certa confusão de tanta escolha possível, então embalagem do produto e a marca acabam por ser bastante relevantes" (E1, F)

"Já há ideia predefinida, já é algo premeditado compra-se aquilo que a família gosta" (E2, M)

"A marca é um factor importantíssimo para me decidir." (E11, F)

"A publicidade na televisão condiciona a minha escolha e vontade de provar novos produtos. Mantenho-me fiel a alguns sabores." (E13, F)

"Como estou satisfeita com a Carte D'Or, raramente compro outro produto, a não ser que seja feito fruta, aí já opto por outras alternativas" (E18, F)

Tópico 4: Comportamento de Compra

Factores de influência

Preço

Escolhem de acordo com a o factor qualidade-preço

Normalmente pagam mais por um produto para partilha e convívio, com maior qualidade ou por um sabor em especial

"O factor preço é relativo, não se pode dizer que é um factor primário, só em dois produtos com qualidade idêntica" (E2, M)

"O preço. Mas às vezes há marcas que têm gelados melhores e não me importo de pagar mais. Nunca ouviu dizer que o barato sai caro?" (E5, F)

"Não me importo de dar mais um ou dois euros por um gelado desde que seja de qualidade. Não ligo tanto ao preço." (E19, M)

"Se eu sei que é um gelado de fruta mesmo com fruta verdadeira e é mesmo bom, prefiro abdicar de um produto de marca branca e dar um pouco mais de dinheiro." (E10, M)

"Estaria disposta a pagar mais por um sabor favorito, se calhar" (E15, F)

"Sou capaz de pagar mais um pouco pelos sabores que prefiro." (E6, M)

7 8

Tópico 4: Comportamento de Compra

Factores de influência

Qualidade

Sabor

Optam por sabores simples e que lhes são familiares

Textura

Preferem texturas consistentes (principalmente nos gelados)

Factores

nutricionais

Escolhem a alternativa mais saudável caso diferença de preço não seja exorbitante

"Há que privilegiar a qualidade acima de tudo, independentemente da marca em si" (E2, M)

"O que pesa mais é o sabor" (E6, M)

"Eu preciso do produto e gosto de o ter logo ali, senão derrete pelo caminho e a textura fica pouco consistente." (E3, F)

"Os sabores que estou habituada a comer, principalmente" (E8, F)

"Se gostar de dois gelados e este for o mais saudável, optarei sempre pelo mais saudável" (E4, M)

"Fazer bem à saúde seria uma vantagem importante pela qual estaria disposta a pagar" (E5, F)

"Não gosto quando derretem depressa. Gosto dele bem consolidado." (E9, F)

9 10

Tópico 5: Teste do Produto (Características)

Primeiras reacções

Todos os entrevistados:

- Acharam um produto inovador;
- Gostaram do benefício de ser mais saudável que a maioria dos gelados tradicionais;
- Associaram o facto de ser da marca Danone como um ponto favorável à credibilidade do produto.

Reacções:

Positiva → 15

Estranheza inicial, mas positiva → 4

Negativa → 1

Tópico 5: Teste do Produto (Características)

Primeiras reacções

Entrevistados	Reacções
E1	Gostou da mistura entre conceitos de iogurte e gelado, pensando juntar o melhor de cada.
E2	Aprecia o facto de aliar a componente do iogurte com a de sobremesa. Gosta da sua cremosidade e do facto de ser feito de iogurte.
E3	Acha um pouco diferente de gelado tradicional mas com um sabor igualmente bom. Quem não gosta de iogurte não gosta deste produto, provavelmente.
E4	Diz que tem um sabor característico e muito agradável. Se este produto for o mais saudável no mercado, optaria sempre por este.
E5	Afirma que sabe a iogurte mas é gelado. O facto de ter os benefícios do iogurte suscita-lhe especial interesse.
E6	Gosta especialmente da textura. Diz que não se distancia muito de um gelado normal.
E7	Considera que não é tão "pesado" como os gelados normais e que tem um sabor suave, comendo-se melhor.
E8	Faz-lhe lembrar um iogurte, mas proporciona-lhe a experiência interessante de comer um gelado normal, sendo no entanto mais saudável.
E9	Acha o produto como tendo muito bom sabor, e inovador.
E10	Como gosta de iogurte e gelado, achou o produto muito interessante.

Tópico 5: Teste do Produto (Características)

Primeiras reacções

Entrevistados	Reacções
E11	Embora não seja grande apreciadora de iogurtes, gostou do produto e especialmente do facto de ser produzido pela Danone.
E12	Gostou do sabor, e apreciaria juntar mais outras frutas ou toppings para tornar o produto ainda mais saboroso.
E13	Como gostou na primeira vez que provou, estaria disposta a pagar mais pois encara como sendo mais saudável.
E14	Apreciou o sabor especialmente e pensou logo em experimentar juntar-lhe outros produtos.
E15	Estranhou a princípio, mas após degustar salientou que sabe bem e a faz sentir bem com ela própria.
E16	Não gostou do sabor, faz lembrar-lhe leite azedo e não apreciou.
E17	Considera-se um afeiçoado por iogurte e apreciou bastante o baixo teor calórico já normalmente associado ao iogurte.
E18	Surpreendido positivamente com o sabor e consistência, sendo que não tem por hábito comer iogurte.
E19	Referiu a cremosidade mais intensa do que a de um gelado normal.
E20	Desde logo agradada, salientando o sabor um pouco diferente de um gelado normal mas bastante gostoso.

Tópico 5: Teste do Produto (Características)

Vantagens

Vários entrevistados agradados com a possibilidade de personalizar e juntar toppings, à imagem dos gelados de iogurte para consumo fora de casa

Apesar de alguns entrevistados reagirem de forma negativa ou com estranheza inicial, todos concordaram no facto de ser atractivo por ser mais saudável

"Pessoalmente prefiro ter toppings à parte para poder juntar, acaba mais por ser um produto de acordo com as escolhas das pessoas" (E8, F)

"Tira um pouco o peso na consciência de estarmos a consumir uma coisa que de facto é boa, é saborosa, mas que depois tem contrapartidas ao nível da saúde" (E12, M)

"Preferia que se fosse para comer em casa tivesse apenas um sabor, para que depois em casa pudesse personalizar da forma que eu queria" (E14, M)

"Agrade-me a ideia de ter uns quantos sabores standard e poder juntar eu outros sabores" (E15, F)

"Passa a ser feito de iogurte e provavelmente tem menos calorias, o que é um ponto forte porque cada vez mais as pessoas se preocupam com essa componente" (E16, F)

"Se este produto tiver menos riscos para a saúde que outro idêntico, optaria por este" (E6, M)

Tópico 5: Teste do Produto (Características)

Vantagens

Vários entrevistados agradados com a possibilidade de personalizar e juntar toppings, à imagem dos gelados de iogurte para consumo fora de casa

Apesar de alguns entrevistados reagirem de forma negativa ou com estranheza inicial, todos concordaram no facto de ser atractivo por ser mais saudável

"É feito a partir de iogurte e é mais saudável, não tem tanto açúcar e é bastante fresco" (E3, F)

"Tenho por hábito personalizar as minhas sobremesas com frutas ou chocolate, e um gelado de iogurte como este permite-me fazê-lo!" (E20, F)

"O facto de ser uma coisa mais saudável do que os outros gelados que estamos habituados a comer penso que iria atrair as pessoas" (E18, F)

"A possibilidade de pôr os toppings à minha escolha" (E17, M)

"É assim, se não for muito mais caro e puder comer este meio-iogurte meio-gelado que me agrada em termos de sabor e ainda é mais saudável, não vejo porque não!" (E19, M)

"O facto de se poder juntar toppings como nas cadeias de gelados de iogurte nos centros comerciais, para ir mudando sabores conforme a preferência do momento é algo que me vejo a fazer com este gelado de iogurte" (E1, F)

Tópico 5: Teste do Produto (Características)

Desvantagens

Pessoas que não apreciem iogurte provavelmente não gostam deste produto

Impossibilidade de consumir imediatamente, sem passar primeiro em casa pelo congelador

"Normalmente quando compras um gelado, já está feito. Queres abrir a caixa e comer" (E10, M)

"Quem não gosta de iogurte não gosta deste tipo de produto" (E3, F)

"Não gostei do gelado de iogurte. Está demasiado associado ao iogurte" (E16, F)

"Pode requerer alguma habituação inicial para quem não está habituado ao sabor a iogurte" (E12, M)

"O único ponto talvez mais fraco será o facto de não estar pronto para consumo. Mas também se a pessoa não sair do supermercado para um piquenique, acho que não tem problema" (E18, F)

"A sensação de ter de esperar para o gelado estar pronto pode ser por vezes desafiante" (E20, F)

Conclusões

Consumo de Sobremesas Congeladas

- Consomem tanto fora como dentro de casa, e durante todo o ano, tanto acompanhados como sozinhos.
- Normalmente consomem em momentos de lazer (tanto dentro como fora de casa), como sobremesa ou somente para refrescar.

Comportamento de Compra

- As opções por produtos mais saudáveis é cada vez mais proeminente em qualquer tipo de consumidor.
- Escolhem essencialmente conforme a ocasião a utilizar, sendo que optam normalmente por marcas que identificam visualmente ou com as quais já tiveram experiências positivas.
- O sabor é um factor determinante para a intenção de compra, sendo que o preço pode igualmente sê-lo do caso de produtos idênticos em termos de qualidade percebida.

Conclusões

Características do Produto

- Todos os entrevistados mostraram curiosidade em experimentar o produto, embora alguns estivessem mais relutantes. Houve um entrevistado que mostrou de antemão a possibilidade de não gostar do produto pois não estaria habituado a comer iogurte.
- Foi várias vezes referido o iogurte como sendo benéfico para a saúde e tendo um grande impacto no possível sucesso deste produto no mercado.
- A totalidade dos entrevistados categorizou este produto como inovador, mesmo os que tiveram reacções negativas ou de estranheza inicial.
- Pessoas que não apreciem iogurte poderão estranhar o sabor ou até mesmo não gostar de todo. No entanto, o sabor é referido como um ponto forte do produto, aliado com o facto de ser mais saudável que as ofertas actuais no mercado, sendo que a maior parte dos entrevistados era também consumidor regular de iogurte.

Conclusões

Características do Produto

- Todos os entrevistados concordaram que seria um produto mais saudável e ter mais benefícios do que os gelados tradicionais actualmente à venda nas grandes superfícies comerciais.
- A textura e a sua cremosidade é um ponto forte e que permite uma experiência original e inovadora.
- A possibilidade de juntar toppings, fruta ou outros produtos à escolha do consumidor (à imagem dos gelados de iogurte à venda por diversas cadeias nos centros comerciais) é um factor referido pela maioria dos entrevistados e visto como uma mais-valia.
- Todos os entrevistados encaram o facto de este produto ter sido desenvolvido pela Danone como uma garantia de qualidade, sendo um factor importante que levaria mais pessoas a consumi-lo.

Attachment 8: Quantitative Research

Metodologia e Universo Entrevistado

Universo

Variáveis Demográficas

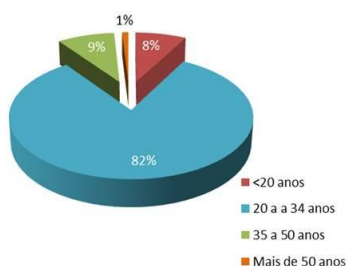
- 101 consumidores de gelados
- Maioritariamente com idades compreendidas entre 20 e 34 anos
- Maioritariamente com rendimento mensal compreendido entre 500€ e 1500€
- Maioritariamente indivíduos do género feminino

Perfil de Consumo

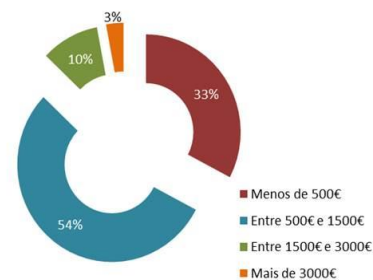
- Consumiram pelo menos uma vez um gelado nos últimos três meses

Variáveis Demográficas

Idade:

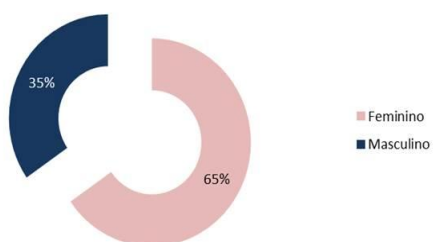


Rendimento Mensal Disponível:



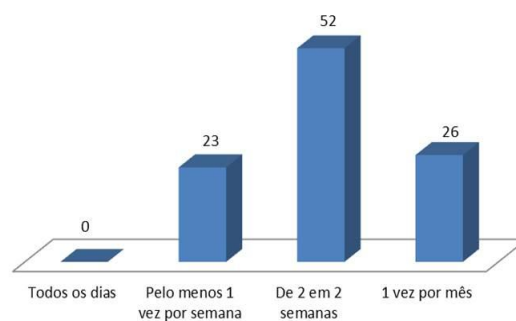
Variáveis Demográficas

Género:



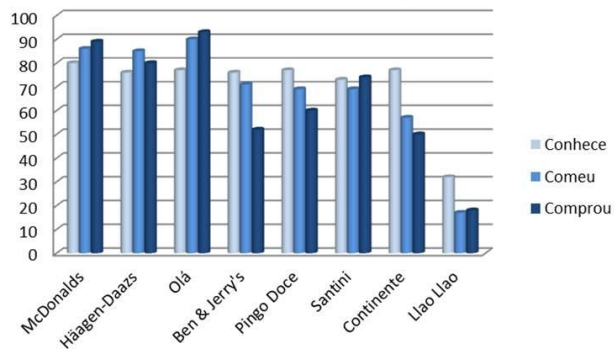
Resultados Obtidos

Frequência de Consumo Gelados:



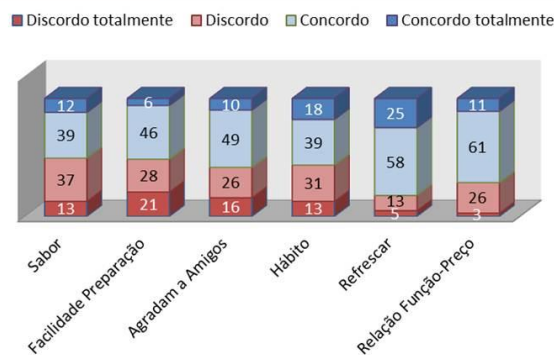
Resultados Obtidos

Marcas conhecidas, consumidas e compradas:



Resultados Obtidos

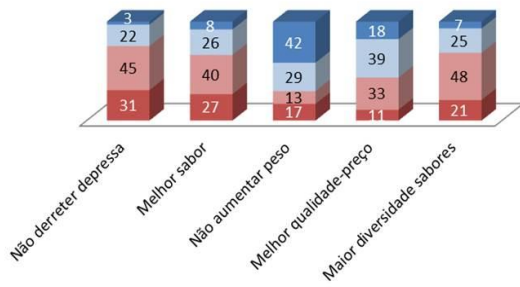
Drivers de Consumo:



Resultados Obtidos

Razões que levariam a consumir gelados mais frequentemente:

■ Discordo totalmente ■ Discordo ■ Concordo ■ Concordo totalmente

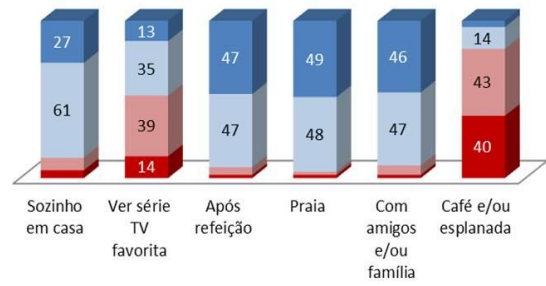


7

Resultados Obtidos

Ocasões de Consumo:

■ Discordo totalmente ■ Discordo ■ Concordo ■ Concordo totalmente

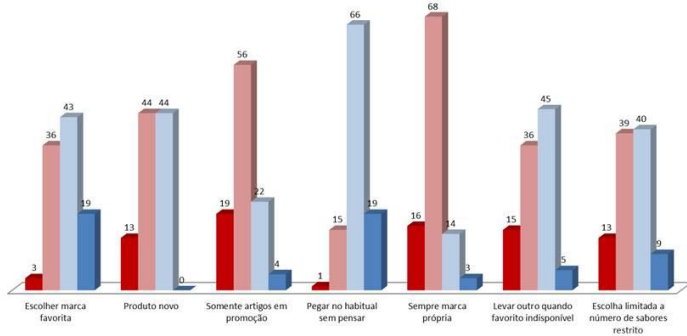


8

Resultados Obtidos

Comportamento no Momento de Compra:

■ Discordo totalmente ■ Discordo ■ Concordo ■ Concordo totalmente

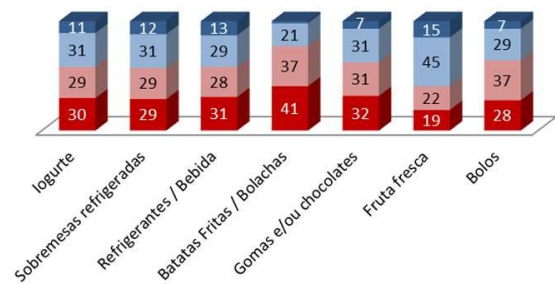


9

Resultados Obtidos

Produtos substitutos:

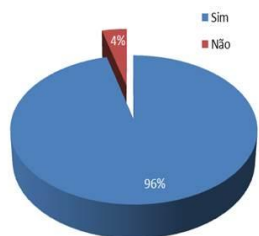
■ Discordo totalmente ■ Discordo ■ Concordo ■ Concordo totalmente



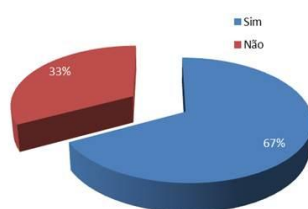
10

Resultados Obtidos

Conhecimento da Marca Danone:



Prova prévia de outro Frozen Yoghurt:

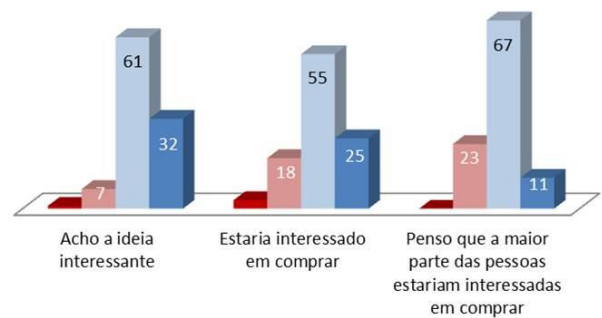


11

Resultados Obtidos

Interesse no Produto:

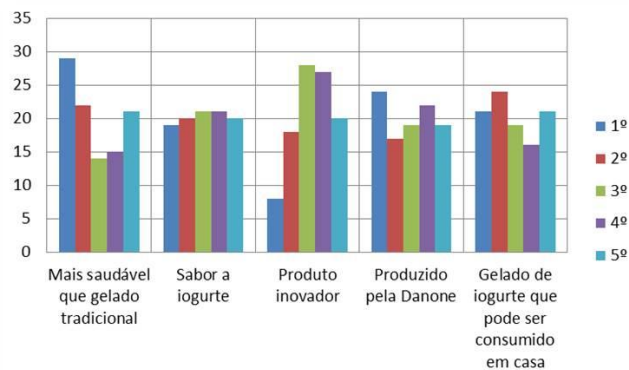
■ Discordo totalmente ■ Discordo ■ Concordo ■ Concordo totalmente



12

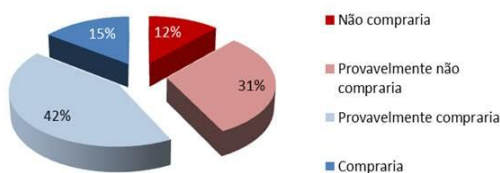
Resultados Obtidos

Ranking de Importância por Característica do Produto:

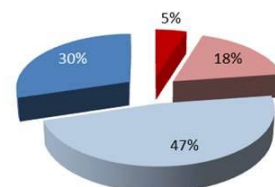


Resultados Obtidos

Teste de Preço (2,99€):



Teste de Preço (2,69€):



Nota: Teste feito após apresentação de principais preços de possíveis concorrentes.

Conclusões

Consumo de Gelados:

A contribuição elevada para o aumento de peso é a principal razão para os inquiridos não consumirem mais gelados.

Comportamento de Compra:

Normalmente escolhem o produto de compra habitual sem pensar.
Não compram sempre marca própria nem especificamente os artigos em promoção.

Ocasões de Consumo:

O consumo de gelados ocorre principalmente após uma refeição ou na praia, quer sozinho em casa ou entre amigos e/ou família.

Apreciação do Produto Apresentado:

Generalidade dos inquiridos gosta da ideia e sente-se tentado a comprar o produto.
A característica mais aliciante do produto é o facto de ser mais saudável do que um gelado tradicional.

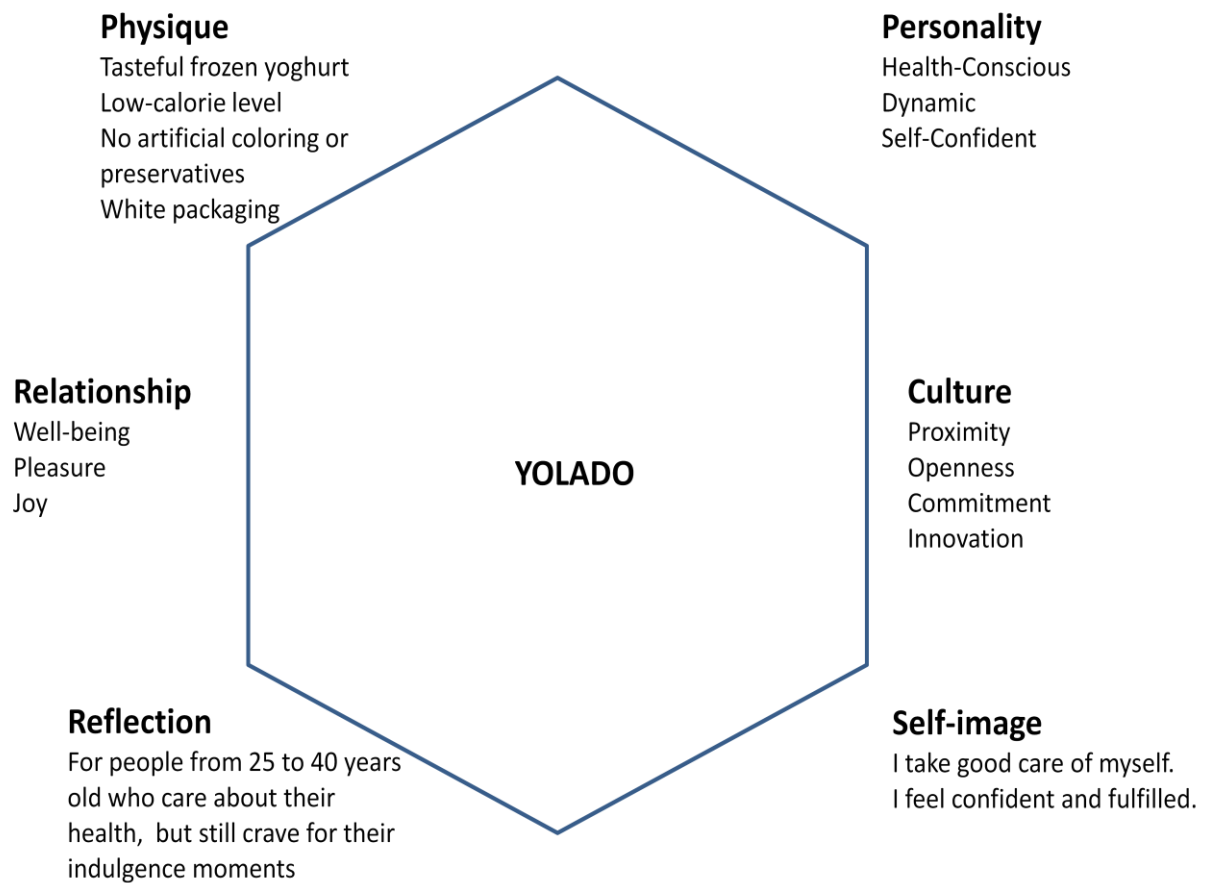
Outras Conclusões:

A maioria já provou e tem conhecimento do conceito de Frozen Yoghurt.

Attachment 9: Packaging



Attachment 10: Brand Identity Prism

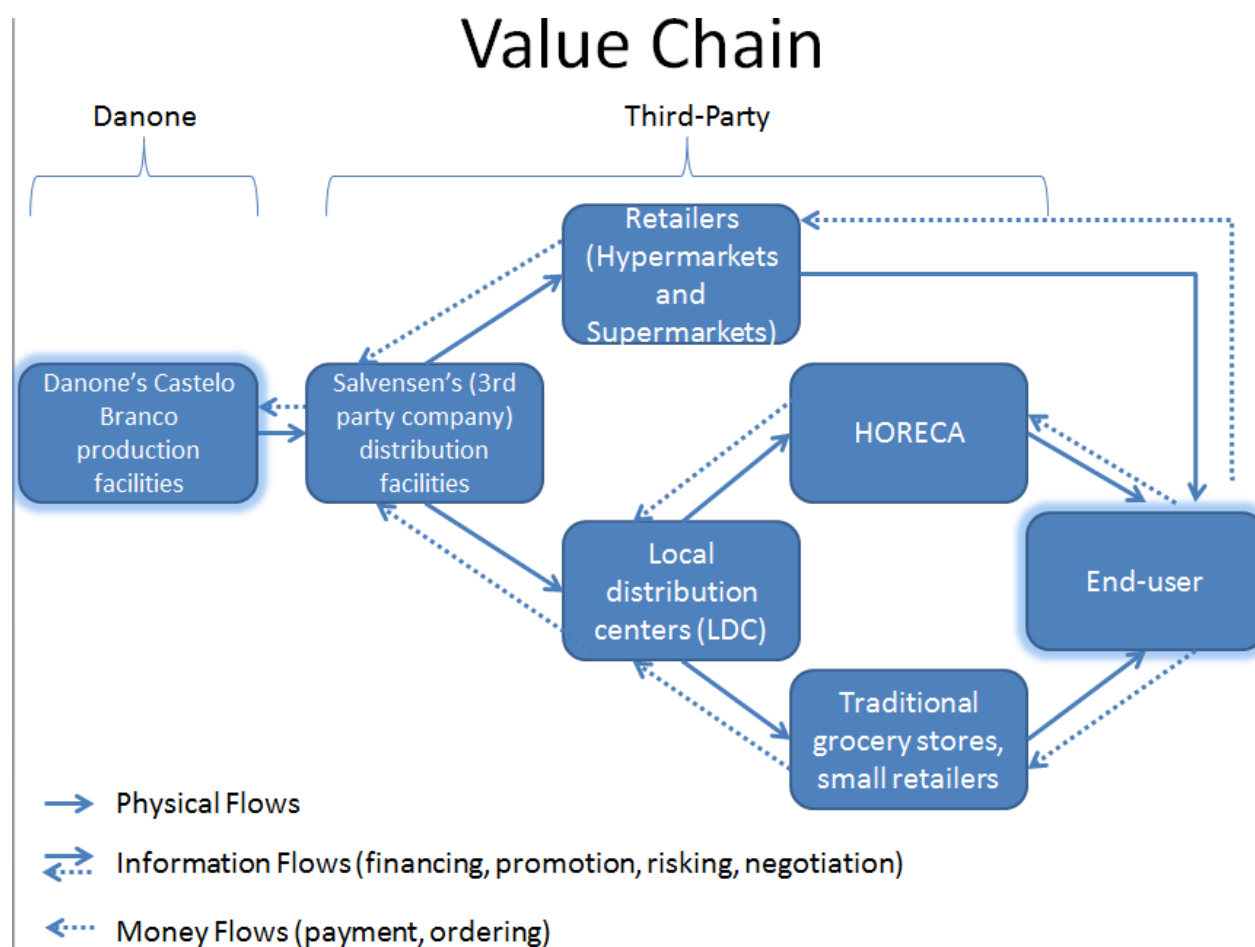


Attachment 11: Price Calculation

	Standard	Promotion
List Price	2,10 €	2,10 €
Discounts	0,21 €	0,21 €
Invoice Price	1,89 €	1,89 €
Trade Contracts	0,38 €	0,47 €
Pocket Price	1,51 €	1,42 €
PVP	2,99 €	2,99 €
PVP (VAT excluded)	2,30 €	2,30 €
Front Margin	18%	18%
Total Trade Margin	34%	38%

VAT	23%
Discounts	10%
CGF	20%
CGF (Promotion)	25%

Attachment 12: Value Chain



Attachment 13: Creative Brief

1. Consumer perspective

Behavioral Sequence Model – BSM

	Need Arousal	Information Search	Choice	Usage
Who	Self (initiator) Friends or family (influencers)	Self (initiator) Friends or family (influencers)	Self (decider)	Self (user) Friends or family (users)
Where	Retail store Home Restaurant/ Coffee Shop	Internal (from previous media exposure) External (word of mouth)	Retail store Restaurant/ Coffee Shop	Home Restaurant/ Coffee Shop
When	Meal time	At point of decision	Instant	Over the current month
How	Need arises for frozen yoghurt as a tasteful dessert	What do I enjoy? What do others enjoy?	Best choice for self or for family or friends	Well-being or social reinforcement

- Creative target: Urban men and women 25-35
- Media: TV, Outdoors
- Media target: Men and women 25-40

- 2. Action objective

- Trial of Yolado (specially for NCUs) and creating a pool of new customers.
 - Goal: 20% in market share by May 2014.

- 3. Communication objectives

- Category Need: Mention
- Brand Awareness: Brand recognition
- Brand Attitude: Create positive attitude
- Brand Purchase Intention: Omit
- Purchase Facilitation: Omit

- 4. Positioning statement for campaign
 - To women and men who appreciate a healthy lifestyle, Yolado is a frozen yoghurt that offers the perfect combination between the health properties of a genuine yoghurt and the pleasure of an ice-cream.
 - Key Benefit: The same pleasure of ice-cream (key benefit claim: “O teu Danone em gelado!”)
 - Entry-ticket benefits: Low calorie and high calcium levels, yoghurt bacteria healthy properties
 - Tradeoff or omit: None

- 5. Mandatory content
 - Mention Facebook and Twitter (outdoors);
 - Show product packaging, logo and brand signature.

Attachment 14: A&P Scheduling (Implementation)

	Description	2013	2014
		Jun Jul Ago Set Out Nov Dez	Jan Feb Mar Abr Mai Jun Jul Ago Set Out Nov Dez
1. Trial trade Promotions	1.1. <i>Off-invoice discounts</i> 1.2. <i>Returns</i> 1.3. <i>Listing Fees</i>		
2. "Derretidos com o Yolado"	2.1. <i>Guerrilla Marketing</i> 1st stage: Teaser campaign 2nd stage: Yolado launch 2.2. <i>Outdoors</i> 1st stage: Teaser campaign 2nd stage: Yolado launch 2.4. <i>Sampling</i>	 	
3. Digital Marketing Campaign	3.1. <i>Yolado Song Contest</i> 3.2. <i>Twitter Account</i> 3.3. <i>Facebook Page</i> 3.4. <i>Online Flavor Contest (Facebook)</i>		
4. Consumer Trial Promotions	4.1. <i>In-store sampling</i>		
5. Advertising Support for Retailers			
6. Beach Bar Partnership	8.1. <i>Sampling</i> 8.2. <i>Premiums</i> 8.3. <i>Contest</i> 8.4. <i>Advertising Support</i>		
7. Direct Price-off			
8. TV			

	Description	2015	2016
		Jan Feb Mar Abr Mai Jun Jul Ago Set Out Nov Dez	Jan Feb Mar Abr Mai Jun
1. Trial trade Promotions	1.1. <i>Off-invoice discounts</i> 1.2. <i>Returns</i> 1.3. <i>Listing Fees</i>		
2. "Derretidos com o Yolado"	2.1. <i>Guerrilla Marketing</i> 1st stage: Teaser campaign 2nd stage: Yolado launch 2.2. <i>Outdoors</i> 1st stage: Teaser campaign 2nd stage: Yolado launch 2.4. <i>Sampling</i>	 	
3. Digital Marketing Campaign	3.1. <i>Yolado Song Contest</i> 3.2. <i>Twitter Account</i> 3.3. <i>Facebook Page</i> 3.4. <i>Online Flavor Contest (Facebook)</i>		
4. Consumer Trial Promotions	4.1. <i>In-store sampling</i>		
5. Advertising Support for Retailers			
6. Beach Bar Partnership	8.1. <i>Sampling</i> 8.2. <i>Premiums</i> 8.3. <i>Contest</i> 8.4. <i>Advertising Support</i>		
7. Direct Price-off			
8. TV			

Attachment 15: Financials – Assumptions

1. All values are represented in million euros.
2. The P&L is incremental.
3. The periods represented in the P&L are represented in a yearly basis, counting from Yolado's launch date (June 2013).
4. The frozen yoghurt market represents 5% of the ice-cream total market.
5. 10% of Discounts are granted in 2015 and 2016.
6. It is expected a market share of 20% after the first year, 30% in the second and 35% in the last year of the plan, assuming a total market's yearly growth of 2% in 2015 and 3% in 2016.
7. Yolado has a cannibalization of 3% of sales:
 - a. 2% in Push Brands segment
 - b. 1% in Reinvent Brands segment
8. The Cost of Goods Sold (COGS) or Production Cost represents 28% of sales, and is imputed as follows:
 - a. 20% of Material Costs
 - b. 3% of Industrial Costs
 - c. 5% of Logistic Costs
9. A&P costs estimation:
 - a. I assumed a daily promoters' remuneration of 45€.
 - b. For in-store sampling, I assumed a coverage rate of:
 - i. 20% of Pingo Doce's stores
 - ii. 20% of Continente's stores
 - iii. 45% of Auchan's stores
 - iv. 20% of Intermarché's stores
10. The discount rate used to compute the project's NPV is the rate assumed by Danone Group for the Southern European markets.

Attachment 16: Financials (Incremental P&L, Market Share projections and A&P Budgeting per year)

		2014	2015	2016
Market Value for Frozen Yoghurts	mio €	7,570	10,590	13,240
Gross Sales	mio €	1,862	3,908	5,700
COGS		0,521	1,094	1,596
Cannibalization				
	Push Brands	0,037	0,078	0,114
	Reinvent Brands	0,019	0,039	0,057
Gross Margin		1,285	2,696	3,933
Discounts		0,000	0,270	0,393
Advertising	mio €	0,912	0,450	0,450
Promotion	mio €	0,178	0,174	0,241
Incremental Contribution Margin	mio €	0,195	1,802	2,848
r WACC (Danone Group)		0,079	0,079	0,079
		1	2	3
Discount Coefficient		0,927	0,859	0,796
Present Value Contribution Margin	mio €	0,181	1,548	2,267
NPV	mio €	3,996307		

	Market Share (%)	Gross Sales (€)	Total Market Sales (€)
2014	20%	1.862.220 €	7.570.000 €
2015	30%	3.907.710 €	10.590.000 €
2016	35%	6.699.820 €	13.240.000 €

June 2013 - June 2014

Guerrilla Marketing**8.100****1st Stage**

Promoter	Unit Day	Unit Cost (€)
		45

Beaches

Days	15
Beach / Day	4
Total	60

Promoter / Beach	2
------------------	---

Total # Promoters	120
-------------------	-----

Total Cost Promoters (€)

5.400**2nd Stage**

Total Cost Promoters Sampling

2.700**Outdoors****492.000****1st Stage**

Network type	# Faces	Cost (€) / Week	# Weeks	Total Cost
National	1250	110.000	2	220.000

2nd Stage

Network type	# Faces	Cost (€) / Week	# Weeks	Total Cost
National	1600	136.000	2	272.000

TV**2013**

# Channels	Duration (seconds)	Unit Cost	# Days	Total Cost
2	20	21000	10	420.000

Pack (4x125ml) Price 2,99

Unit Cost 0.148925

Sampling ("Derretidos com o Yolado")		2.859	
# Unit (125ml) / Float	20		
# Promoters	120		
Production Cost	28%		
Pack (4x125ml) Price	2,99		
Unit Cost	0,148925		
# Replenishment / day	8		
Total Unit Cost		2.859	
Yolado Song Contest		5.000	
4 Persons trip to Dominican Republic, Jamaica, Mexico, Brazil or Mauritius			
In-Store Sampling		27.993	
Production Cost	28%		
Pack (4x125ml) Price	2,99		
Unit Cost	0,148925		
Pingo Doce	356	20%	71
Continente	164	20%	33
Auchan	31	45%	14
Intermarché	230	20%	46
			164
# Promoters	492		
Promoters Unit Cost (€)	45		
Promoters Total Cost (€)		22.133	
Total Sample Cost		5.860	

Advertising Support for Retailers				15.000
Price-off				
2014				
# Months	2			
Sales p/ Month	350.555			
Price-off	105.166			105.166
Listing Fees				13.621
# Months	3			
Rate	3%			

June 2014 - June 2015				
TV				
2013				
# Channels	Duration (seconds)	Unit Cost	# Days	Total Cost
2	20	21000	10	420.000
Beach Bar Partnership				7.986
Unit Cost	0,148925			
# Bars	20			
# Samples / day	100			
# Days	20			
Total Cost Sampling			1.986	
Advertising Support (banners, flags, spoons, etc) / year			5.000	
Premiums / year			1.000	
Price-off				
2015				
# Months	2			
Sales p/ Month	554.049			
Price-off	166.215			166.215

June 2015 - June 2016				
TV				
2013				
# Channels	Duration (seconds)	Unit Cost	# Days	Total Cost
2	20	21000	10	420.000
Beach Bar Partnership				7.986
Unit Cost	0,148925			
# Bars	20			
# Samples / day	100			
# Days	20			
Total Cost Sampling			1.986	
Advertising Support (banners, flags, spoons, etc) / year			5.000	
Premiums / year			1.000	
Price-off				
2016				
# Months	2			
Sales p/ Month	778.372			
Price-off	233.512			233.512

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