

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

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

**Strategical Analysis of Dott and its competitors**

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## **Executive Summary**

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

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

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## Table of contents

1.	Introduction .....	7
1.1.	Study Objectives and Research Questions .....	7
1.2.	Literature Review .....	8
a)	Why study e-commerce? .....	8
b)	What is e-commerce? (Direto e indireto) .....	9
c)	Different categories of e-commerce .....	10
d)	What is a marketplace? .....	11
e)	Consumer behaviour on marketplaces .....	12
f)	Overview of the Portuguese e-commerce .....	13
g)	How COVID-19 impacted Portuguese e-commerce .....	15
1.3.	Conclusion.....	15
2.	Methodology.....	17
3.	Brand Perception .....	18
3.1.	An overall analysis of results .....	18
a)	Demographic factors .....	18
b)	Question analysis.....	18
3.2.	Analysis by segment.....	23
a)	Segment Description .....	23
(1)	“Do you know Dott?” – Segment analysis .....	24
(2)	“What is the first brand you think of when you think of a marketplace?” – Segment analysis.....	25
5.	Strategical Analysis of Dott and its competitors .....	27
5.1.	Introduction .....	27
a)	Amazon SWOT and PEST analysis .....	27
(1)	Strengths.....	28
(2)	Weakness.....	29
(3)	Opportunities.....	29
(4)	Threats.....	29
(5)	Political.....	30
(6)	Economical.....	30
(7)	Social.....	30
(6)	Technological.....	31
b)	Dott SWOT and PEST .....	31
c)	AliExpress Swot and PEST .....	35
(1)	Strengths .....	35

(2)	Weakness .....	35
(3)	Opportunities.....	35
(4)	Threats.....	36
(5)	Political .....	36
(6)	N Economical.....	36
(7)	Social.....	36
(8)	Technological.....	37
6.	Strategies to grow Dott in the Portuguese .....	38
6.1.	Improvements in supply chain management .....	38
6.2.	Improvements in brand awareness .....	39
6.3.	Innovative suggestion for Dott’s differentiation .....	40
7.	References .....	41
8.	Appendix .....	49

## List of Figures

- Figure 1: Graph showing countries that buy in foreign platforms (Teixeira, 2020)..... 15
- Figure 2: The modern consumer decision making journey applied to Dott. **Error! Bookmark not defined.**
- Figure 3: Table of customer complaints found on Dott's page in Portal da Queixa, since june 2020..... **Error! Bookmark not defined.**

## Appendix

- Exhibit 1: Questions from the survey carried out through google forms, retrieved from 30 October 2021 until 24 November 202. Questionário sobre o comércio eletrónico português - Google Forms.....49
- Exhibit 2: Graphical depiction of the results from the survey Q2 “With which of the following do you identify with the most?”. .....54
- Exhibit 3: Graphical illustration of the results from the survey Q3 “What is your age?”. .....55
- Exhibit 4: Graphical representation of the results from the survey Q4 “ How would you describe your employment situation in the last three months?”. .....55
- Exhibit 5: Graphical interpretation of the results from the survey Q5 “What's the first brand that comes to your mind when you think of a Marketplace?”. .....56
- Exhibit 6: Table of results from the survey Q6 “What feature do you associate with the Marketplace in your previous response?”. .....56
- Exhibit 7: Table of results from the survey Q7 “Describe using the scale provided how often you perform the following actions.”. ....57
- Exhibit 8: Graphical depiction of the results from the survey Q8 “Do you know Dott?”. .....58
- Exhibit 9: Table of the results from the survey Q9 “Describe the frequency of the following actions”. .....58
- Exhibit 10: Graphical depiction of the results from the survey Q10 “What kind of products do you associate to Dott?”. .....60
- Exhibit 11: Table of the results from the survey Q11 “What characteristics do you associate with Dott?”. .....60
- Exhibit 12: Table of the results from the survey Q12 “What do you feel when you think about Dott?”. .....61
- Exhibit 13: Graphical portrayal of the results from the survey Q13” Have you made any purchase on Dott?”. .....62
- Exhibit 14: Results from the survey Q14 in table and graphical form. ....62
- Exhibit 15: Graphical depiction of the results from the survey Q15 “On a scale from 0 (very weak) to 10 (excellent) how do you assess your satisfaction with the product purchased at Dott?”. .....64
- Exhibit 16: Graphical depiction of the results from the survey Q16“How would you describe Dott to a friend?”. .....65

Exhibit 17: Graphical and table representation of the results from the survey Q17 “On a scale of 0 to 10, what is the probability you recommend Dott to a friend?”. .....66

Exhibit 18: Graphical depiction of the results from the survey question "Do you know Dott?" in the different segments. ....67

Exhibit 19: Graphical depiction of the results from the survey question "What is the first that comes to mind when you think of a marketplace?" in the different segments. ....68

Exhibit 20: Table of the results from the survey question "What kind of product do you associate with Dott?" in the different age groups. ....68

Exhibit 21: Graph plotting Actuals and Budgeted volumes of sales from Dott through the beginning of the pandemic. (D’Orey, 2019). ....69

# 1. Introduction

## 1.1. Study Objectives and Research Questions

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

The COVID-19 pandemic accelerated the expansion of e-commerce in some countries, making businesses and customers adapt to the new era of digital shopping (OECD 2020). Taking into consideration lockdown measures, where no social contact was allowed, enabled companies and small retail shops to continue with their business operations. In Portugal, many retail shops were not enclosed in digital platforms. Therefore, many of them joined a Portuguese e-commerce platform, Dott, which allows retailers to expose their products to their potential consumers. During the pandemic, more than 300 companies joined Dott (Marcela 2020).

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

To guide the study the following research objectives were set:

- How is the current status of Dott's brand recognition in the Portuguese market?
- How Dott's supply chain is affecting consumer satisfaction?

- How can Dott create innovative strategies to improve the metrics?

## **1.2. Literature Review**

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

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

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

Later in 1989, Tim Berners-Lee created the World Wide Web (Rayport and Jaworski 2001). Tim Berners who was at the time working for CERN proposed a new way of organizing and connecting all the data from his employer’s computer network. This proposal would eventually become the World Wide Web (National Science and Media Museum 2020).

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

As of March 2020, the nearly worldwide lockdown forced every non-essential business to close its doors. With this happening, numerous companies that formerly focused on their

physical stores had to shift their efforts to online commerce. This would happen solely in business models that allowed this transition. Many businesses linked to service provision or entertainment (hairdressers, cinemas, etc) suffered great losses.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

During the pandemic, the number of internet users increased, there was a stronger perception of online shopping and there were lower prices due to bulk purchases (Gu et al. 2021). Concerning online purchase, there are two types of behaviour: the *potential e-customers*, which are considered the ones who make their first e-purchase; and the second type is *experienced e-customers*, these customers have already made their first e-purchase and they are considering repeating the experience (Hernández-Ortega, Jiménez-Martínez and José Martín-DeHoyos 2008)

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

In Europe, the percentage of users who bought or ordered online goods, increased 10% from 2015 (62% of users) to 2020 (72% of users) (Eurostat 2020). Consequently, the most common online purchase was clothes, accessories and shoes which accounted for 63%; then

home accessories, gardening products and furniture were the second most procured items referring to 29%; followed by cosmetic and wellness products which represented 27% of the most popular online purchase (Eurostat 2020).

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

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

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

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

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

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

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

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

Additionally, another factor that affects the expansion of Portuguese e-commerce is the late adoption of digital payment methods with high international use, which undermines the competitiveness of national operators. This could be related to the distrust that consumers face when making online payments (PortugalGlobal 2020). Last but foremost, according to figure 1, it is evidenced that national consumers tend to seek international brands. There is still a high percentage of consumers that buy outside Portugal, as for example AliExpress, eBay, Amazon. This has to do with the low diversity that national operators offer, on top of being considered relatively cheaper to buy from overseas platforms (PortugalGlobal 2020).

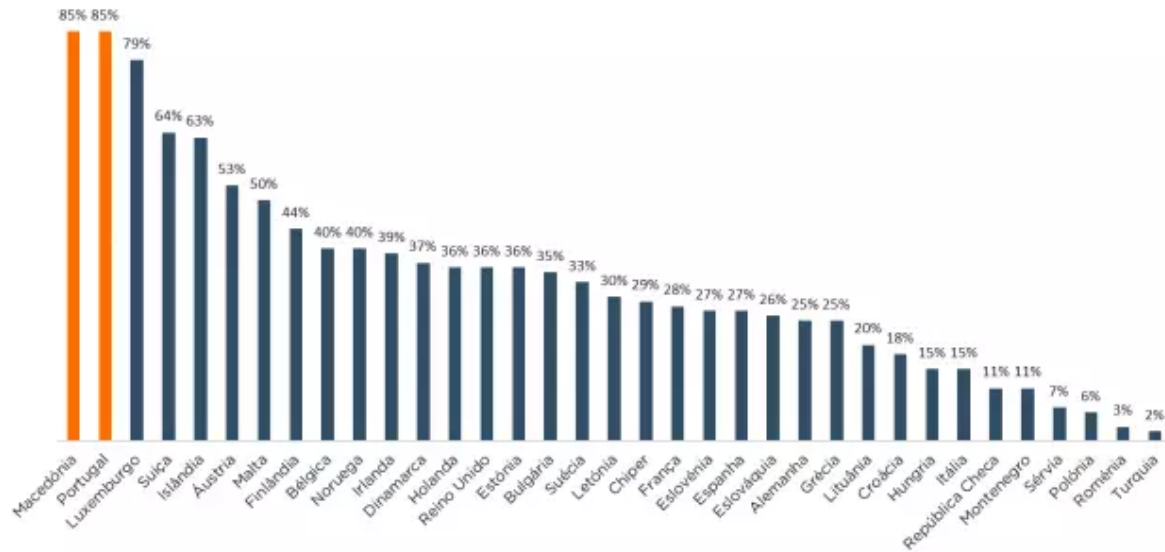


Figure 1: Graph showing countries that buy in foreign platforms (Teixeira, 2020).

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

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

During the pandemic, e-commerce has provided customers with access to a significant variety of products from the convenience of the safety of their homes, which also enabled some of the firms to continue with their operation despite confinement measures (OECD 2020).

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

## 1.3. Conclusion

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

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

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

## **2. Methodology**

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

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

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

Additionally, the research focused on a mixed-methods approach. It means that both qualitative and quantitative data were used, in order to make further assumptions. The quantitative approach is more related to statistical methods, which for this case was carried out a survey to better understand the perception that Portuguese consumers had on Dott. On the other hand, a qualitative approach was mainly used in order to collect information about the current situation of e-commerce, how the pandemic influenced online shopping as well as consumer behaviour.

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

## **3. Brand Perception**

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

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

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

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

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

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

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

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

more impact on the outcome of the answer was Amazon which accounted for 39.2% of respondents first choice of marketplace and AliExpress accounted for 18.6%.

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

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

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

Considering, a more consumer-centred behaviour question was asked to the respondents about the frequency they visit a marketplace website and how frequently they buy first or second-hand products (Exhibit 7). Nowadays, it is frequent that consumers visit regularly a marketplace website. According to the results, 86 respondents check a marketplace website regularly and as expected the number of respondents that do not visit frequently a marketplace platform is relatively low. Moreover, considering the purchasing behaviour from respondents, it is possible to conclude that they are less likely to buy a second-hand product, as 73 respondents answered that they never buy a second-hand product, 54 respondents answered that it is not frequent at all and 66 respondents answered that they buy with some frequency second hand- products.

**Q8) Do you know Dott?**

Taking into consideration that the company was founded recently, it was necessary to analyse whether consumers were aware of Dott or not (Exhibit 8). The following question

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

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

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

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

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

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

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

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

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

With this question, the survey aimed to understand how the brand impacted the respondents. This depends on their experience with the brand, for instance, if they had a positive experience or if they had a negative experience. Considering the overall answers from respondents (Exhibit 12), it was possible to conclude that in their perception, Dott was just another brand, that they did not differentiate from other marketplaces/e-commerce brands. Hence, it can be determined that the company did not benefit from its strategic planning in terms of passing the real purpose of Dott to its consumers.

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

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

The results (Exhibit 13) show that out of the possible 130 participants that knew Dott, 88 have never bought any products nor visited the website. Only 14 participants had in fact

completed a purchase, this is approximately 6,69% of the total sample. Moreover, 10 participants have added products to the cart but never completed a purchase, and 18 have just visited the website. As a fairly recent company, this outcome was expected.

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

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

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

Similarly, to the website clarity and ease of comprehension, the ease of finding the desired product is also ranked as 4 or higher by more than 67% of participants. In contrast, a far smaller percentage of consumers ranked the "ease of finding the desired product" as a 5, compared to the first questions. This may indicate a pain point, which Dott must investigate and improve.

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

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

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

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

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

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

## **3.2. Analysis by segment**

### **a) Segment Description**

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

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

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

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

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

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

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

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

results were expected since this is the youngest age group and are very familiarized with the digital world and shopping online.

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

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

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

### **Segment analysis**

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

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

Marketplace, 7%, Another, 7%, Facebook, 5%, Worten Marketplace, 4%, and lastly Dott with only 1%.

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

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

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

## **5.Strategical Analysis of Dott and its competitors**

### **5.1. Introduction**

To conduct a deep analysis in strategic planning for online e-companies it will be assessed a SWOT and PEST analysis of three companies: Dott, Amazon and AliExpress.

It will be used a SWOT and PEST analysis, as they are considered the most reliable method in order to analyze the internal and external conditions (Shabanova et al., 2015). Pestle analysis evaluates the macro environment and it stands for Political, Economic, Social and Technological factors. It also provides a strategic and methodical assessment of a company's dangers, prospects and opportunities in a new setting (Shabanova et al. 2015).

On the other hand, a SWOT analysis is used to assess a firm's competitive position and formulate strategic plans, it also allows to identify 4 groups of factors that influence the company's activity- strengths, opportunities, weakness and threats (Shabanova et al. 2015).

The fundamental reason for choosing Dott, Amazon and AliExpress to conduct the internal and external analysis, is related to a couple of factors. For instance, the main reason for choosing Dott is because the research paper is centred on analyzing Dott's performance in the Portuguese e-commerce market and suggesting innovative strategies.

On the other hand, Amazon and AliExpress were chosen to take into consideration the respondent's responses to the survey, as one of the inquired questions was related to *which brand comes off the top of respondents' heads when they think about a marketplace*. According to the survey, the marketplaces with a higher number of votes were Amazon and AliExpress.

For this reason, it was decided to carry out the internal and external analysis for these two companies, based on respondents' answers.

#### **a) Amazon SWOT and PEST analysis**

Amazon is considered the largest e-commerce market worldwide. This has to do with the persistence of the company's founder, as Jeff Bezos decided to develop a vision and mission focused on providing a store that sells everything and allows people all over the world to find anything they desire in one place for the best price (Alshmrani 2021).

Amazon started its business with online book sales, then that market grew and so the company expanded its goods to clothing, computer games, gardening, home décor, electronics and other goods (Amazon 2021). It is necessary to highlight that in certain types of products the company offers the opportunity for the consumers to choose the condition of that product, for instance, if they want it to be new, certified refurbished or used (Amazon 2021).

After carefully evaluating the company's profile, it is possible to pursue the SWOT analysis of Amazon:

### **(1) Strengths**

Amazon offers affordable prices that meet all customer's budgets, as well as their honesty to consumers, and their payment and shipping methods that fit effectively every client on a global level (Osita 2014). Furthermore, another relevant key for Amazon's success is the fact that they hire employees that meet the organization values, in this case, they have to ensure that they provide excellent customer service (Jurevicius 2021). Amazon is also well known for its effective logistic, in regards to having a fast distribution system that enhances the experiences for the customers (Amazon 2021). Furthermore, a strategy that justifies the huge success of Amazon worldwide is its "Glocal" strategy. Going global and acting local, allowed Amazon to leverage its presence in other markets in order to become a dominant player, by adjusting the strategy differently in each country with the aim of meeting the local needs (Yadav and Sagar 2018).

## **(2) Weakness**

Despite its undeniable success, Amazon, like other corporations, has its own weaknesses. A few of that weakness is related to high taxes per product and some products can be relatively more expensive than found in other websites and stores (Greenspan 2019). Another weakness that Amazon presents is related to its business model, as it is very accessible, which makes it relatively easy for other companies to reproduce it (Dudovski 2020).

## **(3) Opportunities**

Amazon has proved that it has the needed resources to penetrate highly developed countries and collaborate with other market competitors (Yadav and Sagar 2018). Another window of opportunity to explore is to take advantage of the rising use of technology to enhance its electronic marketing efforts (Bentley 2020). It has a good potential of acquiring other businesses, resulting in a massive gain in market share. With the main intention to capture new customers, Amazon should create new incentives and coupons codes for new users to incentivize them to make purchases (Bentley 2020).

## **(4) Threats**

Taking into consideration political and economic challenges, Amazon has demonstrated some problems with selling its products and transporting them to other countries (Bentley 2020). The company also faces some competition from the biggest rivals, namely Walmart and eBay. Another relevant factor that can impact the company, is related to the originality of the products, as Amazon does not check the originality of the seller's products. For instance, some sellers have used this as an advantage to sell replicas of certain products and at the same time they end up lying about the product's real price of a high-end brand. Hence, this can have a huge impact on maintaining their customer's loyalty (Burgess 2020).

To conclude a deep analysis of Amazon, it will be pursued a PEST analysis of the company.

#### **(5) Political**

Amazon has been expanding its business all over the world and due to its size, it is getting affected directly by government regulations and policies in the respective countries (Vidyavihar 2021). Certain countries, such as the United Kingdom and India have been elaborating policies for big corporations, like Amazon, in order to protect local business. In fact, it can be considered one of the factors that impacted negatively the expansion of Amazon in China (Vidyavihar 2021).

#### **(6) Economical**

Amazon is affected by the economic conditions in each country that is operating. For instance, in countries where the consumer's income is high- leads to consumerism- consumers tend to be motivated and are able to afford online shopping, on the other hand, in countries where there are low-income salaries, consumers will tend to spend less on online shopping. The fact that Amazon operates worldwide, it gets affected on its performance and operational expenses due to the reason of getting taxed differently in each country.

The company has become the first choice of consumers in terms of opting for online shopping and it has to do with the variety of products it offers. As a consequence, individuals started to elect more for value-based propositions that impacted the choice of purchasing online. For instance, Amazon has managed to acquire the trust of its consumers, by “delivering the products they want, on time, intact, on the same branded brown boxes- consistently” (Amazon 2020).

#### **(7) Social**

Social factors that had an impact and influenced the company's performance are related to wealth disparity since in many countries there is an increasing gap between the rich and poor. Thus, it is seen as a potential threat to Amazon, in terms of possible stagnation of consumer spending and, as a result, stagnation of the industry's remote or macro-environment (Desai 2021). The company benefits more when there are higher disposable income levels, as it means that there are high chances of increasing the company's revenues. Furthermore, when there is a high level of consumerism it also means that the company is able to capture opportunities to grow the business (Greenspace 2019).

### **(1) Technological**

Technological advancement is another relevant component to consider when analyzing an organization. For instance, topics such as automation, change, technical innovation and awareness are factors that allow a company to prepare for the future (Pratap 2018).

Taking into consideration Amazon, it is possible to state that its business relies heavily on technology, therefore it has a direct impact on the company's financial statements (Desai 2021). The company is constantly improving and developing its levels of technology to support its logistics channels (Banker 2021). For instance, Amazon developed a new service, which is mostly recognized as "lockers", which enables amazon deliveries to be dropped at the locker even when the customers are not home, this being the case in the world online of omnichannel retail, the first technology to be implemented for non-business clients (Gebel 2021). Furthermore, Amazon has created a new gateway for consumers to become part of its production environment, the example of Amazon Echo devices (Desai 2021).

### **b) Dott SWOT and PEST**

Dott was founded in 2018 through a joint venture between CTT and Sonae, being one of the biggest companies in the Portuguese market (Ribeiro 2019). Sonae is a multinational

company that operates in a diverse range of businesses such as retail, financial services, technology among others (Sonae 2021). On the other hand, CTT is the biggest delivery company in Portugal, apart from offering delivery services it also offers financial services such as banking, insurance, investment among others (CTT 2021).

Furthermore, it will be assessed a SWOT and PEST analysis of Dott, in order to better understand the company profile.

### **(1) Strengths**

Dott's main strength, that makes the company so unique, is due to the fact that it emphasizes that the platform is mainly for Portuguese brands, as it has the intention to expose the small brands into the digital market and to cause more awareness to Portuguese consumers about the opportunity of "national products" (Dott 2019). Another appealing feature to incentivize companies to join the platform is the opportunity of joining the platform without being charged any entry fees, which means that retailers would only have to pay a commission fee to Dott every time a product is sold through their platform (Dott 2021).

Considering, that the company was founded in 2018, it offers a wide range of products to its consumers, specifically, offers 16 different categories (Dott 2021).

### **(2) Weakness**

Although Dott is extremely committed to offering its consumers products that are "100% national", it came across that the brand does not receive enough recognition from Portuguese consumers.

Consequently, it is necessary to consider that in terms of delivery, it takes some time for the company to process the deliveries. For instance, this has to do with the fact that in certain situations, consumers purchased a product that is stated on the website that it was

available, however, the retailer did not have it in stock. Hence, this situation delays the whole process of shipping or in some cases, the customer would not receive the products they paid for.

### **(3) Opportunities**

Portugal is the second country in Europe with the highest rate of purchases on foreign sites (Teixeira 2020). Around 85% of Portuguese consumers seek an international retailer (Teixeira 2020). Therefore, the opportunity of Dott to expand its product categories and offer a wide range of products would attract more the Portuguese purchasing decision.

For the current timeline, it is necessary for Dott to focus and to improve the company's performance in the Portuguese market, however, a possible goal to consider in the future is the expansion of the company on other European markets. Hence, it is extremely important if Dott starts to improve its marketing campaigns, in order to attain higher customer attention. Lastly, another method to leverage the brand would be to take advantage of the joint venture from CTT and Sonae to enhance brand trust to its consumers.

### **(4) Threats**

According to the European e-commerce Report (2019), the main players in the Portuguese e-commerce market that gather the consumer's preferences are AliExpress, eBay and Amazon.

A possible issue that Dott could encounter is the fact that consumers might end up buying the product at the retailer's website since it would be cheaper than buying it from Dott, thus the company ends up losing their commission (Dott 2020).

Concluding, Dott's SWOT analysis will be carried out a PEST analysis to provide further insights.

### **(5) Political**

Portugal is considered of the European countries that charge the highest corporate tax (Caetano and Novais 2019). Considering this, it is possible to say that this promotes a disadvantage to Dott compared to its competitors, Amazon and AliExpress. This is because the company has its headquarters in Portugal and is more involved with local taxes.

#### **(6) Economic**

The Covid-19 pandemic impacted the Portuguese economy, as there were several industries such as restaurants and hotels were the industries that presented the largest proportion of job losses (Mamede et al. 2020). Consequently, small retail shops were also affected by the Covid-19 pandemic and were forced to close the physical shop in order to reduce social contact. Therefore, 300 companies decided to join Dott during the pandemic, which facilitated the process of a business going digital (Marcela 2020).

#### **(7) Social**

Portuguese consumers are becoming more digital-oriented when it comes to online shopping (ACEPI 2020). In 2020, it was estimated that 57% of users used the internet for online shopping, which demonstrates an increase of 6% compared to 2019 as it registered 51% of online users. Consequently, the intensity of purchasing online is also increasing, since 73% of online buyers make between 3 to 5 shops per month (ACEPI 2020).

#### **(8) Technological**

Technology has become the norm in a variety of corporate tasks, such as marketing, production and distribution strategies (Mahmud 2021). It impacted the way business operates, as it led to digital business platforms' development and growth (Mahmud 2021). For instance, the pandemic impacted and accelerated the process of going digital and Portugal presented a growth of 90% of small businesses joining the online market (Peralta 2021)

### **c) AliExpress Swot and PEST**

AliExpress is a business to consumer (B2C) subsidiary of Alibaba Group (Alibaba, 2021). There are 1.5 billion product listings on the site, and 693 million active users per year (Alibaba 2020). Furthermore, apart from being part of the e-commerce industry, AliExpress also started to explore different businesses such as financial technology, web-based technologies and utility services (Mahumd 2021).

To better understand AliExpress strategy, it will be performed a SWOT analysis.

#### **(1) Strengths**

AliExpress started to explore the European market and due to the wide offer of diverse products and its cheap prices, consumers started to interact more with the brand. The platform has a lot of diverse products since it incentivizes a lot of Chinese manufacturers in joining the due to the possibility of storing their inventories at the company's warehouse (drop shipping), which reduces the retailer's costs.

#### **(2) Weakness**

The platform has many manufacturers that offer the same product, and they compete between them, therefore there are many products that are the same but one is cheaper than the other (AliExpress 2021). In some situations, there are some cheap deals that grab the customers' attention and if not evaluating the product carefully, it can be considered a scam (Xinhua 2020).

#### **(3) Opportunities**

AliExpress mainly operates in the European market and they have opened their first physical store in Madrid. The company also plans to increase its market share in Poland (Xinhua 2020). A further opportunity to take into account is the possibility of having a

warehouse in the European market, so the delivery time of the products would not take so long, as currently, it takes between 20 and 40 days (Hickey 2017).

#### **(4) Threats**

Despite the huge success of AliExpress in the European market, it is possible to note that Amazon and eBay are the main competitors (Chevalier 2020). Apart from having to compete for consumers' attention, the company is being associated with environmental issues. Clothes and accessories that are considered fashionable, are for a short fashion cycle and contain a high level of chemicals (Cowley et al. 2021).

Taking into consideration, the SWOT analysis conducted, it will be introduced a PEST analysis of AliExpress.

#### **(5) Political**

In the 21<sup>st</sup> century, political factors have become increasingly important. Governments are now taking a more active role in business monitoring and regulation (Pratap 2021). The Chinese government highly motivates regional businesses, which is seen as a potential for companies to expand and grow fast (Pratap 2021).

#### **(6) N Economical**

International business is affected by the country's economic factors. For instance, the Chinese economy is considered one of the largest at the global level (Bureau 2020). Consequently, it is possible to relate AliExpress success and its strong performance due to the healthy Chinese economy (Pratap 2021). The economy of a country and the employment level impact online shopping; thus, individuals have higher dispensable income, so they have the possibility to spend on online shopping (Pratap 2021).

#### **(7) Social**

Social factors play a big role in the business context. When entering a new market, it is necessary to carefully evaluate the society and its culture. For instance, it is necessary to highlight that marketing campaigns targeting Chinese consumers are different from European consumers. Therefore, Alibaba is more focused on serving the Chinese market, while AliExpress is more centred on the European market. Consequently, due to the capability of adapting its business strategies to each country, AliExpress is increasing its expansion in the European market (Dawson2021).

### **(8) Technological**

Online buyers started to set preferences on purchasing products through mobile devices (Meola 2020). According to AliExpress' Director of global operations and expansion, the mobile is considered their "catalyst for international expansions". Therefore, it is necessary to provide a platform that is user friendly, and it is easy for returning visitors to enter the company's site and to pursue with online shopping on their phones (Google 2015).

## **6 Strategies to grow Dott in the Portuguese**

### **6.1. Improvements in supply chain management**

As this study tried to demonstrate, Dott presently has a few issues related to its supply chain management. In particular, these issues relate to delivery periods and cancelling orders, as a result of misinformation on stocks with the suppliers. Dott's business model currently consists in being an agent in the transactions between consumers and companies. They have a website on which consumers can buy products and also relies on another partner CTT to deliver the products. Meanwhile, the company has no control over the order fulfilment process (Filipe da Silva Ramos 2021).

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

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

Furthermore, one of Dott's competitors, Amazon, has already in several countries this fulfilment centre. They invested a large amount of money in robotics so that they could have this process automated in their smart warehouses. This use of technology allows the

company to offer more agile deliveries to their customers. (Del Rey 2021). Dott could use Amazon's Smart Warehouses as a model to build their own.

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

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

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

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

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

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

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

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

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

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## 5. Appendix

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

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

Caro participante, / Dear participant,

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

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

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

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

- Concordo / I agree.

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

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

*Marcar apenas uma opção / Select only one option*

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

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

*Marcar apenas uma opção / Select only one option*

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

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

*Marcar apenas uma opção / Select only one option*

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

## **B. Marketplace**

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

*Marcar apenas uma opção / Select only one option*

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

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

*Marcar apenas uma opção / Select only one option*

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

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

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

estas ações.

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

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

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

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

### C. Dott

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

Marcar apenas uma opção / Select only one option

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

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

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

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

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

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

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

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

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

*Marcar apenas uma opção / Select only one option*

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

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

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

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

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

Resposta aberta / Open answer

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

*Marcar apenas uma opção / Select only one option*

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

For those that answer no the questionnaire will end

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

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

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

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

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

Marcar apenas uma opção / Select only one option

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

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

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

Marcar apenas uma opção / Select only one option

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

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

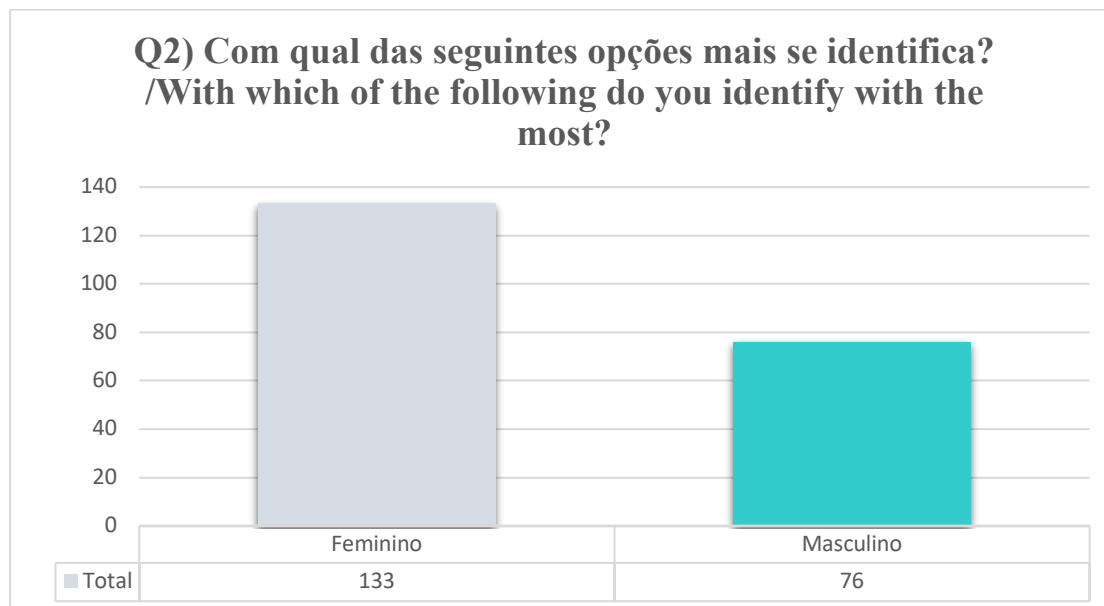


Exhibit 3: Graphical illustration of the results from the survey Q3 “What is your age?”.

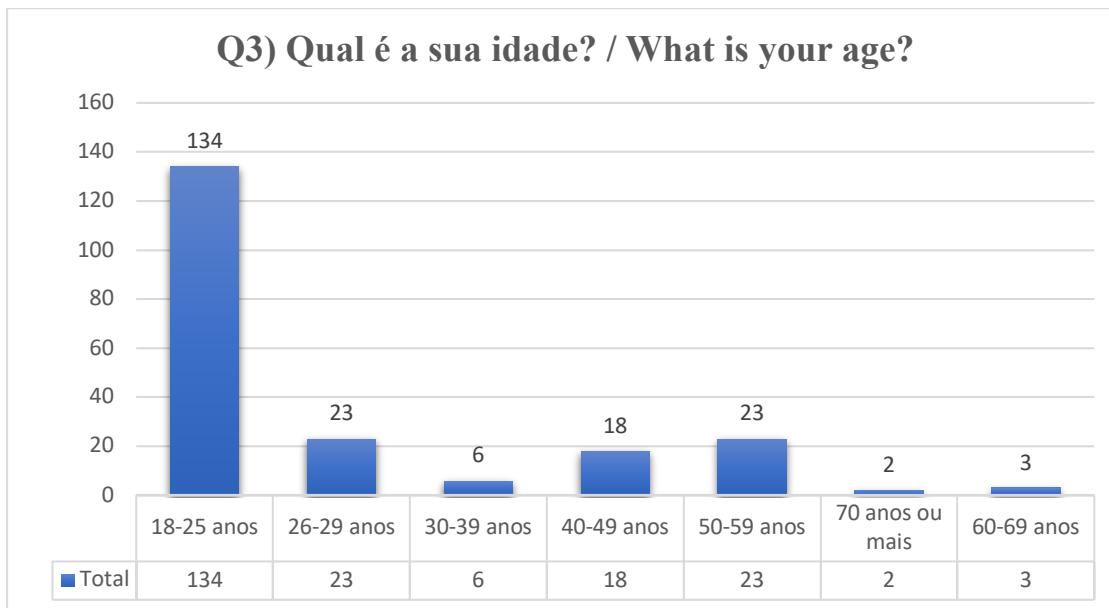


Exhibit 4: Graphical representation of the results from the survey Q4 “How would you describe your employment situation in the last three months?”.

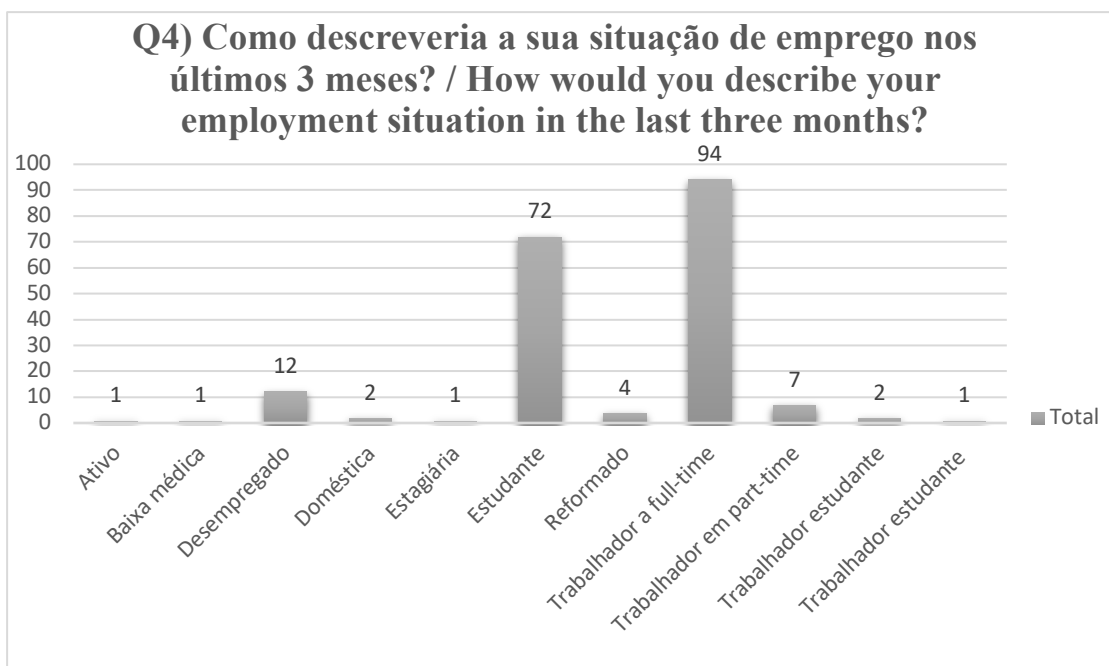


Exhibit 5: Graphical interpretation of the results from the survey Q5 “What's the first brand that comes to your mind when you think of a Marketplace?”.

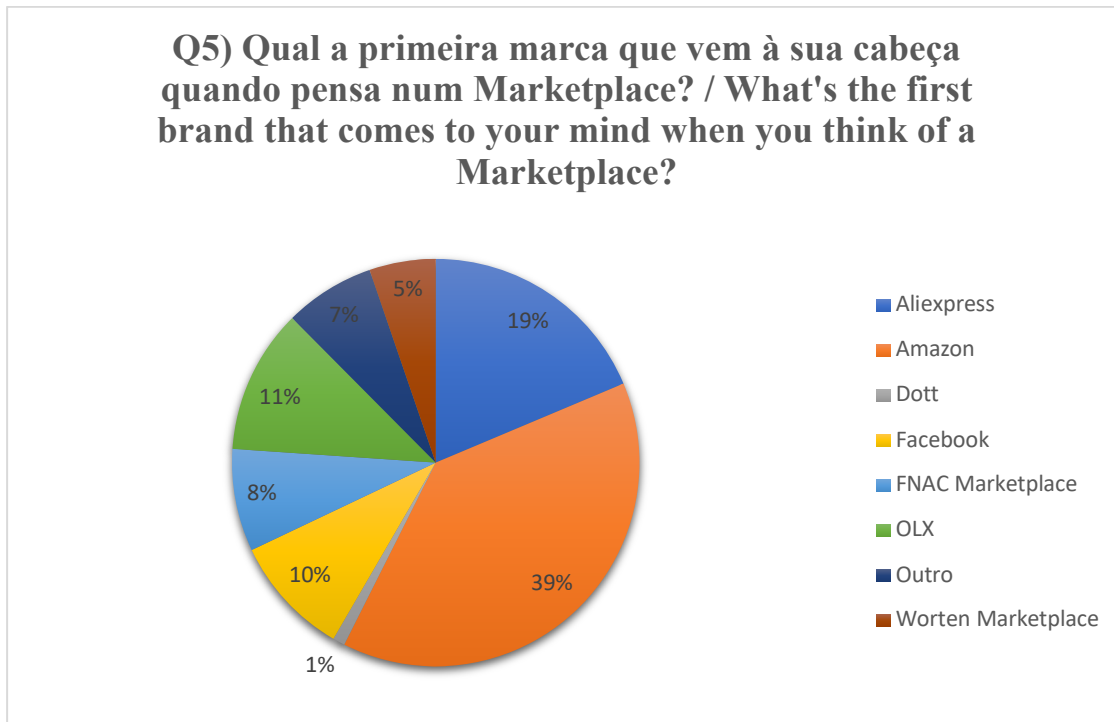


Exhibit 6: Table of results from the survey Q6 “What feature do you associate with the Marketplace in your previous response?”.

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

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

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

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

Muito Pouca Frequência	42
Nunca Pouca Frequência	24
	70

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

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

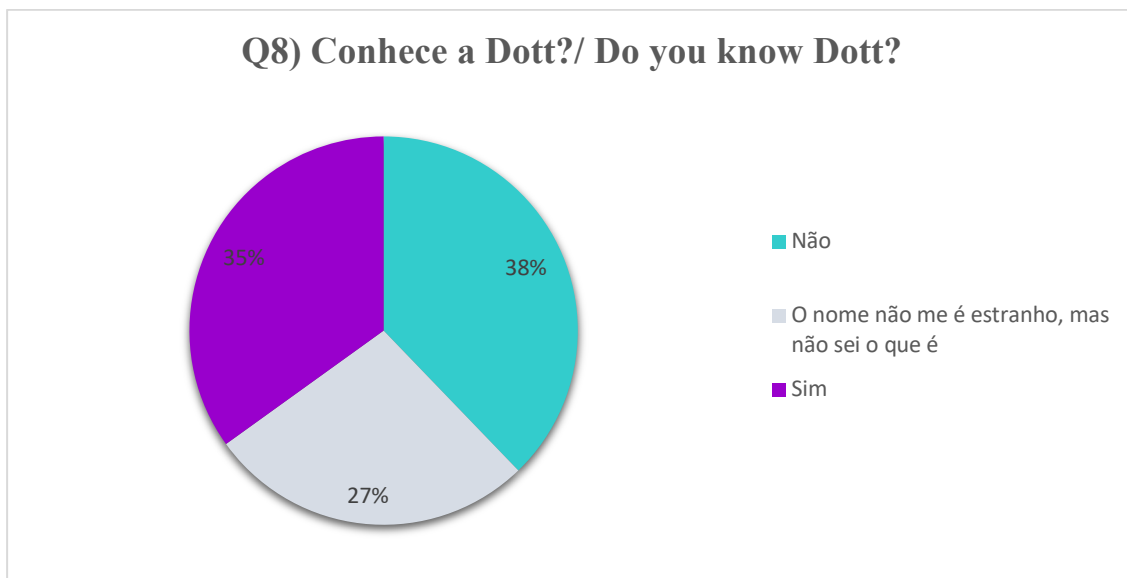


Exhibit 9: Table of the results from the survey Q9 “Describe the frequency of the following actions”.

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

Pouca  
Frequência 35

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

**Answer**

Alguma  
Frequência 17

Muita  
Frequência 3

Muito Pouca  
Frequência 35

Nunca 33

Pouca  
Frequência 42

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

**Answer**

Alguma  
Frequência 24

Muita  
Frequência 1

Muito Pouca  
Frequência 33

Nunca 37

Pouca  
Frequência 35

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

**Answer**

Alguma  
Frequência 19

Muita  
Frequência 2

Muito Pouca  
Frequência 25

Nunca 39

Pouca  
Frequência 45

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

**Answer**

Alguma  
Frequência 16

Muita  
Frequência 2

Muito Pouca  
Frequência 28

Nunca 53

Pouca  
Frequência 31

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

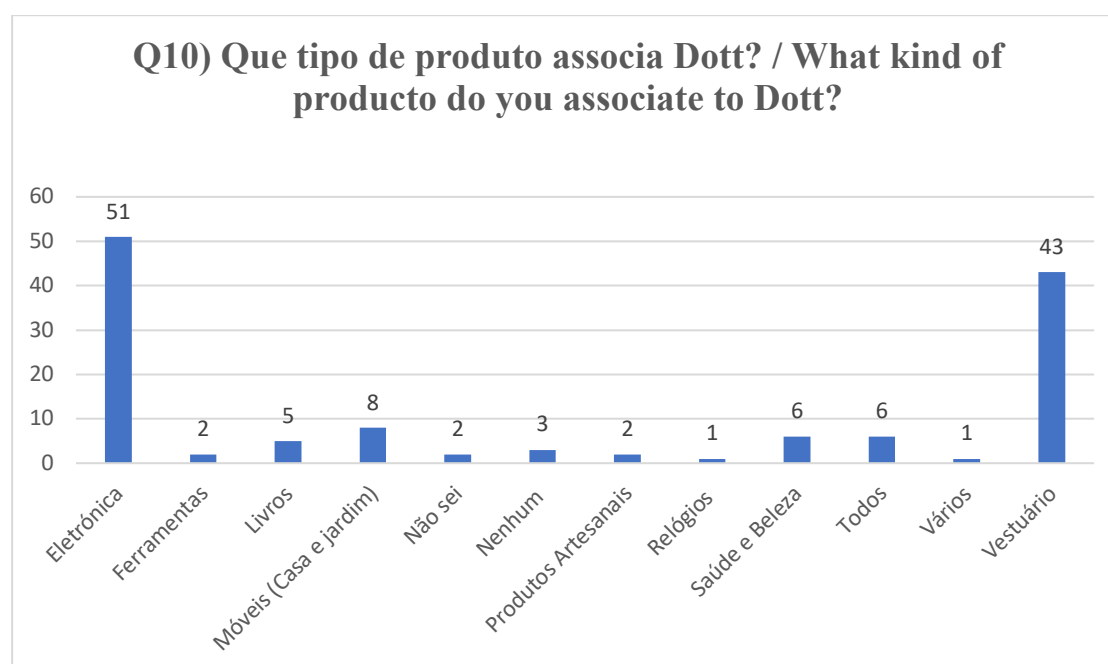


Exhibit 11: Table of the results from the survey Q11 “What characteristics do you associate with Dott?”.

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

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

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

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

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

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

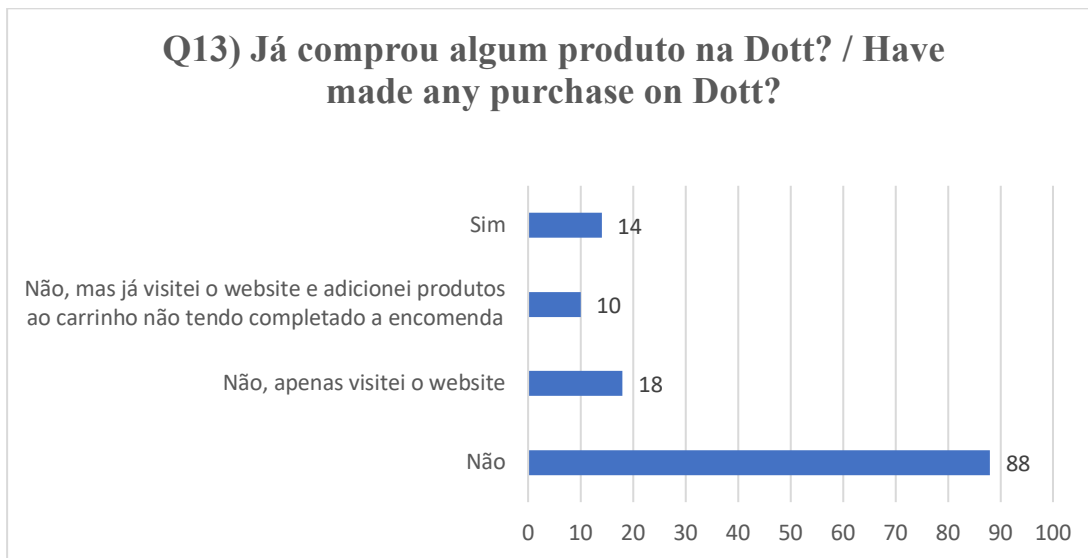


Exhibit 14: Results from the survey Q14 in table and graphical form.

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

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

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

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

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

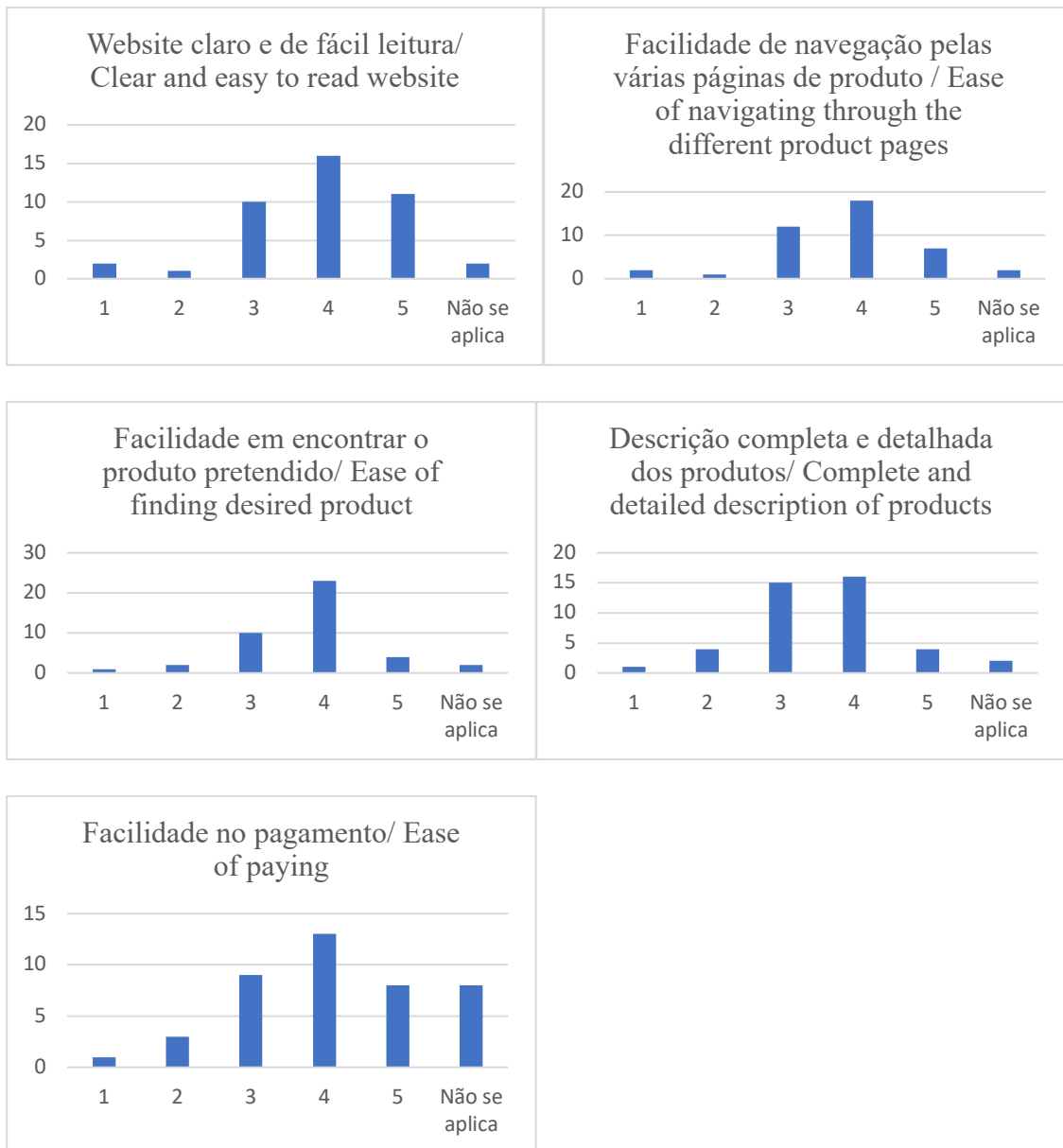


Exhibit 15: Graphical depiction of the results from the survey Q15 “On a scale from 0 (very weak) to 10 (excellent) how do you assess your satisfaction with the product purchased at Dott?”.

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

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

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

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

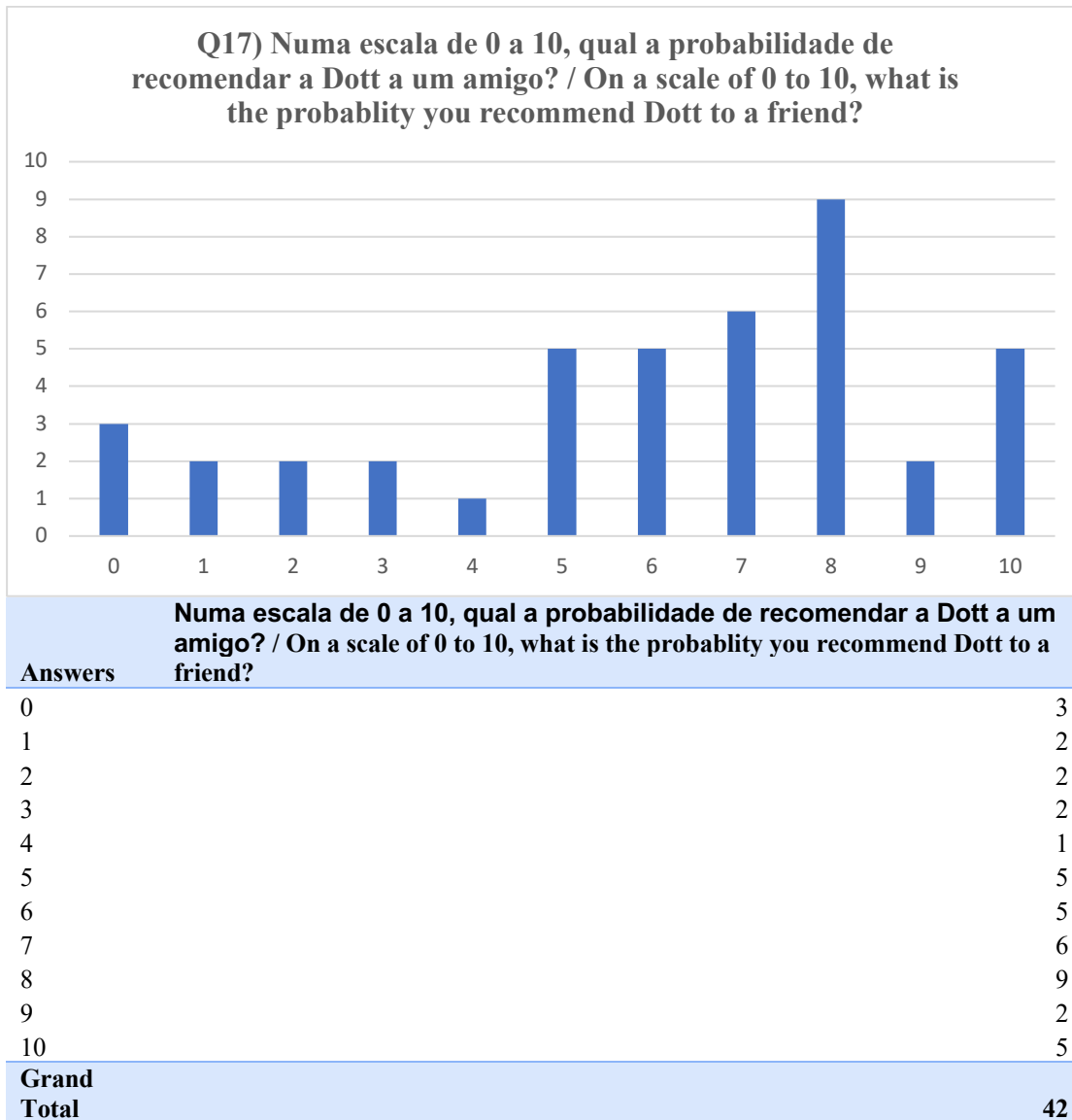


Exhibit 18: Graphical depiction of the results from the survey question "Do you know Dott?" in the different segments.

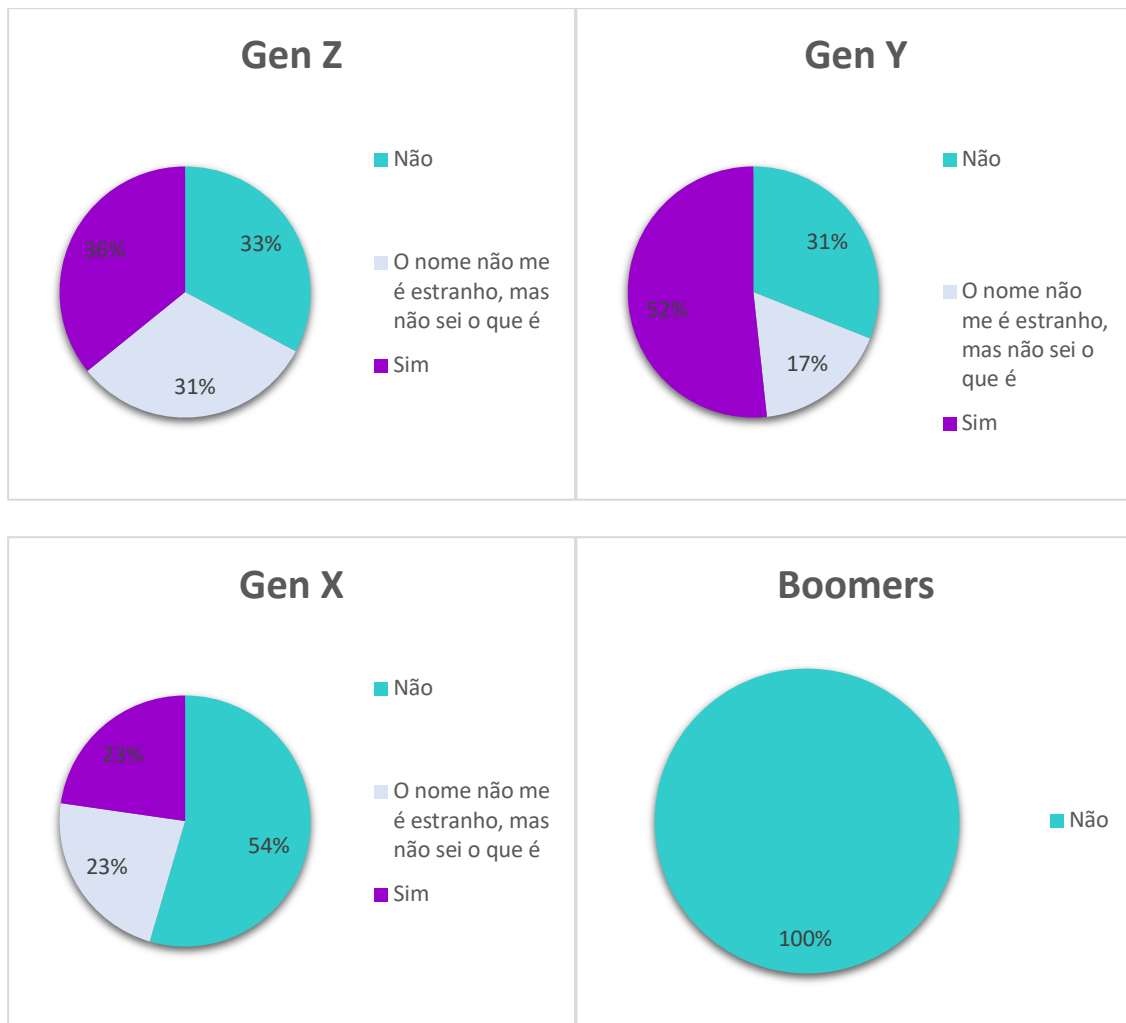


Exhibit 19: Graphical depiction of the results from the survey question "What is the first that comes to mind when you think of a marketplace?" in the different segments.

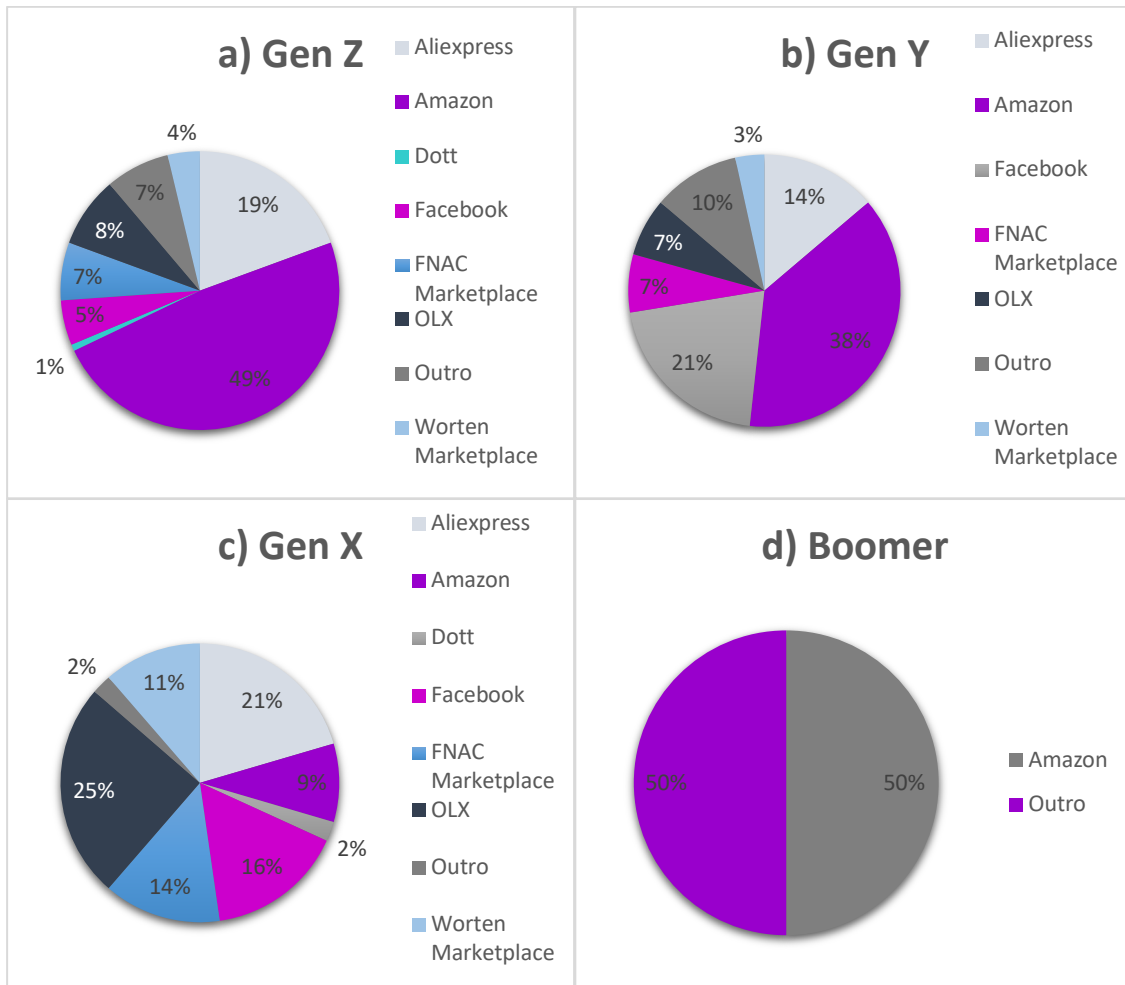


Exhibit 20: Table of the results from the survey question "What kind of product do you associate with Dott?" in the different age groups.

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

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

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

