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HOW CONSUMERS REACT TO DIFFERENT PRIVATE-LABEL BRANDS?

Catarina Alexandra Vieira Morcela

Project submitted as partial requirement for the conferral of Master's in marketing

Supervisor:

Prof. Susana Henriques Marques, ISCTE Business School, Departamento de Marketing, Operações e Gestão Geral

September, 2020

Marketing, Operations and Management Department

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RESUMO

As Marcas Próprias são cada vez mais escolhidas pelas famílias portuguesas. No entanto, sendo este um mercado tão vasto, devido às inúmeras Marcas Próprias que existem, quer dos diferentes Retalhistas, quer dentro do próprio retalhista as várias gamas de Marcas Próprias, é importante saber a razão pela qual cada consumidor escolhe cada uma.

O presente estudo baseia-se na análise do comportamento do consumidor face às três marcas próprias do Continente: é, Continente e Continente Seleção. Tentando perceber como é que cada consumidor vê cada uma das marcas e o que o leva a escolher.

Iniciando a análise através da Revisão de Literatura, onde foram enunciadas as principais componentes teóricas provenientes deste estudo, nomeadamente, sobre os conceitos de Marcas e Comportamento do Consumidor, levando, posteriormente, à definição dos objetivos de estudo da parte metodológica.

Prosseguiu-se para a parte de investigação, através de uma análise quantitativa, concretamente através de um questionário online, onde foram obtidas um total de 318 respostas.

Após a análise das respostas, através das várias ferramentas provenientes do software SPSS, foi possível apurar resultados. Os resultados apurados evidenciaram que a maioria dos consumidores consome Marcas-Próprias, sendo as Marcas-Próprias do Continente bastante consumidas. A escolha das marcas, deve-se na maioria, devido à qualidade e ao preço dos produtos, sendo que prevalecem aqueles que tiverem melhor relação qualidade/preço. No entanto, a Marca é é vista pelos consumidores como a marca com menos qualidade da cadeia Continente, sendo também a menos consumida.

Palavras-Chave: Marcas Próprias, Marcas dos Produtores, Consumidor, Critérios de Escolha, Decisão de Compra, Continente

ABSTRACT

Portuguese families choose Private-Label Brands, more frequently. However, this is a much-diversified market, due to the numerous Private-Label Brands that exist, either from different retailers or, within the retailer itself, the different range of Private-Label Brands. It is important to know the reason, whereby each consumer choose each Private-Label Brand.

The present thesis is based on the analysis of Consumer behaviour, regarding the three Private-Label brands from Continente: é, Continente and Continente Seleção. With the goal of understanding, how each consumer sees each brand and, what make them choose it.

Starting the analysis with the Literature Review, where the main theoretical components from this study were enunciate, namely, about the concepts of Brands and Consumer Behaviour, leading, posteriorly, to the definition of the study objectives of the methodological part.

Continuing to the research part, through the quantitative analysis, concretely, through an online questionnaire, where were obtain 318 answers.

After analysing the responses, with the tools provide from SPSS Software, it was possible to ascertain the results. The results obtained showed that most consumers consume Private-Label Brands, with Private-Label Brands from Continente being widely consumed. The choice of brands is, mostly, due to the quality and price of the products, with those with the best quality / price ratio prevailing. However, the Brand é is seen by consumers, as the brand with the lowest quality in the Continente chain and is also the least consumed.

Key Words: Private-Label Brands, Manufacturers Brands, Consumer, Customer, Choice Criteria, Buying Decision, Continente

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1. Introduction

1.1 Theme and its importance

Fast Moving Consumer Goods are important in every moment of a person's routine, and so, consumers are always looking for them in supermarkets.

The retailers need to be in constant communication with the manufacturers in order to get always, the products that their customers need and want. However, retailers start by selling the products produced by the manufactures, the National Brands, and they start to understand that they could have profit if they sell their own brands. And that's when Private-Label Brands appear.

The retailers start to be focused on the production of their own brands, which were similar with the ones from the manufacturers but with lower prices. Nevertheless, as they were focus on offering products with lower prices, the quality was not so good, what make the consumers continuing to choose the National Brands.

The retailers had focused on their positioning strategy, because with their own brands, they were able to increase their market share and their profits. In this way, they start to improve, the relations, between product's quality and price, to differentiate themselves, and put themselves on the shelves near the other products.

Moreover, with the crisis in Portugal, the consumers started using that kind of products, what improve the quantity of different Private-Labels in the market. Due to this fact, consumers have a large range of choice when they go to a supermarket. Some choose the National Brands, others choose the Private-Labels, and others are always switching from one to another.

The topic of the following report, and consequently, the thesis theme, is based exactly in this kind of brands, Private-Label Brands, and how consumers decide which one they should choose. In this way, it is important to show, how this market is evolving, how is, in these days, the behaviour of the Portuguese consumer, how the principal's retailer is acting and what is the role of private-label brands in the life of Portuguese families.

1.2 Motivation

Private-Labels are becoming more and more important in the retail market. Although, in the past the consumers undervalued these brands, because they said that as the brands were so cheaper, comparing with other brands from the manufacturers, that they would not have enough quality. Nowadays, this way of thinking is changing, and Private-Labels are becoming stronger in the market, mainly because there are investing in products' quality and in ways to attracts consumers to purchase their products.

During my bachelor's in Management and in this master's in Marketing, if on one side, understand how consumers behave, think and act was something that fascinated me, and gave me pleasure when I was studying it. On other side, was the retailing area that captivated me and gave me the feeling of trying to understand their strategy to differentiate each one from another. Furthermore, it is this final point that make me choose this topic. These two areas, together, understand what make consumers choose these kinds of brands, what make them continuing buying specific products from specific brand or and what make them change between different Private-Labels.

1.3 Thesis structure

The present report will be structured in six main topics. The **first** is the Introduction where will be showed the principal aspects of the study, namely its importance, the motivation to investigate it and relevant aspects about the theme. The **second** is the Literature Review, to explain the principal subjects based on scientific research from important authors regarding this theme. In this way, there will be two big groups, one regarding Brands, and Private-Label Brands, and another one regarding Consumer Behaviour.

Moving to the **third** topic, it will be about the market, and it will be possible to find a market analysis, with its evolution over the years, the main competitors, and an analysis about the history, behaviour and evolution from Continente. The **fourth** topic is about the Methodology. In this Chapter it will be defined the purpose of this investigation with the principal objectives, the type of analysis used, as well as the methods of data collection and treatment will be presented.

On the **fifth** topic will be made the Data Analysis, with the sample characterization, definition of the buying profile and the results of the tests performed on the analysis objectives will be presented. Moving to the **sixth** topic, is about the Conclusions, where will be presented the principal conclusions obtained from the analysis of the questionnaire, as well the main contributions, the limitations of the study and future investigations will be proposed.

2. Literature Review

2.1 Brands

1.1.1. Definition

In the past the word Brand was used to distinguish the products from different producers (Baba, 2014). The concept was defined as “a name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers (Brodie & Chernatony, 2009)”. However, branding is changing, and the concept of brand should change with that, so new concepts of brand appear, in order to exploring new perspectives.

Brodie & Chernatony, (2009) said that “(…) the meanings of ‘brand’ can vary between managers in the same organization (…) brand could be defined as a cluster of values that enables a promise to be made about a unique and welcome experience”. In another perspective, “The service brand is seen as facilitating and mediating the marketing processes used to realize the experience that drive co-creation of value”. The author explain brand this way, because he believes that marketing should be service oriented and brands have an important aspect during this process. It may happen because, the managers design a brand around the values of the company, and then the customers should perceive an imaged about that brand. Finally, “Brand has populist interpretations, technical interpretations and conceptual interpretations (Brodie & Chernatony, 2009)”, mainly because there will never be a unique definition for Brand, it will change continuously over the years.

Maurya & Mishra, (2012) suggested, based in the 12 themes, that the definition of brand should settle, are: logo, legal instrument, company, shorthand rick reducer, identity system, image in consumer’s mind, value system, personality, relationship, adding value, and evolving entity.

More recent studies affirm that, Brands nowadays have two functions, function as representation of a quality certificate for a certain product from certain company, and for customers to establish their experience while they are shopping, in order to find the product that really satisfy their needs (Baba, 2014).

1.1.2. Branding Policies

Having in mind that, is brand that may have one or more products, managing several brands may be a difficult and complex task, because it should be efficient in order to achieve all the targets of each brand. According to Lendrevie *et al.*, (2015) can be defined four types of brands:

The first is the Institutional Brand, which can be call as corporate Brand and it is based on the transaction of the company reason into the brand of the company. A company decide to build a brand with this institutional brand, in order to be brand for all their stakeholders. This type of brand can be subdivided into three groups:

- The institutional - in which the brand as only an institutional function, for regulatory issues, and its products assume other different names.
- The umbrella – which have both institutional and marketing functions. Which is the company use its institutional brand for corporative activities and, for their products.
- The hybrid – with this type of brand, the company can use their brand name, for the corporative activities, and for some of their products, while others use their own brand names.

The second one is the Product Brand, in which each product of a brand has a different position and it is a specific brand, allowing the company to have a diversified portfolio of brands. A company also uses this type of brand, when there are focused on a specific segment and have different products with different brands from that segment. Consequently, they can be a market leader in that segment and have the highest market share.

The third is the Umbrella Brands, in which a company is represented with different products in different segments of the market. As these products may be so different, it can have different ways of being communicated in the market. The big advantage of this brand is that if consumers had good experiences with these products, when they are trying products from other segments, they will predict good quality due to previous experiences. However, it may be an advantage because, if a product is not so good in a certain category, and the consumer understood that it may question the quality of future products.

Finally, the authors defined a set of other brands that derive from the Umbrella and Product Brands and another set from the Generic Brand. Starting with the ones that vary from Product Brands:

- Gamma Brand – It is about brands that have a homogeneous gamma of products in the same segment with the same position.
- Product Brand – The product and the brand are saw as one. As there is no denomination in the market for that product, it is denominated with the name of the brand itself.
- Family Brand – There is an institutional brand, and the brands from that company derive from the suffix or prefix from the institutional brand.

Following with the ones that vary from the Umbrella Brand:

- Line Brand – Under the same name, a company groups product that are for a certain type of customers, and that promoted individually.
- Griffe – Representing luxury products, it is a creation from the designer, and the brand acquire the name of person who created it.
- Guarantee Brand – The Company use this brand as complement of another, in order to confirm and ensure the quality of the products.

Finishing with the Generic Brand, this is related with the higher awareness that a brand can achieve, making the consumers start call the segment, in which the brand belongs, by the brand name. However, with this strategy the brand may have difficulty in being differentiate from the other products in that segment, because all of them are called in the same way.

1.1.3. Private-Label Brands

1.1.3.1. Concept and Strategy

"Private-Label are brands owned by the retailers and sold exclusively in their stores, being part of retailer's business (Bushman (1993), DeWulf *et al.*, (2005) *in* Brazauskaitė *et al.*, 2014) ".

With this kind of brand, it is possible for retailers to increase their market share, get more profits for them and also, offer to their consumers products that are similar to the ones from National Brands but with lower prices (Hoch & Banerji, 1993). In this way, they will reinforce their relation with consumers (Miquel-Romero *et al.*, 2014), and increase their store profitability and differentiation (Pepe *et al.*, 2012).

Private-Label Brands become very important for retailers, especially because they were able to generate value and stablish a positioning. And it is only possible because Private-Labels will generate higher margins, negotiation power over the manufactures, differentiation of the major competitors, meet consumer's different needs in one place and create consumer's loyalty in the retailer. Moreover, it is with the attitude and trust over their Private-Label, that retailers can keep their relations with their consumers, and in this way, create loyalty to the retailer (Lombart & Louis, 2016).

Sometimes retailers decide to use a Multitier Private-Label Strategy, which is based in adding the Premium and Economy level to the Standard Private-Label level (Akcura *et al.*, 2019). They are classified according their level of quality, so the economy appeared to compete with the discounter, because they offer only the basics with a tolerable quality and the lowest price, they are able to do this because they avoid expenses resources and they cut the costs. The standard bottom on mid quality products with a mid-price. And finally, the premium one tries to achieve the "top-quality-tier products", offering superior quality in both products' quality (ingredients, flavours) and look and design of the packages, however they have a higher price (Geyskens *et al.*, 2010).

Although this strategy can diversify their portfolio, the introduction of a premium gamma may divide the customers and may affect negatively the Standard Private-Label, because generates intra-store competition between the two types of Private-Label Brands. However, these consumers choose the private-label brands due to the price differential, when compared with the National Brands. Nevertheless, when the retailers decide to do promotions in the National Brands, this differential decrease and Private-Labels become less attractive. In this way, retailers should adjust the National Brands promotions, based on their private-labels results, and with this they are able to reduce the National Brands attractiveness and increase the private-label market share (Akcura *et al.*, 2019).

Even though Private-Label brands are sold by the retailer that create them, the brand may have their own name, or the name of the retailer. Sometimes, if a brand uses their own and exclusive name, they are seen by the consumers, as products with better quality, rather than brands that use their retailer's name, as the name of the products (Bao *et al.*, 2011).

And here appears one of the major problems of Private-Labels. Consumers saw these brands, as products with low quality and this might make them choose National Brands because they already know what expect from that quality. Moreover, make retailers started to invest on product's quality, and not only on price reduction (Mieres *et al.*, 2006)

On one side, the authors Brazauskaitė *et al.* (2014) defend that retailers sometimes use the "Copycat Strategy" which is based in reproducing the packaging, merchandising or the in-store marketing campaigns, from the National Brands. On the other side, it is defended that retailers may use the "Comparisons Strategy" which is based on the usage of similar packages and other features, in order to the consumers confuse both, National and Private-Label Brands, and chose the last one due to the price (Olson, 2012). Also, to increase the similarity between products, retailers decide to put the private-label products near the national ones, so consumers have to compare both products (Pechmann, 1996, *in* Brazauskaitė *et al.*, 2014), and price become one of the main triggers to attract consumers to the private-label brands (Baltas *et al.*, 1997, *in* Brazauskaitė *et al.*, 2014).

1.1.3.2. Relationships between Private-Label Brands and Consumers

Consumers choose the Private-Label having in mind the relation that they have with the retailers, if they are loyal to a retail-chain they will consume products sold by them (Martos-Partal & González-Benito, 2009). There are several factors that, influence consumers loyal to a store: appearance and environment; store convenience; store employees; merchandising quality perception; service quality and social groups (Maruyama & Wu, 2014). Besides that, other studies showed that exist economic factors that influence consumers: pricing policies; switching costs; loyalty schemes; store promotional policies (Meyer-Waarden, 2015).

In another point of view, there are several factors that may influence consumer's options, regarding the Private-Label choose, i.e.: Store brand image; trust in the retailer store brand; quality perception and price. Moreover, according to Koschate-Fischer *et al.*, (2014), price sensitivity is the most important factor when they talk about the relation of store loyalty and private-labels market share.

Recent studies of do Vale *et al*. (2016) show that, quality is now the most important factor that may lead to costumer's loyalty. And if retailers improve their private-label products quality, they would be closer to the National Brands, and will improve their position. So, if retailers offer products that bring more value than the competitors, consumers become loyal to the retailers, due to that product category (Akcura *et al.*, 2019).

When a consumer is really satisfied with the Private-Label product, their trust in the brand will increase, and the probability of re-purchase will increase (Selnes, 1998). This fact was confirmed by Miquel-Romero *et al.* (2014), where they conclude that, the better the consumer's satisfaction around private-label products, the greater will be the feeling of trust and commitment, for that Private-Label Brand. With this, the possibility of consumers enlarges their choices to other products of that Private-Label, will be higher, and consumers will develop a feeling of loyalty around that store. The authors also realize, satisfaction should be stablished by improving products quality, offering premium private-Label products, brand image and promotions.

To have a succeed Private-Label Brands management; retailers should use a "Category Management" to be more aware about their consumer's need and their business strategies (Pepe *et al.*, 2012).

The retailers should invest in the visibility and positioning of their Private-Label products on the shelf in order to compete with the National Brands. With this they will increase the Private-Label's sales and, consequently, their market share (Fornari *et al.*, 2013). This growth could have 2 causes, first they attract the consumers to their stores, by advertising the National Brands, then try to sell their Private-Label products which are significantly cheaper; second, they deal with the manufactures to get better prices by the national brands. With a good category management, they can understand where invest on marketing resources, to get the best profitability (Pepe *et al.*, 2012).

2.2 Consumer Behaviour

2.2.1 Definition

Consumer behaviour was defined as "the study of the processes involved when individuals or groups select, purchase, use, or dispose of products, services, ideas, or experiences to satisfy needs and desires (Solomon, 2014)".

In the past, this concept was call Buyer Behaviour, because was focused only on the relation of the consumer and producer in the moment of purchase. But, over the time, marketers understood the importance of this relation, and started to understand that is not a specific moment that matters, but yes, it is a global process, that star when the consumers desire something, and finished when he really uses the product (Solomon, 2001).

In this way, the consumer is “a person, who identifies a need or desire, makes a purchase and then disposes of the product during the three stages of the consumption process”. However, the person who buys it may not use the product, because the person who buys it is the “Purchaser”, the person who used it is the “User”, and they may or not be the same person (Solomon, 2001).

2.2.2 Consumer Segmentation

According to the author, Brazauskaitė *et al.* (2014) there is not completely defined the profile of Private-Label Brand’s consumers. In 1981, Grazin (*in* Brazauskaitė *et al.*, 2014) affirmed that consumers choose their products regarding their demographic characteristics.

As there is no cohesion around this theme, some studies showed that Private-Label Brands are not often chosen by young people (Puri & De, 2012), while others showed that, level of education influence the Private-Label Brand’s choice, because there’s a positive correlation between the trend of Private-Label’s consumption and young consumers with lower education (Shukla et al., 2013).

Socio-economic factors became very important in some studies, because, the trend of Private-Label consumption is influenced by: the income level, the higher the income the lower the attention for Private-Label Brands; family size and education level (Richardson *et al.*, 1996). In this way, regarding this topic, is possible to understand that these consumers are price sensitive, the ones with lower income are less loyal to the brands, and they search for the best value that each brand offer (Brazauskaitė *et al.*, 2014).

Having in mind these two factors (demographic and socio-economic), a study showed that age, gender, family, monthly expenses or trip costs, do not influence the purchase intention of Private-Label Brand, because different context affect the intention of consumption (Baltas & Argouslidis, 2007).

It is important to study the personality of these consumers because it strongly depends on their behaviour. The ones that are looking for social connection, the “extroverts”, are more prone to choose National Brands than Private-Label Brands, because their ambition for something. While the ones that are able to try new products and new experiences, often choose Private-Label Brands, mainly because they are not involved with any brand (Whelan & Davies, 2006).

The Private-Label consumer is attracted by "quality, price, trust and packaging" of the products. And they are seen as "Smart shoppers" because, as they are looking for value, they become loyal to that Private-Label Brand (Brazauskaitė et al., 2014).

2.2.3 Reasons to Consume Private-Labels Brands

In the past, the consumer was seen as rational decision-maker, but with the time, the experience become a very important aspect to understand the consumer behaviour (Andajani, 2015). Nowadays, people make their decisions having in mind the emotional part, which means that, the behaviour during all the purchase process is affected by the emotions, pleasure, symbolic meaning, and several aspects that may influence the whole experience (Addis & Holbrook, 2001). Companies, namely retailers, should create memorable experiences for their customers, not only during the purchase, but also, before and after, in order to attract them (Andajani, 2015).

Understand what make consumers choose Private-Label Brands and no others, is mainly based in the experience that they have in the store, and if they are familiar with the store. So, there are several characteristics that made the consumers more favourable to choose Private-Label Brands (Silva et al., 2012):

- ❖ **Store Image** – If the consumers have a positive image about the store, and like the atmosphere the store, this influence positively their perception, about the Private-Label Brand.
- ❖ **Loyalty** – The costumer, that are loyal to a store, due to their satisfaction with it, are more likely to choose its Private-Label Brands, because they transfer the loyalty that they have in the store, to the products.
- ❖ **Price and Quality** – If the products have a satisfactory quality, and a lower price, than others in the market have, the consumers will be more available to choose those products.
- ❖ **Perceived Risk** – This affect the consumer behaviour and can be an obstacle to the consumption of Private-Label Brands, because the consumers may no choose these products, due to fact that the product may not have the quality that they were expecting.

Or in another view, changing from different categories in the same Private-Label Brand, may vary the quality.

❖ **Time Pressure** – If the consumers have lots of time to be in the supermarket and have time to choose the brand that they want, they will be more susceptible to choose different brands, and try the Private-Label Brands. Otherwise, they will choose the one they are used to, and keep with the National Brands.

❖ **People's Opinion** – There is a positive influence in the consumers, by the people the ones who are surrounded, like family, neighbours, and friends. If these have a positive experience with Private-Label Brands, the consumers will choose these brands easily. However, if they have a negative opinion about that kind of products, it will not influence the consumer behaviour.

Other authors confirmed that quality perception, perceived risk, are the principal factor that may influence the consumers choice of Private-Label Brands. And adding that, if the consumers are price and value conscious, the probability of choosing Private-Label Brands will be higher. The fact of a brand being very well known in the market, and the engagement of the consumer with the brands, are factors that may influence the brand choice (Liu *et al.*, 2018).

2.2.4 Consumer Decision-Making Processes

The Consumer Decision-Making Process is a model which acts like a "problem-solving or a need satisfaction process". With this model, marketers are able to understand the decision process of the consumers during the customer journey (Baba, 2014).

Figure 1 - Consumer Decision-Making Process
Source: (Baba, 2014)

The model has five stages but is not mandatory to follow all of them.

- ❖ The first stage, "Need Identification", is when the consumers understand that need something and trigger the desire of purchase (Baba, 2014). This need can be caused two types of stimulus, the internal, which can be trigger by basic needs that are situated in Maslow's Pyramid, and the external, in which can be triggered by advertisements or discussions with friends (Munthiu, 2009).

- The second stage is "Information Search", and consumers have the possibility of getting information through previous experiences, word-of-mouth or influences from other; or through communication campaigns (Baba, 2014). If a product is more valuable and has a reduce buying frequency, the research for information about it, will be higher and through more sources (Munthiu, 2009).
- Then, the third step is "Evaluate the Alternatives", is where consumers decide which is the best option that they have for their need, and here the awareness that they have about the different brands that exist, will influence their decisions (Baba, 2014). A consumer evaluates the product based on different factors such as (Munthiu, 2009):
    - Consumer's Experience.
    - Importance of the product.
    - The costs of making a bad decision.
    - The complexity of the evaluated alternatives.
    - The urgency that the decision must be taken.

Here, the consumer may base his decision, on one side, in the expectancy-value model, where he, based on his beliefs, group the positive and negative aspects of a brand, according their importance, to understand which is the best alternative. On the other side, there's the non-compensatory models of consumer choice, where the consumer evaluates the attributes in isolation, what make the decision easier for the him (Munthiu, 2009).

- The fourth is the "Purchase" action (Baba, 2014). And here, the consumers have four possibilities: Buying the product; Not-buying the product; Postpone the purchase and Replacing the product that he wants by another (Munthiu, 2009).
- And finally, the "Post-Purchase" where the consumers understand if the product matches their expectations (Baba, 2014). In this way, in the post-purchase, according to the satisfaction, if the product falls the expectations, the consumer will be disappointed; if it meets the expectations, the consumers will be satisfied; and if exceeds the expectations the consumer will be delighted. Based on this, if a consumer is satisfied with the product, the probability of re-purchasing will

increase, and he will tend to say good thing about the product and the brand to others (Munthiu, 2009).

However, when it is talked about supermarket products, the model has some changes. Because in the third stage "Evaluate Alternatives", it does not happen that way, mainly because 85% of the choices are made in front of the shelf. (Nordfält, 2009, *in* Clement *et al.*, 2015)

In this way, visual attention become very important, because consumers will choose in that moment. And there are several measures that retailers should do, like highlight the price of the products and put the private labels in specific places of the shelf and with signage, because consumers spend more time looking at it. Put competing products, closer to each other, so the products become easier to compare, and the private-label ones are chosen more easily. To end, the more the consumer spend looking at the product, the higher the probability of choosing the product (Clement *et al.*, 2015).

2.2.5 Types of buying decision behaviour

The decision of buying involves a complex deliberation to decide what to buy and it is base in four types of behaviour (Kotler, 1994).

Complex Buying Behaviour

In this type of buying behaviour, the consumer has a higher involvement in the buying process and has knowledge about the different brands presents in the market. Moreover, as higher involvement, it was understood that the consumer wants an expensive product, bought rarely, with some risk.

Here the consumer has to learn about the product that he wants, studying the different types of brands, by differentiating their features and then, create a set of beliefs and attitudes about the product, and finally make a careful and thoughtful purchase decision.

In this way, the marketers should adapt the strategy to help the consumer to learn about the product, by differentiating their brand features and benefits, through communication campaigns and store sales personnel to influence the final choice.

Dissonance-reducing Buying Behaviour

In here, the consumer, also has a high involvement in the process, however he has a small knowledge about the different brands. Due to that, they decide to look around and see what is available in the market, but they decide and buy very quickly. The decision is, most of the times, determined by some good price or just the convenience of the purchase decision, in that moment.

In the post-purchase moment, the consumer may notice some disturbing characteristics, or see better qualities in other products that are equals to his, and after these feelings, he may notice that the experience with the product was dissonance.

Habitual Buying Behaviour

In the Habitual buying behaviour, the consumer has a low involvement and knowledge about the brand differences. It is related with products that are bought frequently, and the majority is low-priced. When a consumer always chooses the same brand, it is just because are used to it, and not because of brand loyalty.

In this behaviour, the consumers do not act according to the normal, sequence of belief, attitude and behaviour, because they do not feel the need of looking for information or evaluate the characteristics of products from different brands. They receive information passively, through ads that appear on their daily routine, and with this, they will create brand familiarity with a brand. Moreover, in the post-purchase moment they do not evaluate the product because they are not involved with it.

Variety-seeking buying behaviour

Here the consumer has a low involvement but has a significant knowledge about the brands differences. This consumer is always, changing the brand that uses, because his looking for variety and not because is dissatisfied.

In the brand perspective, the market leader will encourage the habitual behaviour, by controlling the shelf place, always with stock, and making reminding advertisings. However, Challenger firms will offer coupons, low prices, samples, and will show the benefits of changing and trying new products.

2.2.6 Participants in the Buying Decision Making Process

There is a group of people that belong and act in any of the six phases of the purchase decision process, which are called Buying Center (Kotler, 1994). Webster and Wind, (*in* Kotler, 1994), define it as “All those individuals and groups who participate in the purchase decision-making process, who share some common goals and risks arising from the decisions”. These participants have the duty of get the right output, defined initially, by making the right choices (Okoro, 2016).

In this way, the Buying Center is composed by (Kotler, 1994; Okoro, 2016; Solomon, 2001):

- The Initiator – These people are the ones who find the problem and suggest a solution. This type of person is very persuasive and persistent, and it is against changes, because he believes that the change can make the quality of his proposal worst and with possibilities of destroying his own initiative.
- Users – They are the ones who will really consume the product or service
- Influencers – These ones influence the final decision, by giving information to choose the best alternative or helping to define specifications. Technical Personnel are very important as influencers.
- Deciders – They are the ones that decide on product requirements or suppliers.
- Approvers – These are the ones that give permission to the proposed actions of the deciders or buyers.
- Buyers – The ones that buy the product or service. The Buyer can be the user, if he buys the product for himself, or can be just an intermediary who purchase the product/service for another one.
- Gatekeepers – This person is the one that can control the information. In one side, he can control de search of information, and on the other side, control how the information available flows.

3. Market Analysis

3.1 Food Retail Market

The Food Retail Market in Portugal is constantly growing.

Although, in the past, from 2009 to 2014, the dimension of the Food Retail Market (Figure 2), due to the crisis, has decrease about 0.7%, since 2014, it has growing constantly, around 2.3%, until 2017. And it is expectable that, it will be continuing growing until 2022 (Sonae MC, 2018).

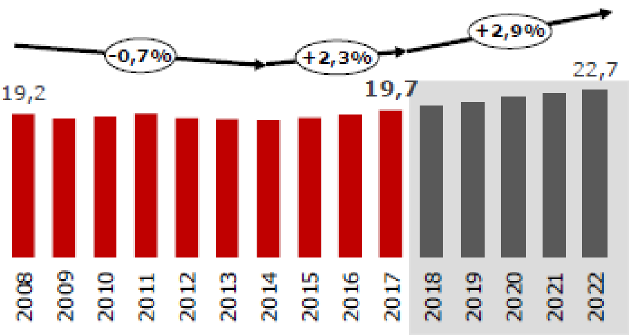


Figure 2 - Dimension of the Portuguese Food Retail Market
Source: (Sonae Mc, 2018)

When compared with other countries in Europe, Portugal is on the second place, in the *raking* of the expecting growing rate, with a growth of 2.9% (Figure 3). In the first place, it is Spain with a growth of 3.2%, and in third place is Italy, with 2.3%. In the Europe, the average of growing, between 2018 and 2022, is the 2.1%, which means that Portugal is above (Sonae MC, 2018).

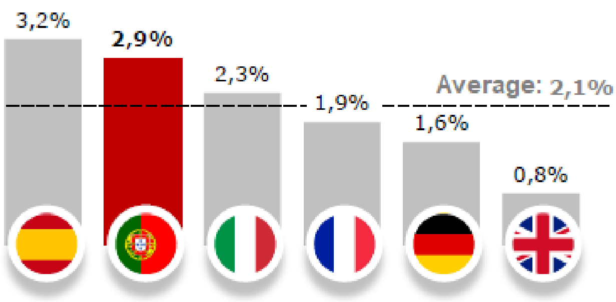


Figure 3 - Expecting Growing Rate
Source: (Sonae Mc, 2018)

In 2019, comparing with 2018, the food retail indicated a sales volume of 12.403 million of euros. In 2018, the private consumption was 129 542million € and household income per capita was about 13099€. The categories in which Portuguese families spend more money are first in “housing, heating and illumination” followed by “transportation and communication” and then “Food and beverage”. The private consumption growth is stable around 2% in the last 5 years (Figure 4). In addition, the PIB per capita is also growing since the last 10 years and nowadays is around 199 thousand million euros (The Nielsen, 2018).

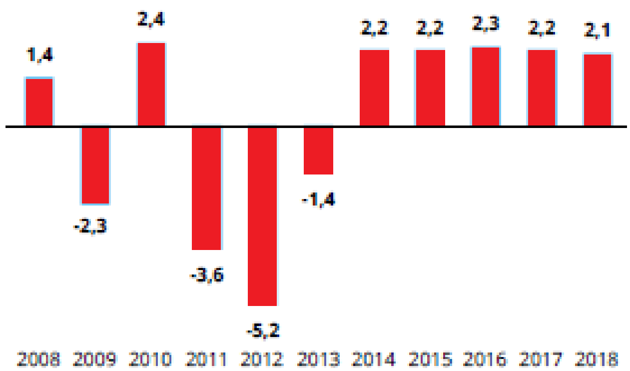


Figure 4 - Portuguese Private Consumption Growth
Source: (The Nielsen, 2018)

Portugal is composed by 9792797 habitants, from which 52.7% are female and 47.3% are male, and most of them is between 25 and 65 years old. In 2018, Figure 5, it was registered 3932 thousand of homes, number of private households, a number that is constantly increasing since 2008 (The Nielsen, 2018).

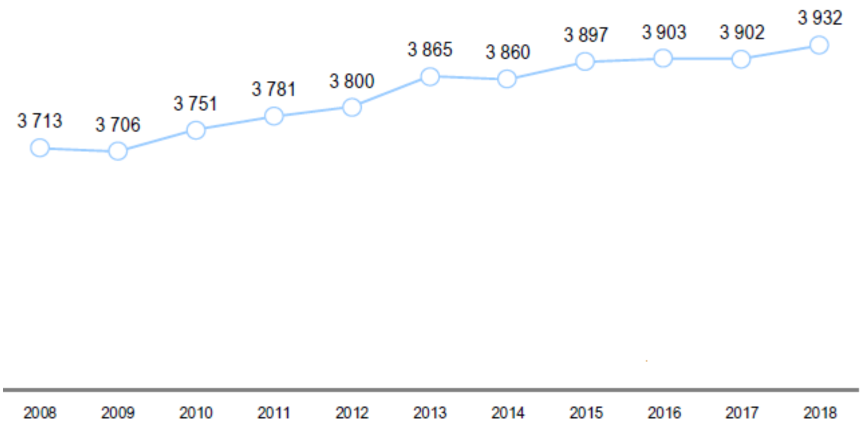


Figure 5 - Number of Private Households
Source: (The Nielsen, 2018)

In 2018, each home went, on average, 133 times shopping. Being that housewives with age higher than 54, families with only 1 or 2 members, or families without children, are the ones who went more frequently. However, regarding expenses, each family spend, on average 2804€, and families with more than three members, families with children and homemakers with more than 54 years are the ones that spend more (The Nielsen, 2018).

From the 100% of the Portuguese homes, the majority buys in Supermarkets, followed by discounts and then Hypermarkets, but SONAE is the one with higher percentage of number of costumers, with 88%, then Jeronimo Martins with 85% and then LIDL with 79% (The Nielsen, 2018).

Regarding the 133 times shopping by family, 63 times was on supermarkets, 32 in discounts, 25 in hypermarkets and 26 in other places. Still, it was in Jeronimo Martins Group where exist more times shopping. On average, each family spend around 21€ per purchase, but on hypermarkets it is where families spend more money, around 34€ per purchase. SONAE Group is where each family spend more money per purchase, around 33€. Concerning store importance for spending, SONAE Group represent 27.7% of household expenses (The Nielsen, 2018).

The types of stores are changing; the number of grocery stores and drugstores is decreasing, while the number of hypermarkets, supermarkets and convenience stores, is increasing during the last 10 years (The Nielsen, 2018).

The hypermarkets continuing to have success in Portugal. (Figure 7) With a growth of 3.7% of sales in 2013 to 4.2% in 2017, it is expected that this number keep growing over the years and reach the 4.5% in 2020. These values will be against the Europe, where the percentage of sales in hypermarkets is very low or doesn´t exist. Regarding Supermarkets and Convenience Stores (Figure 6), the sales on these stores had a growth of 5.2% from 2007 and 2017, and it is expected that continuing growing around 6% until 2020. It will be in line with Europe; however, in other countries this growth will be smaller (Sonae MC, 2018).

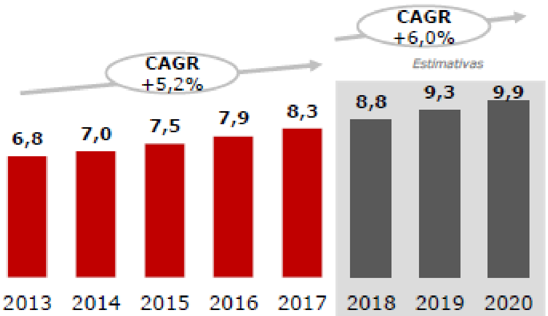


Figure 6 – Total growth on Supermarket and Convenience stores | Source: (Sonae Mc, 2018)

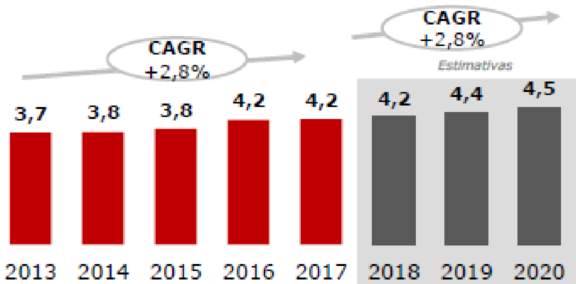


Figure 7 - Total growth on Hypermarkets Source: (Sonae Mc, 2018)

This market, in Portugal, is composed by 8 big groups, Lidl, Pingo Doce, Continente, Aldi, Auchan, Dia, Intermarché and E.leclerc. Between all of them, the ones that are hyper and supermarket, have small store nears the neighbourhoods, and online commerce are Continente, Pingo Doce and Auchan (Sonae MC, 2018).

Regarding the Market Share, in 2017, Continente was leader with 21.9%, followed by Pingo Doce with 20.8%. The ones with lowest Market Share in the same year, was E.leclerc with 2.5% and Aldi with 1.1% (Sonae MC, 2018).

The promotions had a huge impact in the global volume, representing 46.4% of the sales. The director of APED, "Associação Portuguesa de Empresas de Distribuição", said that it is an "Actual trend" and the consumers are more propitious to use promotional campaigns (Curvelo, 2019).

The Private-Label Brands in this sector have a small growth of 0.2%, moving from 33.4% to 33.6%, while the National Brands represent 66.4% (Curvelo, 2019). In 2018, Figure 8, Food was the group more important, with 35.9%, followed by house cleaning, with 28.8% (The Nielsen, 2018).

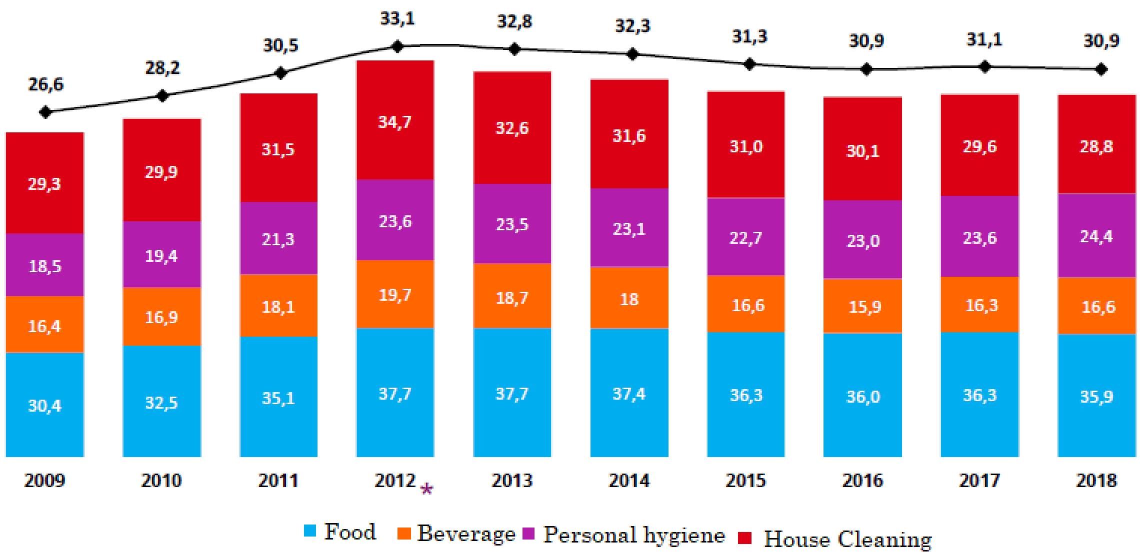


Figure 8 - Evolution of Private-Label Brand's weight
Source: (The Nielsen, 2018)

During the financial crisis in Portugal, it was when the Private-Label Brands was large consumed by the consumers, and after this period their consumption decrease. However, in Continente, according to the commercial director of Private-Label Brands, due to their improvements on quality, price competition, communication and store experience, the weight of private-label brands has been increasing and represent 1/3 of their sales.

3.2 Continente – The Market Leader

Continente was the first hypermarket chain in retail market in Portugal. The first store appears in 1985 in Matosinhos. This retail chain belongs to Modelo Continente Hipermercados, S.A., which belong to SONAE MC Group (Grupo SONAE, 2017).

With the opening of the first store, they respond to all customer's needs, only in one place, offering a diversify portfolio, with the best prices and a closer and truthfully service for their customers (Sonae MC, 2018).

Continente's history started in 1985, Figure 9, but it continued to develop with the opening of Continente Modelo in 1989; in 1997, they expanded to closer formats with Continente Bom Dia; in 2001, they launched in online platforms with Continente Online; and finally, in 2011 they launch Meu Super. Between the launch of these formats of stores, they launch their loyalty card in 2007, and in the same year, they acquired the competitor Carrefour. From 2005 the group also decide do diversify their stores portfolio, and launch BAGGA - cafeteria and Wells, in 2007 Note, in 2014 ZU and 2016 healthy nutrition segments like Go Natural, Amor Bio and Brio (Sonae MC, 2018).

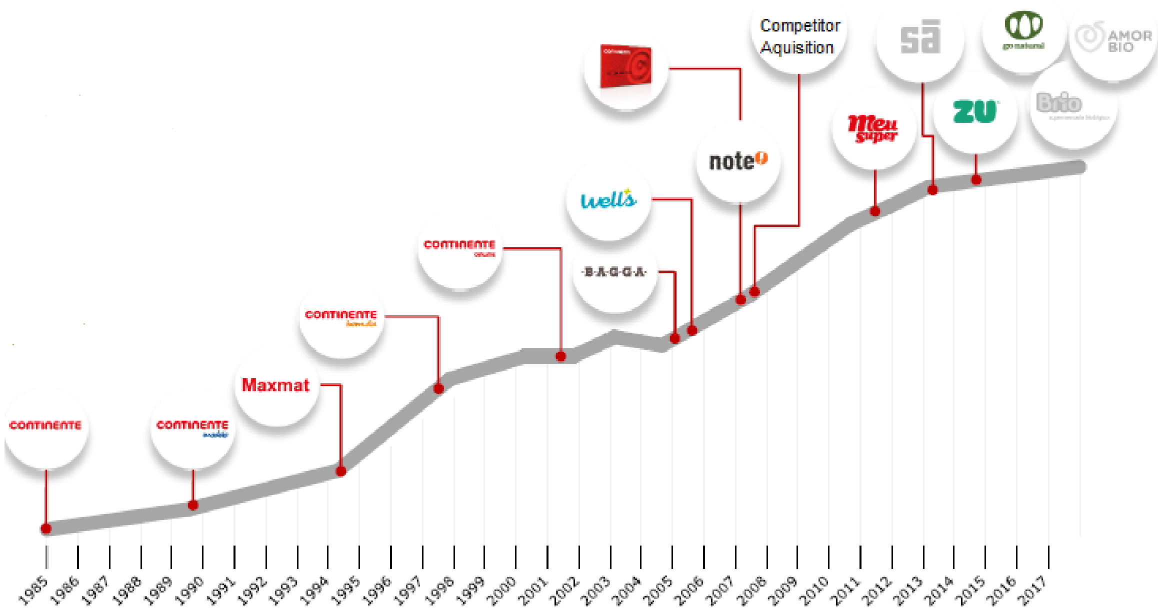


Figure 9 - Continente's History
Source: (Sonae Mc, 2018)

During all this time, Continente revolutionized the Portuguese retail market, by improving the distribution market and it is always looking for adapt and innovate in order to match their customer's needs. With this way of acting, Continente become one of the

Portuguese favourite retail chain, and it is “Marca de Confiança” since 2003(*Marcas de Confiança*, 2019).

Regarding Re-branding, the brand Continente suffer the first remodelling in 1996, where they keep the red and blue in their logo and changing only the lettering. Here it was when they introduce the first time, the letter C, as the main characteristic of the brand. Then in 2005, the brand suffers again a re-branding process, where they keep only the red colour and the letter C take the aspect for which it is known today.

Nowadays, the group has 41 Hypermarket Continente, 4 Hypermarket Continente Modelo, 107 Supermarket Continente Modelo, 107 Supermarket Bom Dia and 293 Meu Super and it is also present in the e-commerce with Continente Online. They have around 30 thousand employees and 4.1 million euros revenue (Sonae MC, 2018; The Nielsen, 2018).

In this way, Continent is the first in Food Retail, e-commerce in Food Retail, Healthy Food and para-pharmacies; it has 100% of brand awareness and 85% of Customer Engagement, through their loyalty card. The number of active loyalty accounts, Figure 10, is increasing since 2007, where start with 2.7 million accounts and evolve to 3.7 million accounts in 2017. They launched in February 2018, an App only to the card and have sponsorships with other brand leaders, in order to give to their customers more discounts (Sonae MC, 2018).

Figure 10 - Number of Active Loyalty Accounts
Source: (Sonae Mc, 2018)

87% of their sales is through Continente, Continente Modelo, Continente Bom dia, Continente Online and Meu Super. And 13% through Wells, Go Natural, Bagga, Note, Zu and Maxmat, which complement the food retail chain (Sonae MC, 2018).

They have more than 50.000 Stock Keeping Units (SKUs). Only on their Hypermarkets Continente, they have on average 35.000 SKUs and around 10.00 SKUs of Private-Label Brands (Sonae MC, 2018).

It is possible to observe that Continente is the leader of this market, improving their market share from 14% in 2007 to 21.9% in 2017, and it is expected to keep being it adapting their strategy and position, in order to be with the trends of the market and predicting the needs and wants of their customers.

3.2.1 Private-Label Brands from Continente

The company *Modelo Continente Hipermercados, S.A.,* decided to invest on their own brands. Nowadays, they have different types of brands, and not just one with the name Continente. Their Private-Label Brand's portfolio is composed by the following brands:

- Brand Continente – It is their principal brand. It is considered the standard brand and offers mid quality products with mid prices. It is present in almost every category from supermarket, and it is the one that compete more directly with the National Brands.
- Brand Continente Equilibrio – This brand is characterized by offering healthy food products. It is an important brand for meeting the new lifestyle that most consumers adopt, with healthy products and a balanced diet, free from sugars and fats
- Brand é Continente – It is the economic brands. Although they offer products with the lowest prices, their quality is lower than the standard one. They are present in few categories, and their product's packages are minimalist and simple.
- Brand Continente Seleção – it is considered the premium brand. Offering products with higher quality, with a slightly higher price. With a more elaborate presentation and a more careful design, make these products more sophisticated and different from standard brands.
- Brand Continente Infantil – This is an extension from brand Continente but specializing in children's food products.
- Brand Continente Ecológico – This is an environmentally friendly brand, because offers products that are made with recyclable materials.

4. Methodology

The present report is structured according to a Company project, in order to understand how consumers, react to different Private-Label Brands, by analysing how they behave according each one. In this way, to have a precise analysis, the study will be applied to Continente's Private-Label Brands: é, Continente and Continente Seleção.

This application will be crucial to understand the behaviour of each consumer in each brand. Their thoughts and feelings about each one, how they perceive the brand, the relations that they have with the brand.

If in the chapter before, it was made an analysis to this market, the companies that belong to it and an analysis to the history of Continente, from now on it will be analysed the opinion of consumers. It is important to understand it in the position of the consumers, by knowing exactly, their perception about Private-Label Brands, about the retail chain Continente, its Private-Label Brands, and their behaviour in shopping moments.

In this way, it is important to define a set of objectives to understand the reaction of different Private-Label Brands:

- Understand how the consumer behaviour profile of Portuguese families is.
- Define how is the target consumer of each Private-Label Brand, from Continente.
- To determinate which are the factors that may influence the consumer's preference for each Private-Label's product.
- To determinate in which categories each Continente's Private-Label Brand is more trustful by the consumers.

The following analysis will be using one types of approach. It will be used a Quantitative Analysis, by analysing a diverse group of unknown people, through a set of questions, that will define their behaviour about private-label brands consumption. With the results of the group, it will be made an analysis with a software support, to generalize a buying behaviour type regarding this topic. Finally, the results of both analyses will be compared, with some aspects of the Literature Review and generate conclusions.

4.1. Questionnaire

Moving forward, it will be elaborated a quantitative research, through an online questionnaire (Appendix 1), to understand the consumer's choices about Private-Label

Brands. With this method, it will be possible to understand the choices made during the Consumer Decision Making Process.

In this way, the questionnaire has four big groups:

- First group “Consumer Behaviour”, to understand their behaviour routines, like who is the person that goes to the supermarket? How often they do shopping. Which is their favourite retail chain?
- Second group “Private-Label Brands Consumption”, to understand in general what are their perception about the Private-Label Brands, if they consume, in which segments? Alternatively, why do they not consume it?
- Third group “The food retail chain Continente”, to understand their perceptions about Continente, if people know they Private-Label Brands? If they are loyal? If they use the loyalty card?
- Fourth group “Continente’s Private-Label Brands: é, Continente and Continente Seleção” to understand their perception about Continente’s Private-Label Brands, if they consume, in which segments? On the other hand, why do they not consume it? How did they know to the brand?
- The last group about the respondent’s personal information.

The questions in each group will be connected and the relation between groups will depend on the questions of each consumer, in order to get the most precise answer. To facilitate the statistical analysis of the questionnaire, most of the questions will be closed.

4.2. Population

The questionnaire will be applied to everyone that make a home daily routine, goes to the supermarket and decide which brands his or her family consume. Nevertheless, everyone with age higher than 18 is welcome to answer, even the ones which others make the shopping for them.

Although the focus will be on Portuguese families, families from other countries but that live in Portugal, are also welcome. And there is no geographical limitation to the ones that answer the questionnaire, everyone from the islands and the continent is able to answer.

4.3. Data Collection

The Data Collection was made between 26th January 2020, and 2nd March 2020. In order to facilitate the data collection, the questionnaire will be distributed to the ones that are closer and consequently, the sample used is a convenience sample, as sampling method.

As everyone, who fulfilled the requirements of the questionnaire, can answer, the questionnaire was distributed to everyone that matches the needs, which means that was used Stratified Random Sampling, as a sampling process.

Finally, the sample dimension was around 318 answers, and the respondents received and send the questionnaires through Social Media (Facebook and Instagram) and E-mail.

4.4. Data Analysis

It will be made a statistical treatment to analyse all the data collected. The software used will be SPSS Program (Statistical Package for Social Sciences), and with the data will be extracted outputs like graphics, tables and others statistical methods.

5. Data Analysis

5.1 Sample Characterization

After the data collection, the sample was constituted by 318 answers. The group is composed, in the majority, by woman (85%), the age of the respondents is, on average, between 35 and 44 years old, and the mode is 45 to 54 years old. Concerning the size of the families, most of the families have or 4 elements (32.4% of the total) or 3 elements (32.1% of the total). Most of the respondents are from Grande Lisboa (69.2%) and have Secondary education (34%) or bachelor's degree (46.2%). Finally, on average, the families have between 901€ and 1350€ per month in the household.

The information about sample characterization is in detail in the Table 1 and Appendix 1.

		FREQUENCY	**PERCENTAGE**
GENDER	Female	271	85%
	Male	47	15%
AGE	18 – 24 years old	44	14%
	25 – 34 years old	41	13%
	35 – 44 years old	60	19%
	45 – 54 years old	99	31%
	55 – 64 years old	65	20%
	>65 years old	9	3%
NUMBER	1	27	8.49%
OF	2	68	21.38%
PEOPLE	3	102	32.08%
IN	4	103	32.39%
HOUSEHOLD	5	16	5.03%
	6 or more	2	0.63%
RESIDENCE	Grande Lisboa	220	69.18%
	Grande Porto	10	3.14%
	Norte	14	4.4%
	Centro	24	7.55%
	Alentejo	43	13.52%

	Algarve	4	1.3%
	Madeira	3	0.91%
LEVEL	Ensino Básico	17	5.3%
OF	Ensino Secundário	108	33.96%
EDUCATION	Licenciatura	147	46.23%
	Mestrado	42	13.21%
	Doutoramento	4	1.26%
HOUSEHOLD	<450€	5	1.6%
INCOME	450€ - 900€	55	17.3%
	901€ - 1350€	62	19.5%
	1352€ - 2000€	91	28.62%
	2001€ - 3000€	60	18.87%
	3001€ - 4000€	32	10.18%
	>4000€	13	4.09%

Table 1 - Sample Characterization

5.2 Consumption Routines

When talked about the topic of Consumer's Routines, regarding their consumption behaviour, it was making the following analysis.

In most Portuguese families, the person who respond the questionnaire is the currently buyer for the house. The graphic regarding this question (Figure 11), shows that 148 of the responses are the person itself, and when compared this information with the variable gender, it is show that 137 responses were made by female. In addition, 41 women respond that the buyer of the family is the husband or herself, and when talked about a younger group of respondents, 25 said that their mother was the one who make the shopping routines. Moreover, in the remaining answers, it was always mention that, although other members of the family do the shopping for the house, the mother or wife belong to the group. In this way, in the Portuguese families, are the women, as mother or wife, the ones that act more frequently as the buyer of the house.

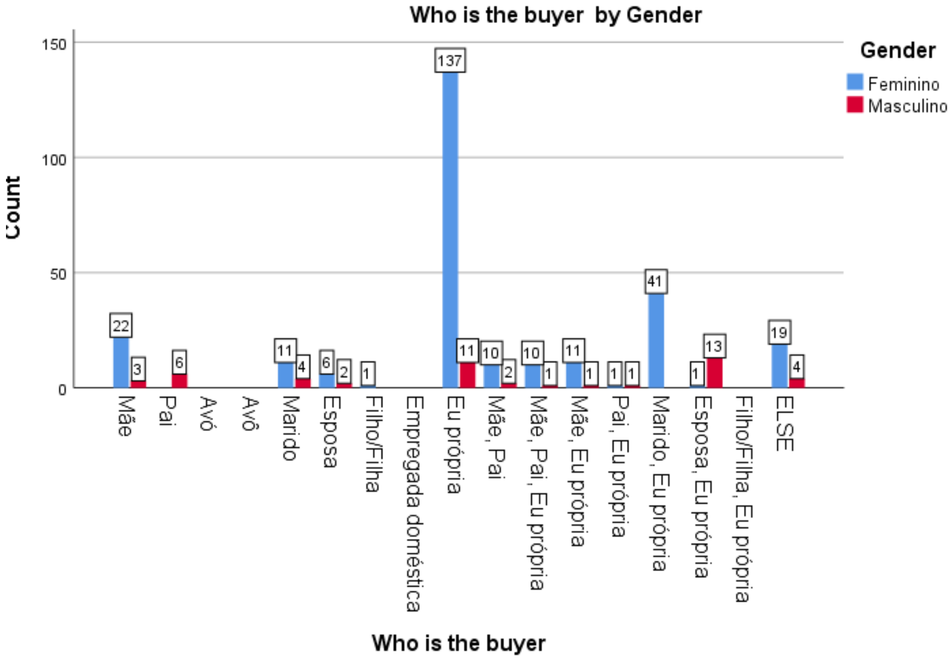


Figure 11 - Who is the buyer regarding the gender

Regarding the shopping frequency, it was observing an interesting pattern. In this group it was analysed, how often do families go to the super or hypermarkets, in a scale of never, once a month, twice a month, once per week, twice per week, every other day and every day. After made observations to the graphics, it was shows that people who went less times shopping, prefer going to the hypermarket, while the ones that went more frequently prefer going to the supermarket. Nevertheless, 18 respondents said that never went to hypermarkets, and no one said that never frequent to supermarkets, (Figure 12) while when talking about going every day, 15 respondents said that went every day to supermarkets and no one said it to hypermarkets (Figure 13).

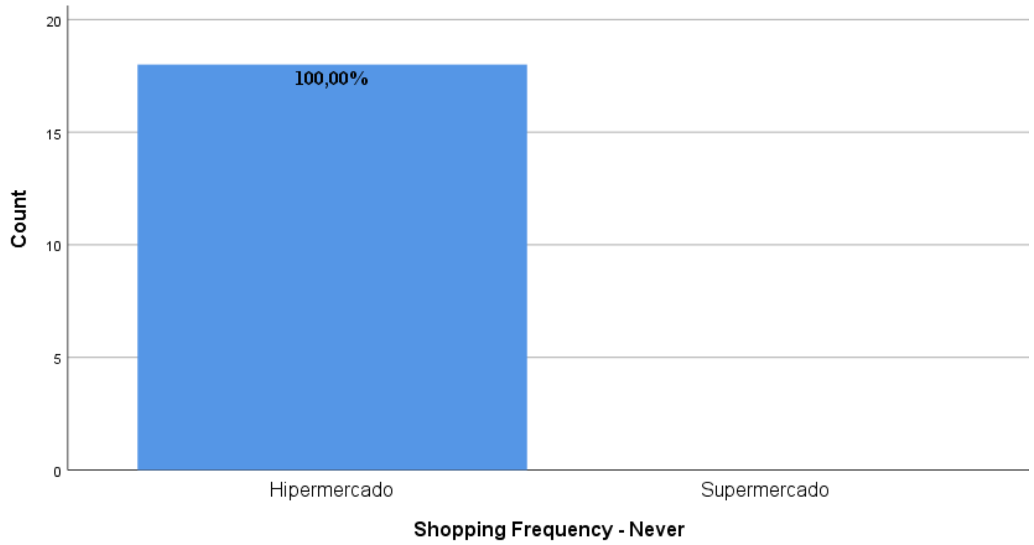


Figure 12 - Shopping Frequency (Never)

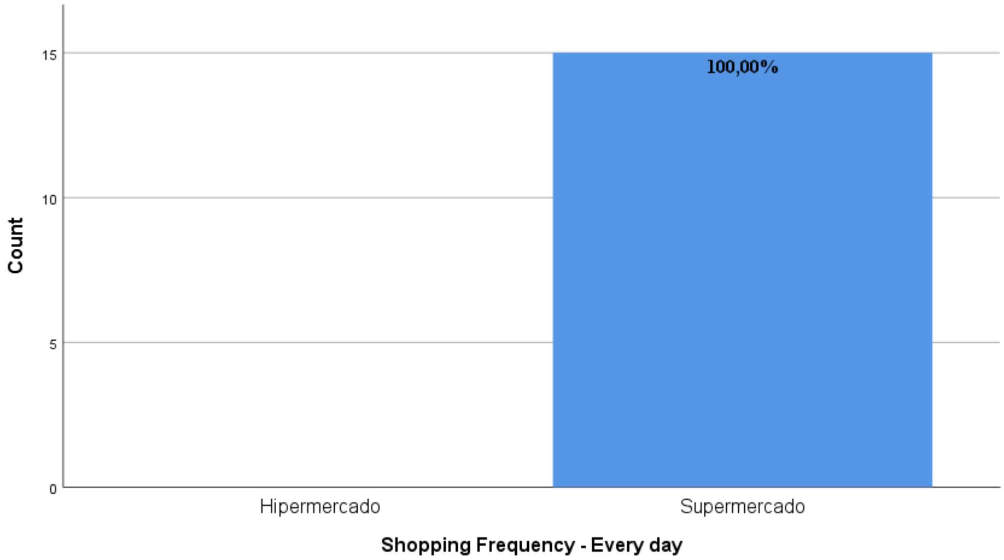


Figure 13 - Shopping Frequency (Every Day)

When talk about people that do shopping once (Figure 14), twice (Figure 15) a month or once a week (Figure 16), prefer going to the hypermarket rather than supermarkets. In the three cases, around 70% of the respondents prefer Hypermarkets and around 30% prefer Supermarkets. On the opposite, in the case of going more than once per week (twice per week or every other day), the option chosen by the respondents change, and prefer Supermarkets than hypermarkets. On the first case, of going twice a week (Figure 17), around 70% choose Supermarket and 30% choose Hypermarket. Moreover, on the second case, of going every other day (Figure 18), around 80% of the respondents choose Supermarket and only 20% chose Hypermarkets.

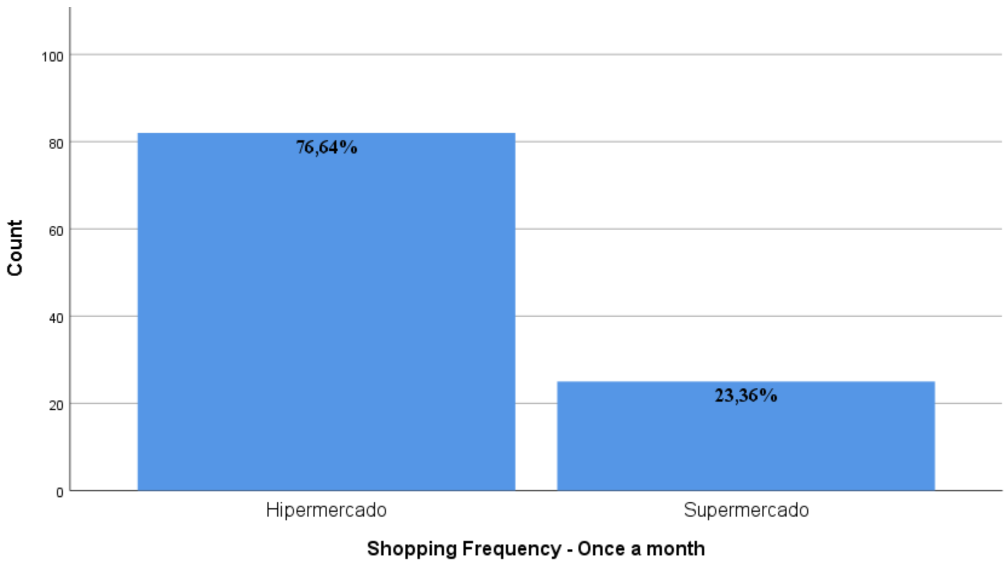


Figure 14 - Shopping Frequency (Once a Month)

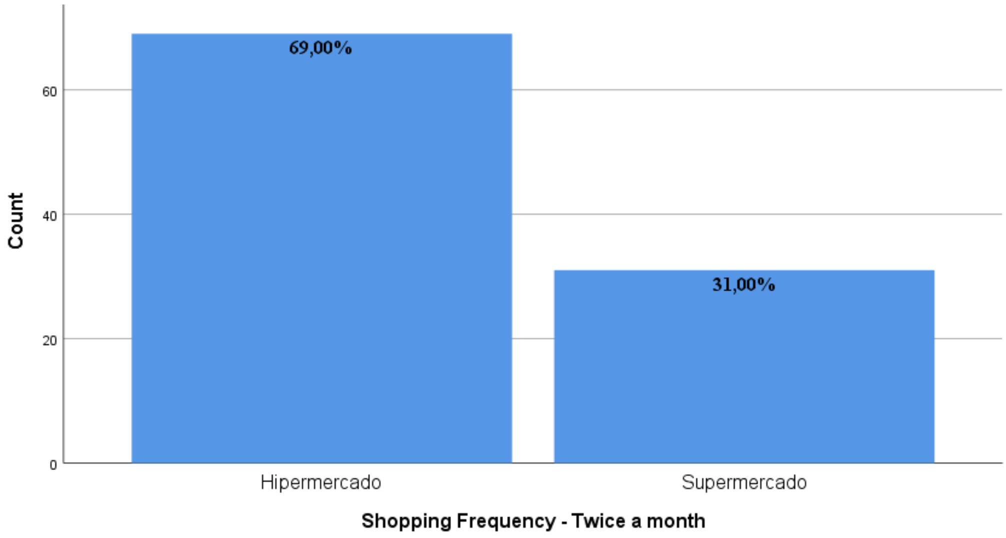


Figure 15 - Shopping Frequency (Twice a Month)

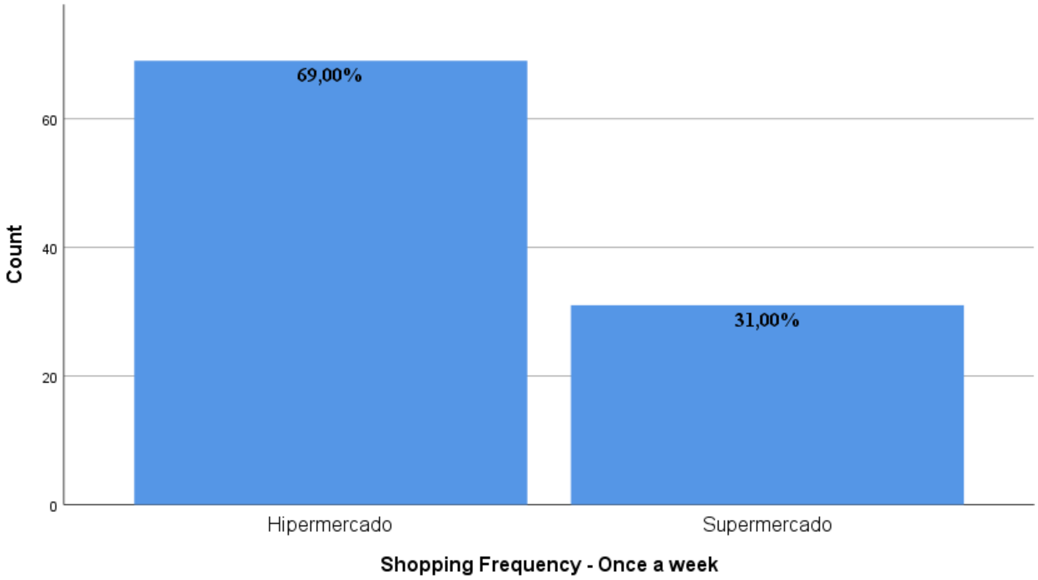


Figure 16 - Shopping Frequency (Once a Week)

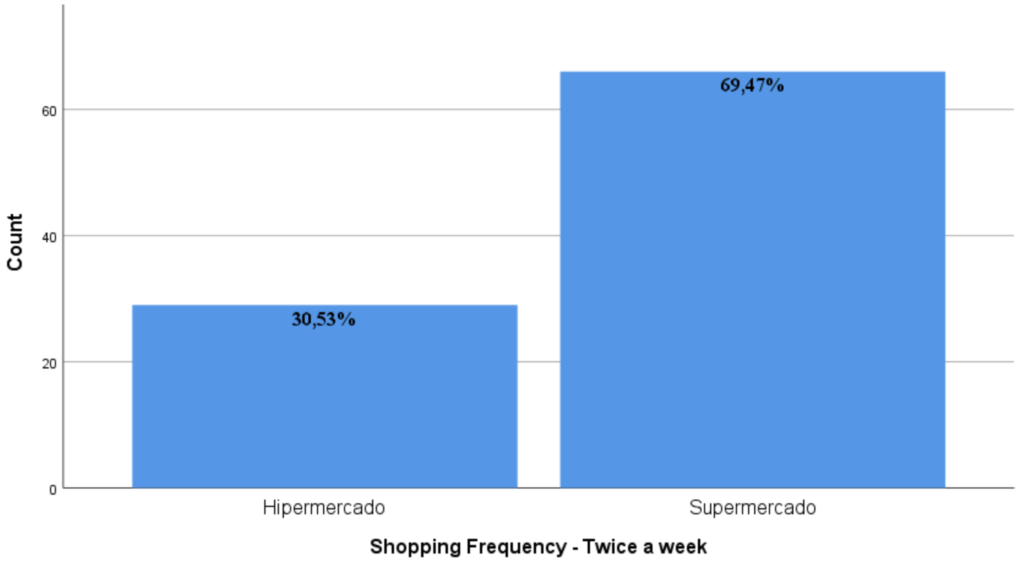


Figure 17 - Shopping Frequency (Twice a Week)

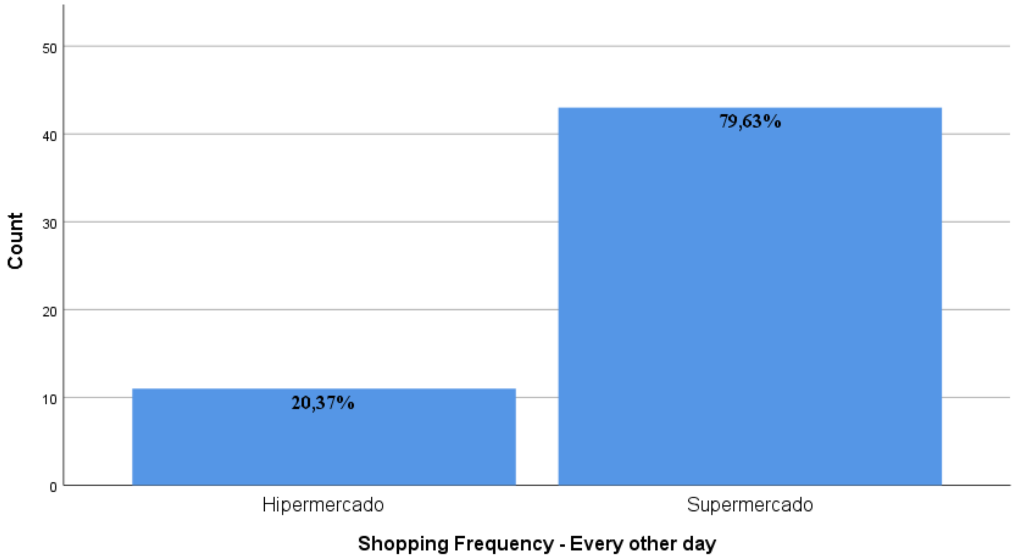


Figure 18 - Shopping Frequency (Every other Day)

Concerning the favourite supermarket chain (Figure 19), 34.59% of the responses said that prefer Pingo Doce as first option, followed by 31.13% of the responses prefer Continente. The third position represent 11.32% of the responses, where people said that it does not matter which supermarket they go, followed by Lidl that was chose by 11.04% of the respondents. The supermarket less chosen was E'Leclerc with 0.63% of the responses.

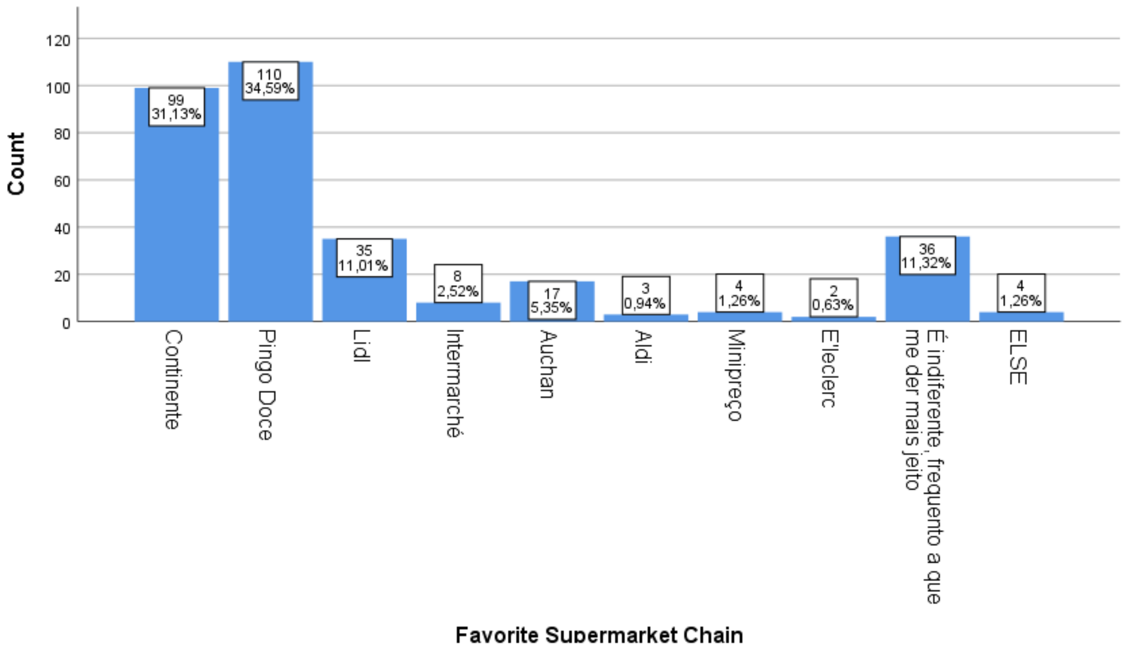


Figure 19 - Favourite Supermarket Chain of Portuguese families

The main reason to choose the supermarket was proximity because it was the characteristic more mentioned by the respondents, as well, the relations between price and quality of the products was mention several times. As the questions about the reason to choose the supermarket chain, was an open answer, it became more difficult to analyse.

5.3 Private-Label Brands

When asked about their preference for Private-Label Brands, 83.96% of the respondents affirm that they chose these products during their shopping routines (Figure 20). From this percentage of responses, 65.41% said that the main reason was the good relation between quality and price, present in this kind of products. As well, 12.26%, of the ones who chose these products, support that the principal motive is just the cheaper price of these products. Another option supported by the families was their personal preference, which was support by 5.66% of the respondents. The option less chosen by the families was their relationship with the supermarket chain that was represent only by 1.89% of the responses. Besides this predefined answer, 14.78% of the responses affirm that the reason was another one. (Figure 21)

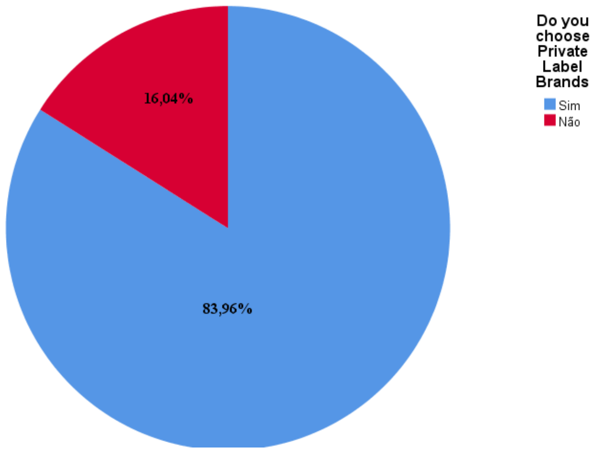


Figure 20 - Do Portuguese families consume Private-Label brands?

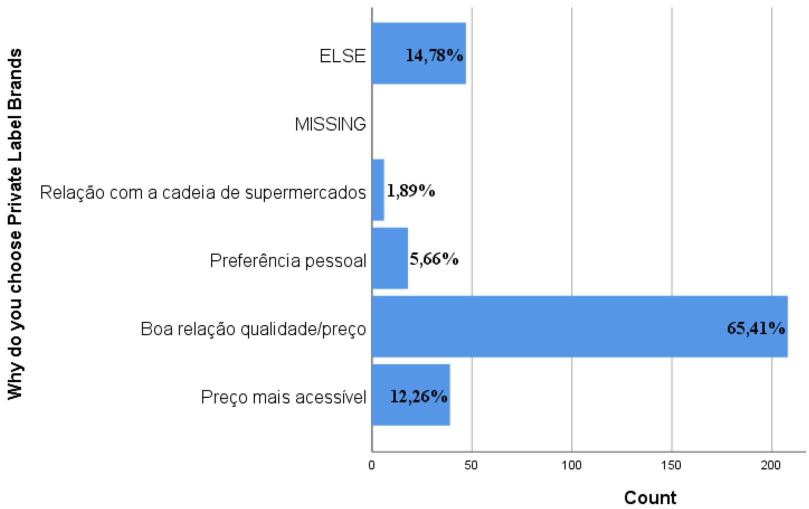


Figure 21 – Reasons to choose Private-Label Brands

From the 274 families that consume Private-Label Brand's products, around 20% of those decide to consume it in grocery products, being the most frequently chosen segment (Figure 22). The second big group are products for housecleaning, which represent 19% of the responses, followed by dairy products chose by 14% of the respondents. Almost 12% of the families, who respond, consume frozen products from private label brands. In addition, other segments were select by the families, like, personal hygiene products (9%), fresh products (9%), beverage products (8%), biological and healthy products (5%). The segments with lower representation were animals (3%) and baby care (1%).

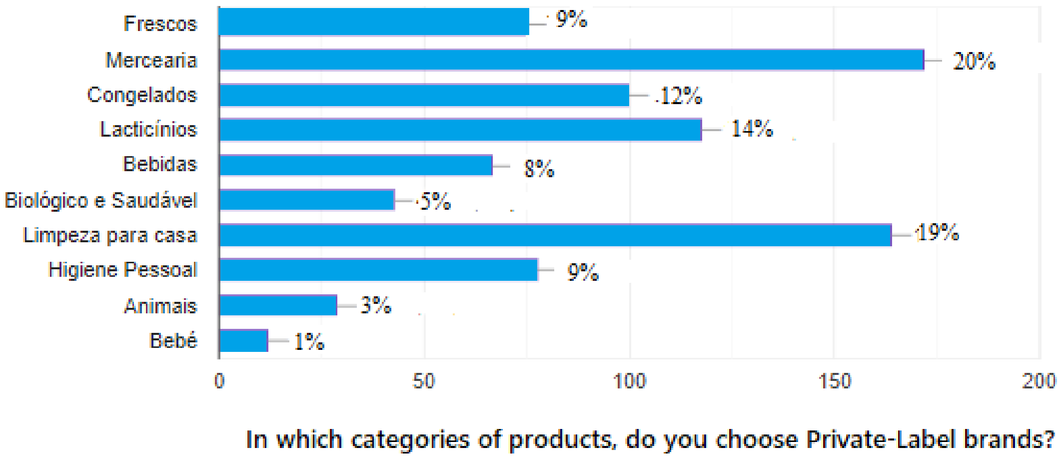


Figure 22 - Categories of products chosen more frequently in Private-Label Brands

From the families that consume private label brands, 42.28% of the respondents said that choose products from the same brand. Which means that most of the respondents vary the Private Label brand that they chose when are shopping. (Figure 23)

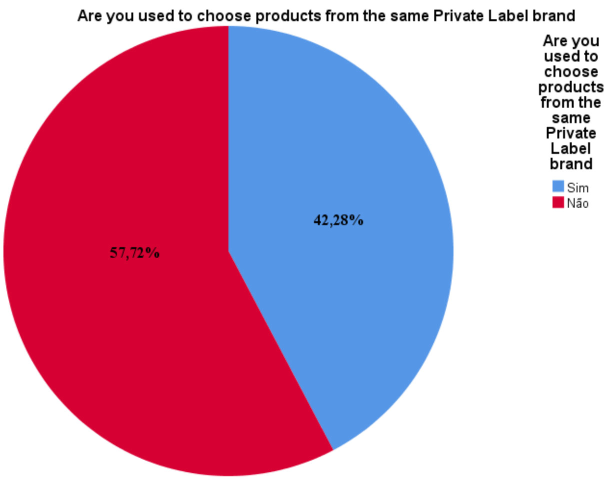


Figure 23 - People that choose the same Private-Label brand

However, 16.04%, from the total of the responses to the questionnaire, do not consume products from private label brands (Figure 10). The main reason, for not choosing it, is the insecurity they feel in these products, this factor was mentioned 40.4% of the respondents (Figure 24). Followed by 18% of the responses who said that the products have bad quality; 11.2% do not consume because, only trust in Manufactures brands; and finally, 5.6% of the responses admit that never try it. In addition, 24.2% of the responses gave other answers not mentioned in the questionnaire.

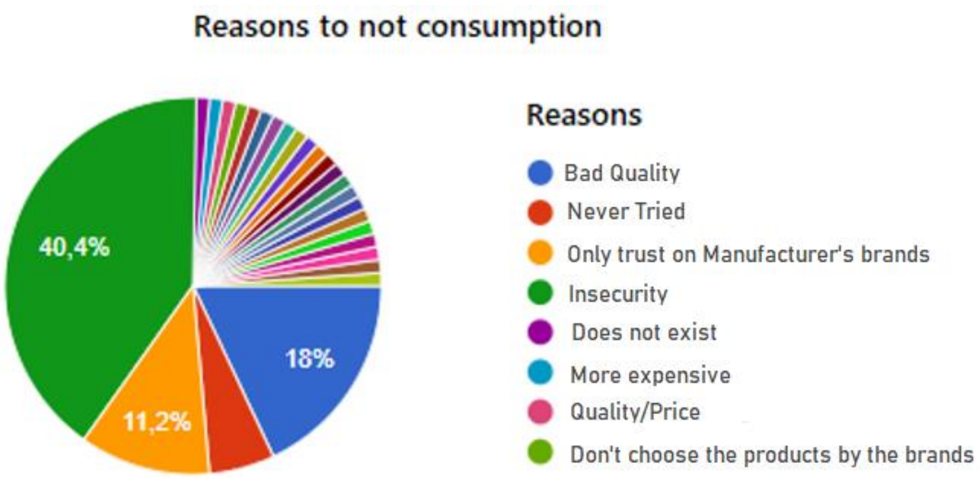


Figure 24 - Reasons mentioned by Portuguese families for not consuming Private-Label brands

Nevertheless, when asked if a supermarket chain give the guarantee, through quality test, that their products have the same quality the Manufacture's one, the probability of consuming private label products will be higher, 88.17% of the respondents affirm that probably they will chose these products, while 11.83% of the responses still not consuming private label brand's products. (Figure 25)

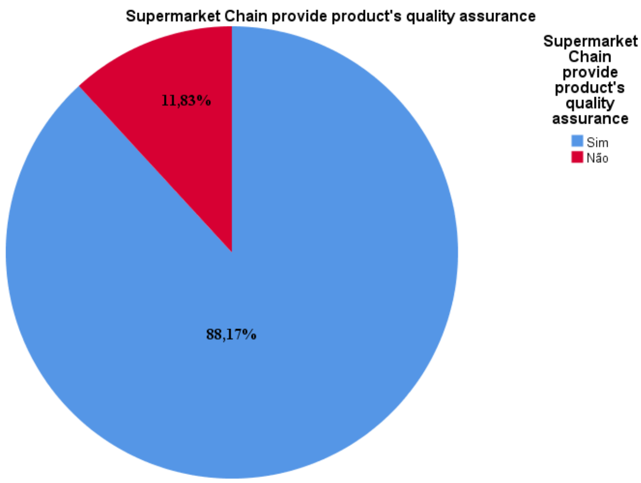


Figure 25 - Product's quality assurance, gave by the supermarket

5.4 Food Retail Chain - Continente

From the three Continente's Private-Label Brands, it is important to understand how consumers recognize the brands (Figure 26). In this question, the answer was composed by three possibilities, é, Continente and Continente Seleção, and it was possible to select more than one brand, in this way, the answers were grouping according the brands they know, if they know just one brand, if they know 2 brands out of three, or if they know the three brands. Most of the respondents, 59.73%, said that know the three brands, é, Continente and Continente Seleção. Only 3 respondents know just the brand é, 14.77% just the brand Continente and 1 respondent know just Continente Seleção. Besides that, 20.13% of the responses affirm that know both brands é and Continente and, only 2.68% of the respondents said that know both brands Continente and Continente Seleção. Of all who recognize the brand, 77.85% of the respondents affirm that consume any of the private label brands of Continente. (Figure 27)

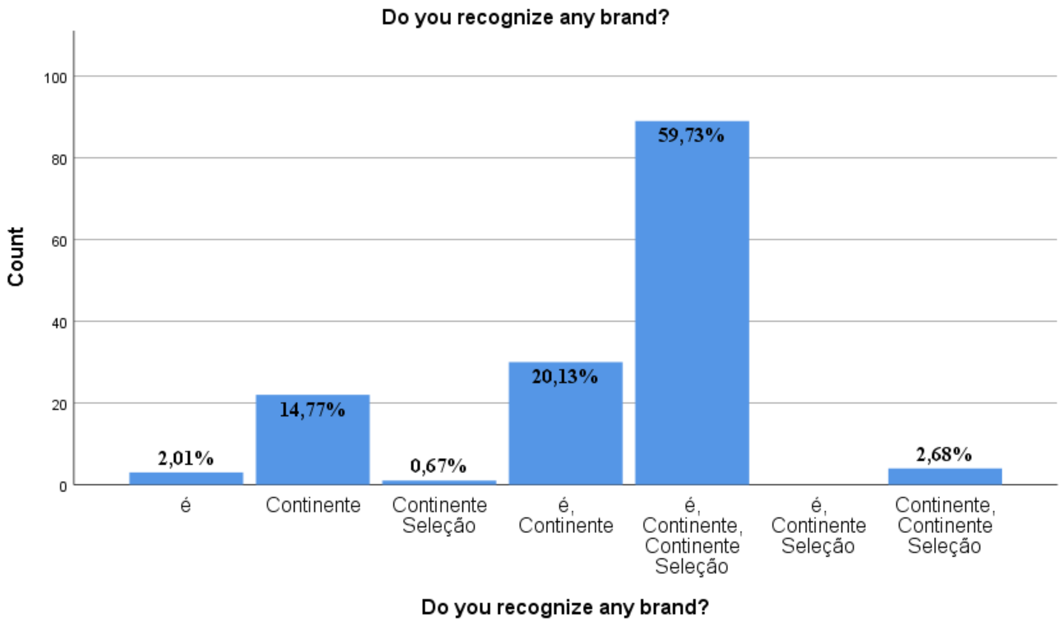


Figure 26 - Brand Recognition

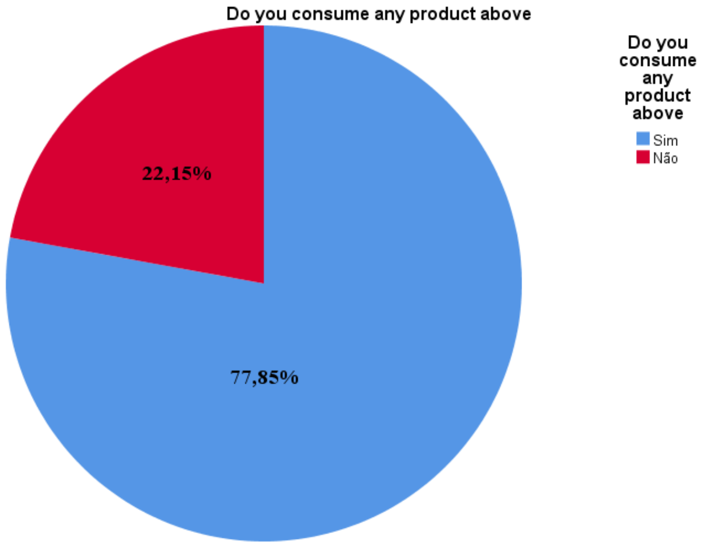
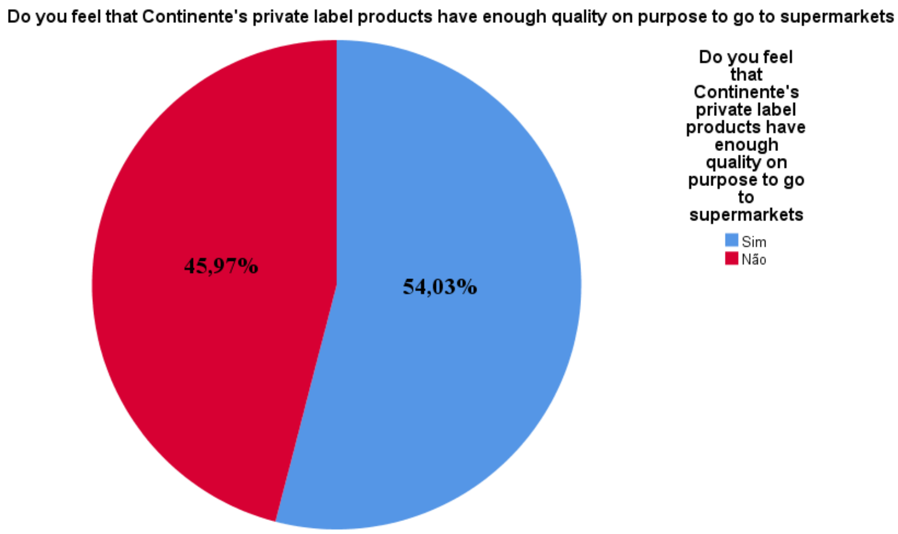


Figure 27 - Which brand Portuguese families consume

Regarding the question, about the quality of Continente's product being good enough to going on purpose to that supermarket, 54.03% of the respondents responded positively, while 45.97% responded negatively. Moreover, when asked about their perception about the quality of the three Private-Label Brands, 57.26% of the responses feel that exist differences in the quality of the products from each brand, while, 42.74% of the responses feel that does not exist differences on product's quality. (Figure 28)

Concerning consumer's loyalty regarding this supermarket, 84.38% of the respondents have Continente's loyalty card, and from these, 85.71% of the respondents get advantages with the cars and 14.29% of the respondents do not get advantages from the card. (Figure 29)



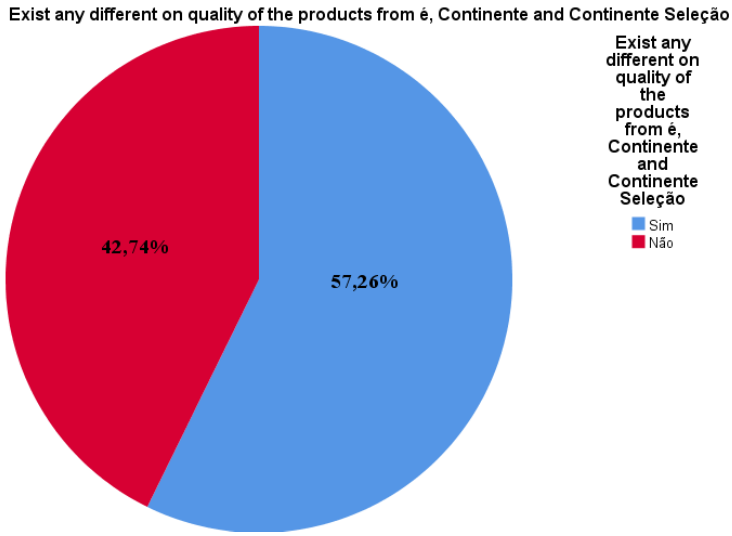
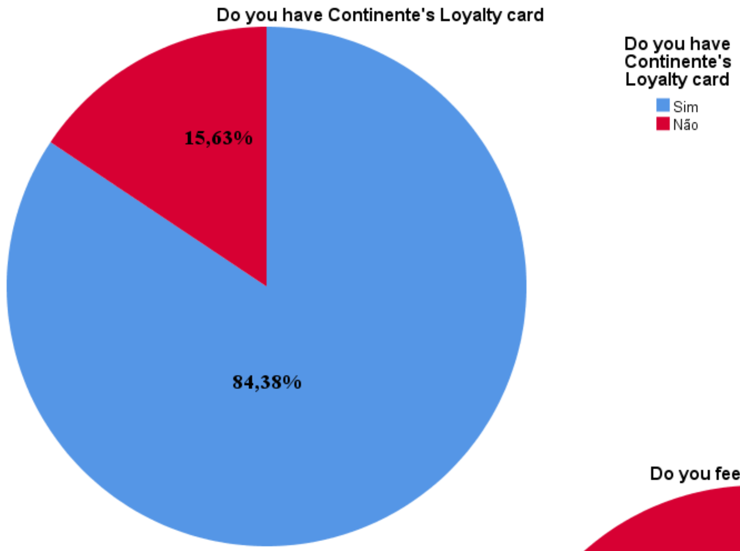


Figure 28 - Product's Quality (2 graphics)



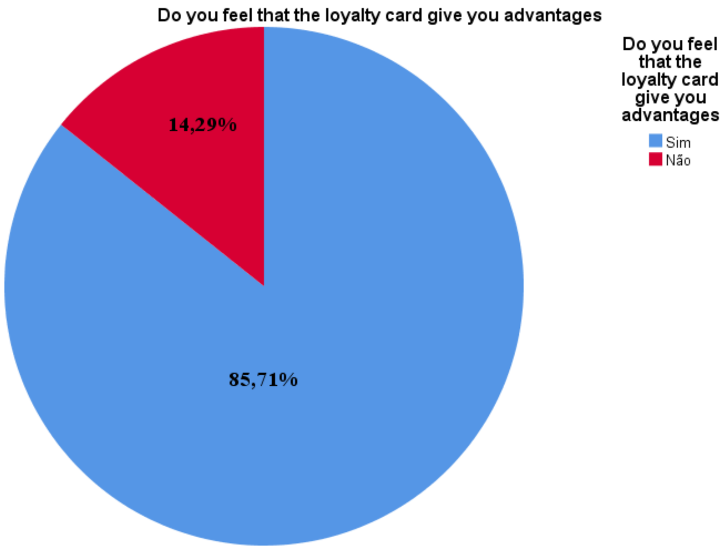


Figure 29 - Loyalty card and advantages (2 graphics)

Inside the group that do not consume any brand, which is representing by 22.15% of the respondents, the main reason for not consuming is the consumer's preference for other Private-Label Brands from other supermarkets. The second main reason, it was choosing by 30.3% of the responses, which is related with the accessibility to stores, and only, a person mention that the reason was product's quality. (Figure 30)

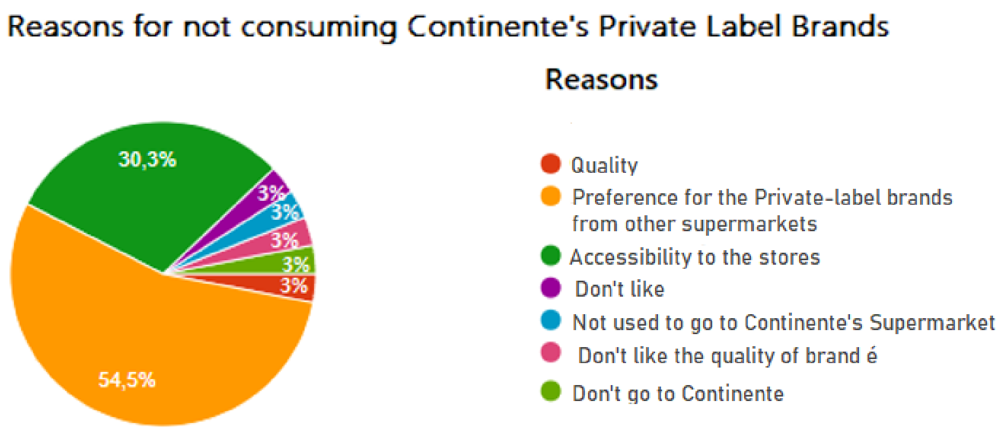


Figure 30 - Reasons for not consuming Private-Label Brands

5.5 Continente's Private-Label Brands – Consumer's perception

Regarding the topic about which brand the consumers really consume (Figure 31), it was given the possibility of selecting more than one brand, if necessary, and when the output was extracted, it was grouping the answers if they select just one brand, two brands, or three brands. Thus, the answers of the respondents were the follow:

- 34.82% of the responses affirm that consume both brands simultaneously, Continente and Continente Seleção.
- 25% of the responses consume the three brands: é, Continente and Continente Seleção.
- 19.64% of the respondents chose only Continente's products.
- 18.75% of the respondents chose products from both brands: é and Continente.
- 0.89% consume just the brand é or the brand Continente Seleção.

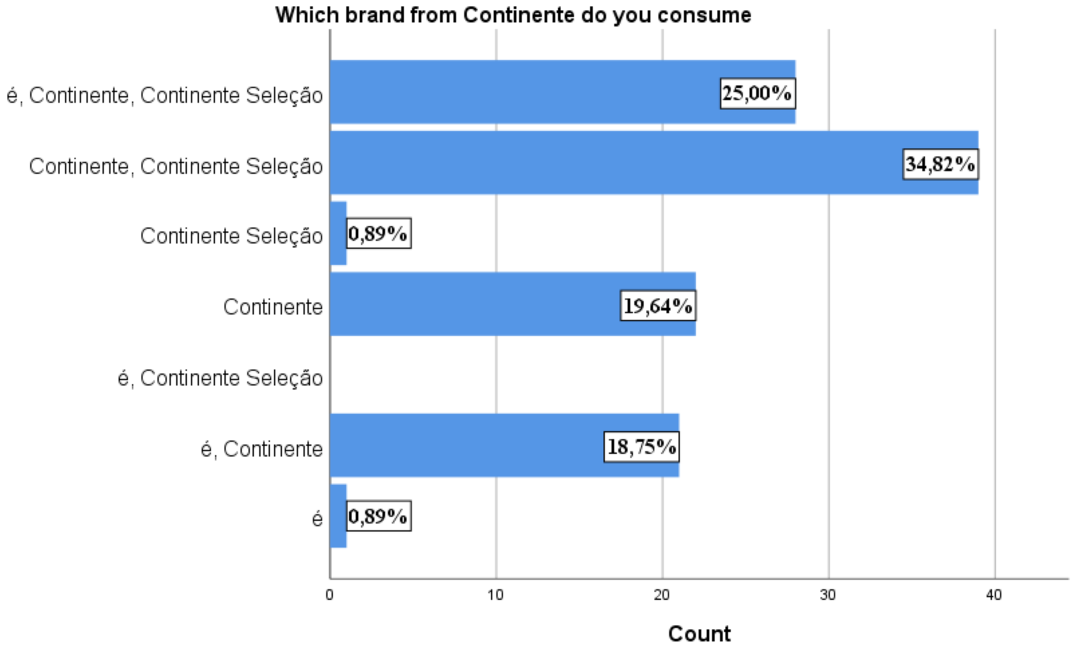


Figure 31 - Brands those Portuguese families consume

However, there is still brands that are not chose by the consumers. In this question, the respondents were asking to select the brands that they do not consume, and 45.71% of those select the brand é, while 25.71% of the respondents do not consumer products from brand Continente Seleção. Moreover, as it was possible to select more than one brand, 24.29% of the responses do not choose products from brand é and Continente Seleção, simultaneously. (Figure 32)

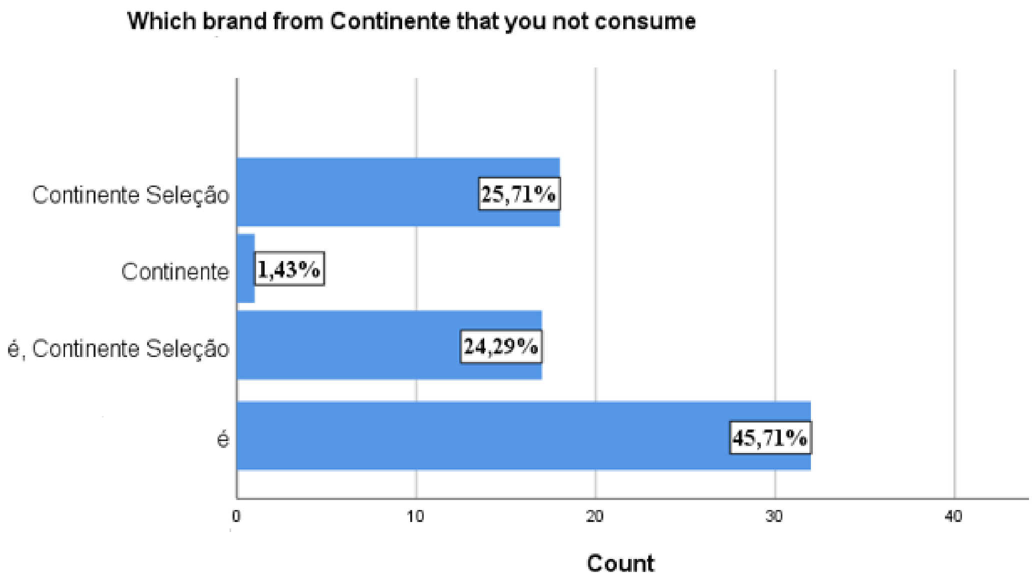


Figure 32 - Brands that Portuguese families don't consume

Regarding the reasons that lead consumers to choose each brand, there are four variables. The first one is the Price. From the people that have this variable in account while there is shopping, 43.62% of them affirm to choose Continente's brand based on price, 15.96% choose é's brand and just 1% the brand Continente Seleção. However, there is people (18%) who choose both brands é and Continente regarding price, 10% of the responses choose both brands Continente and Continente Seleção, and around 12% of the respondents opt to choose the three brands due to the prince. (Figure 33)

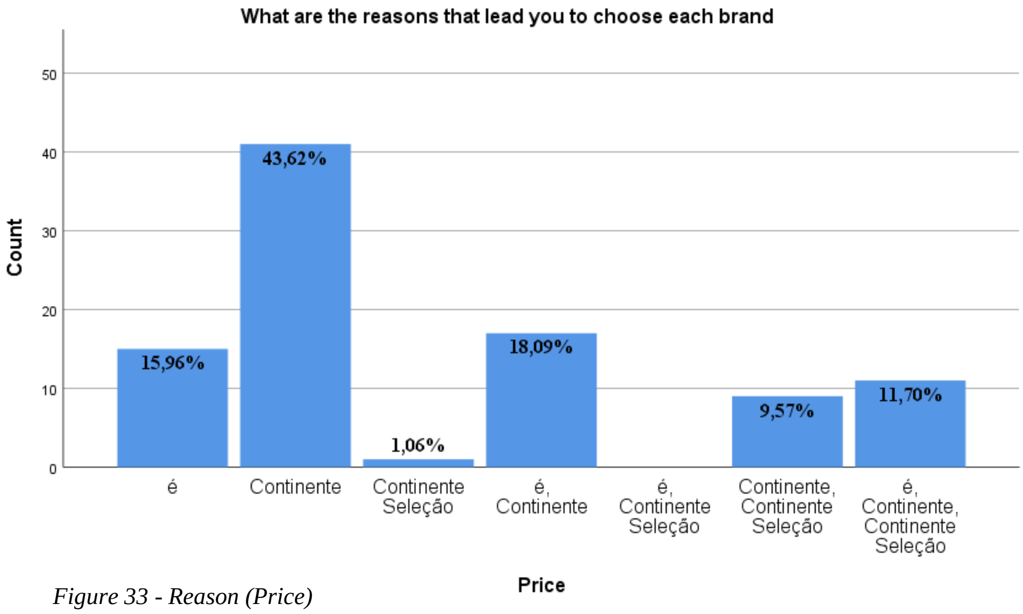


Figure 33 - Reason (Price)

When talking about the variable Convenience, most of the respondents, 55.81%, said that choose Continente's products due to this variable, a lower percentage of families affirm that choose other brands, é and Continente Seleção due to convenience. (Figure 34)

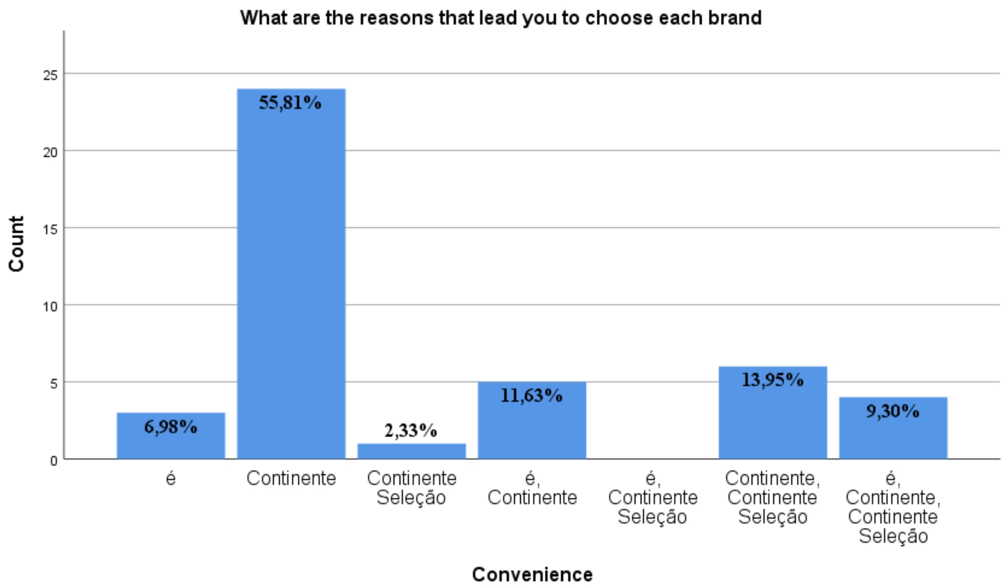


Figure 34 - Reason (Convenience)

Regarding the variable Quality, there is three big groups chose by the families. The first big group was the brand Continente, which was choose by 33% of the respondents of this variable. The second one was Continente Seleção, with a percentage of 29% of the ones who respond. Finally, families that chose both Continente and Continente Seleção, were the third big group with 24% of the respondents. It is interesting that no one choose the brand é having in mind the quality of the brand, it was just chosen by the families when combined with other brands, like for instance, by families that chose the three brands, however, it is a very small percentage. (Figure 35)

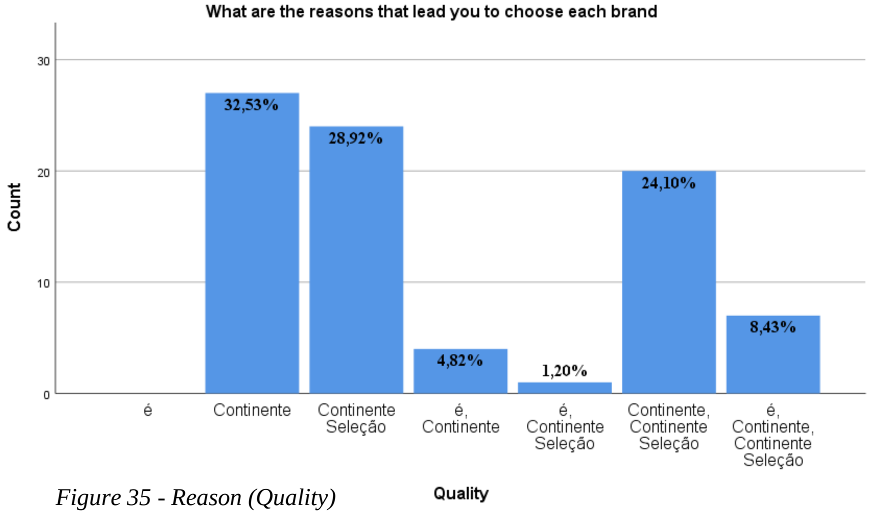


Figure 35 - Reason (Quality)

The last variable is the packaging of the products. 46.67% of the respondents affirm that the packaging is one of the reasons that may influence the choice of products from brand Continente Seleção. As well as 33.33% of the respondents said that choose Continente's products based on the packaging of the products. Only a few percentages of respondents, choose the brand é based of product's packaging. (Figure 36)

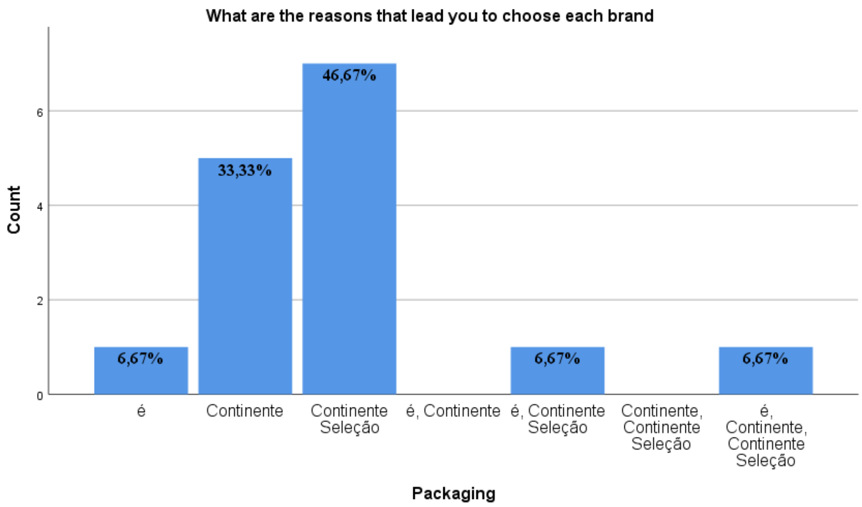


Figure 36 - Reason (Packaging)

The category of products that are select by the families vary according with their preference for each brand. Of the families who prefer the brand é, around 40% consume products from grocery categories (Figure 37).

Moving on to the brand Continente (Figure 38), also the grocery category reached the highest number of responses with a percentage of 20%, following by house cleaning products with 15%, and frozen products with 13%. Although these groups were the ones with higher representation, families still chose products from all the other categories of biological and healthy products, fresh products, dairy products, beverage, hygiene and beauty and animals. The segment with lower representation is baby care.

Finally, on the Continente Seleção brand (Figure 39), the two big categories with higher representation are Grocery and fresh products with 24% of respondents, followed by frozen products with a representation of 14% and dairy products with around 10%. The category with lower representation is beverage products.

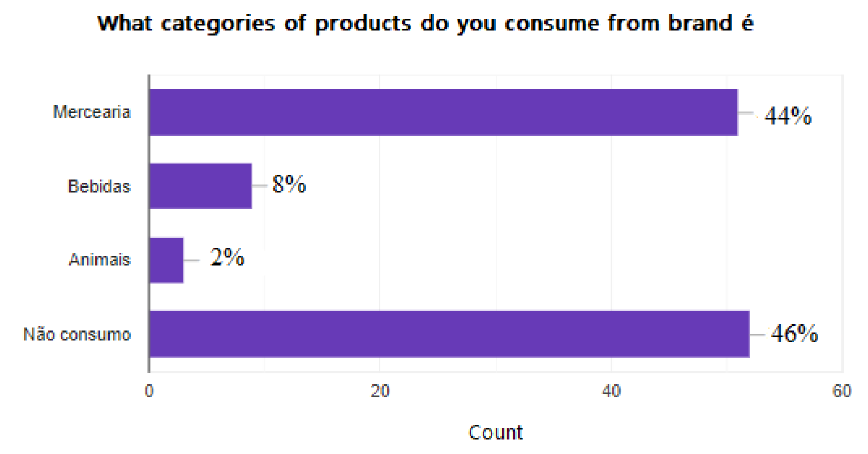


Figure 37 - Categories of products from brand é

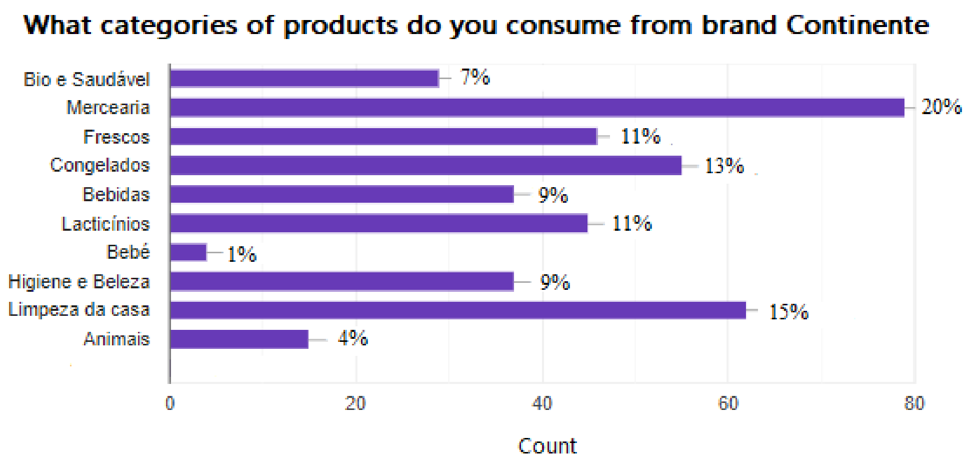


Figure 38 - Categories of products from brand Continente

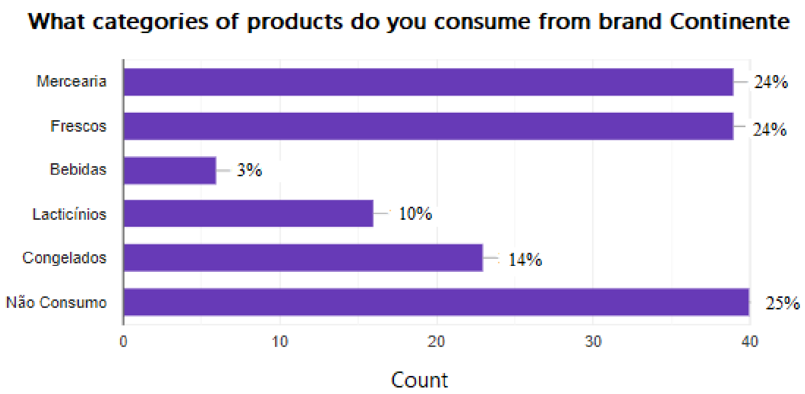


Figure 39 - Categories of products from brand Continente Seleção

It was defined three ways of getting knowledge about the brands (Appendix 3). When talked about supermarkets, around 47% of the respondents said that was in the supermarket where they met the three brands Continente, é and Continente Seleção. And it is through this channel that most of the people get knowledge about the brands. Regarding publicity, around 57% of the responses affirm to know about Continente's brand. Finally, per recommendations of friends and family, 33.3% of the responses get knowledge about Continente's brand, and 33.3% of the responses about Continente Seleção. In fact, through family and friends, it was the least selected way of get known about the brands.

The majority of the families, 43.18%, feel that are loyal to Continente's brand, while around 15% feel that are not loyal to brand é. Regarding recommendations, 34% of the families affirm to recommend both brands Continente and Continente Seleção to friends and families, and around 83% of the respondents said that wouldn't recommend the brand é to friends and family. (Appendix 4)

For 77% of the respondents the brand with best relation quality/price is Continente (Figure 40), while the one, which does not match the expectation of 40% of the respondents, is the brand é (Figure 41).

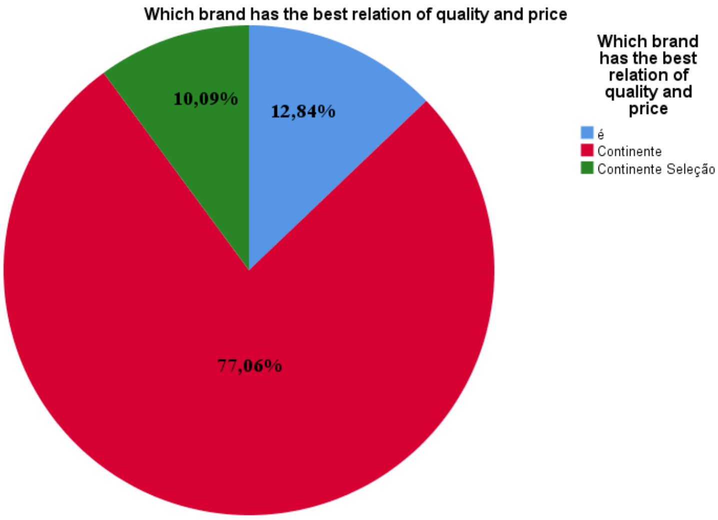


Figure 40 - Brand with the best relation quality/price

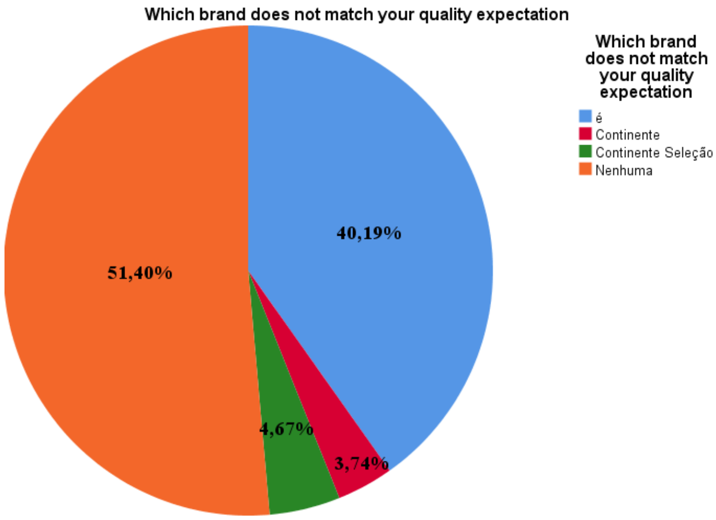


Figure 41 – Consumer's expectation

5.6 Objective's Analysis

In the chapter before, Methodology, it was defined four objectives, which should be answer during the questionnaire analysis. The first objective was defined as "Understand how the consumer behaviour profile of Portuguese families is.", and the analysis was carrying out in the topic 4.2 of the present section. The remaining objectives will be analysed from now on.

5.6.1 2nd Objective

The second objective defined on Methodology was "Define how the target consumer of each private-label brand from Continente is". In this way, it was analysed the relationship between the group "Which brand from Continente do you consume?" with the groups of personal information "Gender", "Age", "Income", "Household", "Home" and "Degree", separately.

To analyse the relationships, it was create six Chi-Square tests, where the rows will have the same variable in the for tests which is “Define how the target consumer of each private-label brand from Continente is”, and the columns will vary according to “Gender”, “Age”, “Income”, “Household”, “Home” and “Degree”.

In this way, it exists six null hypotheses, one for each test, and the alternative hypothesis is the same for the six tests, as it shows below:

$$H_0\text{: The variables, which brand from Continente do you consume and } \boldsymbol{gender\ group} \text{ are independent}$$

$$H_0\text{: The variables, which brand from Continente do you consume and } \boldsymbol{age\ group} \text{ are independent}$$

$$H_0\text{: The variables, which brand from Continente do you consume and } \boldsymbol{income\ group} \text{ are independent}$$

$$H_0\text{: The variables, which brand from Continente do you consume and } \boldsymbol{household\ group} \text{ are independent}$$

$$H_0\text{: The variables, which brand from Continente do you consume and } \boldsymbol{home\ group} \text{ are independent}$$

$$H_0\text{: The variables, which brand from Continente do you consume and } \boldsymbol{degree\ group} \text{ are independent}$$

$$H_1\text{: The two variables are related}$$

After conducted the four Chi-square tests, and analysed the outputs from SPSS showed on Appendixes 5 to 10, the follow results were obtained:

Variable	**Asymptotic Significance**	**Figure**	**Decision**	**Appendix**
Gender	0.789	Figure 42	Do not Reject H_0	Appendix 5
Age	0.593	Figure 43	Do not Reject H_0	Appendix 6
Income	0.062	Figure 44	Do not Reject H_0	Appendix 7
Household	0.605	Figure 45	Do not Reject H_0	Appendix 8
Home	0.365	Figure 46	Do not Reject H_0	Appendix 9
Degree	0.075	Figure 47	Do not Reject H_0	Appendix 10

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2,417[a]	5	,789
Likelihood Ratio	2,479	5	,780
Linear-by-Linear Association	,015	1	,904
N of Valid Cases	112		

a. 7 cells (58,3%) have expected count less than 5. The minimum expected count is ,13.

Figure 42 - Chi-Square Test (Gender)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22,728[a]	25	,593
Likelihood Ratio	22,892	25	,584
Linear-by-Linear Association	5,366	1	,021
N of Valid Cases	112		

a. 28 cells (77,8%) have expected count less than 5. The minimum expected count is ,04.

Figure 43 - Chi-Square Test (Age)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22,531[a]	25	,605
Likelihood Ratio	24,220	25	,507
Linear-by-Linear Association	,969	1	,325
N of Valid Cases	112		

a. 26 cells (72,2%) have expected count less than 5. The minimum expected count is ,01.

Figure 44 - Chi-Square Test (Household)

Chi-Square Tests*1*

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29,706[a]	20	,075
Likelihood Ratio	31,297	20	,051
Linear-by-Linear Association	,016	1	,898
N of Valid Cases	112		

a. 21 cells (70,0%) have expected count less than 5. The minimum expected count is ,01.

Figure 45 - Chi-Square Test (Degree)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	42,695[a]	30	,062
Likelihood Ratio	44,824	30	,040
Linear-by-Linear Association	8,462	1	,004
N of Valid Cases	112		

a. 31 cells (73,8%) have expected count less than 5. The minimum expected count is ,01.

Figure 46 - Chi-Square Test (Income)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32,064[a]	30	,365
Likelihood Ratio	31,480	30	,392
Linear-by-Linear Association	,611	1	,434
N of Valid Cases	112		

a. 37 cells (88,1%) have expected count less than 5. The minimum expected count is ,01.

Figure 47 - Chi-Square Test (Home)

In all the tests the Sig value is higher than 0.05, which is evident that should not reject H_0 and conclude that the variables are independent. Having that conclusion in mind, it means that their gender, age, income, household, home or degree does not influence the brands that each consumer choice.

In sum, regarding the objective "Define how the target consumer of each private-label brand from Continente is", although it may be possible to have specific consumer profile for each brand, with all the people that answer to the questionnaire is not possible to create groups of personal characteristics that influence the brand choice.

5.6.2 3rd objetive

The third objective defined before was "To determinate which are the factors that may influence the consumer's preference for each private-label product".

In order to determine and analyse how the factors "Price", "Convenience", "Quality" and "Packaging", affect consumer's Private-Label brands choice, it was created four Kruskal-Wallis tests to verify the equality of the distributions. Thus, it was defined as testing variables the factors "Price", "Convenience", "Quality" and "Packaging" and, as grouping variable, common for the four factors, the brand that each consumer chooses.

Each test has a specific null hypothesis and an alternative hypothesis, as it is shows bellow:

Test 1

H_0: The distribution of the reason **Price**, is the same for the 6 population defined by "Which brand from Continente do you consume?"

H_1: The distribution of the reason **Price**, is different for at least one of the six groups defined by "Which brand from Continente do you consume?"

Test 2

H_0: The distribution of the reason **Convenience**, is the same for the 6 population defined by "Which brand from Continente do you consume?"

H_1: The distribution of the reason **Convenience**, is different for at least one of the six groups defined by "Which brand from Continente do you consume?"

Test 3

H_0: The distribution of the reason **Quality**, is the same for the 6 population defined by "Which brand from Continente do you consume?"

H_1: The distribution of the reason **Quality**, is different for at least one of the six groups defined by "Which brand from Continente do you consume?"

Test 4

H_0: The distribution of the reason **Packaging**, is the same for the 6 population defined by "Which brand from Continente do you consume?"

H_1: The distribution of the reason **Packaging**, is different for at least one of the six groups defined by "Which brand from Continente do you consume?"

After conducting the four Kruskall-Wallis tests and analysing the outputs from SPSS, as it is shows on Appendix 11 to Appendix 14, it was possible to summarize the results on the following table:

Reason	***Asymptotic Significance***	***Figure***	***Decision***	***Appendixes***
Price	0.035	Figure 48	Reject H_0	Appendix 11
Convenience	0.081	Figure 50	Not Reject H_0	Appendix 12
Quality	0.00	Figure 49	Reject H_0	Appendix 13
Packaging	0.318	Figure 51	Not Reject H_0	Appendix 14

It is possible to conclude that the variables Price and Quality have sig value lower than 0.05, so should reject the null hypothesis, which means that the distribution is different for at least one of the groups.

Test Statistics[a,b]

	What are the reasons that lead you to choose each brand
Kruskal-Wallis H	8,581
df	3
Asymp. Sig.	,035

a. Kruskal Wallis Test
b. Grouping Variable: Which brand from Continente do you consume

Figure 48 - Kruskal Wallis Test (Price)

Test Statistics[a,b]

	What are the reasons that lead you to choose each brand
Kruskal-Wallis H	26,327
df	2
Asymp. Sig.	,000

a. Kruskal Wallis Test
b. Grouping Variable: Which brand from Continente do you consume

Figure 49 - Kruskal Wallis Test (Quality)

By contrast, the variables Convenience and Packaging have sig value higher than 0.05 what make not reject the null hypothesis, which means that the distribution is the same for the six groups.

Test Statistics[a,b]

	What are the reasons that lead you to choose each brand
Kruskal-Wallis H	5,028
df	2
Asymp. Sig.	,081

a. Kruskal Wallis Test
b. Grouping Variable: Which brand from Continente do you consume

Figure 50 - Kruskal - Wallis Test (Convenience)

Test Statistics[a,b]

	What are the reasons that lead you to choose each brand
Kruskal-Wallis H	2,289
df	2
Asymp. Sig.	,318

a. Kruskal Wallis Test
b. Grouping Variable: Which brand from Continente do you consume

Figure 51 - Kruskal-Wallis Test (Packaging)

In sum, for the variables price and quality the distribution is not equal for one of the brands of Continente. In both factors, price and quality, there are a higher number of consumers that choose the brand Continente and Continente Seleção, instead of the other brands, due to that factor.

5.6.3 4th objetive

The fourth and last objective defined in the methodology is “To determinate in which categories each Continente’s private-label brand is more trustful by the consumers”. In order to understand this objective, it will be studying the relation of two variables in three tests, people that “Recommend_Yes” the brands, and the categories of products chosen in each brand, é, Continente and Continente Seleção, separately.

Therefore, it was created three Chi-square tests, to understand the relationship between “Recommend_Yes” (value of the rows) with the categories that they consume each brand é, Continente and Continente Seleção (value of the column). Considering that, exist three null hypotheses, one for each test and the alternative hypothesis is the same in the three tests. The null hypotheses considered were the follow:

$$H_0\text{: } The\ variables\ \text{"Recommend\_Yes"}\ and\ \text{"}What\ categories\ of\ products\ do\ you\ consume\ from\ brand\ \text{é"}\ are\ independent$$

$$H_0\text{: } The\ variables\ \text{"Recommend\_Yes"}\ and\ \text{"}What\ categories\ of\ products\ do\ you\ consume\ from\ brand\ Continente\text{"}\ are\ independent$$

$$H_0\text{: } The\ variables\ \text{"Recommend\_Yes"}\ and\ \text{"}What\ categories\ of\ products\ do\ you\ consume\ from\ brand\ Continente\ Sele\text{ção"}\ are\ independent$$

$$H_1\text{: } The\ two\ variables\ are\ related$$

After conducting the three Chi-square tests, and analysing the outputs from SPSS, present in the Appendix 15, 16 and 17, the table below condense the results that were obtained:

Variable	*Asymptotic Significance*	*Figure*	*Decision*	*Appendixes*
Brand é	0.00	Figure 52	Reject H_0	Appendix 15
Brand Continente	0.060	Figure 54	Not Reject H_0	Appendix 16
Brand Continente Seleção	0.021	Figure 53	Reject H_0	Appendix 17

In the variables that represent the categories from brands é and Continente Seleção, the null hypothesis was reject because the sig value was lower than 0.05, which means that the two variables are related with the variable recommendation, there is a relationship between them.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	99,455[a]	30	,000
Likelihood Ratio	103,610	30	,000
Linear-by-Linear Association	3,977	1	,046
N of Valid Cases	104		

a. 34 cells (81,0%) have expected count less than 5. The minimum expected count is ,01.

Figure 52 - Chi-Square Test (Brand é)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	119,400[a]	90	,021
Likelihood Ratio	131,588	90	,003
Linear-by-Linear Association	20,280	1	,000
N of Valid Cases	104		

a. 110 cells (96,5%) have expected count less than 5. The minimum expected count is ,01.

Figure 53 - Chi-Square Test (Brand Continente Seleção)

While the variable that represent the categories from brand Continente has a sig value higher than 0.05, and the null hypothesis should not be reject.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	408,040[a]	365	,060
Likelihood Ratio	243,914	365	1,000
Linear-by-Linear Association	,228	1	,633
N of Valid Cases	104		

a. 444 cells (100,0%) have expected count less than 5. The minimum expected count is ,01.

Figure 54 - Chi-Square Test (Brand Continente)

In sum, starting with the Chi-square test about “Recommend__Yes” and “Consuming categories brand é” and making a deeper analysis to the table that make the relation between the variables it is possible to conclude that people who recommend the brand é, choose more products from grocery category. While in the Chi-square test about “Recommend_Yes” and “Consuming brand Continente Seleção”, when analysing the table with the relation, the families who recommend this brand, consume more products from grocery and fresh categories. Contrary, in Chi-square test about “Recommend_Yes” and “Consuming brand Continente”, there is no relation with, people who recommend the brand, and the category that choose.

5.6.4 Synthesis and Conclusions of Research Questions

Null Hypothesis	**Results**
H0: The variables, which brand from Continente do you consume and gender group are independent	Do not Reject H_0
H1: The variables, which brand from Continente do you consume and age group are independent	Do not Reject H_0
H2: The variables, which brand from Continente do you consume and income group are independent	Do not Reject H_0
H3: The variables, which brand from Continente do you consume and household group are independent	Do not Reject H_0
H4: The variables, which brand from Continente do you consume and home group are independent	Do not Reject H_0
H5: The variables, which brand from Continente do you consume and degree group are independent	Do not Reject H_0
H6: The distribution of the reason Price,is the same for the 6 population defined by “Which brand from Continente do you consume?”	Reject H_0

H7: The distribution of the reason Convenience,is the same for the 6 population defined by “Which brand from Continente do you consume?”	Not Reject H_0
H8: The distribution of the reason Quality,is the same for the 6 population defined by “Which brand from Continente do you consume?”	Reject H_0
H9: The distribution of the reason Packaging,is the same for the 6 population defined by “Which brand from Continente do you consume?”	Not Reject H_0
H10: The variables "Recommend_Yes\" " and "What categories of products do you consume from brand é" are independent	Reject H_0
H11: The variables "Recommend_Yes\" " and "What categories of products do you consume from brand Continente" are independent	Not Reject H_0
H12: The variables "Recommend_Yes\" " and "What categories of products do you consume from brand Continente Seleção" are independent	Reject H_0

In order to overcome the gaps observed on the results from the test above, the company Continente could adopt as big measure the product’s portfolio extension from the brands Continente, é and Continente, to be all with the same product’s category.

Thus, it will be easier to determine the target from each brand, because as the customers have access to the same products, it will be easier to understand if the gender, age, income, household, income and degree, influence the choice of each brand.

On another point of view, it could improve the customer’s perception regarding the brand é, because together with an increase on product’s quality, may influence positively consumers choosing this brand at the purchase moment, since it was the least appreciated brand by the group of consumers studied.

Finally, by enlarge the brand's portfolio, so that they are all the same, the consumers could have access to all the categories, recommend, and compare the same category in the different brands. In this study it was remarkable that consumers recommend and are more satisfied with all the categories from brand Continente, while in brand é and Continente Seleção, only one category was recommended.

6. Conclusion

6.1. Main Conclusions

The present report had as objective, understand how consumers react to different Private-Label Brands, what make them buy and choose one brand instead of other, by applying the analysis to three brands from Continente: é, Continente and Continente Seleção.

In this way, it was developed an online questionnaire, in order to understand the buying behaviours from Portuguese families, first generally and then regarding their relationship between Continente and consequently with its Private-Label Brands. After 318 answers, the data was analysed on SPSS Software.

One of the objectives of this study was understand the buying profile from Portuguese families, and some conclusions were possible to reach. The major buyer, in the homes of Portuguese families, are women. The woman herself, as mother or wife, are they the ones who went more frequently to super/hypermarkets, in order to purchase products for the house, namely food, or cleaning products.

Moreover, if a consumer went less times shopping per month, they prefer to go to Hypermarkets, because it is a bigger space with a higher variety of products. This consumer will make a more thoughtful purchase, because as they go less times they cannot change because they will not go to the hypermarket on the next day again. This type of consumer can be associated to the "Habitual buying behaviour", defined by Kotler, (1994), they do not need to search around and choose the brands that are used to. By contrast, the consumers, who goes frequently, prefers the supermarket, because it has, in most of the cases, better location, and as they are smaller makes the purchase process faster. These type of consumers can be associated to the "Dissonance-reducing Buying Behaviour", defined by Kotler, (1994), because they decide and buy very quickly, influenced in the majority by a good price. Proximity was the factor more chosen by the families, as the reason to choose the favourite retail chain. And they mentioned Pingo Doce as their favourite retail chain, followed by Continente.

Regarding their behaviour about Private-Label Brands, generally, most of the respondents, consume these types of brands, and mainly because the relationship between quality and price of the products. They choose more products from grocery, housecleaning and dairy products, maybe because these are products used very often on daily routines, so they need to be replaced regularly.

From the 16% of those who do not consume Private-Label Brands, the main reason is that they do not trust on product's quality. However, their perception was able to change if they get a guarantee about the product's quality, from the retailers.

The Private-Label Brands from Continente have a high brand recognition and are consume by most of the respondents. Their product's quality makes 54% of their consumers coming back to their stores, and the majority feel that are loyal to this retail chain. However, between their three brands, the consumers feel that the quality is not equal. From those who do not consume none of Continente's Private-Label Brands, or prefer other brands from others retailers, or do not have access to the stores.

The brand Continente is the most chosen by Portuguese families followed by Continente Seleção and the brand that they select, as the one less consumed by the families is brand é.

Regarding the factors that influence the consumer's choice, they have four possibilities, price, convenience, quality and packaging. The factor price influence them to choose the brand Continente and é, in fact, this is the only factor that make people choose this brand, contrary to brand Continente, in which consumers choose it too, because other factors like convenience and quality. About brand Continente Seleção, the consumers choose this brand due to the quality and packaging.

The brand Continente is consume in a large variety of products, but the ones more chosen are grocery, housecleaning and frozen products. In brand é, the ones that consume it, choose mainly grocery products, and in Continente Seleção, are grocery, fresh and frozen products. It was observed that, the consumers choose the brand é, because they look for basic products, like products that may have only tolerable quality. Then choose the brand Continente to more daily products because they have enough quality to satisfy their needs. Finally, the brand Continente Seleção that offer more sophisticated products, in which the consumers are looking for good quality and good packaging. It is possible to affirm that the retailer Continente use a Multitier Private-Label Strategy, in which the Economy Level is represent by the brand é, the Standard Level by the brand Continente and the Premium Level by the brand Continente Seleção (Akcura *et al.*, 2019).

The brand Continente was define, by the respondents, as the one with best relation quality/price and the brand é as the one that did not match their expectations. In this way, they said that if they recommend any of the brands to friends and family, it would be the brand Continente and Continente Seleção.

After made some non-parametric tests, specifically the Kruskall-Wallis test, it was possible to understand that who buys brand Continente and Continente Seleção, choose mostly due to the price and quality of the products. These two factors were state, also, in the literature as the principal's factors that convince the consumers to be more available to choose private-label brand's products (Silva *et al.*, 2012).

With a Chi-square test was possible to observe that, when people consume the brand é, they recommend products from grocery sector. And, when consume the brand Continente Seleção they recommend products from both grocery and fresh sectors. Regarding the brand Continente, the consumers do not specify any category of products that should be recommend.

Regarding the Private-Label consumer's profile, with this sample characterization it was not possible to draw the consumer profile, with the help of Chi-Square test. This result evidence what Baltas & Argouslidis, (2007) said that, age, gender, family, monthly expenses or trip costs, do not influence the purchase intention of private label brand, this type of consumers are influence by "quality, price, trust and packaging" of private-label products. (Brazauskaitė *et al.*, 2014)

6.2. Research Contributions

As this is a Company Project, the results can be useful to the company in question Continente.

Through this analysis, it was possible to understand the consumer's opinions about Private-Label Brands. With the data analysis, it was understood which brands consumers like the most, in which segments they consume more each brand, and it was shown that, even though they are loyal to the Retail Chain Continente, they are not loyal to all of their brands.

The strategy used by Continente, of using more than one Private-Label Brand, with different levels of quality and price, it is important to the company because it is able to reach a wider range of customers and increase their position in the market. Therefore, it would be a good bet for other retailers to diversify their offer and not be based only on a standard brand.

Based on the obtained results and developing the chapter *"5.6.5 Recommendations to Continente based on the analysis",* some suggestions are making, in order to the Retailer Continente continuing to invest in the development of their Private-Label Brands, to keep their advantages and benefits.

They should keep investing on products quality, insofar as, quality was the factor most valued by the sample in study. If, by one side, quality is the factor that make consumers choose the products from Private-Label Brand Continente Seleção, on the other side, it is also due to the quality, but negatively, that the Brand é is not so chose and consumed. In this way, the Brand é should have a special attention, because it was saw as the "worst" brand from Continente, with the lowest price but the worst quality too.

As Continente is the market leader, it is important to continue to invest in the development of their Private-Label Brands, in order to retain the ones that were already costumers, and to convince those who are more reticent in the consumption of these brands, or that prefer brands from other retailers.

Continente, through communications strategies should, advertise not only the brand Continente, but also the other Private-Label Brands, in channels that reach all the customers and potential customers, to be able to divulge to everyone, the Private-Label Brands that offers, the quality that its products have and the confidence that those products transmit to those who use them.

Thus, Continente is able to increase their market share, get more profits (Hoch & Banerji, 1993), reinforce their relation with consumers (Miquel-Romero et al., 2014), and increase their store profitability and differentiation (Pepe et al., 2012). In sum, they can generate value and stablish a positioning.

6.3. Research Limitations

During the present report, some limitations prevented the analysis from being more detail.

Initially, the methodology defined had two approaches, the questionnaire and an interview, with Continente Private-Label Brand's department. However, this last method was not possible to realize, mainly due to the situation in which Portugal got into regarding Covid-19, and it was not possible to get any answer from Continente. Since there was no interview, the analysis in the company's view did not exist, so it was not possible to understand how the brand see the consumer of each brand, how characterize them. It was not possible to understand the strategy used with the different Private-Label Brands. As there was no perspective of the company, it was not possible to compare and analyse the perspectives of company and consumer.

In addition, as the questionnaire was published online, there is a possibility about the respondent has skewed the final data, and it may not represent the universe of Continente's consumers.

Finally, as this is a diversify camp of analysis; it was define based on bibliography what aspects analyse. Nevertheless, it could be used other factors as objects of study about the Continente's Consumer buying behaviour.

6.4. Prospects for Future Research

The theme of this thesis may follow other forms and serve as a model for future investigations, as is suggested below:

- Extend the study to other Retail Chains that just have the standard Private-Label Brand, by studying the possibility of adopting a Multitier Private-Label Strategy, to see how consumers react with the appearance of new brands, and to understand if the retail chain would have advantages in creating a new Private-Label Brands.
- Analyse and conduct a thorough study of the brand é, which was the brand that consumers find to have worse quality. With this study, it is important where is the gap between what the consumers expect and what the brand offer, in order to be able to improve it. Understand if enlarge the brand portfolio to other categories in the supermarket, and create new products, would be better for consumers to use.
- Another future analysis can be based on a study of Promotions vs. Private-Label Brands. To understand how the retail chain Continente fight with the promotions of the Manufacturers Brands, to be the first choice. Understand what brand have more importance, or which one has a higher weight, during the purchase moment, in consumer's point of view.
- Nevertheless, it could be important, if someone get interested in, continuing the analysis of the present thesis, by studying this theme with other factors and in another point of view.

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APPENDIXES

Appendix 1

Questionário

O presente questionário insere-se no âmbito da Tese de Mestrado em Marketing, do ISCTE-IUL e pretende analisar os hábitos de consumo das famílias portuguesas relativamente às suas compras em Super e Hipermercados, mais especificamente sobre os seus comportamentos face às Marcas Próprias.

Este questionário é de carácter anónimo, e as informações fornecidas serão utilizadas apenas para fins de análise académica. Peço que responda com a maior precisão possível, pois não existe nenhuma resposta correta, tente encontrar a que se assemelha mais ao seu comportamento.

Qualquer dúvida durante a realização do questionário, poderá contactar-me via e-mail para o endereço cavma@iscte-iul.pt.

Agradeço desde já a sua disponibilidade,

Catarina Morcela

Grupo I – Hábitos de Compra

1. Quem, no seu agregado familiar, vai regularmente fazer as compras necessárias para a casa? Responda conforme o grau de parentesco em relação a si.
    a) Mãe
    b) Pai
    c) Avó
    d) Avô
    e) Marido
    f) Esposa
    g) Filho/a
    h) Empregada doméstica
    i) Eu próprio
    j) Outro ______
2. Sabendo que um supermercado se trata de um espaço comercial de tamanho mais reduzido, e um hipermercado um espaço comercial de tamanho maior. Quantas vezes, num mês, se desloca a cada um deles?

	Hipermercado	Supermercado
Nunca		
1 vez / mês		
2 vezes / mês		
1 vez / semana		
2 vezes / semana		
Dia sim / Dia não		
Todos os dias		

3. Qual a cadeia de supermercados e hipermercados que mais gosta de frequentar?
    a) Continente
    b) Pingo Doce
    c) Lidl
    d) Intermarché
    e) Auchan
    f) Aldi
    g) Minipreço
    h) E'leclerc
    i) É indiferente, frequento a que me der mais jeito.
    j) Outro_____________

4. Qual a razão que o leva a preferir a cadeia indicada? ____________

Grupo II – Marcas Próprias ou Marcas do Distribuidor

A Marcas Próprias ou Marcas do Distribuidor, são marcas dos próprios retalhistas, vendidas apenas na sua cadeia de lojas. Pretendem fazer face às marcas de renome, oferecendo produtos similares a preços mais acessíveis.

1. Quando faz as suas compras, escolhe produtos de marcas próprias?
    a) Sim
    b) Não

(Se respondeu **SIM**, passe para as **perguntas 2, 3 e 4** e continue o questionário. Se respondeu **NÃO**, responda às **perguntas 5 e 6** e depois passe para o último grupo, GRUPO V – Dados pessoais)

2. Porque consome produtos de marcas próprias?
    a) Preço mais acessível
    b) Boa relação qualidade/preço
    c) Preferência pessoal
    d) Relação com a cadeia de supermercados
    e) Outro__________

3. Em que categorias escolhe mais vezes produtos de marca própria? (pode escolher mais do que 1)
    a) Frescos
    b) Mercearia
    c) Congelados
    d) Lacticínios
    e) Bebidas
    f) Biológico e Saudável
    g) Limpeza para a casa
    h) Higiene Pessoal
    i) Animais
    j) Bebé

4. Costuma utilizar produtos SEMPRE da mesma marca própria?

a) Sim
b) Não

5. Qual a razão para não consumir Marcas Próprias?
    a) Má Qualidade
    b) Nunca experimentei
    c) Só confio em marcas de Renome
    d) Insegurança
    e) Outro _________
6. Se, uma cadeia de supermercados lhe garantisse, através de testes de qualidade que os seus produtos estavam ao nível dos produtos de marcas de renome, a probabilidade de os comprar seria maior?
    a) Sim
    b) Não

Grupo III – Cadeia de Retalho Alimentar Continente

1. Reconhece alguma das seguintes 3 marcas? (Assinale as que reconhecer)

2. Costuma consumir produtos de alguma das 3 marcas acima referidas?
    a) Sim
    b) Não

(Se Respondeu **Não** à pergunta acima, por favor passe para a **pergunta 3**, e no fim desta secção poderá para o GRUPO V – Dados pessoais)

3. Se respondeu **Não** na **Pergunta 2**, qual a razão para não consumir marcas do Continente?
    a) Preço
    b) Qualidade
    c) Prefiro as Marcas Próprias de outro supermercado
    d) Acessibilidade às lojas
    e) Outro _________

4. Sente que os produtos das Marcas Próprias do Continente têm qualidade suficiente que o faça ir de propósito a estes supermercados, para os comprar?
    a) Sim
    b) Não

5. Sente que existe algum tipo de diferença na qualidade de produtos das marcas é, Continente, e Continente Seleção?

a) Sim
b) Não

6. Usufrui de cartão de fidelização Continente?
   a) Sim
   b) Não

7. Sente que lhe traz mais-valias?
   a) Sim
   b) Não

Grupo IV - As Marcas Próprias do Continente: é, Continente, Continente Seleção

1. Indique, para cada uma das marcas, se consome os seus produtos.

	é	Continente	Continente Seleção
Sim			
Não			

(Se **NÃO** consumir **NENHUMA** das marcas, pode passar para o **GRUPO V** – dados pessoais)

2. Quais as razões que o levam a escolher cada uma das marcas? Assinale para cada uma das marcas os fatores que o levam a comprar.

	é	Continente	Continente Seleção
Preço			
Conveniência			
Qualidade			
Embalagem			

3. Que categorias de produtos compra de cada uma das marcas?
   (pode escolher mais do que uma categoria)

   Marca é:
   a) Mercearia
   b) Bebidas
   c) Animais

   Marca Continente:

   a) Bio e Saudável
   b) Mercearia
   c) Frescos
   d) Bebidas
   e) Lacticínios
   f) Congelados
   g) Bebé
   h) Higiene e Beleza

i) Limpeza
j) Animais

Marca Continente Seleção:

a) Mercearia
b) Frescos
c) Bebidas
d) Lacticínios
e) Congelados

4. Como conheceu a marca?

	é	Continente	Continente Seleção
Supermercado			
Anúncios Publicitários			
Conversas com amigos/família			

5. Recomendaria os produtos de cada uma das marcas a familiares ou amigos?

	é	Continente	Continente Seleção
Sim			
Não			

6. Sente-se fiel a alguma marca?

	é	Continente	Continente Seleção
Sim			
Não			
Não sei			

7. Qual a marca, em que a qualidade dos produtos não correspondeu às suas expectativas?
   a) é
   b) Continente
   c) Continente Seleção

8. Qual é para si, a marca que possui uma melhor relação qualidade/preço?
   a) é
   b) Continente
   c) Continente Seleção

Grupo V – Dados pessoais

1. Género
   a) Masculino
   b) Feminino
2. Idade
   a) 18 – 24 anos

   b) 25 – 34 anos
   c) 35 – 44 anos
   d) 45 – 54 anos
   e) 55 – 64 anos
   f) > 65 anos
3. Número de pessoas do Agregado Familiar: _____
4. Local de Residência
   a) Grande Lisboa
   b) Grande Porto
   c) Norte
   d) Centro
   e) Alentejo
   f) Algarve
   g) Açores
   h) Madeira
5. Habilitações Literárias
   a) Ensino Básico
   b) Ensino Secundário
   c) Licenciatura
   d) Mestrado
   e) Doutoramento
6. Rendimento Líquido Mensal
   a) Até 450€
   b) 450€ - 900€
   c) 901€ - 1350€
   d) 1351€ - 2000€
   e) 2001€ - 3000€
   f) 3001€ - 4000€
   g) > 4000€

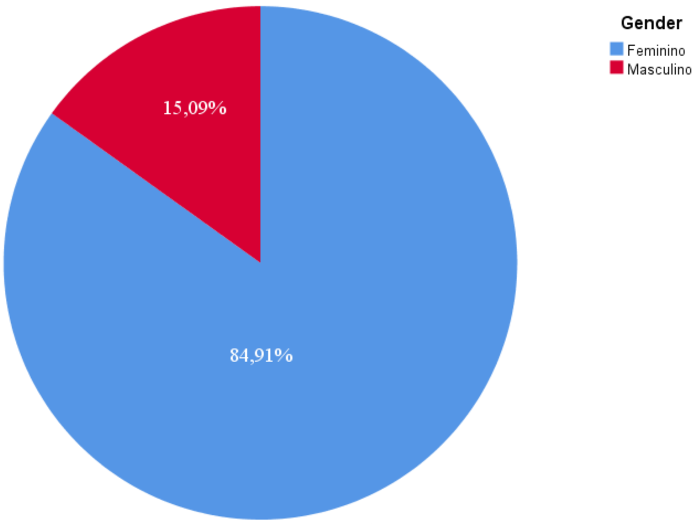
Fim do Questionário

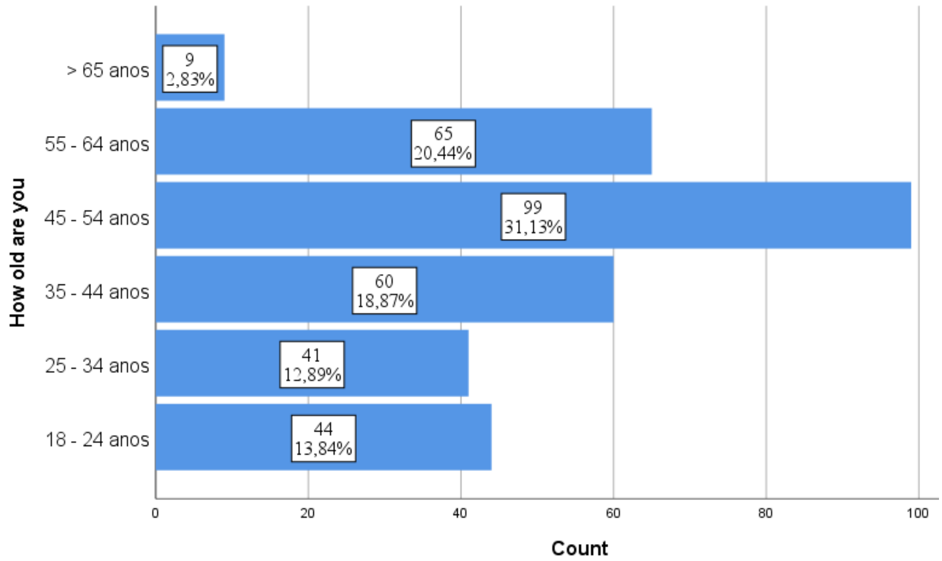
Agradeço a sua participação e colaboração na recolha de dados!

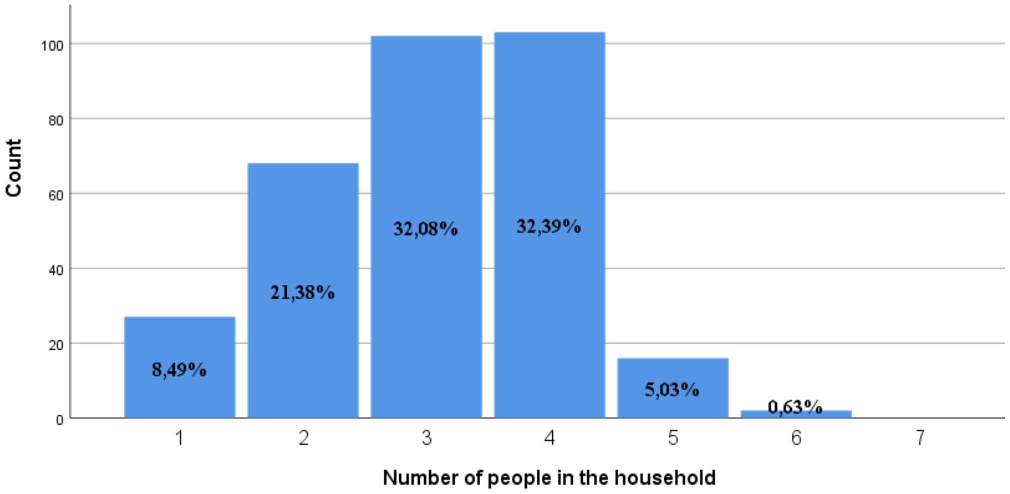
Muito obrigada,

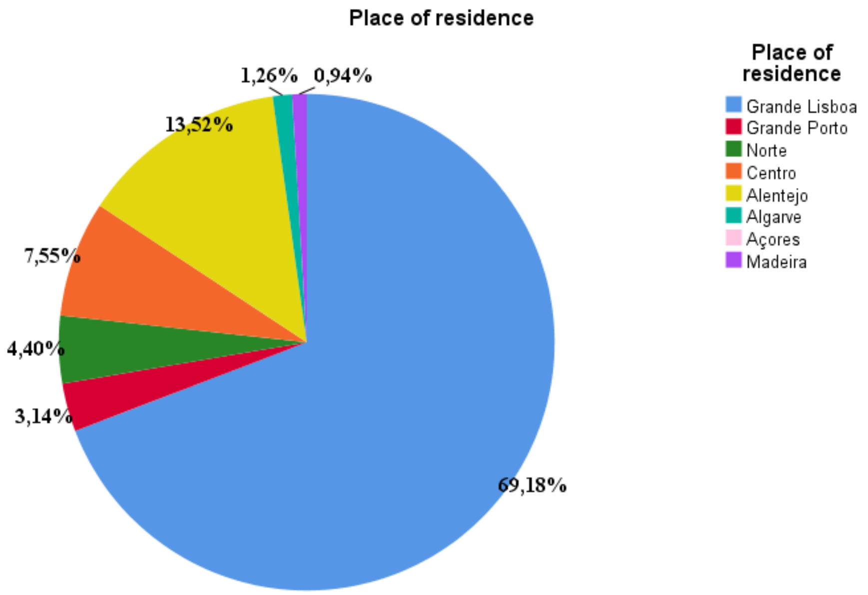
Catarina Morcela

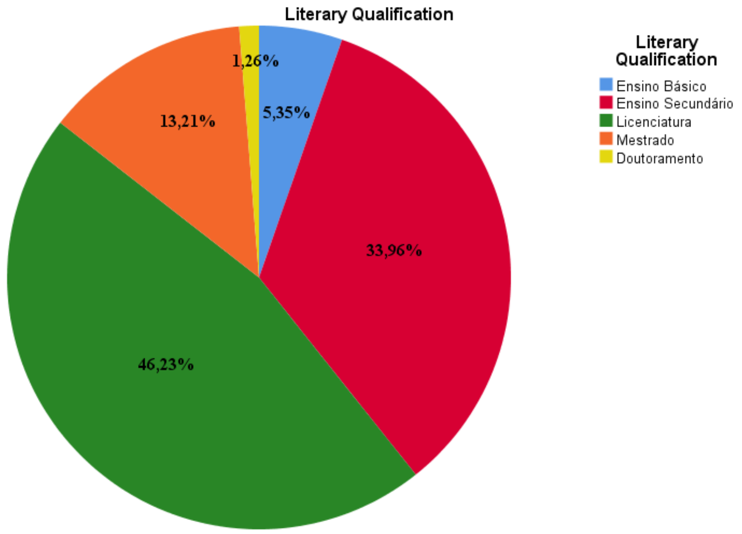
Appendix 2

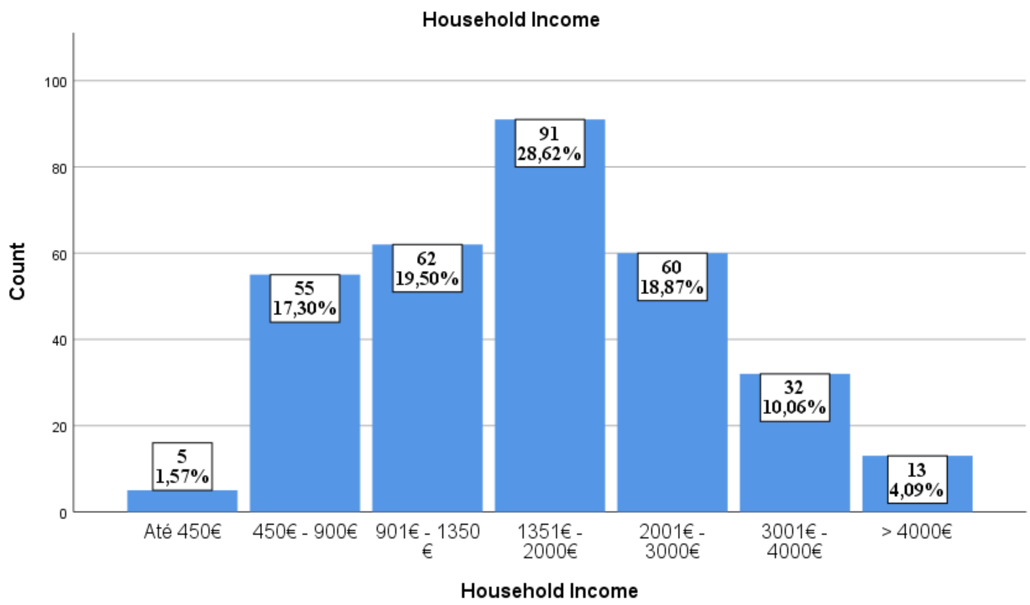

Gender
Feminino
Masculino
15,09%
84,91%


How old are you
> 65 anos
55 - 64 anos
45 - 54 anos
35 - 44 anos
25 - 34 anos
18 - 24 anos
9
2,83%
65
20,44%
99
31,13%
60
18,87%
41
12,89%
44
13,84%
0
20
40
60
80
100
Count

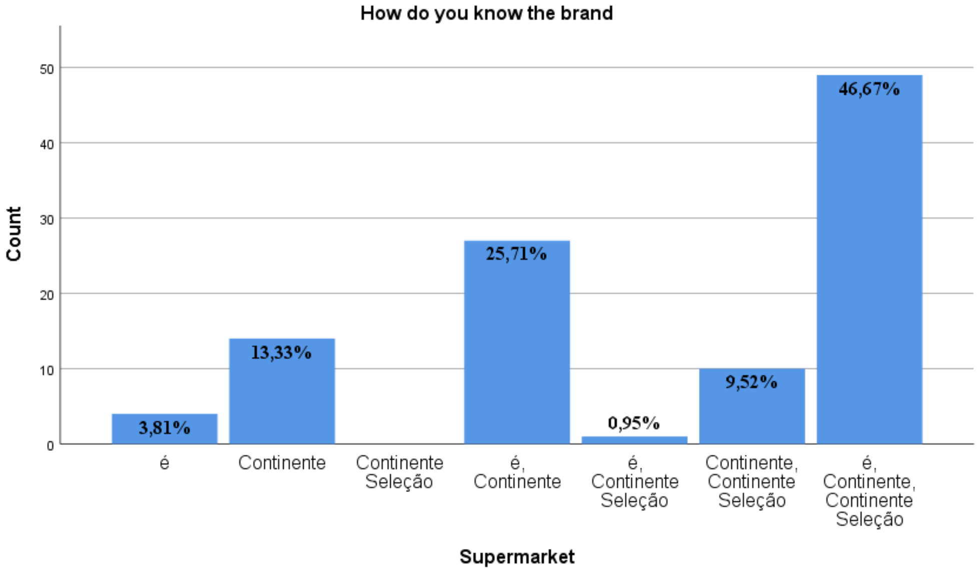

Count
100
80
60
40
20
0
8,49%
21,38%
32,08%
32,39%
5,03%
0,63%
1
2
3
4
5
6
7
Number of people in the household

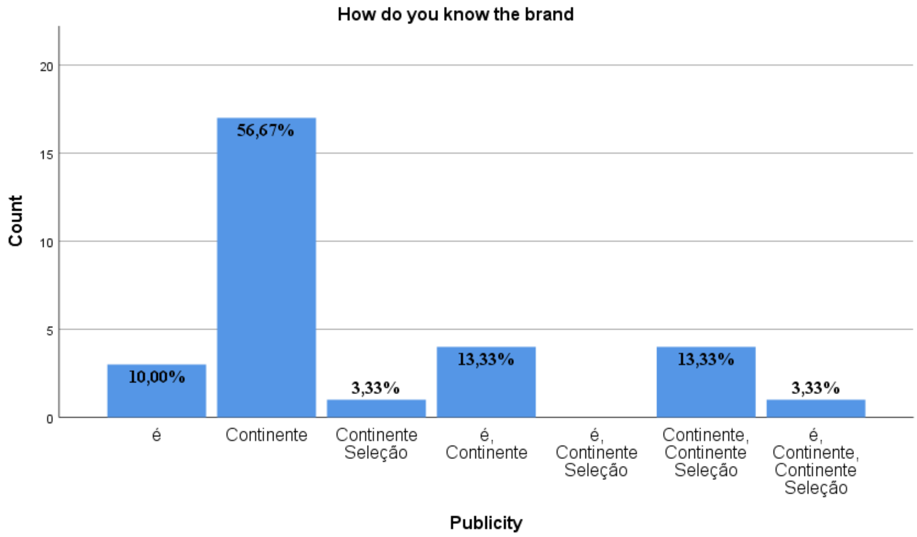

Place of residence
1,26%
0,94%
13,52%
7,55%
4,40%
3,14%
69,18%
Place of residence
Grande Lisboa
Grande Porto
Norte
Centro
Alentejo
Algarve
Açores
Madeira

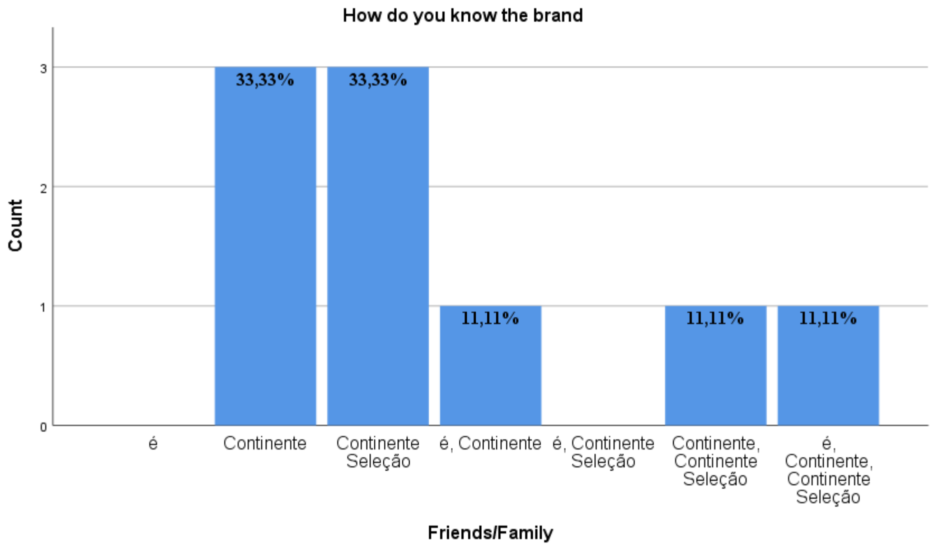

Literary Qualification
1,26%
5,35%
13,21%
33,96%
46,23%
Literary Qualification
Ensino Básico
Ensino Secundário
Licenciatura
Mestrado
Doutoramento


Household Income
Count
100
80
60
40
20
0
5
1,57%
55
17,30%
62
19,50%
91
28,62%
60
18,87%
32
10,06%
13
4,09%
Até 450€
450€ - 900€
901€ - 1350 €
1351€ - 2000€
2001€ - 3000€
3001€ - 4000€
> 4000€
Household Income

Appendix 3

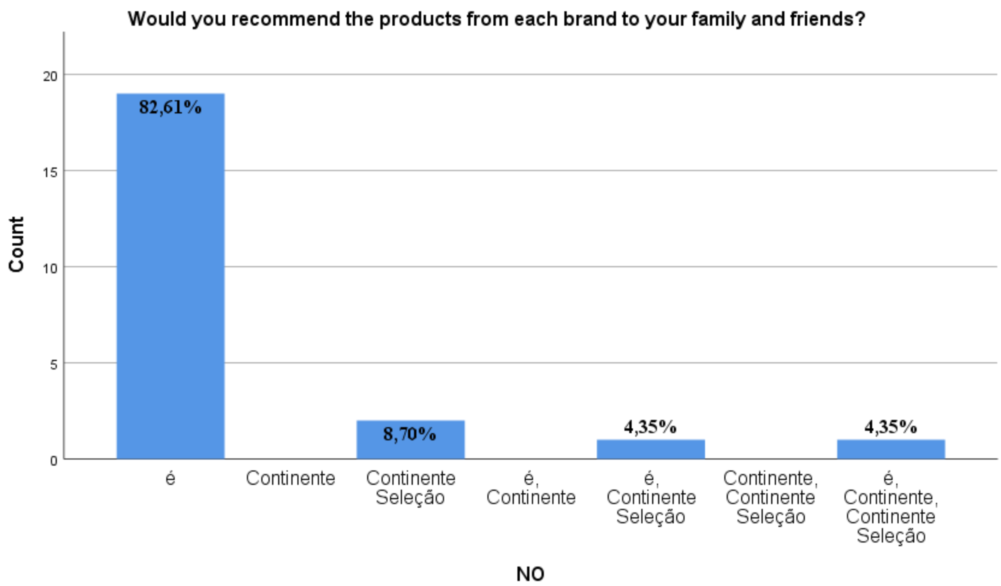

How do you know the brand
Count
50
40
30
20
10
0
3,81%
13,33%
25,71%
0,95%
9,52%
46,67%
é
Continente
Continente Seleção
é, Continente
é, Continente Seleção
Continente, Continente Seleção
é, Continente, Continente Seleção
Supermarket

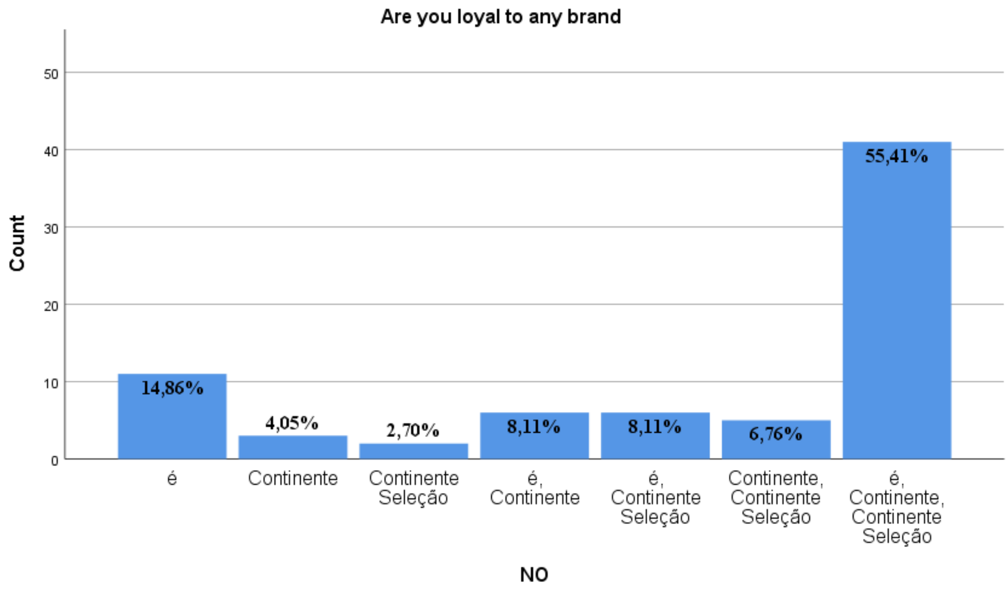

How do you know the brand
Count
20
15
10
5
0
10,00%
56,67%
3,33%
13,33%
13,33%
3,33%
é
Continente
Continente Seleção
é, Continente
é, Continente Seleção
Continente, Continente Seleção
é, Continente, Continente Seleção
Publicity

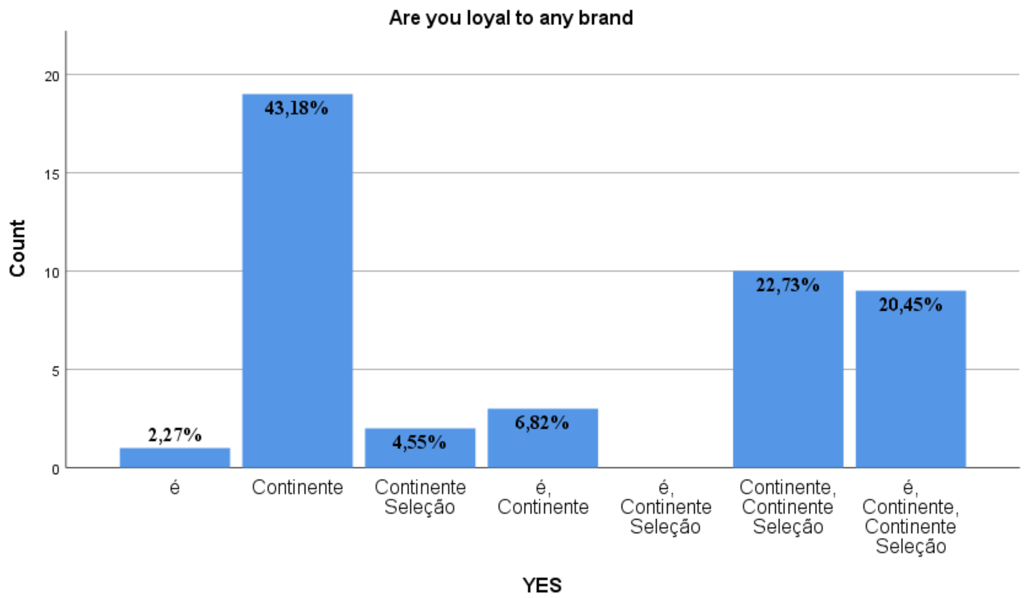

How do you know the brand
Count
3
2
1
0
33,33%
33,33%
11,11%
11,11%
11,11%
é
Continente
Continente Seleção
é, Continente
é, Continente Seleção
Continente, Continente Seleção
é, Continente, Continente Seleção
Friends/Family

Appendix 4


Would you recommend the products from each brand to your family and friends?
Count
40
30
20
10
0
0,96%
20,19%
2,88%
15,38%
33,65%
26,92%
é
Continente
Continente Seleção
é, Continente
é, Continente Seleção
Continente, Continente Seleção
é, Continente, Continente Seleção
YES


Would you recommend the products from each brand to your family and friends?
Count
20
15
10
5
0
82,61%
8,70%
4,35%
4,35%
é
Continente
Continente Seleção
é, Continente
é, Continente Seleção
Continente, Continente Seleção
é, Continente, Continente Seleção
NO


Are you loyal to any brand
Count
50
40
30
20
10
0
14,86%
4,05%
2,70%
8,11%
8,11%
6,76%
55,41%
é
Continente
Continente Seleção
é, Continente
é, Continente Seleção
Continente, Continente Seleção
é, Continente, Continente Seleção
NO


Are you loyal to any brand
Count
20
15
10
5
0
2,27%
43,18%
4,55%
6,82%
22,73%
20,45%
é
Continente
Continente Seleção
é, Continente
é, Continente Seleção
Continente, Continente Seleção
é, Continente, Continente Seleção
YES

Appendix 5 - Gender

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Which brand from Continente do you consume * Gender	112	35,2%	206	64,8%	318	100,0%

Which brand from Continente do you consume * Gender Crosstabulation

Count

		Gender		Total
		Feminino	Masculino	
	É	1	0	1
	é, Continente	19	2	21
	Continente	17	5	22
	Continente Seleção	1	0	1
	Continente, Continente Seleção	34	5	39
	é, Continente, Continente Seleção	25	3	28
Total		97	15	112

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2,417[a]	5	,789
Likelihood Ratio	2,479	5	,780
Linear-by-Linear Association	,015	1	,904
N of Valid Cases	112		

a. 7 cells (58,3%) have expected count less than 5. The minimum expected count is ,13.

Appendix 6 – Age

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Which brand from Continente do you consume * How old are you	112	35,2%	206	64,8%	318	100,0%

Which brand from Continente do you consume * How old are you Crosstabulation

Count

		How old are you						
		18 - 24 anos	25 - 34 anos	35 - 44 anos	45 - 54 anos	55 - 64 anos	> 65 anos	
	é	0	0	0	1	0	0	1
	é, Continente	6	4	4	6	1	0	21
	Continente	5	5	1	8	3	0	22
	Continente Seleção	0	0	0	0	1	0	1
	Continente, Continente Seleção	4	4	7	14	7	3	39
	é, Continente, Continente Seleção	3	7	2	10	5	1	28
Total		18	20	14	39	17	4	112

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22,728[a]	25	,593
Likelihood Ratio	22,892	25	,584
Linear-by-Linear Association	5,366	1	,021
N of Valid Cases	112		

a. 28 cells (77,8%) have expected count less than 5. The minimum expected count is ,04.

Appendix 7 – Household

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Which brand from Continente do you consume * Number of people in the household	112	35,2%	206	64,8%	318	100,0%

Which brand from Continente do you consume * Number of people in the household Crosstabulation

Count

		Number of people in the household						
		1	2	3	4	5	6	
	é	0	0	0	1	0	0	1
	é, Continente	2	7	7	4	1	0	21
	Continente	3	4	6	9	0	0	22
	Continente Seleção	0	0	1	0	0	0	1
	Continente, Continente Seleção	4	4	9	20	1	1	39
	é, Continente, Continente Seleção	1	10	9	6	2	0	28
Total		10	25	32	40	4	1	112

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22,531[a]	25	,605
Likelihood Ratio	24,220	25	,507
Linear-by-Linear Association	,969	1	,325
N of Valid Cases	112		

a. 26 cells (72,2%) have expected count less than 5. The minimum expected count is ,01.

Appendix 8 – Degree

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Which brand from Continente do you consume * Literary Qualification	112	35,2%	206	64,8%	318	100,0%

Which brand from Continente do you consume * Literary Qualification Crosstabulation

Count

		Literary Qualification					
		Ensino Básico	Ensino Secundário	Licenciatura	Mestrado	Doutoramento	
	é	0	1	0	0	0	1
	é, Continente	0	7	12	2	0	21
	Continente	2	5	9	6	0	22
	Continente Seleção	0	0	1	0	0	1
	Continente, Continente Seleção	1	4	25	9	0	39
	é, Continente, Continente Seleção	1	15	10	1	1	28
Total		4	32	57	18	1	112

Chi-Square Tests*1*

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29,706[a]	20	,075
Likelihood Ratio	31,297	20	,051
Linear-by-Linear Association	,016	1	,898
N of Valid Cases	112		

a. 21 cells (70,0%) have expected count less than 5. The minimum expected count is ,01.

Appendix 9 – Income

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Which brand from Continente do you consume * Household Income	112	35,2%	206	64,8%	318	100,0%

Which brand from Continente do you consume * Household Income Crosstabulation

Count

		Household Income							
		Até 450€	450€ - 900€	901€ - 1350€	1351€ - 2000€	2001€ - 3000€	3001€ - 4000€	> 4000€	
	é	0	0	1	0	0	0	0	1
	é, Continente	0	6	6	7	1	1	0	21
	Continente	1	4	5	3	7	1	1	22
	Continente Seleção	0	0	0	0	0	1	0	1
	Continente, Continente Seleção	0	0	6	8	14	8	3	39
	é, Continente, Continente Seleção	0	6	4	9	6	2	1	28
Total		1	16	22	27	28	13	5	112

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	42,695[a]	30	,062
Likelihood Ratio	44,824	30	,040
Linear-by-Linear Association	8,462	1	,004
N of Valid Cases	112		

a. 31 cells (73,8%) have expected count less than 5. The minimum expected count is ,01.

Appendix 10 - Home

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Which brand from Continente do you consume * Place of residence	112	35,2%	206	64,8%	318	100,0%

Which brand from Continente do you consume * Place of residence Crosstabulation

Count

		Place of residence							
		Grande Lisboa	Grande Porto	Norte	Centro	Alentejo	Algarve	Madeira	
	é	0	0	0	0	1	0	0	1
	é, Continente	13	1	0	3	4	0	0	21
	Continente	19	0	1	1	1	0	0	22
	Continente Seleção	1	0	0	0	0	0	0	1
	Continente, Continente Seleção	30	2	1	3	2	0	1	39
	é, Continente, Continente Seleção	14	0	1	3	7	3	0	28
Total		77	3	3	10	15	3	1	112

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32,064[a]	30	,365
Likelihood Ratio	31,480	30	,392
Linear-by-Linear Association	,611	1	,434
N of Valid Cases	112		

a. 37 cells (88,1%) have expected count less than 5. The minimum expected count is ,01.

Appendix 11 - Price

Ranks

	Which brand from Continente do you consume	N	Mean Rank
	é	1	4,50
	é, Continente	20	36,25
	Continente	18	26,69
	Continente, Continente Seleção	29	39,17
	Total	68	

Test Statistics[a,b]

	What are the reasons that lead you to choose each brand
Kruskal-Wallis H	8,581
df	3
Asymp. Sig.	,035

a. Kruskal Wallis Test

b. Grouping Variable: Which brand from Continente do you consume

Appendix 12 - Convenience

Ranks

	Which brand from Continente do you consume	N	Mean Rank
	é, Continente	7	14,29
	Continente	10	12,50
	Continente, Continente Seleção	14	19,36
	Total	31	

Test Statistics[a,b]

	What are the reasons that lead you to choose each brand
Kruskal-Wallis H	5,028
df	2
Asymp. Sig.	,081

a. Kruskal Wallis Test

b. Grouping Variable: Which brand from Continente do you consume

Appendix 13 – Quality

Ranks

	Which brand from Continente do you consume	N	Mean Rank
	é, Continente	14	24,50
	Continente	14	15,07
	Continente, Continente Seleção	34	41,15
	Total	62	

Test Statistics[a,b]

	What are the reasons that lead you to choose each brand
Kruskal-Wallis H	26,327
df	2
Asymp. Sig.	,000

a. Kruskal Wallis Test

b. Grouping Variable: Which brand from Continente do you consume

Appendix 14 - Packaging

Ranks

	Which brand from Continente do you consume	N	Mean Rank
	é, Continente	5	4,10
	Continente	2	4,00
	Continente, Continente Seleção	1	7,50
	Total	8	

Test Statistics[a,b]

	What are the reasons that lead you to choose each brand
Kruskal-Wallis H	2,289
df	2
Asymp. Sig.	,318

a. Kruskal Wallis Test

b. Grouping Variable: Which brand from Continente do you consume

Appendix 15 – Brand é

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Would you recommend the products from each brand to your family and friends? * What categories of products do you consume from brand é	104	32,7%	214	67,3%	318	100,0%

Would you recommend the products from each brand to your family and friends? * What categories of products do you consume from brand é Crosstabulation

Count

		What categories of products do you consume from brand é							
		1	Bebidas	Mercearia	Mercearia, Animais	Mercearia, Bebidas	Mercearia, Bebidas, Animais	Não consumo	
	é	0	0	1	0	0	0	0	1
	Continente	0	0	2	1	0	0	18	21
	Continente Seleção	2	0	1	0	0	0	0	3
	é, Continente	0	0	11	0	5	0	0	16
	Continente, Continente Seleção	4	0	2	1	0	0	28	35
	é, Continente, Continente Seleção	2	1	18	0	2	1	4	28
Total		8	1	35	2	7	1	50	104

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	99,455[a]	30	,000
Likelihood Ratio	103,610	30	,000
Linear-by-Linear Association	3,977	1	,046
N of Valid Cases	104		

a. 34 cells (81,0%) have expected count less than 5. The minimum expected count is ,01.

Appendix 16 – Brand Continente

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Would you recommend the products from each brand to your family and friends? * What categories of products do you consume from brand é	104	32,7%	214	67,3%	318	100,0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	408,040[a]	365	,060
Likelihood Ratio	243,914	365	1,000
Linear-by-Linear Association	,228	1	,633
N of Valid Cases	104		

a. 444 cells (100,0%) have expected count less than 5. The minimum expected count is ,01.

d you recommend the products from each brand to your family and friends? * What categories of products do you consume from brand é Crosstabulation

Count

		What categories of products do you consume from brand é							
		1	Bebidas, Higiene e Beleza	Bio e Saudável	Bio e Saudável, Congelados, Bebidas, Lacticínios, Higiene e Beleza, Limpeza da casa	Bio e Saudável, Frescos, Bebidas, Lacticínios, Limpeza da casa	Bio e Saudável, Frescos, Congelados	Bio e Saudável, Frescos, Limpeza da casa	Bio e Saudável, Lacticínios, Higiene e Beleza, Limpeza da casa
Would you recommend the products from each brand to your family and friends?	é	0	0	0	0	0	0	0	0
	Continente	0	1	0	0	1	1	1	0
	Continente Seleção	1	0	0	0	0	0	0	0
	é, Continente	0	0	1	0	0	0	0	0
	Continente, Continente Seleção	0	1	0	0	0	1	0	1
	é, Continente, Continente Seleção	0	0	1	1	0	0	0	0
Total		1	2	2	1	1	2	1	1

		Bio e Saudável, Limpeza da casa	Bio e Saudável, Mercearia, Bebidas, Lacticínios, Limpeza da casa	Bio e Saudável, Mercearia, Congelados, Bebidas, Lacticínios, Higiene e Beleza, Limpeza da casa	Bio e Saudável, Mercearia, Congelados, Lacticínios	Bio e Saudável, Mercearia, Congelados, Limpeza da casa	Bio e Saudável, Mercearia, Frescos	Bio e Saudável, Mercearia, Frescos, Bebidas, Higiene e Beleza, Limpeza da casa	Bio e Saudável, Mercearia, Frescos, Congelados	Bio e Saudável, Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Bebé, Higiene e Beleza, Limpeza da casa, Animai	Bio e Saudável, Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Higiene e Beleza, Limpeza da casa	Bio e Saudável, Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Higiene e Beleza, Limpeza da casa, Animais
Would you recommend the products from each brand to your family and friends?	é	0	0	0	0	0	0	0	0	0	0	0
	Continente	0	0	0	0	1	0	0	0	0	1	0
	Continente Seleção	0	0	0	0	0	0	0	0	0	0	0
	é, Continente	1	0	0	0	0	0	0	0	0	0	1
	Continente, Continente Seleção	1	1	2	0	0	1	1	1	0	0	0
	é, Continente, Continente Seleção	0	0	0	1	0	0	0	0	1	1	0
Total		2	1	2	1	1	1	1	1	1	2	1

Bio e Saudável, Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Limpeza da casa	Bio e Saudável, Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Limpeza da casa, Animais	Bio e Saudável, Mercearia, Frescos, Congelados, Lacticínios	Bio e Saudável, Mercearia, Frescos, Congelados, Lacticínios, Limpeza da casa, Animais	Bio e Saudável, Mercearia, Higiene e Beleza, Limpeza da casa	Bio e Saudável, Mercearia, Lacticínios	Congelados, Bebidas	Congelados, Bebidas, Lacticínios, Animais	Congelados, Lacticínios, Higiene e Beleza, Animais	Congelados, Limpeza da casa, Animais	Frescos
0	0	0	0	0	0	1	0	0	0	0
0	0	0	0	0	0	0	0	0	1	0
0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	1	0	0
1	1	1	1	1	1	0	0	0	0	0
0	0	0	0	0	0	0	1	0	0	1
1	1	1	1	1	1	1	1	1	1	1

Frescos, Congelados	Frescos, Higiene e Beleza, Animais	Frescos, Lacticínios, Higiene e Beleza	Higiene e Beleza, Limpeza da casa	Lacticínios	Lacticínios, Higiene e Beleza, Limpeza da casa, Animais	Lacticínios, Limpeza da casa	Limpeza da casa	Mercearia	Mercearia, Bebé, Limpeza da casa	Mercearia, Bebidas
0	0	0	0	0	0	0	0	0	0	0
0	0	1	2	0	0	1	0	1	1	0
0	0	0	0	0	0	0	0	0	0	0
0	1	0	0	0	0	0	0	1	0	0
0	0	0	1	0	0	0	0	2	0	3
2	0	0	1	1	1	0	1	0	0	0
2	1	1	4	1	1	1	1	4	1	3

Mercearia, Bebidas, Higiene e Beleza	Mercearia, Bebidas, Higiene e Beleza, Limpeza da casa	Mercearia, Bebidas, Lacticínios	Mercearia, Bebidas, Lacticínios, Limpeza da casa	Mercearia, Congelados	Mercearia, Congelados, Bebidas	Mercearia, Congelados, Bebidas, Animais	Mercearia, Congelados, Bebidas, Lacticínios, Higiene e Beleza, Limpeza da casa	Mercearia, Congelados, Bebidas, Limpeza da casa	Mercearia, Congelados, Lacticínios, Higiene e Beleza	Mercearia, Congelados, Lacticínios, Limpeza da casa
0	0	0	0	0	0	0	0	0	0	0
0	1	0	0	2	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	1	1	1	0	1	0
0	0	1	0	0	0	0	0	1	0	0
1	0	0	1	1	0	0	0	0	0	1
1	1	1	1	3	1	1	1	1	1	1

Mercearia, Congelados, Limpeza da casa	Mercearia, Frescos	Mercearia, Frescos, Congelados, Bebidas	Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Bebé, Higiene e Beleza, Limpeza da casa	Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Bebé, Higiene e Beleza, Limpeza da casa, Animais	Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Higiene e Beleza	Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Higiene e Beleza, Limpeza da casa	Mercearia, Frescos, Congelados, Bebidas, Lacticínios, Limpeza da casa	Mercearia, Frescos, Congelados, Lacticínios	Mercearia, Frescos, Congelados, Lacticínios, Limpeza da casa, Animais	Mercearia, Frescos, Congelados, Limpeza da casa
0	0	0	0	0	0	0	0	0	0	0
0	1	1	0	0	0	1	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	1	0	1	0	0	2
1	2	0	0	0	0	0	0	0	1	1
1	0	1	1	1	0	1	1	2	0	0
3	3	2	1	1	1	2	2	2	1	3

Mercearia, Frescos, Congelados, Lacticínios, Limpeza da casa, Animais	Mercearia, Frescos, Congelados, Limpeza da casa	Mercearia, Frescos, Higiene e Beleza, Limpeza da casa	Mercearia, Frescos, Lacticínios, Limpeza da casa, Animais	Mercearia, Frescos, Limpeza da casa	Mercearia, Frescos, Limpeza da casa, Animais	Mercearia, Higiene e Beleza	Mercearia, Higiene e Beleza, Limpeza da casa	Mercearia, Lacticínios, Higiene e Beleza	Mercearia, Lacticínios, Higiene e Beleza, Limpeza da casa	Mercearia, Lacticínios, Limpeza da casa
0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	1	0	0
0	0	0	0	0	0	0	0	0	0	0
0	2	0	0	0	0	0	1	0	0	0
1	1	0	1	2	1	1	0	0	0	0
0	0	1	0	0	0	0	0	0	1	1
1	3	1	1	2	1	1	1	1	1	1

Mercearia, Limpeza da casa	Não Consumo	Total
0	0	1
1	0	21
1	1	3
0	0	16
1	0	35
0	0	28
3	1	104

Appendix 17 – Brand Continente Seleção

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Would you recommend the products from each brand to your family and friends? * What categories of products do you consume from brand é	104	32,7%	214	67,3%	318	100,0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	119,400[a]	90	,021
Likelihood Ratio	131,588	90	,003
Linear-by-Linear Association	20,280	1	,000
N of Valid Cases	104		

a. 110 cells (96,5%) have expected count less than 5. The minimum expected count is ,01.

you recommend the products from each brand to your family and friends? * What categories of products do you consume from brand é Crosstabulation

Count

		What categories of products do you consume from brand é																		
		1	Congelados	Frescos	Frescos, Bebidas	Frescos, Lacticínios	Frescos, Lacticínios, Congelados	Lacticínios, Congelados	Mercearia	Mercearia, Bebidas, Lacticínios, Congelados	Mercearia, Congelados	Mercearia, Frescos	Mercearia, Frescos, Bebidas	Mercearia, Frescos, Bebidas, Lacticínios	Mercearia, Frescos, Bebidas, Lacticínios, Congelados	Mercearia, Frescos, Congelados	Mercearia, Frescos, Lacticínios	Mercearia, Frescos, Lacticínios, Congelados	Mercearia, Lacticínios	Não Consumo	Total
Would you recommend the products from each brand to your family and friends?	é	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Continente	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19	21
	Continente Seleção	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	3
	é, Continente	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	14	16
	Continente, Continente Seleção	0	3	5	1	2	1	0	6	0	1	6	1	1	0	3	1	2	1	1	35
	é, Continente, Continente Seleção	1	2	5	0	1	0	2	6	1	1	0	0	0	1	2	1	0	1	4	28
Total		4	6	12	1	3	1	2	13	1	2	7	1	1	1	5	2	2	2	38	104