

**FROM BRICKS TO CLICKS: GO NATURAL'S
SUPERMARKET ONLINE STORE**

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Project submitted as partial requirement for the conferral of

Master in Business Administration

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Outubro 2018



“The only limit to the height of your achievements is the reach of your
dreams and your willingness to work for them”
- Michelle Obama



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Glossary

ASAE – Portuguese authority for food safety and economy

B2C – Business to Consumer

BEUC – The European Consumer Organization

CTT – Portuguese Mail entity

DECO – Portuguese organization that represents and defends consumers

DGADR – General Direction for Agriculture and Rural Development

ENAB – Nacional Strategy for Biologic Agriculture

FMCG – Fast Moving Consuming Goods

GDP - Gross Domestic Product

GMO – Genetically Modified Organism

KPI – Key Performance Indicators

NCD - Non-Communicable Diseases

PEST – Political, economical, social and technological external environment analysis

WHO – World Health Organization

ZMOT – Zero Moment Of Truth



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1. Abstract

The purpose of the creation of Go Natural's supermarket online store and subsequent marketing plan is to introduce and launch a new option for consumers who want to have healthy, bio and allergy-friendly foods at the distance of one click. The website will offer a wide selection of goods with fair prices, as it happens already in the physical stores across Lisbon and Porto.

To better understand how this new service could offer a solution to the modern society and how it could bring some benefits to the brand itself and Sonae as the owner, extensive analysis were developed in order to identify and understand how the most diverse factors could, eventually, affect our website.

Likewise, in this project we acknowledged the potential market and made a strategic study that will allow us to better evaluate what resources will be needed for the implementation of this new service. Accordingly, a marketing plan was delineated and the respective marketing mix components were considered in order to build a website that answers successfully to modern consumers' demand.

Key words:

1. E-commerce
2. Digital Marketing
3. Food Retail
4. Bio

JEL Codes: M31 Marketing, I310 General Welfare; Well-Being



1. Resumo

O objectivo para a criação da loja online para o supermercado Go Natural e subsequente plano de marketing é introduzir e lançar uma nova opção no mercado para os consumidores que querem ter acesso a comida saudável, biológica e específica para alergias alimentares à distância de apenas um click. A página oferecerá uma vasta selecção deste tipo de produtos com preços acessíveis, tal como já acontece nas lojas físicas da marca espalhadas por Lisboa e Porto.

Para melhor perceber e entender de que maneira este novo serviço pode oferecer uma solução para a sociedade actual e como pode beneficiar não só a insígnia em si mas também a Sonae como empresa detentora, várias análises extensivas foram desenvolvidas de forma a identificar e compreender de que maneira diversos factores poderiam, eventualmente, afectar o lançamento do website.

Assim, neste projecto reconhecemos o mercado potencial e desenvolvemos um estudo estratégico de modo a avaliar que recursos serão necessários para a implementação deste novo serviço. Desta forma, um plano de marketing foi delineado e os respectivos componentes do *marketing mix* foram considerados de maneira a construir um site que responda eficientemente à crescente procura dos consumidores.

Palavras-chave:

1. E-commerce
2. Marketing digital
3. Retalho alimentar
4. Biológico

Codificação JEL: M31 Marketing, I310 Bem-estar geral



2. Executive summary

As previously stated, the goal of this project is to develop a marketing plan for the creation of Go Natural's supermarket online store. Since Go Natural's supermarkets are currently owned by Sonae, we will integrate our e-grocery into Continente.pt in a new tab, as it happens for example with Well's, Kasa or ZU, all Sonae owned brands that sell throughout Continente.pt.

Since Sonae MC's approach is to lead the retail segment of health and well-being in Portugal and democratize the access to healthy food options, there is a pressure to innovate and always come up with solutions that somehow can improve the Portuguese population's health and life quality. Taking this into account, in 2016 Go Natural's supermarkets were born with the objective of promoting healthy and organic foods, grow the notion of tasty healthy food, meet diverse nutritional requirements, diets and food intolerances, assure the lowest prices in biologic foods and develop activities that endorse sustainability (Sonae, 2018). Given this, we detected an unexplored opportunity in the Portuguese market: there is no online retailer selling this types of products, making the access to them difficult for a major part of the population.

In chapter 4 we start with literature review, defining what exactly is retail and all the different types and forms it can take. Then we go specifically into grocery retail and its various formats: brick-and-mortar, online and multichannel. Then we proceed by explaining a little about the customer journey and the online decision making dynamics as well as healthy lifestyle adoption and characterization of the Millennial generation.

In chapter 5 we describe our conceptual framework of research, followed by chapter 6 and 7 which correspond to the data collection methodology adopted and analysis of the survey's results, respectively.

In chapter 8 we develop an extensive external analysis, with PEST and competition examination, followed by chapter 9 where we make an internal scrutiny of Go Natural. After that, in chapter 10, there is a statement of the strengths, weaknesses, opportunities and threats that we collected from the external and internal revisions.

In chapter 11 we ensue to the website launching specifically, detailing the segmentation, targeting and positioning as well as the marketing mix, which includes the 4 P's: product, place, price and promotion.

Finally, in chapter 12 we develop an implementation strategy, with respective timeline and control plan.



3. Problem Statement

Nowadays, healthy living and eating is becoming a normal lifestyle for many consumers around the world, especially when apprehensions about obesity, food intolerances and some diseases are rising. Moreover, people are becoming extra conscious and concerned with environmental sustainability and well-being, which signifies a growing connection with products and brands along with a noteworthy transformation when it comes to food selection and consumption behavior.

As demand is becoming more complex and heterogeneous, the access to more clean eating options, even though it is increasing, it is still limited, which leads to the importance of retailers innovating to try to democratize healthy food access, a concern that can be unraveled by offering an online shopping option.

Currently, retailers that are not keeping up with the shifting market dynamics are striving for survival. This is especially important when it comes to digital adaptation and transformation. With a giant lead in terms of selection, convenience and pricing, and with the capability to offer expert information and product comparisons straightaway, the Internet has become a very popular shopping substitute to traditional brick-and-mortar retailers, which are forced to rethink their value propositions. Innovation and technological progresses are positive but inevitably the businesses that do not have the ability to adapt get left behind and struggle.

As a leader in the Portuguese food industry, Sonae MC – the owner of Go Natural supermarkets - has a great capability of anticipating the big trends in the food market and has the resources to invest quickly and strategically. In this context, we believe that the healthy lifestyle trend should be merged with the digital trend by creating an online shopping for Go Natural's supermarket in order for a larger amount of customers to have access to healthy, bio, allergy-friendly food and supplements. This goes accordingly with Sonae's drive of democratizing consumers' access to healthy food and specialize more in the promotion of healthier lifestyles.

According to Anesbury et al. (2015), nowadays the importance of companies to be available online is growing exponentially, not only to improve sales but also for marketing purposes. This is why, in Go Natural's case we believe that it is time for them to update when it comes to having a stronger online presence. In a society where innovation and modernization is key, what better way of innovating and being easily accessible than



allowing the customer to shop whenever and wherever? This strategy would allow Go Natural to not only keep the customer engaged but also learn how to communicate with this new multi-channel client who values both the physical shopping cart as much as the digital one.



4. Problem Relevance

According to a study made by Ipsos for Paypal (Fernandes, 2016), in 2016 70% of the Portuguese population used online platforms to shop. However, only 13% used national websites, which represents a segment with lots of growing potential. Furthermore, according to a 2017 Nielsen study, 61% of the consumers reveal that they see online shopping as a trustworthy way to shop and feel safe when they upload their personal information on websites.

When it comes to food retail, data from Kantar Worldpanel (2017) points out that online sales grew 3,4% in Portugal between 2016 and 2017 when it comes to FMCG, representing 0,9% of the market share. This study also estimates that e-commerce contributes 36% for global growth of FMCG and it is predicted that it will continue to outgrow offline retail worldwide.

Therefore, we can settle that nowadays online shopping is becoming more and more a reality not only worldwide but also for Portuguese. Having a digital presence is a current concern and a priority for many companies since it represents an opportunity to grow the business and become more efficient while also improving the customer experience. This is also significant when it comes to food spending, since the online channel can become vital for the retailers (To et al., 2007). We no longer have to go through tons of aisles and wait in line to get our pantry full, we can get the food delivered to our door or just buy it online and pick it up at the nearest shop (Click and Collect concept).

When it comes to healthy eating, a study from Kantar Worldpanel (2017) reveals that 78% of Portuguese homes include healthy foods in their monthly shopping, which reveals a growing preoccupation with health and well-being. However, according to a Nielsen report (Nielsen, 2017), even though Portuguese consumers show availability to buy healthier options and even pay more for them if they perceive there is a real benefit in it, the inquired reveal that they do not find very easy to have access to these types of foods in shops near their residence area.

Accordingly, the Go Natural online supermarket creation is not only to offer a better and more comfortable/time saving shopping experience, but it also represents an opportunity to democratize the access to healthy biological foods, to generate a source of additional growth, keep up with the demand and the digital trend, promote new products, identify consumption patterns and collect



data in order to build a more effective communication strategy. Furthermore, it will attract a younger generation who enjoys and values the online shopping experience. For them, it is not about replacing the supermarket experience with the online one, it is about combining the two options (Burke, 2002) and getting the best of both worlds.



5. Literature Review

5.1 Retail

5.1.1 Definition

Retail is a very broad concept and many authors throughout history tried to define it. However, for the purposes of this thesis, we will adopt the definition of Kotler and Keller (2009) that states that retail commerce refers to all the transactions involved in the selling of goods or services directly to the final consumer for their personal use (B2C). Usually that communication happens through a point of acquisition which could be a brick-and-mortar retail store, an Internet shopping website, a catalog or even a mobile app (Kotler & Keller, 2009).

Likewise, the main goal of retailers is to be mediators between suppliers and customers while also adding value for both (Niemeier et al., 2013). This value added includes the assortment of products or services available, aggregating demand, holding inventory and existent sales staff (Niemeier et al., 2013).

5.1.2 Grocery Retail

5.1.2.1 Typology

The food retail industry is one of the biggest all around the world. According to a study made by the U.S. Department of Agriculture (USDA, 2017), global food retail sales are more than 4 trillion dollars annually.

There are several types of grocery retail (Levy & Grewer, 2009): traditional, which comprises a smaller distribution, usually family owned and located in residential areas, offering a restricted range of goods at superior prices due to the added value of closeness (Newman & Cullen, 2002); supermarket, which is a bigger store with a bigger buying power that typically is able to offer low prices and good variety; discount, which is a type of store that mostly sells distribution brands or more exclusive low cost brands, which allows them to practice significantly lower prices than the competitors; hypermarkets, that have bigger physical spaces and that sell a wide range of products, not only food; warehouse retailing, usually situated in retail parks where property rents are inferior, which allows the retailer to have large stock quantities and large variety of goods at very



reasonable prices; specialty stores, which specialize in a certain type of product or category and are able to offer expertise and a more personalized customer service; and, last but not least, e-commerce stores where you can buy the goods online and have them delivered or, if there is a physical store, collect them there.

5.1.2.2 Brick-and-mortar

A brick-and-mortar store is, according to Enders and Jelassi (2000), the "model of retailing based on physical stores where the vendor interacts with the customer" and where there is real time shopping and available stock. In this store concept, the merchandise is physically present which allows the customers to touch, see and buy the goods right away, benefits which Levy et al. (2012) defend are the greatest advantage of brick-and-mortar.

When it comes to why people choose the physical channel, authors like Niemeier et al. (2013) state that there is a very strong social and entertaining aspect about shopping, which some consumers do enjoy. However, Berman and Evans (2013) counter that not all shoppers appreciate that aspect, some of them would rather not lose time shopping and get easily frustrated with all the features that it involves.

Another reason is the possibility of having a personalized instore service, with trained staff that can help the customer with significant information (Levy et al., 2012). Niemeier et al. (2013) defends that consumers feel a brick-and-mortar store is a contented atmosphere where they can have staff assistance and consider a purchase.

Additionally, the physical store is seen as a low risk way to shop, not only because the customer can see and touch the products, allowing them to confidently evaluate and make the purchase promptly without having to wait for delivery (Berman & Evans, 2013; Zhang & Zhu, 2010), but also because of the transaction/payment aspect which can be done with cash, the main payment option for a certain group of clients that have security concerns (Zhang et al., 2010).

Finally, the after sale service is also a much appreciated feature of buying in brick-and-mortar retail. Customers value the easiness of going to the store to solve after-sale problems or even to get supplementary information about something they bought or want to buy (Levy et al., 2012).



5.1.2.3 E-commerce

Madlberger (2006) defined e-commerce as the use of electronic channels for trading services, money and information. The biggest pro of online shopping which reunites consensus among the literature reviewed is, without a doubt, its handiness and convenience. It is a perfect option for busy professionals or working parents and, likewise, for customers whose health may inhibit them from going to a physical store (Cho, 2009). In accordance, the online channel allows the purchaser to shop whenever and wherever, avoiding the cost and the time wasted in traveling to the traditional brick-and-mortar store (Zhang & Zhu, 2010).

The Internet has contributed widely to change the way businesses and consumers interact and, nowadays, it represents a way for retailers to transform their clients' shopping experience while also strengthening their own competitive position (Zhang & Zhu, 2010). Having an online presence is very useful because it allows the collection of market research data and, ultimately, Internet represents a mechanism to broaden the target market, increase communication and interaction with customers, expand cost efficiency and offer the shoppers a more customized experience (Levy et al., 2012),

Moreover, ecommerce has the plus of being able to offer the customer a bigger range of merchandise given that the physical space restriction is not an issue (Zhang et al., 2010). Online there is also the possibility to provide the client with more exhaustive and endless information about the product, while in the physical store it is more restricted since those details are only transmitted through the tags and the store staff (Levy et al., 2012).

5.1.2.4 Multichannel

With the arrival of internet and e-commerce, the way of managing businesses has been changing because consumers are constantly shifting the way they shop (Evans, 2011). The competition is more and more intense and fierce because of globalization and the appearance of modern retail formats (Evans, 2011), which leads retailers to look for new strategies of delivering customer value.

Consumers move effortlessly and transversely between the physical and the digital, and assume businesses do the same (Lawson, 2017). In order to be competitive in the market it is critical for retailers to keep modernizing and repositioning their business models. This



requires retail businesses to adapt their traditional brick-and-mortar into embracing this multi-channel hybrid concept – “click-and-mortar” (Lawson, 2017). Today, hybrid retailers are the ones who are offering their customers information, goods, services and support through two or more synchronized channels (Rangaswamy and Van Bruggen, 2005).

Consumers no longer shop only online or offline, they shop in a “non-line” world (Pandey, 2017). A multichannel strategy offers opportunities for serving and attracting more diverse and new consumer generations while also allowing the customer to check prices and availability online (Pandey, 2017) and conclude the buying process on the store, or even do it all online and pick the shopping on the brick-and-mortar.

Due to this pressure of being up to date with the digital trend, there is a need to understand how retailers can cope with the e-commerce phenomenon in order to satisfy the consumers increasing demand as well as, at the same time, preserve their approaches for their physical spaces. As Berman and Evans (2013) says, a few retailers still feel uncertainty regarding how they should approach and act towards the progress and the changes that Internet is causing. Furthermore, it is not easy for a retailer to design and achieve a well-integrated multi-channel approach since it entails an infrastructure that allows different channels to be perfectly interconnected, as well as there is a need of having a good logistics, distribution and information sharing structure (Berman & Evans, 2013).

5.2 Customer journey

The buying process begins when customers realize they have a need that has to be fulfilled, whether it is physical or psychological (like for example a social stimulus or self-compensation) (Levy et al., 2012).

Once the necessity is realized by the consumer, there is a tendency to seek information about the product and where it is sold. Levy et al. (2012) state that this search can come from either internal or external sources. The internal sources can be the customer's memory and the external ones can be publicity or online research. At this stage, it is crucial for retailers to be present, especially online, as it will be explored further in the next chapter. Subsequently, customers evaluate the several options and pick the one they consider that best suits their necessities.



The buying process, however, does not end when the product is bought (Grillo, 2017). Customers evaluate the product and the service, and this evaluation will then become part of the customer's internal sources when, in the future, they need to make decisions again. In case of need to return something, the customers are more likely to buy from a company when the return process is perceived as easy and convenient, which is why multichannel retailers have the advantage of having a physical location in order to simplify and ease this type of issues (Grillo, 2017) (See annex I, figure 3).

5.2.1 Online decision making dynamics

As mentioned previously, a big portion of today's customers start their shopping by doing online research and then end up going to the physical store, however, some of them never even come to the store because they complete the entire experience online (Think With Google, 2016). Consequently, the decision making process is influenced by online research, with 82% of the respondents of a study made by Ipsos for Google (Mooney & Johnsmeyer, 2015) admitting that they research on the internet before deciding to purchase anything, whether in store or online. The research is mainly to look for trusted reviews, price comparison or simply to organize and plan their shopping list (Mooney & Johnsmeyer, 2015). This decision process happens millions of times every day when consumers grab their internet connected devices and start looking for information to make their choices (See Annex II, Charts 1, 2 and 3), choices which can either make or break a business/brand (Lecinski, 2011). To define this practice, Google created the concept of ZMOT – Zero Moment Of Truth (Lecinski, 2011) (See Annex III, Figure 4).

The ZMOT concept is defined through a different standpoint than usually marketing professionals are used to, meaning that the perception that a purchase process is like an inverted triangle is changing (Lecinski, 2011). Until recently, the buying journey would start with the customer being influenced through publicity or other stimulus (wider part of the triangle) and then they would progressively reduce their options until the moment of purchase (tip of the triangle). However, nowadays the customers do not reduce their options, in fact they want the opposite, they want to widen the spectrum of possibilities (Lecinski, 2011). The more information modern consumers have, more options they consider, which is why is so important for companies to be present in the ZMOT, because it represents a powerful weapon to influence customers in the “before buying” moments,



and if you are not visible online in those moments, the consumer will find someone that is (Lecinski, 2011).

There is often the perception that the majority of today's young customers' live such busy lifestyles that they do not have the time to waste to be looking things up online. However, Lecinski (2011) argues that it is just the opposite, it is precisely because they live hectic lifestyles that they use the online tool to make decisions and to stay on budget. While looking for online options, buyers want to know three main things: if it saves time, if it saves money and if it, somehow, will increase their life quality (Lecinski, 2011).

Concerning specifically groceries, they are perishable products and consumers tend to want to feel, see and smell before making the decision to buy, which represents one of the biggest concerns and barriers with buying groceries online, since consumers worry about the freshness and quality of the goods (Anesbury et al., 2015, Galante et al., 2013).

When it comes to grocery e-commerce, poor supply causes low demand (Galante et al., 2013) and even though the offer is growing exponentially, there is not much information about how people choose their food online and how a comparison can be established between online and in-store behavior patterns (Anesbury et al., 2015). A buyer's behavior can be affected, for example, by how they navigate the website, which is why is crucial to try to understand and observe what consumers are doing online instead of just comparing internet purchasing data with the offline one (Anesbury et al., 2015). Nonetheless, evaluating online data is not that easy due to consumers moving across channels, which means there are going to be gaps that companies need to be aware of and develop measurement strategies and KPIs to account for that (Lawson, 2017). This would allow firms and brands, and even scholars, to have a better understanding of what the consumers are looking for, how they decide and how to create a well-integrated strategy for both channels (Lawson, 2017).

Marketing wise, marketers should not divide strategies by channels because there cannot be two totally separated approaches, given that the physical store is no longer the main touchpoint between customers and brands (Lawson, 2017). The digital is now the main entry point and many decisions are made through there before or even without entering the store, which means separated strategies no longer make sense.

Another important topic in the decision making is, for some consumers, the possibility of collecting their online shop in the store – click-and-collect. Since there are two very distinct consumer segments – the ones who prefer home delivery and the ones who prefer pickup – the retailers who want to be successful in the online world need to



offer both options (Galante et al., 2013). Nonetheless, the downside is that the margins might reduce since the retailer will have to take on the additional costs like labor and operating (Galante et al., 2013). However, on the positive side, having a strong online offer will almost certainly win customers away from the competitors and capture extra market share, which can pay off for the lower margins (Galante et al., 2013).

Moreover, for the consumer to make the decision to buy confidently, the website must have high quality pictures of the selling products as well as the labeling, brand, description, price and size (Galante et al., 2013). The website should also be intuitive and well designed in order for the buying process to go smoothly, otherwise if the consumer has a bad experience navigating or the website keeps crashing, they will most likely not shop there again (Anesbury et al., 2015). So, the retailer should always consider these features because convenience is the staple element of the online grocery's value proposition, which means that any troublesomeness might mean losing that customer (Anesbury et al., 2015).

5.3 Healthy eating, healthy living

A healthy lifestyle begins with the food we buy in the grocery store (Sigurdsson et al., 2013). In general, there is a global tendency to consume too much added sugar, salt and saturated fats and leave behind a diet based more on fruits and vegetables (WHO, 2010). Industrialized, processed and pre-cooked meals with little nutritional value and high calories are being privileged over food preparation (BEUC, 2015), mainly because healthy and fresh groceries are hard to find close to home or the work place, making the unhealthy choices easier, both in terms of price and convenience (BEUC, 2015).

Over the last decades, there has been an emergent consciousness about the connection between food intake and health (WHO, 2010), given that chronic and NCDs like cardiovascular syndromes, hypertension, diabetes, obesity and even cancer are becoming the number one killers worldwide (WHO, 2010). In 2016, amongst the 56.9 million worldwide deaths, 40.5 million of them (71%) were due to NCD's (WHO, 2016). Additionally, the number of people with food intolerances such as gluten and lactose is



promptly escalating, which is causing retailers to start making an effort to develop and increase the offer of these “free from” foods (Berry, 2017).

As the numbers grow, consumers are starting to become more sensible, responsible and cautious when it comes to what they put in their grocery shopping cart, trying to stay away from additives, preservatives and refined sugar (Sigurdsson et al., 2013). Synthetic ingredients and packaged food is starting to be seen as excessively processed and far from natural, leading consumers to look for simpler ingredient lists (Matsangou, 2016).

Alongside this aspiration to have a more natural diet, ingredients with supplementary health benefits like quinoa, avocado or coconut oil are more popular than ever, much due to globalization and media communication (Matsangou, 2016). There has been a rising amount of documentaries, books and articles with critical reviews regarding food production and big food corporations, which is reflective of our growing interest around the grocery business. Furthermore, there is also an upward segment of social media personalities that show off a healthy lifestyle and healthy food practices, influencing many to pursue that way of life (Triscari, 2018).

As determined in the “We are What We Eat” report by Nielsen (2015), which surveyed 30,000 people in 60 countries, people are now trying to go back to basics, privileging fresh and natural and rejecting everything processed or with GMO's (See Annex IV, Chart 4). Furthermore, 31% of the inquired Europeans admitted that they are eager to pay premium prices for more raw, natural and sustainable foods (Nielsen, 2015).

When it comes to statistics, they are promising. The organic food market turnover is mounting, globally reaching 90 billion US dollars, with predominantly high growth rates in North America and Europe (Organic Market Info, 2017). In Europe, organic food is proven to be a rewarding business, with retail sales value of 29,8 billion Euros in 2015 (Statista, 2015). Despite the fact that sales are thriving, the state of organic production is yet to draw near demand, given that organic woodland area hardly tops 15% in most countries. Likewise, organic meat production is only a little segment of the global livestock (Statista, 2015).

In this context, it is imperative to mention that producers also have to deal with more pressures regarding the supply chain, mainly due to environmental changes (Organic Market Info, 2017). Along the years, abnormal weather patterns like heat waves are becoming more frequent, which is making sustainability a big topic among consumers. Plus, consumers are also demanding transparency when it comes to clear labelling and



easy to understand information in order to make more knowledgeable choices, and firms are responsible to provide it (Berry, 2017).

To put it briefly, there is a bigger consciousness from consumers regarding life quality, which when allied with nowadays bigger information flow inevitably leads to a more preventive attitude, being more careful and prioritizing the diet and physical exercise in order to improve the current and future life quality (Agrocluster, 2017). Modern consumers are now more aware that they have the power to avoid some diseases by having a healthier lifestyle, which is causing the number of vegetarians and vegans to grow promptly (Matsangou, 2016). An elucidation of the reality of factory farming and the environmental impact it has on our planet is causing customers to leave meat consumption behind. Nevertheless, growing statistics are showing restriction of animal products due to just the wish of being healthier and rejecting processed components within their diets (Matsangou, 2016).

5.3.1 Millennials: the new multichannel and health minded consumers

Millennials are a generation defined by demographers as individuals born after 1980 and before 2000 (Peregrin, 2015). In 2016, 25% of the world population (1/4) were millennials, making this the biggest generational group alive (Agrocluster, 2017). Furthermore, data of 2016 indicated that in Portugal the Millennial generation is composed by around 2 million people, so 19,2% of the Portuguese population (Agrocluster, 2017). It is predicted that this group will reach a generational peak around 2025, which means that that year is when Millennials will be at the top in terms of household spending and income (Agrocluster, 2017). At that time, it is predicted that more than half of global consumption will be Millennials responsibility, which is why it is essential to know and understand their values, beliefs, behaviors and lifestyles in order to predict and anticipate the future (Stoller-Conrad, 2014).

When it comes to food shopping, Millennials value convenience, time-saving and are characterized as giving preference to less expensive foods, however they are willing to pay premium prices for fresh, healthy and biologic goods (Peregrin, 2015). Instead of buying the same products from the same supermarkets every week like it occurs with their parents or grandparents, millennials value convenience and freshness over brand or store



loyalty (Stoller-Conrad, 2014), meaning they are less loyal to brands than previous generations and shop at multiple shops and in multiple ways, all across channels - both online and in-store (Peregrin, 2015). So, we can say that when it concerns FMCG, Millennials are not structured consumers and do not have a planned routine, they buy for the moment and not to have stock quantities for several days or weeks – they buy less each time but more frequently (Pew Research Center, 2010).

Some Millennials are also starting to transition into forming their own family, and as this generation's purchasing power develops and they educate their children to eat as they do, these food behaviors are likely to affect food availability in a positive way, like for example limit the existence of overly processed food and augmenting the offer of fresh goods (Hoffman, 2012).

Accordingly, Millennials are looking for products that are closer to basic, authentic and preferably nationally produced, privileging natural and bio ingredients and products that contain less and more identifiable components (Shaw, 2014). They have more consciousness regarding the impact that industrialization and massification of food production have in health so they favor natural, clean and non-manipulated foods (Agrocluster, 2017). Additionally, Millennials have ecologic concerns and an environmental conscience, which leads them to look for sustainable brands and businesses that convey products in the distribution chain that have little to no impact in the environment and that have local and certified origins (Agrocluster, 2017).

Even though they regularly make their food shopping, Millennials are not impulse buyers (Shaw, 2014). They are highly informed customers that compare prices and look for the better deals and discounts, often using online research (Pew Research Center, 2010). This happens because this generational group grew in an evolving technological change environment with strong globalization where anything and everything is one click away, making them digital-natives, which constitutes an identity group feature that sets Millennials apart from the previous generations (Shaw, 2014) (See Annex V, Table 4).



6. Conceptual framework

The key parts attained from the literature review chapter will be used in this project and will help shape the implementation of our marketing plan. The referred author's contributions will be very significant to outline our marketing-mix and to define the best methodology to reach our target market. Succeeding, we present a table where we can find the literature contributions in a synthesis form.

Table 1

Subject	Description
E-commerce business frame	The Internet has been subsidizing widely to change the way businesses and consumers interact and currently it represents a way for retailers to transform their clients' shopping experience while also strengthening their own competitive position (Zhang & Zhu, 2010). With the appearance of internet and e-commerce, the way of handling businesses has been shifting because consumers are constantly changing the way they shop (Evans, 2011), moving across channels. The competition is strong because of globalization and the appearance of modern retail formats, which leads retailers to look for new strategies for providing customer value. Consumers no longer shop only online or offline (Pandey, 2017), and a multichannel strategy offers prospects for serving and attracting new consumer generations.
Importance of being present online	In terms of selection, convenience, pricing, expert information and product comparisons, the Internet has become a very widespread shopping substitute to brick-and-mortar retailers, which are forced to rethink their value propositions. A big portion of today's customers start their shopping by doing online research, mostly to look for trusted reviews, price comparison or simply to organize and plan their shopping list (Mooney & Johnsmeyer, 2015). Nowadays, the more information modern consumers have, more options they consider, which is why is so important for companies to be present online, since it represents a great way to influence customers in the "before buying" moments (Lecinski, 2011).
Health and well-being	Healthy living and eating is becoming an ordinary lifestyle for many consumers, particularly because of growing numbers regarding obesity, food intolerances and some diseases, uncovering the connection between food intake and health (WHO, 2010). Also, consumers are paying more attention to environmental sustainability and well-being and are trying to stay away from additives, preservatives and refined sugar and adopt a more clean/natural lifestyle (Sigurdsson et al., 2013).
Millennials importance	Millennials are the biggest generational group alive and grew up being digital-natives, meaning they are used to everything being one click way, shopping across channels (Shaw, 2014; Peregrin, 2015). They favor natural, raw and preferably nationally produced bio products (Shaw, 2014) and reject processed and manipulated foods (Agrocluster, 2017). Millennials are extremely informed consumers that compare prices, look for the better discounts and value convenience and time-saving (Peregrin, 2015).

Source: The author (2018)



7. Data collection and analysis methods

Alongside this master project there is external data of two types. The first is secondary data, which consists on extracting information from already existing sources like reports, news articles, academic articles and market studies. The documents used are the ones that are freely available and they allow us to extract quantitative as well as qualitative data that is essential to our work. This external data is obtained from entities like Nielsen, Eurostat, Deloitte, Kantar Worldpanel, Statista and Ipsos. Furthermore, primary data is also used. An online survey was conducted to test brand awareness, if the creation of the online store would be something that the target market would be open to and also in order to assess some buying patterns that will allow us to shape the new service.

Hence, mixed research methods will be directed which allows the outcomes to be inferred together in order to deliver a more solid and more broad reply to the presented research statements (Saunders et al., 2012). The purpose for using this methodology is that it allows the conclusions to be particularized, clarified and confirmed in a more ample way and it offers a better understanding than merely using one research strategy (Saunders et al., 2012).



8. Information analysis

The survey took place between 10th and 14th of September 2018 and was made in Google Forms and then disclosed online through email and social media. The survey obtained 150 answers and was conducted in Portuguese in order to reach a broader number of consumer's answers since Go Natural's website will be launched in Portugal. More than half of the respondents (50,7%) were between the ages of 18 and 30 while the remaining 49,4% were half between 31 and 42 and the other half between 43 and 55 years old (See Annex VI, Chart 5). As far as gender goes, 60% of the inquired were female and 40% were male (See Annex VI, Chart 6). In regards to the academic background, there was a good diversity of answers, with the most common being bachelor (40,7%) followed by 12th grade (30%), master degree (20,7%) and finally 9th grade or less (8,7%). Even though there were no doctorate respondents, we can see that the majority of the sample (61,4%) has high levels of literacy (See Annex VI, Chart 7).

Regarding the employment situation, the vast majority of the sample (73,3%) is employed, followed by 18% of students, 6,6% self-employed and only 2% unemployed (See Annex VI, Chart 8). The next question was related to the gross income of the household, with 26,7% of the surveyed answering that their income is between 0 and 1000€, followed by 25,3% answering between 2000 and 3000€, 20% earn between 3000 and 4000€, only 10% have earnings above 4000€ and finally 3,3% of the respondents would rather not disclose their monthly gross income (See Annex VI, Chart 9).

Subsequently, the respondents were asked to try to estimate how much of the monthly gross income answered in the previous question did they spent monthly on groceries. The most popular answer was between 20 and 30%, followed by 20% that admit they spend between 30 and 40%, which constitutes a substantial amount of the household income spent on nutrition (See Annex VI, Chart 10).

In order to build a buying pattern for the sample, another crucial question is how many times during the month does the person responsible for grocery shopping in the household actually shops. An overwhelming percentage of almost half of the surveyed (49,3%) acknowledges that it happens more than 5 times a month, which means more than 1 time per week, followed by 20,7% that shop 4 times, an estimate of 1 shopping per week (See Annex VI, Chart 11). These statistics confirm what was previously disclosed in the literature reviewed that consumers buy less things but more frequently.



As a way to confirm the multichannel reality explored in the literature review and validate the creation of our website, the questionnaire also approached in what way did the respondents shopped for their groceries: just in the physical store, just online or using both ways. As expected, the number of surveyed that shop only in-store is still a big percentage (46,7%) however, the fraction of consumers that shop between the physical and the online channel, using both, reaches 51,3%, more than half (See Annex VI, Chart 12). This results confirm that even though online grocery shopping still has room to grow and develop in Portugal, customers are now more aware of their options and move seamlessly between channels. There were also 2% of respondents that stated they shop for groceries only online. This results confirm that the online will not annihilate brick-and-mortar but rather complement, which means even though shopping can be made online, it will most certainly be supplemented with shopping in the physical store.

If previously the inquired answered that they shop both ways or only online, it was asked what moved them to shop that way (See Annex VI, Chart 13). The number one motive, which confirms the literature reviewed in previous chapters, was because it saves times (86,4%), followed by 70,4% stating that it gives them access to products that do not exist in their residential area, 45,7% stating that it gives them the possibility to compare prices and analyze the best options and 35,8% stating that they do not want or cannot dislocate to the physical store, making the online option the most convenient one.

Then, on the other hand, to the surveyed that answered that they only shopped in the physical store, it was asked what draws them apart from the online option in order to allow us to define a strategy to capture these consumers into our website. As predicted, Portuguese like to choose their products personally (touch, smell, see), especially the perishable goods like fruit, vegetables or meat, which made 54,2% of the shoppers choose that answer. The next most chosen option was regarding do not wanting to be charged with the delivery fees (48,9%) followed by 19,8% that do not trust websites enough to upload personal and financial information, which is also one of the biggest barriers of the online e-grocery market in Portugal and e-commerce in general. 10,7% of the respondents also added that the reason they do not shop online is because they do not know how to or ever tried it, while there was also an inquired that added the option of not shopping online because there is a lack of offer of e-grocery retailers (See Annex VI, Chart 14).

Afterwards, in order to help us better shape our new service, there was a need to understand what features online grocery shoppers value most in a website whilst shopping. Accordingly, the feature that the inquired consumers value the most is how intuitive and



easy to use the website is, a fast checkout and a wide range of products and its subsequent detailed descriptions. Even though all the options presented were highly valued by the surveyed, the least voted features were the availability of diversified payment options, the website's design and the possibility to have a predefined shopping list (See Annex VI, Chart 15).

Next it was asked for the respondents to classify if they agreed or disagreed with some affirmations presented. The most agreed sentences were regarding the online offer being more diverse than in-store, the convenience of online shopping and regarding, in the future, online shopping replacing physical shopping. Concerning the most disagreed sentences, the one that stands out is "I do not feel comfortable shopping online" and "I much prefer to shop in-store than online" (See Annex VI, Chart 16). Through this question, we were able to confirm not only that all the perks of online shopping mentioned previously are being perceived by consumers, but also that there is a growing tendency for clients to be at ease with buying their groceries online. However, there is still a fear of introducing personal and financial information online as well as, curiously, a counter part of the respondents that disagree strongly or partially disagree with online shopping replacing in-store shopping.

Then, in order to understand what online shoppers consider most important when buying groceries online, we again presented some sentences that had to be classified as not important, do not know/do not want to answer, important or very important. In general, most surveyed considered every aspect as important or very important, with the freshness of the perishable goods and the privacy of personal information uploaded online standing out as most valued (See Annex VI, Chart 17). The amount of time between the order and the delivery was the factor most voted as not important, however, only by 4 respondents out of 80.

Following, we considered important to ask the surveyed if they had an easy access to healthy/bio/allergy-friendly foods near their residential area in order to assess and justify the presence of Go Natural in an online format. An overwhelming amount of 53,6% answered they do not have access to those types of foods (See Annex VI, Chart 18). This comes to confirm the lack of offer which is not keeping up with demand, since 80,8% of the inquired admit they always or most of the times have the concern to buy healthier and biological options (See Annex VI, Chart 19). Furthermore, 58,8% answered they have some kind of diet or food restriction (See Annex VI, Chart 20), with 33,9% having some kind of food intolerance or allergy, 50% do not have a specific diet but like to eat healthy,



8% of vegetarians, 5,4% of vegans and also a surveyed that added he/she follows a low carb diet (See Annex VI, Chart 21). From this sample, we can conclude there are many consumers following a healthy lifestyle and some adopting a vegetarian/vegan diet, with a growing and alarming percentage of people with some type of food intolerance or allergy. Adding this with the amount of consumers that do not have access to a place nearby where they can shop according to their diets, we can conclude there is clearly a need for an online option in the market.

The next and last set of questions was regarding Go Natural, the goal was to understand if the inquired were already familiar with the brand, since the reputation of the firm that is selling online was one of the aspects considered important and very important in a previous question. Even though more than half of the surveyed are familiar with the brand (53%) there is still 45% that do not know it (See Annex VI, Chart 22). In order to present to those what Go Natural is all about, we did a brief presentation of the brand and asked if it is a concept that the ones who did not know it related to. 73,1% said yes, 22,7% said partially and 4,2% answered no (See Annex VI, Chart 23), which means that even though the inquired did not know anything about the brand, there is a big percentage that identify with it and most probably will try to know more about it.

Then, in order to understand the openness of the consumers to an online shopping option for Go Natural and in order to understand if that would be something they would use, we asked if they would consider Go Natural online to do their shopping. 66,2% said yes and 26,5% said maybe, with only 7,3% answering they would not use it (See Annex VI, Chart 24). As a last question, it was crucial to know why there was a percentage of consumers that answered no to the previous question. The most voted motive (75%) was that they would rather shop in-store than online followed by "I am loyal to a specific retailer" (15%) (See Annex VI, Chart 25).

In conclusion, through this questionnaire we were able to comprehend how much multichannel consumers are growing and how the healthy/bio lifestyle is developing amongst Portuguese. Additionally, it gave us vital information to help shape our new service like what customers value the most while shopping online and what are they still reticent about.



9. External analysis

9.1 Macro context – PEST analysis

An analysis of some market forces that could affect grocery e-commerce in Portugal allowed us to make a comprehensive study of the macro environment. The following are the ones took in to consideration.

9.1.1 Political forces

Politically, the Portuguese Republic is a democratic state based on respect and guarantee of the fundamental rights and freedom. The Republic President is the state's chief and is elected by universal suffrage for 5 years and can only be re-elected for one more mandate. Currently, our president is Marcelo Rebelo de Sousa, elected in January of 2016. The executive power belongs to the Government which is constituted by the Prime Minister, ministers and state secretaries. Our current Prime-Minister is socialist António Costa, elected in November of 2015.

Regarding laws, electronic commerce is regulated by several European directives:

Table 2

Regulation 2000/31/CE	Legal aspects of internal e-commerce
Regulation COM/97/0157	European initiative to promote electronic commerce
Regulation 97/7/CE	Consumer protection regarding distance purchases
Regulation 95/46/CE	Treatment and confidentiality of personal data

Source: The author

In Portugal, the food sector has to deal with a very demanding organization when it comes to food security: ASAE. ASAE is responsible for the oversight of the risks in the food chain and makes sure every norm and law is being followed accordingly (ASAE, 2016). This entity also has the power of closing stores or companies temporarily and apply sanctions in case of health and hygiene problems (ASAE, 2016).

Bio agriculture is also heavily regulated, with Regulation (CE) n°834/2007 regarding bio production and product tags. Importation of bio goods is also controlled by Regulation (CE) n° 1235/2008 (DGADR, 2018). Moreover, the use of the European logotype of bio agriculture is mandatory when it applies.



Figure 1 - Biologic Agriculture European logotype



Source: DGADR (2018). *Regulamentação UE*

9.1.2 Economic situation

The economic environment consists of economic factors that affect consumer purchasing power and spending patterns. In 2014, the Portuguese Government announced the exit of the Economic and Financial Assistance Program that was sealed with the European Union and the International Monetary Fund, without having to ask for additional financial help. After being in the program for 3 years, the Portuguese economy had substantial progresses when it comes to correcting some macroeconomic problems and implemented structural measures in several areas.

Banco de Portugal (2018) predicts that the economic activities in Portugal will continue to recover and grow, mostly due to the exportation of goods and services, formation of gross fixed capital and the rising of private consumption. Regarding this last factor, the growth reflects the improving of the professional market and labor conditions, namely the 4,1% raise (from 557€ to 580€) of the minimum wage in the current year (Regulation nº 156/2017). After going up 2,7% in 2017, Banco de Portugal also predicts the GDP to grow 2,3% this year (See Annex VII, Chart 26).

Furthermore, the unemployment rate is currently 7,9% and it is predicted to go lower to 7,7% until the end of the year. All in all, these indicators combined indicate that Portuguese's buying power is slowly recovering from the 2008 the crisis. Moreover, the level of consumer confidence is reaching maximum levels regarding the past 30 years and private consumption is registering above pre-crisis levels, estimating it to grow at an average annual pace of +3,6% until 2022 (See Annex VII, Chart 27).

The food retail market in Portugal has a penetration rate under average but, however, it is estimated to be one of the biggest growing markets in Europe (Sonae, 2018) (See Annex VII, Chart 28). Data from Euromonitor revealed that in 2017 biologic products



were the third biggest growing category in Europe, right after sports nutrition and allergy-friendly goods (Expresso, 2018).

The European biologic market grew 110% between 2014 and 2015 (Jornal de Negócios, 2017) while the Portuguese market is growing up to 25%, with the consumption per capita of healthy nutrition reaching 207€, which means that even though it is an evolving market, there is still a low penetration when compared to other European countries (Sonae, 2018) (See Annex VII, Chart 29 and 30).

Moreover, in Portugal, the Government wants to support bio agriculture and increase its consumption, which is why it will invest 130 million euros in the next 10 years, integrated in the Nacional Strategy for Biologic Agriculture (ENAB) (DGADR, 2017). The investment will be applied in the expansion of the culture areas and development of a communication plan to spread awareness in order to promote the competitiveness and commercial profitability as well as develop demand of bio products (DGADR, 2017).

9.1.3 Social forces

In Portuguese families, the adoption of an agitated lifestyle, specifically in urban living areas, is interconnected with a higher demand in time and money saving, which usually requires some planning of the families' monthly (or weekly) grocery purchases.

Moreover, the food industry, as many others, suffered from deep changes in the last decades. In one hand the markets became global and more competitive than ever, while on the other hand, several studies show that global population is growing exponentially, which makes it imperative to rethink about the global food system so a better and sustained administration of the resources can be made, taking into account the impacts on the planet. Accordingly, there has been a tendency for consumers to adopt a very conscious attitude towards the food they buy, aiming a more clean and minimalistic lifestyle that generates the minimum amount of residues. A study from the Applied Studies Center by Católica Lisbon School of Business and Economics concluded that if it depended only of the Portuguese will (without looking at prices and availability) 65% would consume exclusively foods from biologic origins (Expresso, 2018). In the origin for the preference for biologic agriculture products are many reasons, mainly the health benefits, the environment and animal well-being. According to the Portuguese Association of Biologic



Agriculture (Agrobio), in the biologic production there is no use of pesticides, chemicals or GMO's (Expresso, 2018), which goes accordingly to this new clean lifestyle that modern consumers are pursuing.

9.1.4 Technological changes

Technological innovation plays a crucial role in promoting the growth and competitiveness of the Portuguese economy because it reinforces the ability of exploring the economic potential that results from innovation and knowledge. Consumer activity is largely influenced by technological advancement since buyers have become more critical when selecting the products that they consider are worth their money and time. In this, Internet plays a major role in providing the consumers with information regarding each product's composition, manufacturing and distribution conditions which may help them define the real benefits and disadvantages. There is, however, also a higher possibility of the consumers to be misinformed about the product due to an incorrect search or the use of unreliable sources.

According to Ecommerce Report by CTT (2017), e-buyers in Portugal have been growing exponentially, with the e-market reaching 3,685 million euros in 2017. Accordingly, one in every three Portuguese shops online (33%), which makes Portugal a country with still lots of growing potential, given that the Portuguese percentage of e-buyers is still under the European average of 55% (See Annex VIII, Figure 5). The category that Portuguese buy the most is clothes and shoes, followed by electronic devices. The grocery shopping online is in the middle of the spectrum, with over 20% of the respondents stating that they do it. When it comes to involvement with technology, there is a rising number of possession of computers and smartphones, with 93% of the respondents of the report saying they have one or both.

Access to information and technology also leads to improvements in logistics like faster processes, enhanced stock monitorization and distribution, which provides the consumers with a better customer service. Also, effectiveness of methods for tracking issues has increased and new strategies have been adopted regarding distributional and promotional activities.



9.2 Micro environment

9.2.1 Competitors

The consumption of healthy and biologic food in Portugal is rising, and this tendency is not being ignored by the retailers, which have been betting in these types of groceries. The main direct competitor of Go Natural's online store is Celeiro. However, big super and hypermarket chains that are also online like Pingo Doce and Jumbo are already starting to have specific store aisles and website topics dedicated to healthier/bio/organic food options.

9.2.1.1 Celeiro

Celeiro was created back in 1970 and the main goal of the store, that still upholds to this day, is to offer a wide selection of options for those looking to have a healthier and balanced lifestyle: teas, whole grain, macrobiotic, supplements, free from foods and even natural cosmetic products are some examples of the offer that can be found in the stores (Celeiro, 2018).

In the website the brand says that, apart from being a pioneer, for many years Celeiro was the biggest store of this segment in Europe (Celeiro, 2018). Today, they have 40 stores all across Portugal in cities like Lisbon, Porto, Coimbra, Leiria, Braga and Guimarães and, according to *Jornal o Público* (2016), their sales in 2015 were of 18 million euros. Moreover, in 2014, the company made a major bet and entered the e-commerce market, allowing their customers to have an easier convenient way of shopping their products. However, they do not sell fresh/perishable products online such as fruit or vegetables, which they have offer but only canned or frozen. Also in the website, there are many articles about lifestyle, health and well-being, recipe ideas and a medical segment where users can ask health related questions and Celeiro's team of nutritionists and doctors will answer (Celeiro, 2018). Besides the website, the brand also has another communication channel through their magazine *Vida Celeiro*, which goal is to inform and form their current and potential customers about healthy lifestyle related matters (Celeiro, 2018).

Besides biologically produced fruits and vegetables and all the other goods mentioned before, Celeiro also has little restaurants inside their stores, like it happens in Go Natural.



The concept is called Celeiro à Mesa and serves healthy breakfasts, lunches and snacks for affordable prices (Celeiro, 2018) (See Annex IX, Figure 6).

9.2.1.2 Pingo Doce

Pingo Doce was created in 1980 and is currently one of the biggest supermarket chains in Portugal with more than 400 stores spread across 300 locations and estimated 700.000 daily visits (Jerónimo Martins, 2018). With 20,8% market share (Sonae, 2018) (See Annex IX, Chart 31), this retailer is currently owned by Jerónimo Martins' group and closed last year (2017) with sales of over 3,6 billion euros, 3,1% more than the previous year (Jerónimo Martins, 2017).

Pingo Doce's claim is that they provide a wide range of quality food and non-food goods with competitive prices, in which their store concept consists in proximity stores, meaning they want to be where the customers are, offering convenience and freshness (Pingo Doce, 2018) (See Annex IX, Figure 7).

In the end of 2017, Pingo Doce launched an app which allows customers to access store campaigns and make shopping lists, along with checking all the benefits from the Poupa Mais card (Marketeer, 2017). Furthermore, like it happens with Celeiro, Pingo Doce also has a magazine called Sabe Bem, where they feature recipes, ingredients, cooking tips, interviews and news about new products and new stores (Pingo Doce, 2018).

Fifteen years ago, Pingo Doce tried to enter the e-commerce market, becoming the first virtual supermarket in the country. However, at the time the e-grocery market was still unknown for Portuguese, which means its dimension and value was not justifiable (Jornal de Negócios, 2018). For that reason, the venture did not turn out to be successful and the website was shut down in 2003. Earlier this year, Pingo Doce re-entered the e-commerce market in a different format, integrating the marketplace Mercado. Mercado started in January of this year and sells many different brands, Pingo Doce being the main one (Jornal de Negócios, 2018), and the customers can even associate their Poupa Mais card. They have a team of trained shoppers that attend requests from 10h to 20h, Monday to Friday and the deliveries are made in the same day of the order. Furthermore, Pingo Doce also has a home delivery service which consists of delivering the shopping you do in-store. This service is available every day, from 9h to 21h and it



delivers your shopping in two hours in a 10km diameter from the store you shopped in, however it is only available in selected stores.

Recently Pingo Doce launched Go Bio, its own brand of bio products with no use of pesticides or GMO's. The range includes goods like rice, coconut oil, ice cream, tomato sauce and cereal (See Annex IX, Figure 8). It was created, according to Marketing Director Maria João Coelho (Marketeer, 2018), to meet consumers demand for a trustworthy, quality and competitively priced bio brand.

9.2.1.3 Jumbo

Jumbo is a Portuguese hypermarket brand that belongs to the French Auchan group which has 9,5% market share in the Portuguese food retail market (Sonae, 2018) (See Annex IX, Chart 31). In Portugal, this group owns not only Jumbo but also Pão de Açúcar, since 1996, and has 33 stores, being one of the main distributors in the country (Auchan, 2018). Jumbo was also considered by DECO, for the second time in a row, the cheapest hypermarket to shop in in Portugal (Observador, 2018). The revenue of Auchan Retail was 53.2 billion euros in 2017, with Western Europe (Spain, Italy, Portugal and Luxembourg) being responsible for 19% of that revenue (Auchan, 2017). No specific data just for Portugal was found.

In 2007, the Auchan group in partnership with Microsoft launched the e-commerce website for Jumbo (TVI24, 2007). Today, they sell there a wide selection of more than 20.000 products and also offer same day delivery if the customer places the order until 13h. Furthermore, there is the option of picking up the order in the physical store or through Jumbo Drive, which consists in specific locations where the consumer can park their car and receive the shopping without even having to leave the vehicle.

Jumbo also has a shopping app called Scan Expresso, where the customer can check in with the QR code that is in the store entrance and then register their shopping by reading the bar code with the phone's camera (Hipersuper, 2018). The payment is then processed in the Scan Expresso check out, that offers several payment methods. Moreover, the app allows the consumer to do shopping lists and share them, access promotions and check stock availability (Hipersuper, 2018).



More recently, in August, Jumbo launched a new app called Vida Saudável. Its main goal is to help their clients eat better and take better care of themselves, kind of like a coaching app since it automatically stores and uses information from previous shopping and takes advantage of it in order to help the consumer in a more personalized way (NiT, 2018). Furthermore, the app asks daily the stress level, tiredness and physical activity and uses that data to suggest ways to improve the consumer's well-being, from recipes to physical exercises and even quizzes. Another feature is that the app has an allergy profile the customer can fill in and the app helps and supports in regard to the person's specific food allergies and intolerances, informing the consumer if the product they want to buy does or does not have ingredients they cannot consume (NiT, 2018).

Along with the app, in the stores Jumbo also has identified and signaled over 400 products considered healthy and nutritionally rich in order to help the consumer make better and informed choices and promote life quality (Marketeer, 2017) (See Annex IX, Figure 9).

9.3 Internal analysis

The Go Natural brand was born in 2004 with the Martorell brothers Joana and Diogo (Activa, 2015). It started out as a restauration space that promoted healthy and balanced fast food options and it was an instant success (Activa, 2015). Given this attainment, in 2016 Go Natural established a partnership with Sonae MC where Soane owns 51% of the restaurants, which then turned into a license deal, meaning Sonae was authorized by Go Natural's original owners to use its name for a new concept: the Go Natural Supermarkets (NiT, 2016). This happened because Sonae was aware that there was (and is) a new tendency for adopting healthier lifestyles and, in Continente, the biologic product section was the category that registered a bigger growth, with a rise of two digits (Publico, 2016). With the consumer more interested in healthy food options, the sales of the free-from products (gluten, lactose, added sugars), vegan, vegetarian and biologic were and are continuing to escalate quickly, which represents a strong investment opportunity. Hence, in the 6th of October of 2016 the first supermarket opened in Lisbon (NiT, 2016). At the moment Go Natural has 8 supermarket locations, 7 of them in Lisbon and 1 in Porto where national, fresh and in-season ingredients are privileged. The goal for the creation was to democratize healthy eating but also reduce the gap between the price of biologic and normal products, develop the concept of healthy food with flavor, satisfy the different



nutritional necessities, develop actions in regards to planet sustainability and offer a distinctive shopping experience and service (Sonae, 2018) (See Annex X, Figure 10).

In Go Natural supermarket, consumers can find natural, organic and dietetic products of ecologic and environmentally-friendly brands and have access to options thought for all kinds of different diet restrictions like lactose or gluten intolerance (Visão, 2016). In addition, Go Natural developed partnerships with exclusive brands like Rude Health and Urterkram that are a reference in the biggest healthy/biologic markets. Furthermore, there are also several supplement brands, vitamins and other products related to sports nutrition. 80% of the products sold come from certified biologic origins and in order for the consumer to clearly identify what he is buying, since transparency is a big commitment for Go Natural, all the products have tags informing the category they fall into (Visão, 2016).

Figure 2 – Product tags in Go Natural supermarkets



Source: A Pipoca Mais Doce (2016). *Sete boas razões para conhecer o supermercado da Go Natural*

In every Go Natural supermarket, given the partnership with Sonae MC, customers can benefit of the use of Continente's card in order to access discounts and coupons. The Continente fidelity card is the biggest fidelization program in the country with 3,7 million users and 85% penetration in Portuguese households (Sonae, 2018) (See Annex X, Figure 11).

Furthermore, given that Go Natural online will integrate Continente.pt, it is relevant to mention that this website is the biggest online food retailer in the country with a market share of 70% and over 500.000 customers registered (Sonae, 2018). It is not disclosed publicly nor do we have access to the sales volume or current market share of Go Natural's



physical locations, so it is only possibly for the purposes of this thesis to analyze financial data from Sonae MC, the food retail part of the group. Sonae MC includes Continente (hypermarkets), Continente Modelo and Bom Dia (convenience supermarkets), Meu Super (proximity stores in a franchising format), Bom Bocado and Bagga (caffeterias) and Go Natural (both restaurants and supermarkets). In the first quarter of 2018, Sonae MC's business volume grew 7,2% to 1906 million euros with a turnover of 940 million euros, growing 10% regarding the same period of last year (Sonae, 2018). Moreover, throughout the first quarter of 2018 Sonae MC invested and stayed focused on expanding its position regarding the health and wellness sector, which is why Go Natural opened up its first location outside of Lisbon (Porto) and Amor Bio was bought, as well as two organic convenience supermarkets in Lisbon, totaling 10 supermarkets in the portfolio that are wholly devoted to healthy food options (Sonae, 2018). Through this, we can conclude that the healthy/bio food is a big bet for Sonae MC since they keep investing in it and see its potential of growth, so the creation of an online Go Natural supermarket would stay aligned with the company's strategy.

Additionally, every Go Natural Supermarket has a restauration area where you can find hot and cold meals for fair prices, where consumers can have breakfast, lunch or just a snack. There, more than 50 of the ingredients used in the soups, salads, pasta, sushi and many more dishes are from biologic origins and the packaging used is biodegradable.



10. SWOT analysis

10.1 Strengths

In the strengths part of the SWOT analysis, there has to be an internal reflection of what the business is good at and what gives it a unique proposition regarding the competition. As it was already mentioned in the literature review, an online shop is available at all times, allowing the customer to order regardless of when and where, allowing the customer to have access to Go Natural products without having to be near a store location or having to dislocate there. The click-and-collect option will also be available, meaning that the customer can make the whole shopping process online and then collect the goods physically.

Another strong asset is that Go Natural's supermarkets already maintain and retain a broad base of loyal clients due to their high quality standards with fair prices. Moreover, 80% of the articles sold in the store are biological and are accordingly marked so that the customer can identify quickly which products have these specifications. There are also options for products that are vegetarian, gluten free, lactose free or without added sugar.

Given that Go Natural is part of the Sonae Group, Go Natural's clients benefit from the whole ecosystem of Continente's card. There are already discounts in the physical spaces and online those will remain. Also, the idea is to integrate Go Natural in the Continente.pt website, like it happens for example with the Wells and ZU, also Sonae brands that run independently (See Annex XI, Figure 12). This is a very attractive feature because Continente's ecommerce website already has a high number of users and is very well designed and intuitive. Also, Sonae already has a deep knowledge of Portuguese consumers and a proven know-how when it comes to management, logistics and development of retail initiatives and ecommerce, bringing in crucial competencies and experience that will be key for the success of this implementation.

Another strength is that Go Natural has partnerships with exclusive brands like RudeHealth and Urtekram, which with the creation of the ecommerce would allow customers to have easier access to those brands.



10.2 Weaknesses

Regarding the weaknesses, they represent what could be improved or what can possibly go not so good. First, the website's home delivery feature will only be available initially in Lisbon and Porto, which are the cities where Go Natural's brick-and-mortar stores are currently located. This represents a weakness because even though it will allow more people to have access to Go Natural products, it will still leave out the other regions of the country. However, Go Natural has plans to open more stores and expand to other cities, which would mean that along with the expansion the ecommerce option would follow.

Another thing that might represent a weakness is the delivery time and costs. Since Go Natural would integrate Continente's system, currently they do not have same day delivery. Regarding the costs, also taking Continente as an example, they depend of the time of day you choose to receive your goods and not the size of your virtual basket, being that the minimum fee is 4,90€ and the maximum is 6,90€, amounts that some consumers consider as high (See Annex XI, Figure 13).

10.3 Opportunities

When it comes to the opportunities, Go Natural benefits from the food industry trends. Over the past years the awareness about the influence of healthy eating in our well-being and health is rising. Consumers are now more educated and value not only their health but also the sustainability and origin of their food, where and how it is produced. Also, food intolerances are even more common nowadays and it is still hard to find easily accessible ways to buy those type of foods, even though demand is increasing. This rising demand reflects positively in sales and, consequently, the growth of the company and its market share. Moreover, ecommerce grocery market is evolving at a fast pace and the website would allow Go Natural to reach new customers that usually do not visit the store due to geographical proximity issues or simply customers that do not have the means to dislocate there physically. Accordingly, geographic expansion/internationalization of the Go Natural brand into markets where bio/healthy/allergy-friendly products have more scale than in Portugal and where e-commerce penetration is thriving also constitutes a very interesting and distinctive opportunity.



Regarding competition, Go Natural has a very unique concept so there is a very limited number of competitors that currently offer the exact same thing that Go Natural offers plus the online shopping option. In Portugal, the store that will compete directly with Go Natural will be Celeiro, the only supermarket of a similar concept that also does home deliveries.

10.4 Threats

One of the main threats will be the concerns that some consumers still have regarding using online services. There is a portion of customers that have privacy issues and are skeptical about introducing personal a financial data on a website, meaning that Go Natural's ecommerce might lose out on a substantial slice of the population. Moreover, there is some reluctance in buying perishable goods online, not only because of refrigeration and transportation concerns but, also, some clients like to choose (touch, see, smell) their food personally and not take the risk of, for example, receiving bruised fruit.

Regarding consumer perception, there is the wrong idea that biological and organic products are much more expensive which pulls away some shoppers. It cannot be denied that prices are a little higher, but that has to do with all the phases of the production chain also being more time-consuming and expensive than mass production, starting for example with the workforce. Also, production volume is lower because there are no chemicals used on the fruit in order for it to not rotten and animals are not overly fed so they can grow faster. So, even though prices might be higher, they are fair in comparison with the competitors and given the high quality of the goods and the way they are produced.

Lack of national supply is also a threat. Joana Martorell, one of Go Natural's founder, said in an interview that it has been a little hard to find Portuguese producers of biological and organic goods that can fulfill the demand, since it surpasses the supply, creating the necessity to import some articles when the national ones are not enough.

Even though in the opportunities there is a reference to limited competition (competitors with similar store concepts), the big players of super and hypermarket chains are starting to enter the healthy/bio/organic e-market, which might represent a threat.

As seen in the table synthesis that is presented below, the conclusion of this analysis is that strengths surpass by far the weaknesses and, regarding the opportunities and threats,



even though the first ones top the second ones, it is a tighter rivalry since there are still many current threats concerning our business area.

Table 3

Strengths • Easier access to Go Natural products, expanding brand awareness • Possibility of home delivery or click-and-collect • Already existing broad base of loyal clients • High quality goods with fair prices • The majority of the goods have biologic and/or organic origins • Options for food intolerances, vegan, vegetarian or without added sugar • Benefits of Continente's shopping card • Integration in an already existing e-commerce system that functions well • Easier access to Go Natural's exclusive brands	Weaknesses • Home delivery feature would only be available initially in Lisbon and Porto • Delivery time • Delivery costs
Opportunities • Food industry trends • Increasing demand for healthy, bio, organic and special foods for intolerances, vegetarians and vegans • Expansion/internationalization of the Go Natural brand • Consumers sustainability and health concerns • E-commerce grocery market is evolving at a fast pace • Ability to reach new customer segments	Threats • Consumers' privacy issues • Reluctance in buying perishable goods online • Consumer perception that biological and organic products are much more expensive • Few national suppliers that cannot fulfill the demand

Source: The author



11. Website launching

11.1 Segmentation and targeting

We are aware that our service cannot profitably serve all consumers in a given market, there are too many different types of customers with too many different needs. Therefore, our company must formulate a strategy to divide the market (segmentation), then choose the segments in it (targeting). For Go Natural's online store, we are segmenting the market using several criteria: geographic, demographic and psychographic.

Geographically, as previously stated, Go Natural's online feature will only be available in Lisbon and Porto given that the physical stores are currently only in those two cities. Furthermore, since it is a new service, it is better to test it out in few locations on the first stage of the implementation. Afterwards, since Go Natural has expansion plans not only regarding the augmentation of the number of stores but also to expand to other cities in the country, the e-commerce option would follow if justified.

Regarding the demographic criteria, and considering the chapter "Millennials: the new multichannel and health minded consumers", we are mainly segmenting by generation. However, we are very aware that nowadays online consumption is not only exclusive for the younger consumers, it is more related to high online literacy rather than age stratification.

Finally, we decided to segment by psychographic, lifestyle to be more specific. We are targeting a variety of consumers that are demanding more solutions regarding online grocery shopping and that are adepts of a healthy lifestyle or that have food intolerances/allergies.

Accordingly, we can say that our main target are Millennials (born between 1980 and 2000 – 18 to 38 years old) that live a clean lifestyle, that are sports players and that might have a specific diet or food intolerances/allergies. We believe this is the group where we can profitably generate customer value and, also, for the reasons already explored previously: they are time savers, have high internet literacy, enjoy online shopping, are eager to pay for healthy/bio/allergy-friendly foods and have more awareness regarding the impact that industrialization of food production has in health so they favor natural, clean and non-manipulated foods.



11.2 Positioning

Positioning is the place our service occupies comparative to competitors' products in consumers' minds, which is why it is important to develop a unique market position.

We have several interesting and distinct features when compared with the competition, which are what gives us a very characteristic point of differentiation. In Go Natural's online supermarket, our goal is to democratize the access to certain grocery segments, and for that consumers have at the distance of a few clicks an offer where 80% of the goods have biologic certification, fresh fruits and vegetables, intolerance/allergy specific foods and sports nutrition. This is something our direct competitor (Celeiro) does not offer since, for example, their fruits and vegetables are either frozen or canned, they do not deliver these types of perishable goods. Accordingly, we do not currently have any service on the market that offers the same benefits that we do and this will be our main advantage regarding our competitors.

Moreover, in Go Natural supermarkets the ecological sustainability is a crucial topic, which shows in the biodegradable/recyclable packaging used and in the environmentally-friendly brands they partner with.

11.3 Marketing Mix

The marketing mix is composed by 4 P's: Product, Price, Place and Promotion. This concept was developed by a marketing teacher called Edmund Jerome McCarthy, back in 1960, in order to bring in a more problem solving approach when it comes to marketing, carrying in aspects of other fields like sociology and psychology to better understand and evaluate consumer's behavior. Essentially, these 4 P's are what our company can do to influence somehow the procurement and influence the way consumers respond to the market.

The strategy we developed aims to answer a key question: How will we create value for our targeted customers? To transform our marketing strategy and create real value for our target, we decided to adapt the 4 P's of the marketing mix model to Go Natural's online store.



11.3.1 Product

Go Natural's brick-and-mortar spaces are known for having a wide variety of ecologic brands with natural, biologic and organic origins, as well as dietetic goods, vegetarian, vegan and free-from specialized foods. Furthermore, there is also a department of supplements, vitamins and other products related to sports nutrition. Accordingly, the online shop will offer the same range of goods. There are more than 4000 products, given that more than 80% of them are from certified bio origins and many are national production, which is what differentiates Go Natural and sets it apart from the competitors. The delivery option can be made to the consumer's household or they can collect it at the store.

Also, considering the survey made, we will make the website very intuitive, easy to use and with detailed pictures and product descriptions.

11.3.2 Price

In terms of price, online retailers tend to do one of two things: inflate it to increase the perceived value of a product or set the price lower in order to build customer loyalty. In our case, since the prices are already defined in the physical stores, the strategy is to keep them online. Since online grocery selling implicates high variable costs, a delivery fee has to be charged in order for the retailer to cover aspects like transportation and labor costs, wastage of perishable goods and inventory holding. Taking Continente.pt as an example, and as it was already mentioned in the SWOT analysis (tabela anexo x), the price of home delivery will depend on the time of day selected by customers to receive their shopping and not on the amount of things/final value of the order. The minimum fee is 4,90€ and the maximum is 6,90€ (See Annex XI, Figure 13). In case of click-and-collect orders, there is a charge of 1€.



11.3.3 Place

The location of the point of purchase is very crucial and relevant given that it is typically the place where consumers have the first contact with the brand, whether it being the physical spaces or online - both combined establish a competitive advantage. At the moment, Go Natural's physical locations are Lisbon and Porto. Accordingly, the online shopping option with delivery or click-and-collect will only be available in those two cities in an initial phase. As the brand expands and opens up new stores in other Portuguese cities, the online option will follow if justified.

Being that we will integrate Continente's logistics system, they use distribution/logistics centers in both metropolitan areas, and Go Natural's distribution will be made the same way. At the moment, Paulo Duarte is the firm that delivers Continente.pt orders in Lisbon, Amadora, Loures, Odivelas, Oeiras, Cascais e Santo António dos Cavaleiros, while in Porto the deliveries are made by Continente's trucks. Accordingly, we will be adopting a selective distribution strategy since in a trial phase it allows a better control and reduces distribution costs.

11.3.4 Promotion

For Go Natural's online supermarket we are approaching promotion through an integrated marketing communication strategy: advertising and public relations to increase media attention. We intend to have both online and offline advertising.

The goal of our promotional campaign is the purchase of our innovative service by the target market. For that reason, we will use the AIDA model—attention, interest, desire, and action:

- Attention - In order for clients to get to know our product, our major goal is to attract attention to it and for that we will use advertisement both online and on the television, due to their efficiency in reaching a huge amount of potential customers;
- Interest - We need costumers to feel involved with the service and website, get to know what it is, how it works, its benefits and for that reason we will use partnerships with social media influencers, which will act as sales promoters, and a launch party;



- Desire - Good promotion will motivate a desire in the customer, convincing them of the service's preeminence due to its unique value proposition and its capability to fulfill specific needs;
- Action - After persuading the potential customers, promotion must then push them into actually purchasing it.

To sum up, we can say that we will use a pull strategy, focusing on promotional efforts toward stimulating demand among final customers, coordinating the use of heavy advertising and public relations.

11.3.4.1 Advertising

11.3.4.1.1 Television

We will use television advertisement because it has an extensive reach and publicizing this way is ideal for us to reach a larger market and spread awareness. Television advertisements also have the advantage of vision, sound, movement and color, making it easier to catch the consumer's eye and to persuade them into checking out our service. The ad will emphasize not only the unique offer and variety of healthy products that the website offers but also how easy and fast it is to use it for the weekly/monthly shopping.

Producing a television advertisement and then buying an advertising space is generally expensive and is usually sold in units (e.g. 20, 30, 60 seconds), so we think the most suitable one for our product would be the 20 seconds, not too short but also not too long. For the film, we see a young female in her late 20's arriving home from a run and going directly to her kitchen. She is hungry, so she starts looking for some food to cook only to find her pantry completely empty. Immediately, she reaches for her computer and enters Continente.pt, opening up the Go Natural tab (See Annex XI, Figure 12). A narrator voice says "It was never so easy and fast to do your healthy shopping. Go Natural supermarket is now available at the distance of a few clicks, with a wide offer of national, biologic, healthy and allergy-friendly groceries. Come visit us at continente.pt/gonatural. Eating clean was never so easy!" all while we see the woman do her shopping, and as she is adding things to her virtual cart they appear one by one in her pantry. In the end, she stands up from her chair and reaches for an apple, while we see that the shelves are totally full with fruit and vegetables.



Regarding the budget, our strategy is to have our advertising film in the 2 main Portuguese television channels (SIC and TVI) because these are the ones that everyone has access to and watches. For a 20 seconds advertise, emitted for 31 days (one month) at the most viewed time (“horário nobre”) in SIC, our company would have to invest 18.101,88€ (See Annex XII, Table 5) while in TVI we would have an expense of 3.606,20€ (See Annex XII, Table 6). Attached you will find tables with all the other prices for every channel categorized by time. We would like to highlight that these are the prices for broadcasting the advertisement, not including the production of the actual publicity because that is something that we cannot estimate at this point.

11.3.4.1.2 Online

Divergent from the previous forms of advertisement we mentioned, being on the internet can be a cost-effective way to attract new customers, making us able to reach a global audience at a low cost. There are a few ways we will promote our product online: endorsing on social media such as Facebook or Instagram, appearing as “Suggested” in the users feed or as “Sponsored” in-between Instagram Stories and, also, play our ad on Youtube just before the users watch a video. In Continente.pt main page there will also be a banner regarding the launching of Go Natural in order to bring awareness to it to consumers who did not know about it, with the publicity video playing.

11.3.4.1.3 Public Relations

Public Relations includes the events designed to increase media attention, which is crucial because of the trustworthiness and credibility of being endorsed by it, which will make potential customers rely on our service. We will use this resource by throwing a launch party for our website, inviting several social media influencers and TV opinion makers that somehow are connected and interested in the healthy world, which will attract news reporters and therefore media attention. By encouraging the media to inform and talk about our website it will help to create a positive public consciousness, visibility and a desired image, facilitating the creation of curiosity on the customer and sparking the interest and desire to try it. Also, in the party we would showcase to the invited some



finger-food recipes that consumers can find at gonatural.pt, all with healthy/bio/organic/allergy-friendly ingredients that can be found in our supermarket.

Over time, we would also contact some of this social media/tv personalities that have a huge following and partner with them through paid posts, which will help increase the awareness about Go Natural's online supermarket and reach our target market.

12. Implementation plan

To implement our strategy, we will follow the approach of implementation through consensus. In this approach, all the areas of the firm unite to achieve a common goal, all of them participate on the marketing plan and further implementation. This approach is good when you face a complex task, for example as in our case, creating and implementing a new service. With this approach, you can get different opinions and points of view in order to improve the website itself and to develop a strong marketing strategy, implementing it efficiently. Additionally, there will be some changes on the firm's structure that will have to occur. Since we are developing a new service, we will have to constitute a new team to work on all the things that the website will involve (IT, financial, accounting, marketing, human resources and so on) and also invest in training the workers so they can get familiar with these new procedures. Furthermore, we will have to promote the communication of the new marketing strategy internally to the already existing Go Natural team, so all the workers can understand its importance and all the advantages that this product can bring to the company. This communication can be taken in various forms like video presentations or newsletters.

12.1 Implementation Timeline

Since Go Natural online is a new project, the pre-launch activities will extend a little more than normal in order to organize the website's mechanics, integration in Continente.pt and warehouse preparation to receive stock. We will begin our activities in January in order to launch the product in May. On the first two months, the activities of hiring and training the new team of employees will take place. The website construction



will begin in the first week of March and it is estimated to be fully ready in late April. In this period, product pictures and delineation of product descriptions will also be in development.

All the promotion activities will be launched almost simultaneously with the website. These promotions include TV advertising in SIC and TVI, and online advertising. Likewise, public relations activities like the launching party with social media influencers and some celebrities will take place in the week before the launch.

The sales promotion will take place during the first month of the website (May) with a promotional offering of 20% discount with the Continente's card on orders over 50€, which value accumulates in the card. Marketing activities will continue in the future with some new activities or adjustments to the initial plan (See Annex XIII, Table 7).

12.2 Control Plan

Our control plan will measure certain standards regarding the performance of the overall marketing strategy (product, place, distribution and price). Regarding the website, we will track its performance by measuring certain parameters like the volume of sales, number of visits, margins but also customer satisfaction. All these parameters will be analyzed each trimester, in a form of a report, in order to evaluate the whole process and make the necessary adjustments. There will also be monthly meetings with Go Natural's online financial and IT team to realize if everything is as we expected regarding the financial performance (sales, profit, margins, etc.) and website performance (easiness of use, fast check-out, no crashing, etc.). For the satisfaction of the customer, we will perform a simple online survey after-sale to understand if the customers are happy with the service and if our segmentation, targeting and positioning are well aligned. Internally we will also track some aspects we think are important for the correct implementation of the plan like employees' satisfaction and employee performance regarding this new strategy plan. To evaluate this, we will schedule monthly meetings with the marketing and sales team in order to understand its true commitment to the project and their level of satisfaction with the results but also understand if they need additional training or if anything can be changed so they can perform better.



13. Conclusions

Today's consumers can be defined as "connected". Digital brought up a whole new way of not only communicating but also satisfying our needs. Accordingly, the traditional brick-and-mortar retailers are starting to enter the online world in order to stay relevant in today's landscape. Hence, the aim for this project was to enter the emergent e-commerce tendency in order to democratize healthy and biologic product consumption as well as provide more access to allergy-friendly options and sports nutrition goods. As explained along the project, there is a clear need for a solution like ours, since the Portuguese market is undoubtedly underpenetrated and has so much to mature and develop in order to keep up with the growing demand.

In order to assess if our idea of creating a Go Natural online supermarket would thrive, we analyzed throughout this project not only the literature related to e-commerce and healthy eating but also every context, both external and internal, that could possibly affect our business. Externally, we made a political, economic, social and technological investigation and characterized our main competition. After making a full internal description, we proceeded to identify the strengths, weaknesses, opportunities and threats. This allowed us to make a more informed and solid Marketing Mix and Implementation Plan, taking into account every analysis made previously as well as the survey results and the literature reviewed.

Throughout the marketing mix, we stated our segmentation, targeting and positioning. As a target, we decided our main one would be Millennials since they are a very broad generation in terms of age range and, also, given that they grew up amongst the digital development era. They are also time-savers and crave a more clean, healthy and environmentally-friendly lifestyle, which fits perfectly with our brand's concept. Taking this into account, we developed a promotion strategy focused on heavy on and offline advertising allied with public relations events. Finally, an implementation plan was outlined in order to organize every marketing plan activity and get an overview of all the actions needed to establish Go Natural's online supermarket as a successful innovative service.

To put it briefly, throughout this project we tried to design a strategy to not only benefit the company itself but also to meet demand, bring value and achieve consumer excellence by building a multichannel approach for Go Natural's supermarket brand.



14. Limitations and future research

During the writing of this project there were some limitations encountered, namely in the development of the market research. The online survey was distributed through social media networks and email in the researcher's network of friends and colleagues, which might have had some influence and impact in the sample characteristics. Most of the sample is located between the age range of 18-30, mainly due to the researcher's network influence. Even though this age range is Go Natural's online supermarket core target, it would be interesting for the general conclusions to have reached more elder respondents in the age range of 56-65 and 65+ years old in order to have a wider age spectrum in the sample. The online distribution itself was also a limitation considering that some respondents tend to rush to finish the survey and may cease it at any point without ending it or even not respond truthfully.

Another limitation is the sample size. Even though it is very small (150 respondents) and therefore it can be considered as not representative of the Portuguese population due to its size, the results go accordingly to what we developed throughout the literature review and therefore the outcomes obtained can, in a way, be considered as representative of the Portuguese modern consumers.

Finally, another limitation was the lack of access to key inside information regarding Go Natural supermarkets, namely financial data which would have allowed us to be more accurate in the internal analysis.

Important challenges still remain for future research, namely regarding the Portuguese population in particular, what the consumers are looking for when online grocery shopping. There are many researches and studies about healthy/bio consumption and online grocery shopping behavior data from many countries, however that is still not a highly explored field in Portugal.



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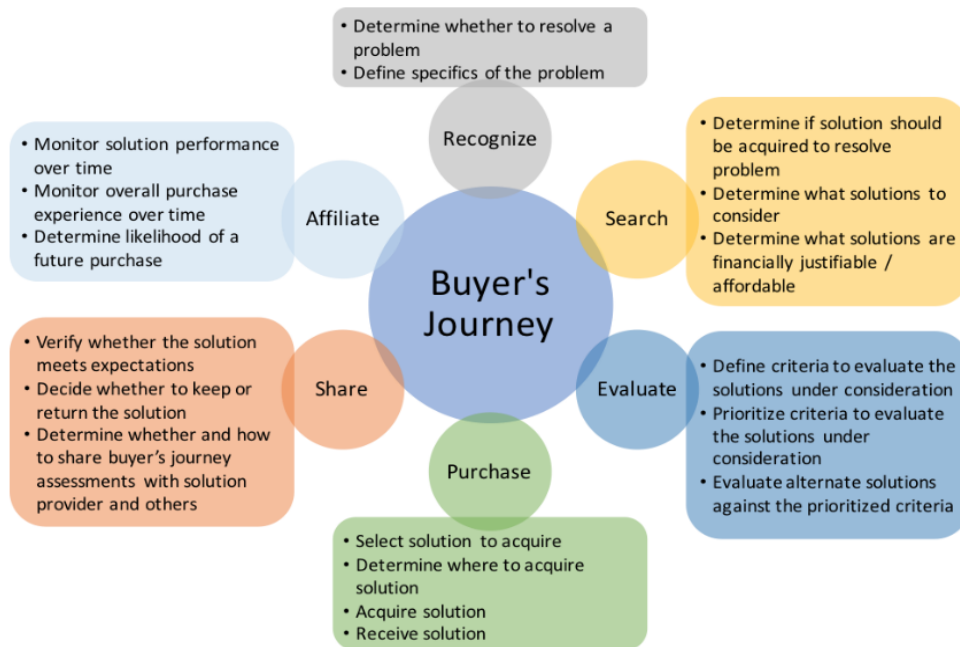
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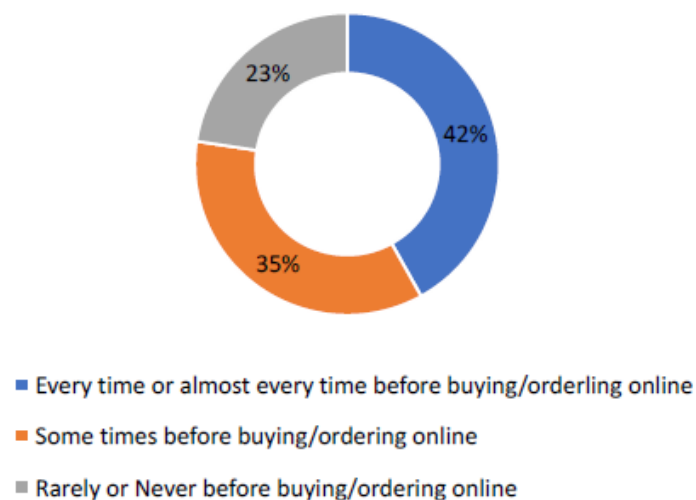
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16. Annexes

Annex I – Buyer's journey**Figure 3 – Schematization of the buyer's journey**

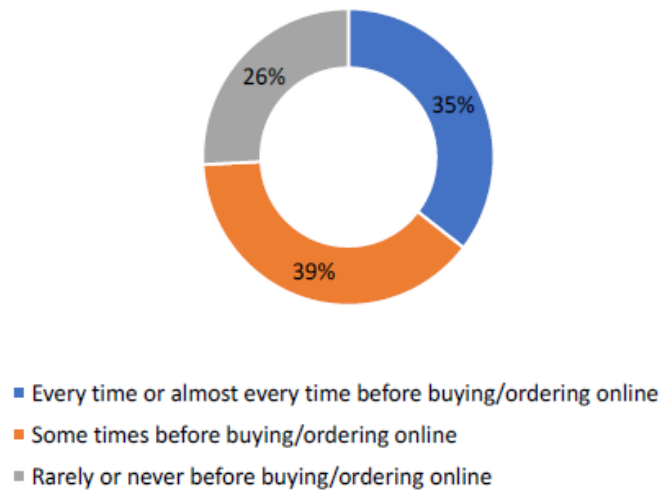
Source: Grillo, F. (2017). *Rethinking Retail: From Micro-Moments to Mega-Experiences*

Annex II- Consumer's online purchasing behavior**Chart 1 – Consumer's online purchasing behavior: Individuals who used information from websites before buying/ordering online**

Source: Ecommerce Europe (2017). *Ecommerce Report Portugal 2017*

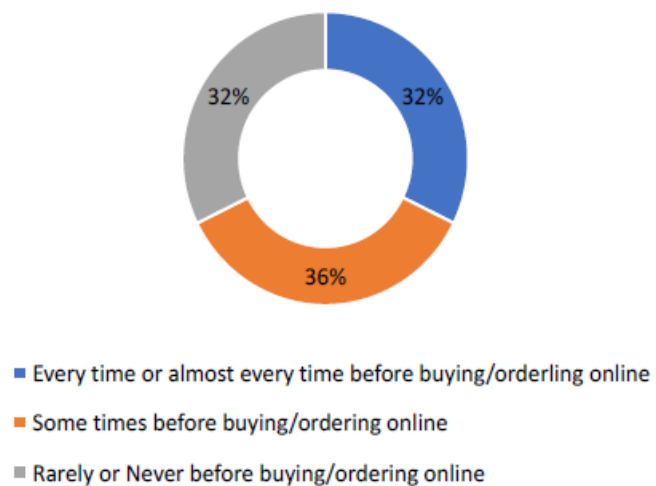


Chart 2 – Consumer's online purchasing behavior: Individuals who used price/product comparison websites or apps before buying/ordering online



Source: Ecommerce Europe (2017). *Ecommerce Report Portugal 2017*

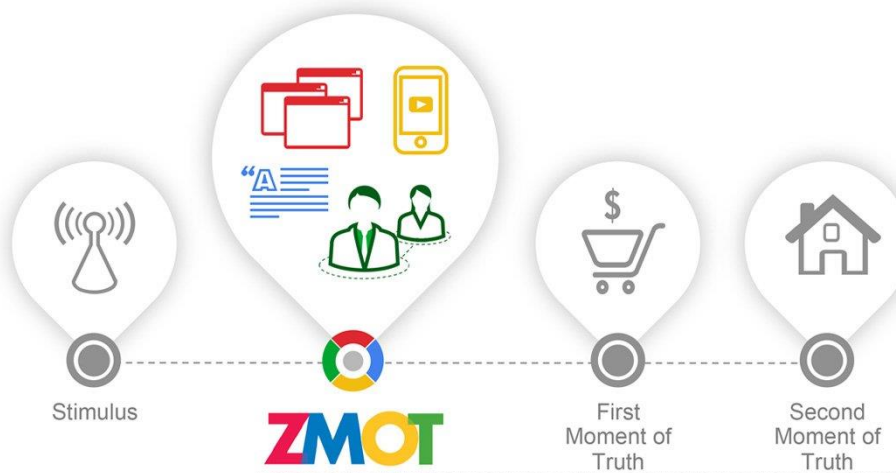
Chart 3 – Consumer's online purchasing behavior: Individuals who used customer reviews on websites or blogs before buying/ordering online



Source: Ecommerce Europe (2017). *Ecommerce Report Portugal 2017*

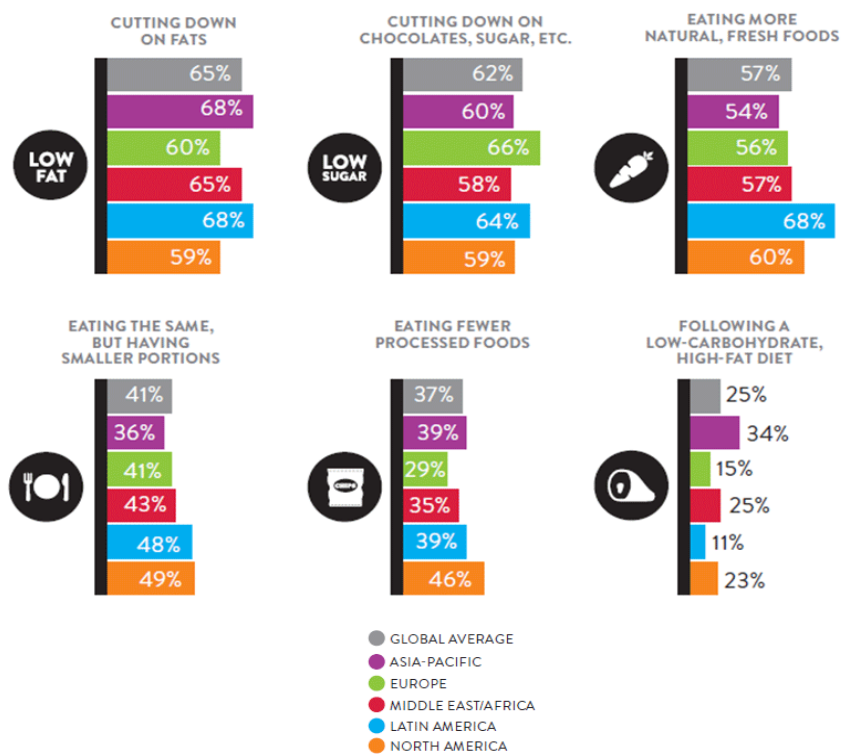


Annex III – ZMOT
Figure 4 – ZMOT sequence



Source: Lecinski, J. (2011). *Winning the Zero Moment of Truth*

Annex IV – Eating behaviors
Chart 4 – Diet changes divided by continent



Source: Nielsen (2015). *We are what we eat*



Annex V – Millennials' screen use

Table 4 – Frequency of screen use: Millennials vs Others

	Millennials	+16 anos	População +35 anos
- Acesso online diário	60%	47%	46%
- 30 ou + horas conectados / semana	10%	6%	6%
- usa regularmente chats online	25%	13%	9%
- lê avaliações de outros compradores	13%	11%	11%

Source: Agrocluster (2017). *Estudo de Tendências de Consumo: Millennials*

Annex VI – Survey results

Chart 5 – Age range of the respondents

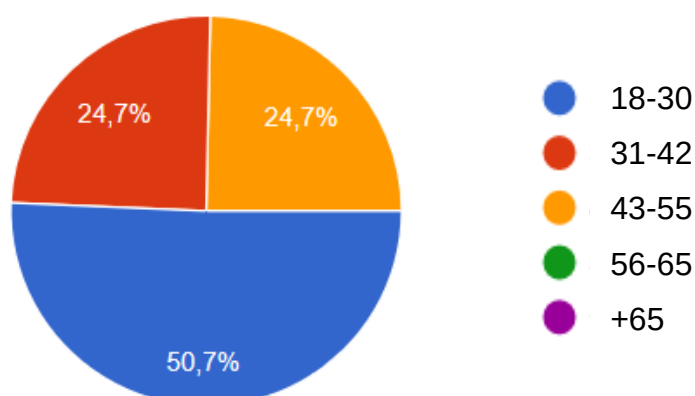


Chart 6 – Gender of the respondents

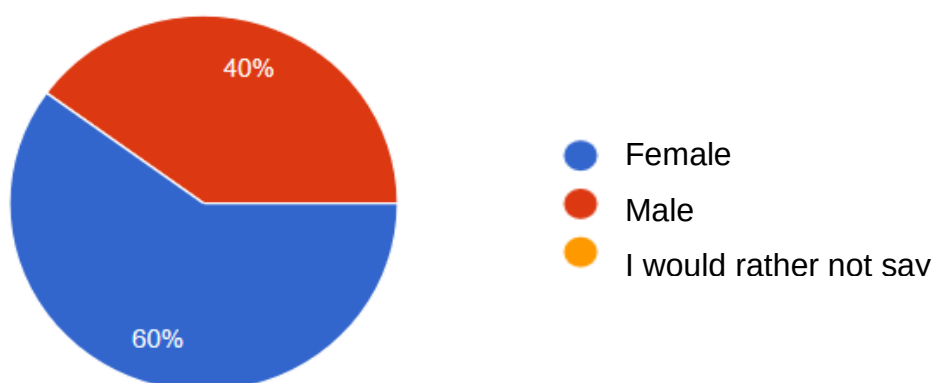




Chart 7 – Academic background of the respondents

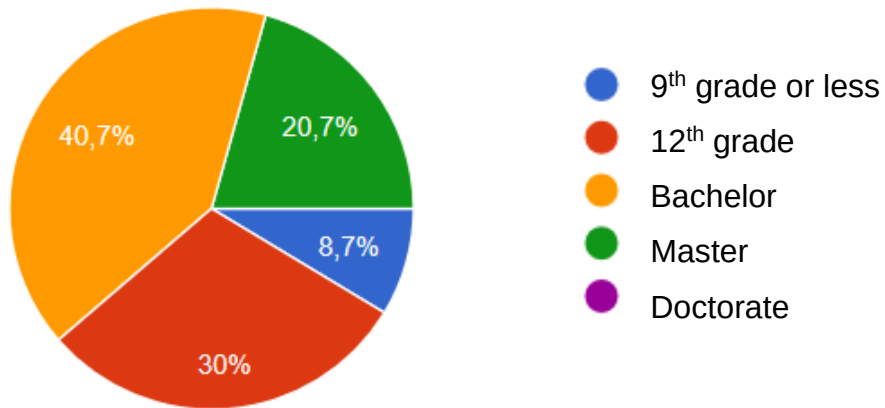


Chart 8 – Current professional situation of the respondents

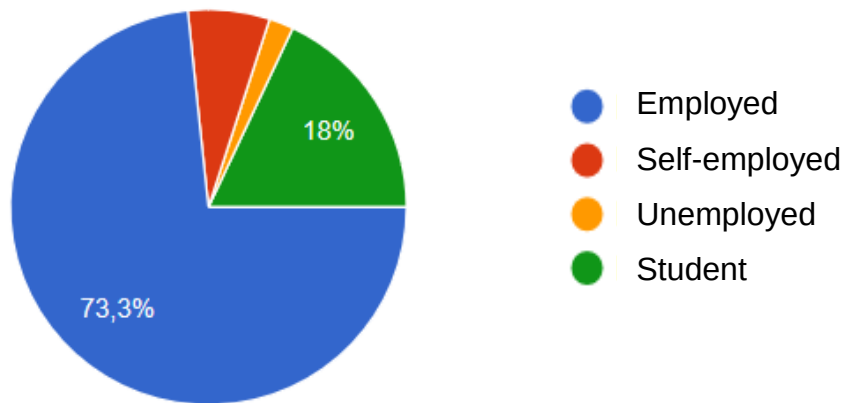


Chart 9 – Monthly gross income of the respondents

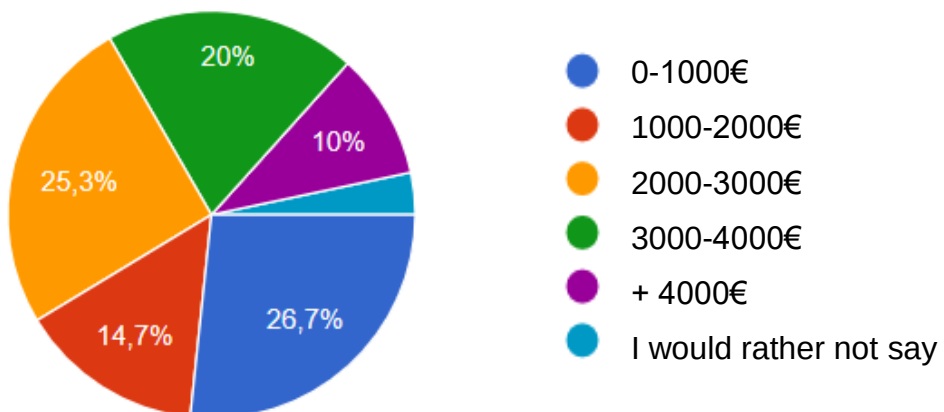




Chart 10 – Percentage of gross income spent monthly on groceries

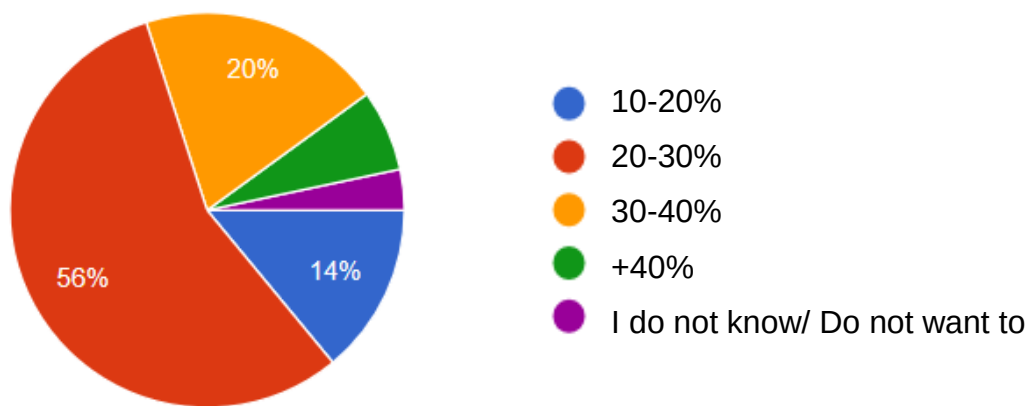


Chart 11 – How many times during the month does the person responsible for grocery shopping in the household goes shopping

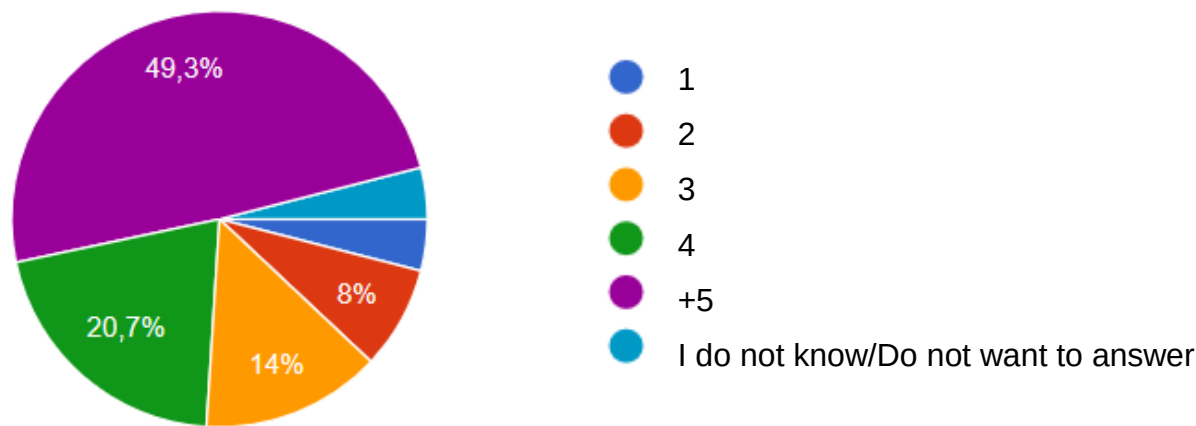




Chart 12 – Method used by the respondents to do their grocery shopping

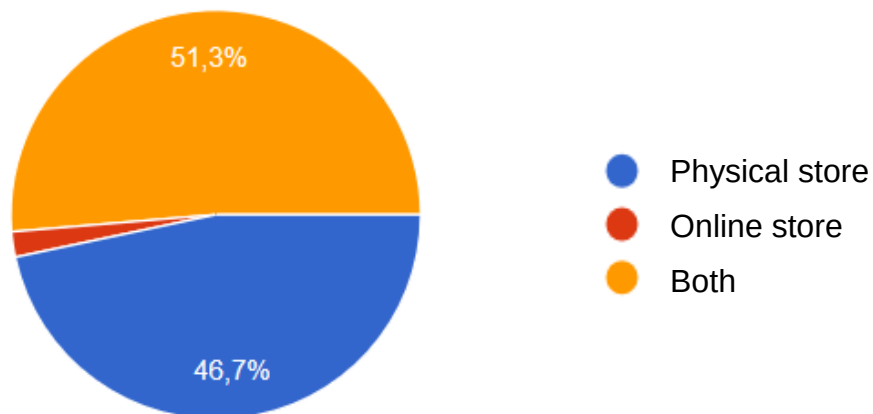


Chart 13 – What moves the respondents to buy their groceries online

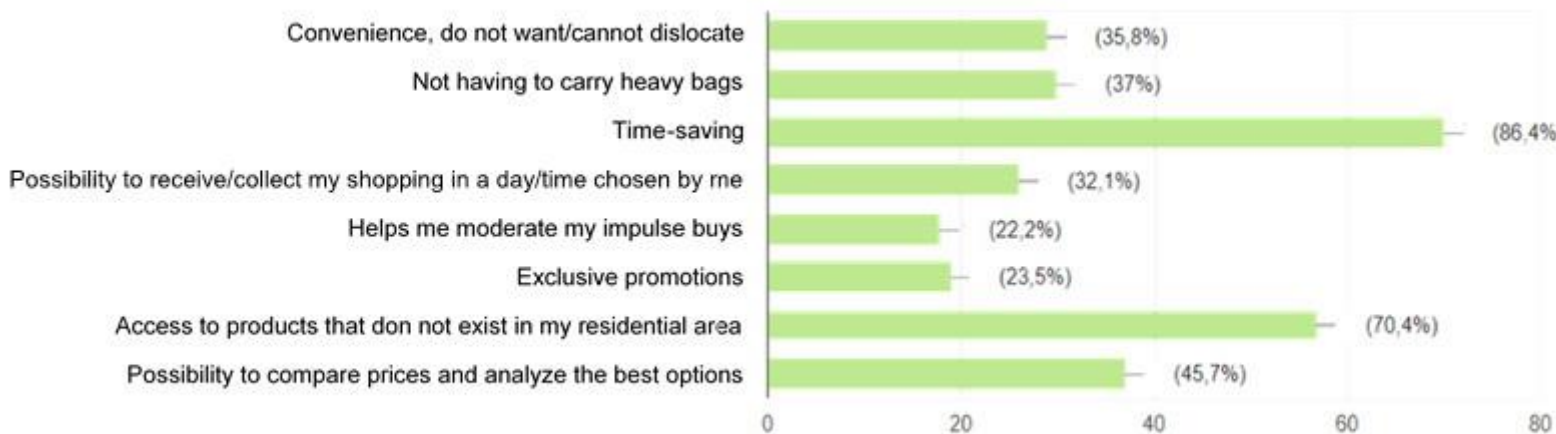


Chart 14 – What draws the respondents apart from the online option





Chart 15 - Features online grocery shopper respondents value most in a website whilst shopping

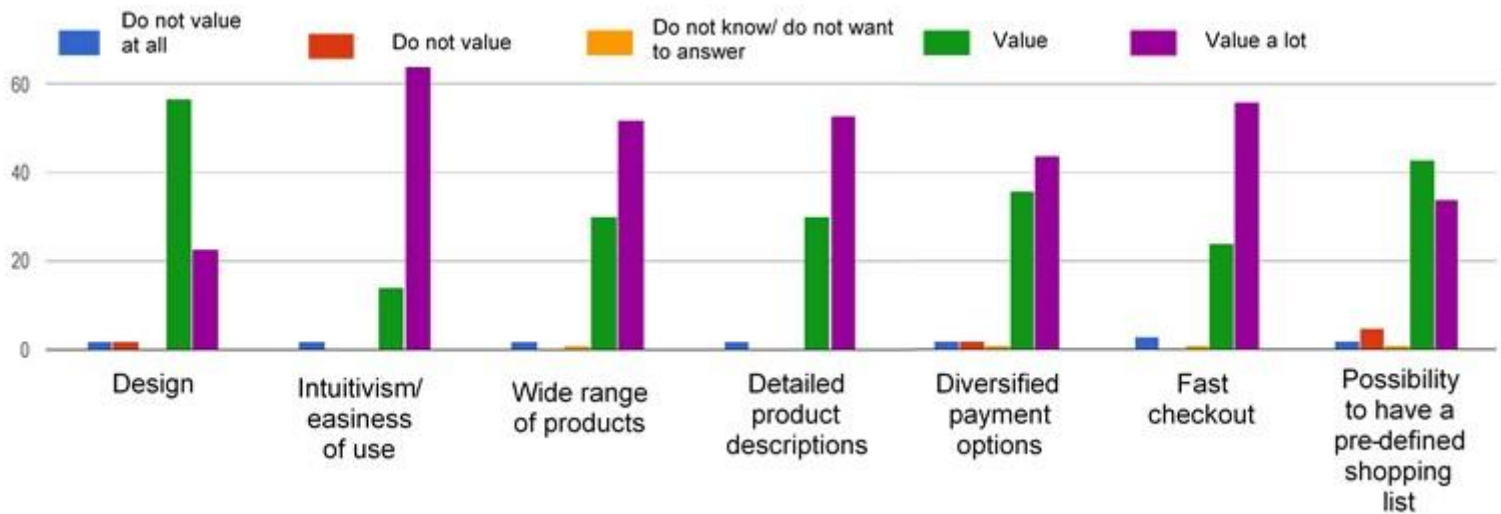


Chart 16 – Responders classification if they agreed or disagreed with some affirmations presented regarding online grocery shopping





Chart 17 – What online shoppers consider most important when buying groceries online

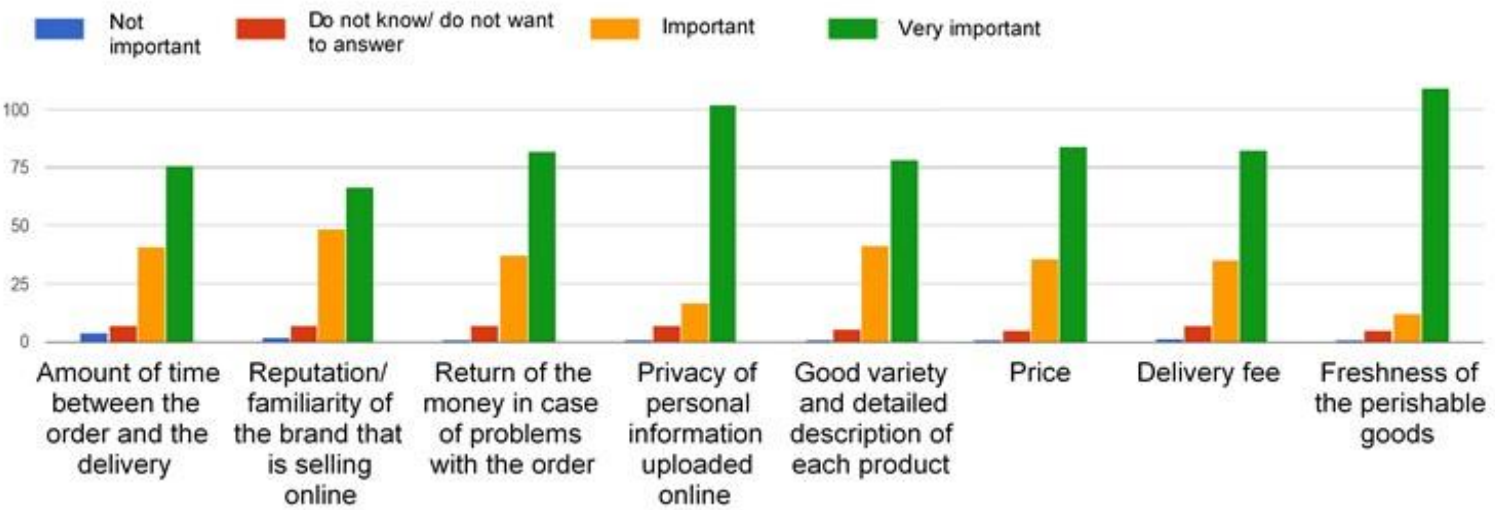


Chart 18 – Respondents answers regarding having easy access to healthy/bio/allergy-friendly foods near their residential area





Chart 19 – Respondents answers regarding if they have the concern to buy healthier and biological food options

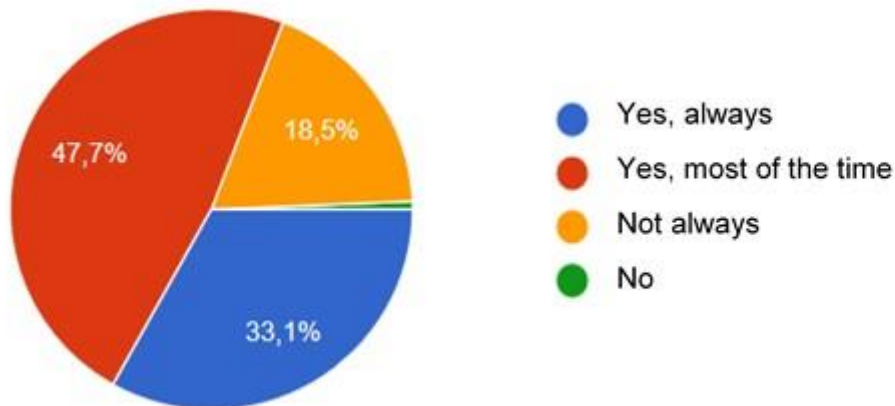


Chart 20 – Respondents answer regarding if they follow a specific diet



Chart 21 – Types of diets followed by the respondents





Chart 22 – Respondents answers regarding being familiar with the Go Natural brand



Chart 23 – Respondents answers regarding if they identify themselves with the Go Natural concept

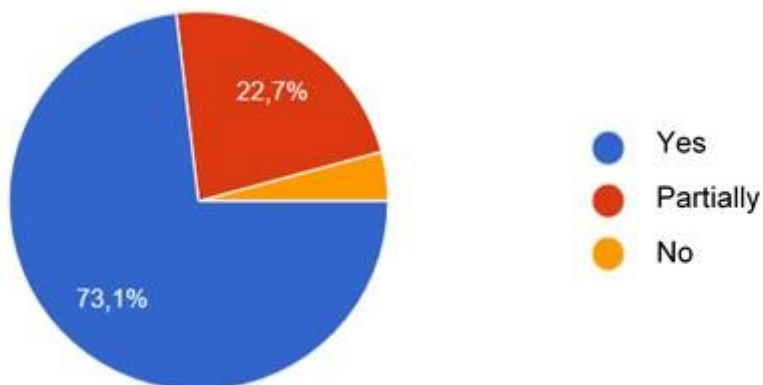


Chart 24 – Respondents answers regarding if they would consider Go Natural online supermarket to do their grocery shopping

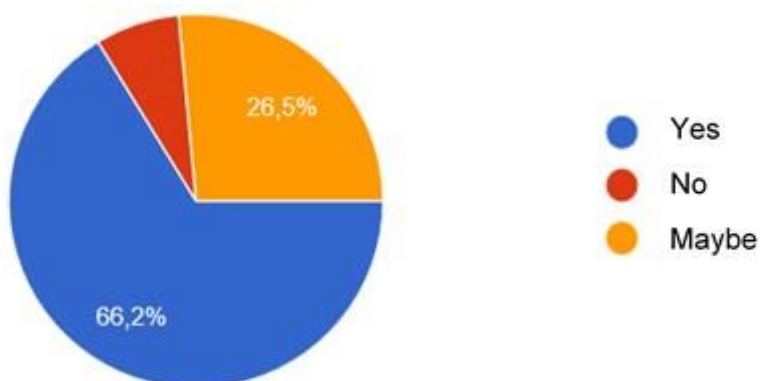
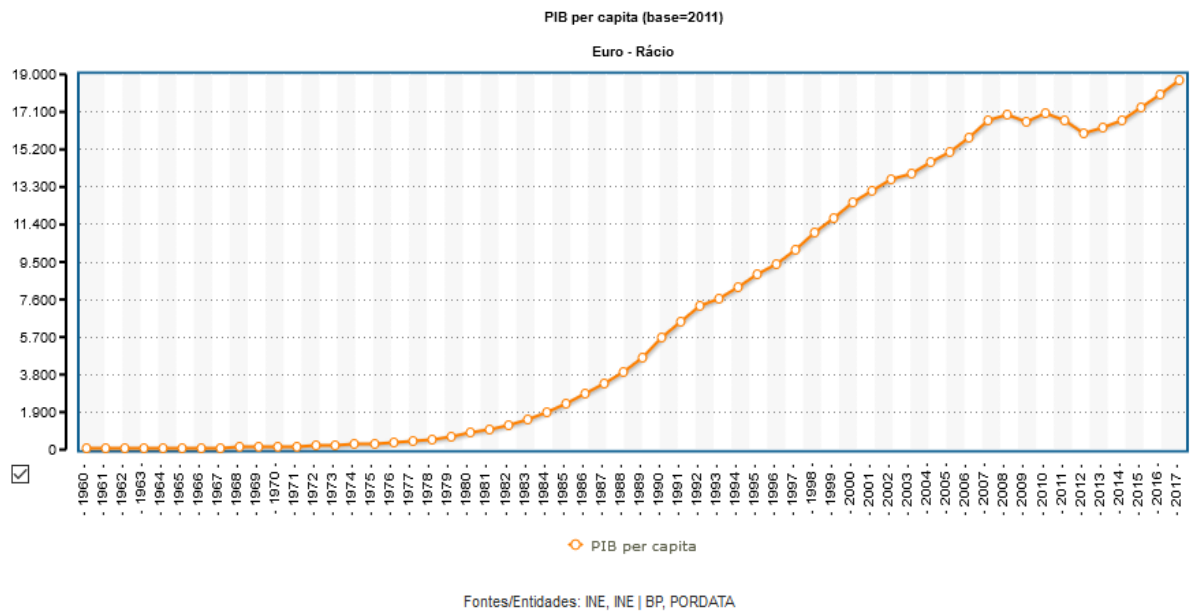




Chart 25 – Motives for responders to have answer “no” to the previous question



Annex VII – Economic situation
Chart 26 – PIB per capita in Portugal



Source: INE (2018)

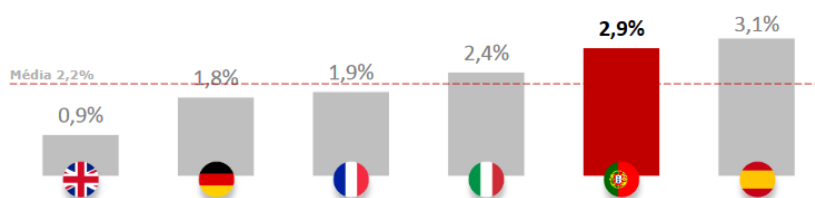


Chart 27 – Consumer confidence indicator



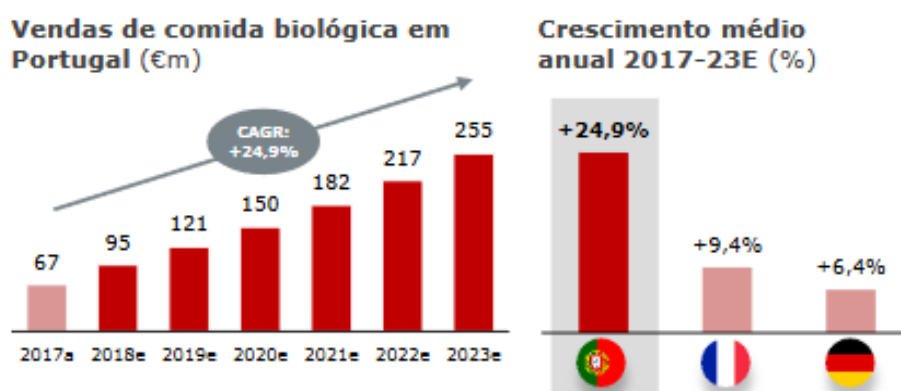
Source: Sonae (2018). *Apresentação da Sonae MC*

Chart 28 – Annual medium growth of sales in the grocery retail market



Source: Sonae (2018). *Apresentação da Sonae MC*

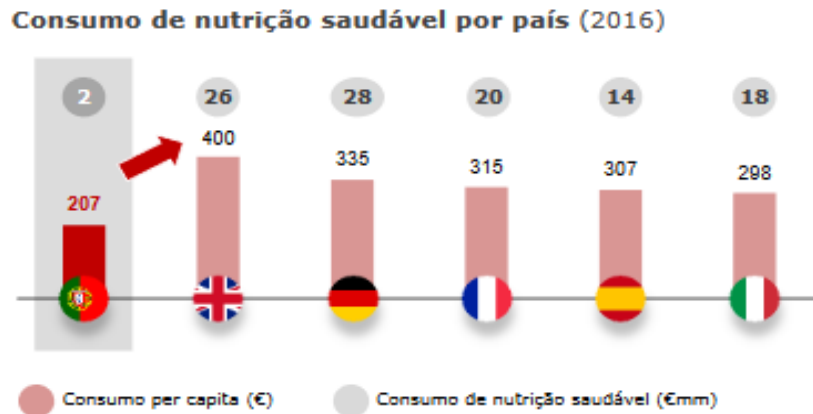
Chart 29 – Biologic food sales in Portugal and respective annual medium growth



Source: Sonae (2018). *Apresentação da Sonae MC*

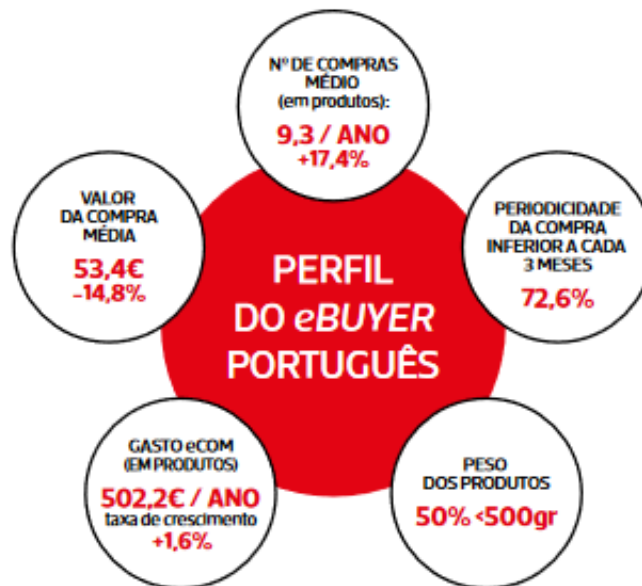


Chart 30 – Healthy nutrition consumption divided by country in 2016



Source: Sonae (2018). *Apresentação da Sonae MC*

Annex VIII – Technological changes
Figure 5 – Portuguese e-buyers profile



Source. CTT (2017). *Ecommerce report*



Annex IX – Competitors

Figure 6 – O Celeiro store environment



Source: Google images (2018)

Figure 7 – Pingo Doce store environment



Source: Google images (2018)

Figure 8 – Pingo Doce biologic range



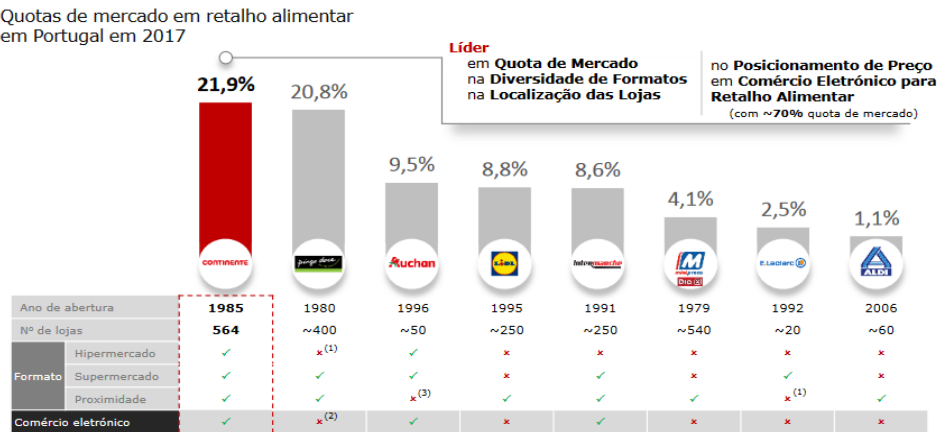
Source: Google images (2018)

Figure 9 – Jumbo store environment



Source: Google images (2018)

Chart 31 – Portuguese grocery retail market share



Source: Sonae (2018). Apresentação da Sonae MC

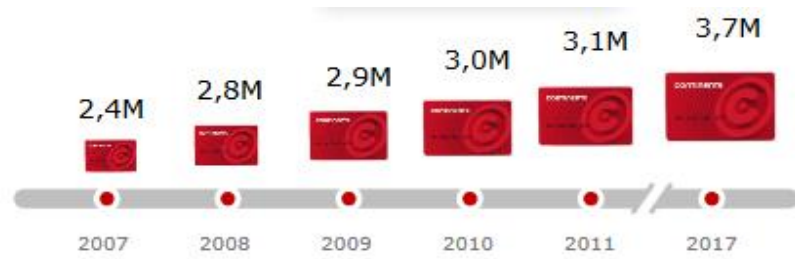
Annex X – Internal analysis
Figure 10 – Go Natural store environment



Source: Google images (2018)



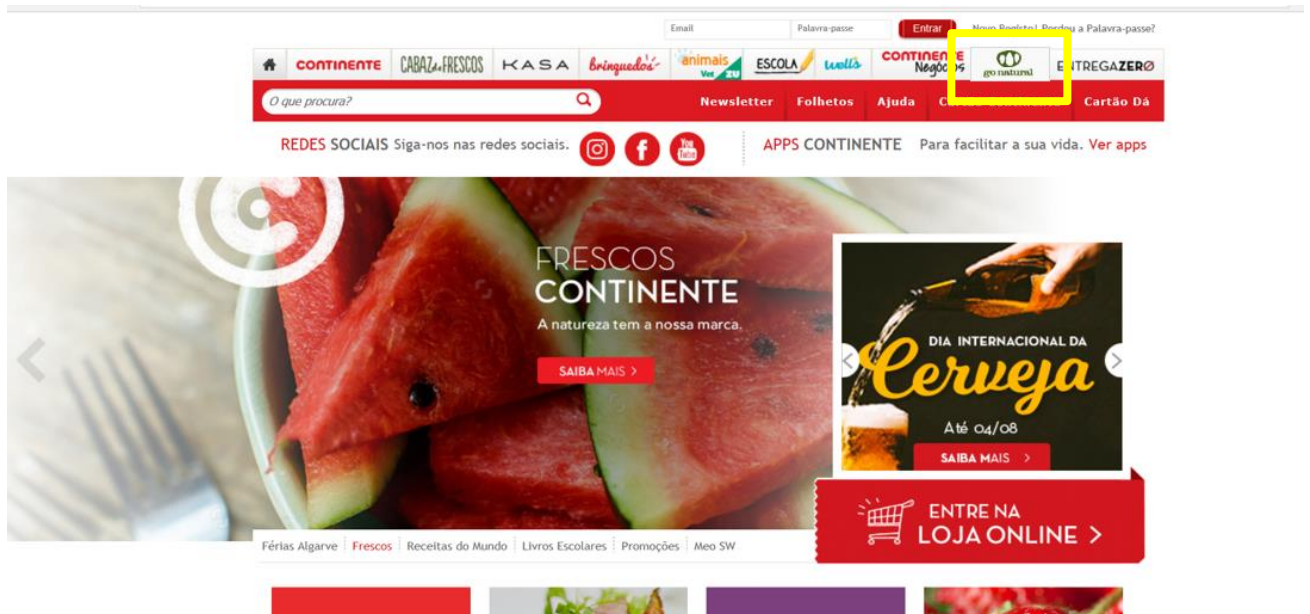
Figure 11 – Cartão Continente users evolution (in millions)



Source: Sonae (2018). *Apresentação da Sonae MC*

Annex XI – Go Natural's online supermarket strengths

Figure 12 – Simulation of the Go Natural tab integration in Continente.pt



Source: Continente.pt (adapted)



Figure 13 – Home delivery price/schedule

Entrega ao Domicílio							
HORAS	4 Ago Sábado	5 Ago Domingo	6 Ago Segunda	7 Ago Terça	8 Ago Quarta	9 Ago Quinta	10 Ago Sexta
08:00 10:00	€ 6.90	X	€ 6.90	€ 6.90	€ 6.90	€ 6.90	€ 6.90
10:00 14:30	€ 4.90	€ 5.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90
10:00 12:30	€ 5.90	€ 6.90	€ 5.90	€ 5.90	€ 5.90	€ 5.90	€ 5.90
12:00 14:30	€ 4.90	€ 5.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90
14:00 16:30	€ 5.90	€ 6.90	€ 5.90	€ 5.90	€ 5.90	€ 5.90	€ 5.90
14:00 18:30	€ 4.90	€ 5.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90
16:00 18:30	€ 4.90	€ 5.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90
18:00 22:30	€ 4.90	€ 5.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90	€ 4.90
18:00 20:30	€ 5.90	€ 6.90	€ 5.90	€ 5.90	€ 5.90	€ 5.90	€ 5.90
20:00 22:30	€ 5.90	€ 6.90	€ 5.90	€ 5.90	€ 5.90	€ 5.90	€ 5.90
21:30 23:30	€ 6.90	X	€ 6.90	€ 6.90	€ 6.90	€ 6.90	€ 6.90

Usfrua de entregas ilimitadas sem custos adicionais durante 100 dias!

Tenha ainda novidades antecipadas e acesso a campanhas exclusivas!

[Consulte aqui as condições do serviço](#)

Source: Continente.pt (2018)



Annex XII – Promotion
Table 5 – SIC advertisement prices



TABELA DE PREÇOS PUBLICIDADE NACIONAL ANO DE 2018
TABELA DE PREÇOS PUBLICIDADE NACIONAL ANO 2018 : EM VIGOR PARA TODAS AS EXIBIÇÕES A PARTIR DE 1 DE JANEIRO DE 2018
UNIDADE : EUROS

	6	8	10	15	20	25	30	35	40	45	60	
T01	184,74	230,91	269,94	351,44	374,19	444,91	476,38	629,09	779,89	967,77	1.485,50	T01
T02	369,46	461,80	539,85	702,84	748,34	889,78	952,71	1.258,11	1.559,69	1.935,43	2.970,83	T02
T03	583,91	729,86	853,21	1.110,81	1.182,72	1.406,25	1.505,72	1.988,39	2.465,03	3.058,87	4.695,28	T03
T04	874,56	1.093,16	1.277,92	1.663,75	1.771,45	2.106,25	2.255,23	2.978,16	3.692,06	4.581,50	7.032,48	T04
T05	1.194,29	1.492,81	1.745,12	2.271,99	2.419,07	2.876,27	3.079,72	4.066,94	5.041,83	6.256,44	9.603,47	T05
T06	1.517,91	1.897,30	2.217,98	2.887,62	3.074,55	3.655,64	3.914,21	5.168,93	6.407,98	7.951,71	12.205,66	T06
T07	1.791,78	2.239,63	2.618,16	3.408,62	3.629,28	4.315,21	4.620,44	6.101,55	7.564,15	9.386,41	14.407,88	T07
T08	2.133,47	2.666,72	3.117,44	4.058,64	4.321,38	5.138,12	5.501,55	7.265,10	9.006,62	11.176,39	17.155,45	T08
T09	2.392,48	2.990,47	3.495,91	4.551,37	4.846,01	5.761,91	6.169,46	8.147,11	10.100,05	12.533,24	19.238,18	T09
T10	2.652,13	3.315,03	3.875,32	5.045,34	5.371,95	6.387,25	6.839,03	9.031,32	11.196,22	13.893,47	21.326,10	T10
T11	2.940,22	3.675,13	4.296,28	5.593,39	5.955,48	7.081,07	7.581,92	10.012,35	12.412,41	15.402,66	23.642,66	T11
T12	3.230,87	4.038,43	4.720,99	6.146,31	6.544,20	7.781,05	8.331,42	11.002,11	13.639,42	16.925,26	25.979,82	T12
T13	3.494,40	4.367,83	5.106,06	6.647,65	7.077,99	8.415,73	9.010,99	11.899,52	14.751,95	18.305,81	28.098,91	T13
T14	3.775,38	4.719,03	5.516,63	7.182,17	7.647,11	9.092,41	9.735,54	12.856,32	15.938,11	19.777,72	30.358,26	T14
T15	4.055,71	5.069,43	5.926,25	7.715,46	8.214,93	9.767,55	10.458,43	13.810,94	17.121,56	21.246,27	32.612,45	T15
T16	4.343,78	5.429,51	6.347,19	8.263,49	8.798,43	10.461,33	11.201,28	14.791,92	18.337,69	22.755,38	34.928,89	T16
T17	4.646,08	5.807,36	6.788,90	8.838,56	9.410,73	11.189,36	11.980,80	15.821,32	19.613,84	24.338,97	37.359,66	T17
T18	4.948,36	6.185,20	7.230,60	9.413,61	10.023,01	11.917,36	12.760,29	16.850,68	20.889,96	25.922,51	39.790,35	T18
T19	5.218,35	6.522,67	7.625,11	9.927,23	10.569,88	12.567,59	13.456,51	17.770,08	22.029,74	27.336,88	41.961,37	T19
T20	5.506,43	6.882,76	8.046,06	10.475,27	11.153,40	13.261,39	14.199,39	18.751,10	23.245,92	28.846,04	44.277,88	T20
T21	5.811,95	7.264,65	8.492,49	11.056,49	11.772,24	13.997,19	14.987,24	19.791,49	24.535,70	30.446,54	46.734,62	T21
T22	6.100,03	7.624,73	8.913,43	11.604,51	12.355,74	14.690,97	15.730,09	20.772,47	25.751,83	31.955,65	49.051,05	T22
T23	6.423,64	8.029,22	9.386,29	12.220,14	13.011,22	15.470,34	16.564,58	21.874,46	27.117,98	33.650,92	51.653,24	T23
T24	6.775,66	8.469,23	9.900,67	12.889,81	13.724,24	16.318,12	17.472,33	23.073,19	28.604,06	35.495,00	54.483,86	T24
T25	7.130,91	8.913,28	10.419,77	13.565,64	14.443,82	17.173,70	18.388,43	24.282,95	30.103,81	37.356,05	57.340,52	T25
T26	7.457,75	9.321,81	10.897,35	14.187,40	15.105,83	17.960,83	19.231,23	25.395,92	31.483,57	39.068,21	59.968,63	T26
T27	7.837,55	9.796,54	11.452,32	14.909,92	15.875,13	18.875,53	20.210,63	26.689,27	33.086,95	41.057,85	63.022,68	T27
T28	8.158,57	10.197,80	11.921,39	15.520,62	16.525,36	19.648,65	21.038,44	27.782,44	34.442,16	42.739,54	65.604,03	T28
T29	8.506,08	10.632,16	12.429,17	16.181,70	17.229,24	20.485,57	21.934,55	28.965,80	35.909,18	44.559,98	68.398,36	T29
T30	8.936,90	11.170,67	13.058,70	17.001,29	18.101,88	21.523,14	23.045,50	30.432,88	37.727,94	46.816,89	71.862,65	T30
T31	9.294,37	11.617,49	13.581,03	17.681,32	18.825,94	22.384,04	23.967,30	31.650,17	39.237,02	48.689,53	74.737,10	T31
T32	10.052,79	12.565,48	14.689,25	19.124,12	20.362,14	24.210,58	25.923,04	34.232,83	42.438,77	52.662,60	80.835,66	T32
T33	11.308,02	14.134,45	16.523,41	21.512,04	22.904,64	27.233,62	29.159,90	38.507,28	47.737,85	59.238,27	90.929,13	T33
T34	13.228,79	16.535,32	19.330,06	25.166,05	26.795,20	31.859,49	34.112,97	45.048,09	55.846,56	69.300,43	106.374,26	T34
T35	16.094,85	20.117,74	23.517,97	30.618,35	32.600,46	38.761,95	41.503,65	54.807,89	67.945,88	84.314,57	129.420,57	T35
Índices de securidade 2018 (conversão a 2017)	0,4937	0,6171	0,7214	0,9392	1,0000	1,1890	1,2731	1,6812	2,0842	2,5863	3,9699	Índices de securidade 2018 (conversão a 2017)

Source: Impresa (2018). *Tabela de publicidade*



Table 6 – TVI advertisement prices

I. TELEVISÃO

1. TABELAS DE PUBLICIDADE 2018

DURAÇÕES PRINCIPAIS (EM SEGUNDOS)												VALORES EM EUROS
	5 "	10 "	15 "	20 "	25 "	30 "	35 "	40 "	45 "	50 "	60 "	
1	28,79	49,13	61,73	65,75	81,23	86,81	112,71	141,07	176,76	211,01	281,53	1
2	33,97	57,97	72,85	77,58	95,86	102,44	133,00	166,47	208,57	248,99	332,21	2
3	40,02	68,29	85,81	91,40	112,92	120,67	156,67	196,10	245,70	293,31	391,35	3
4	46,99	80,17	100,74	107,30	132,57	141,67	183,93	230,22	288,45	344,35	459,44	4
5	54,88	93,64	117,67	125,32	154,84	165,46	214,83	268,89	336,91	402,20	536,62	5
6	63,66	108,62	136,49	145,37	179,61	191,94	249,20	311,92	390,81	466,55	622,48	6
7	73,21	124,92	156,97	167,18	206,55	220,73	286,58	358,70	449,43	536,53	715,85	7
8	83,82	143,03	179,73	191,42	236,50	252,74	328,14	410,72	514,60	614,33	819,65	8
9	95,90	163,63	205,61	218,99	270,56	289,13	375,39	469,86	588,71	702,80	937,69	9
10	109,99	187,68	235,83	251,18	310,33	331,63	430,57	538,93	675,24	806,11	1.075,52	10
11	126,93	216,58	272,15	289,86	358,12	382,70	496,88	621,93	779,23	930,25	1.241,16	11
12	147,87	252,32	317,05	337,69	417,21	445,85	578,86	724,54	907,80	1.083,74	1.445,94	12
13	174,42	297,61	373,97	398,30	492,10	525,88	682,77	854,60	1.070,76	1.278,27	1.705,49	13
14	203,98	348,06	437,35	465,81	575,51	615,02	798,50	999,45	1.252,25	1.494,94	1.994,57	14
15	238,56	407,05	511,49	544,77	673,06	719,26	933,85	1.168,86	1.464,51	1.748,33	2.332,65	15
16	274,22	467,91	587,95	626,21	773,69	826,79	1.073,45	1.343,60	1.683,45	2.009,71	2.681,38	16
17	309,73	528,50	664,09	707,31	873,88	933,86	1.212,47	1.517,60	1.901,46	2.269,96	3.028,62	17
18	347,98	593,77	746,11	794,66	981,80	1.049,19	1.362,21	1.705,02	2.136,29	2.550,30	3.402,66	18
19	390,61	666,51	837,50	892,01	1.102,07	1.177,72	1.529,08	1.913,89	2.397,98	2.862,71	3.819,48	19
20	437,89	747,19	938,89	999,98	1.235,48	1.320,28	1.714,17	2.145,57	2.688,26	3.209,25	4.281,83	20
21	490,27	836,55	1.051,18	1.119,58	1.383,24	1.478,18	1.919,19	2.402,17	3.009,77	3.593,07	4.793,94	21
22	548,19	935,39	1.175,37	1.251,86	1.546,67	1.652,83	2.145,94	2.685,99	3.365,38	4.017,60	5.360,34	22
23	612,16	1.044,55	1.312,54	1.397,95	1.727,17	1.845,72	2.396,37	2.999,45	3.758,12	4.486,45	5.985,89	23
24	682,72	1.164,94	1.463,81	1.559,07	1.926,23	2.058,44	2.672,55	3.345,13	4.191,24	5.003,51	6.675,77	24
25	760,41	1.297,50	1.630,39	1.736,49	2.145,43	2.292,69	2.976,69	3.725,81	4.668,20	5.572,91	7.435,47	25
26	845,84	1.443,28	1.813,56	1.931,58	2.386,47	2.550,27	3.311,12	4.144,41	5.192,68	6.199,03	8.270,85	26
27	939,64	1.603,34	2.014,69	2.145,80	2.651,13	2.833,09	3.678,32	4.604,02	5.768,54	6.886,50	9.188,08	27
28	1.042,49	1.778,82	2.235,19	2.380,65	2.941,30	3.143,18	4.080,91	5.107,93	6.399,91	7.640,23	10.193,71	28
29	1.155,08	1.970,94	2.476,60	2.637,76	3.258,96	3.482,64	4.521,65	5.659,58	7.091,10	8.465,37	11.294,64	29
30	1.278,15	2.180,94	2.740,48	2.918,82	3.606,20	3.853,71	5.003,44	6.262,61	7.846,65	9.367,36	12.498,08	30
31	1.412,48	2.410,16	3.028,50	3.225,58	3.985,21	4.258,74	5.529,30	6.920,81	8.671,34	10.351,87	13.811,63	31
32	1.558,89	2.659,97	3.342,41	3.559,92	4.398,28	4.700,16	6.102,41	7.638,16	9.570,12	11.424,84	15.243,20	32
33	1.718,21	2.931,82	3.684,00	3.923,74	4.847,78	5.180,51	6.726,07	8.418,78	10.548,19	12.592,46	16.801,06	33
34	1.891,31	3.227,20	4.055,16	4.319,06	5.336,19	5.702,45	7.403,73	9.266,97	11.610,92	13.861,15	18.493,77	34
35	2.079,12	3.547,66	4.457,84	4.747,94	5.866,08	6.268,70	8.138,92	10.187,18	12.763,88	15.237,56	20.330,20	35
36	2.282,57	3.894,80	4.894,04	5.212,52	6.440,07	6.882,10	8.935,31	11.183,99	14.012,83	16.728,56	22.319,51	36
37	2.502,60	4.270,26	5.365,82	5.715,01	7.060,90	7.545,53	9.796,67	12.262,13	15.363,67	18.341,19	24.471,11	37
38	2.740,23	4.675,72	5.875,31	6.257,65	7.731,33	8.261,98	10.726,87	13.426,42	16.822,45	20.082,68	26.794,64	38
39	2.996,44	5.112,90	6.424,65	6.842,74	8.454,21	9.034,47	11.729,83	14.681,79	18.395,34	21.960,41	29.299,94	39
40	3.272,26	5.583,54	7.016,04	7.472,62	9.232,42	9.866,10	12.809,56	16.033,25	20.088,64	23.981,87	31.997,00	40
41	3.568,73	6.089,41	7.651,69	8.149,64	10.068,88	10.759,97	13.970,11	17.485,86	21.908,67	26.154,63	34.895,93	41
42	3.886,88	6.632,28	8.333,84	8.876,18	10.966,52	11.719,22	15.215,54	19.044,72	23.861,82	28.486,31	38.006,90	42
43	4.227,76	7.213,93	9.064,72	9.654,62	11.928,28	12.746,99	16.549,94	20.714,95	25.954,51	30.984,56	41.340,10	43
44	4.592,40	7.836,13	9.846,55	10.487,33	12.957,09	13.846,42	17.977,38	22.501,61	28.193,08	33.656,98	44.905,69	44
45	4.981,84	8.500,64	10.681,54	11.376,65	14.055,86	15.020,60	19.501,86	24.409,75	30.583,86	36.511,09	48.713,69	45
46	5.397,07	9.209,16	11.571,85	12.324,90	15.227,41	16.272,56	21.127,34	26.444,30	33.133,02	39.554,29	52.773,98	46
47	5.839,09	9.963,39	12.519,58	13.334,31	16.474,54	17.605,29	22.857,67	28.610,09	35.846,62	42.793,79	57.096,17	47
48	6.308,85	10.764,95	13.526,78	14.407,05	17.799,91	19.021,63	24.696,57	30.911,77	38.730,48	46.236,55	61.689,55	48
49	6.807,25	11.615,38	14.595,40	15.545,21	19.206,10	20.524,34	26.647,59	33.353,80	41.790,18	49.889,23	66.563,02	49
50	7.335,15	12.516,15	15.727,27	16.750,74	20.695,54	22.116,00	28.714,12	35.940,39	45.031,01	53.758,15	71.724,99	50
51	7.893,35	13.468,63	16.924,11	18.025,47	22.270,47	23.799,03	30.899,26	38.675,45	48.457,87	57.849,14	77.183,26	51
52	8.482,59	14.474,06	18.187,50	19.371,07	23.932,96	25.575,63	33.205,89	41.562,57	52.075,25	62.167,58	82.944,99	52
53	9.103,52	15.533,57	19.518,82	20.789,03	25.684,85	27.447,76	35.636,56	44.604,95	55.887,16	66.718,25	89.016,57	53
54	9.756,70	16.648,10	20.919,30	22.280,65	27.527,74	29.417,14	38.193,48	47.805,36	59.897,06	71.505,28	95.403,50	54
55	10.442,59	17.818,46	22.389,93	23.846,98	29.462,94	31.485,16	40.878,49	51.166,07	64.107,83	76.532,10	102.110,37	55
56	11.161,56	19.045,26	23.931,47	25.488,84	31.491,46	33.652,92	43.692,97	54.688,86	68.521,65	81.801,34	109.140,67	56
57	11.913,85	20.328,91	25.544,45	27.206,79	33.613,99	35.921,12	46.637,88	58.374,89	73.140,01	87.314,75	116.496,75	57
58	12.699,57	21.669,60	27.229,11	29.001,08	35.830,83	38.290,12	49.713,65	62.224,71	77.963,59	93.073,16	124.179,71	58
59	13.518,69	23.067,29	28.985,39	30.871,65	38.141,92	40.759,83	52.920,18	66.238,20	82.992,25	99.076,37	132.189,30	59
60	14.371,05	24.521,69	30.812,92	32.818,10	40.546,77	43.329,74	56.256,79	70.414,52	88.224,91	105.323,14	140.523,83	60

Source: TVI (2018). *Informação comercial*



Annex XII - Implementation
Table 7 – Implementation schedule

	January	February	March	April	May
Hiring and training the new team of employees	X	X			
Website construction			X	X	
Website testing				X	
Product pictures and delineation of product descriptions				X	
Marketing plan development				X	
Website launch					X
TV advertising					X
Launch event					X
Promotional offering of 20% discount					X
Results assessment					X

Source: The author (2018)