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## Empowering Private Labels through Packaging

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An analysis about the implementation of copycat strategies on private labels

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## **Abstract (EN)**

**Dissertation Title:** Empowering private labels through packaging: An analysis about the implementation of copycat strategies on private labels

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Private Labels (PLs) are an important instrument for retailers to increase their relative market power since they may increase customer loyalty, improve margins and sales and lower prices. In fact, retailers are constantly being challenged to search for methods which can leverage their own brands, namely packaging strategies. However, in order to reach its full potential, it is imperative to comprehend the real value behind the new prevalent packaging trend across PLs: Copycat packaging strategy.

Hence, the present dissertation aims to analyze and understand the potential effects of PLs' copycat packaging strategy on consumers' perceptions toward products, assessing to what extent the adoption of this strategy triggers consumers' purchase intention. To this end, the Portuguese retailer Sonae MC kindly provided access to the necessary data for this study.

By conducting exploratory and descriptive research approaches, results revealed that the higher the level of copycat packaging on PLs, the higher the probability that PLs are perceived as being produced by the same manufacturer as National Brands (NBs), contributing to enhanced perceptions of quality. Moreover, consumers perceive copycat packaging PL' products as being more expensive than PL' products which follow distinct packaging strategies.

Ultimately, the present dissertation demonstrates that copycat packaging strategy is a beneficial strategy that must be adopted by retailers, since it increases consumers' purchase intention of PLs.

**Keywords:** Private Labels, Sonae MC, Packaging, Copycat Packaging Strategy, Purchase Intention.

## Resumo (PT)

**Título da Dissertação:** Empowering private labels through packaging: An analysis about the implementation of copycat strategies on private labels

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As Marcas Próprias (MPs) assumem um papel crítico e de grande relevância para os retalhistas, uma vez que representam um valioso contributo para o aumento da sua quota de mercado, tendo em conta que possibilitam o aumento da lealdade dos consumidores, melhoram margens, e permitem a oferta de preços baixos. Desta forma, os retalhistas são constantemente desafiados para procurarem métodos que alavanquem as suas próprias marcas, nomeadamente estratégias relacionadas com o embalamento. No entanto, para que as MPs aproveitem todo o seu potencial, é imperativo a compreensão do valor acrescentado da nova tendência de embalamento das MPs: Estratégia *Copycat*.

Neste sentido, esta dissertação visa analisar e compreender o potencial impacto da adoção da estratégia *copycat* na perceção dos produtos pelos consumidores, avaliando em que medida a adoção desta estratégia estimula a intenção de compra dos consumidores. Para este fim, o retalhista português Sonae MC, gentilmente cedeu acesso aos dados necessários para este estudo.

Através de métodos descritivos e exploratórios, concluiu-se que, quanto maior o nível de *copycat* nas MPs, maior é a probabilidade dos consumidores percecionarem que estes produtos foram produzidos pelo mesmo fornecedor que produtos de Marca de Fornecedor, contribuindo conseqüentemente para perceções de qualidade mais elevadas. Adicionalmente, os consumidores percecionam os produtos *copycat* como mais caros que os outros produtos de MPs.

Por fim, este estudo demonstra que é benéfico a adoção da estratégia *copycat*, uma vez que, em última análise, aumenta a intenção de compra dos consumidores dos produtos de MPs.

**Palavras-chave:** Marcas Próprias, Sonae MC, Embalamento, Estratégia *Copycat*, Intenção de Compra.

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Despite how challenging and overwhelming a final dissertation may be, I believe it was an on-going learning process that actively contributed to my professional and personal growth. Indeed, I tested myself by developing the present dissertation during the participation in the Call for Solutions Program by Sonae, a program of innovation directed towards final year Master' students.

Therefore, I would like to take this opportunity to express my sincere gratitude to everyone involved throughout the elaboration process of my dissertation. First of all, I address my acknowledgments to my academic advisor, Professor Rute Xavier, for her steady support, availability, and patience to guide me during my Master Program' final stage. In addition, I want to express my sincere appreciation to Professor Rita Coelho do Vale, for her valuable inputs that improved my research.

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Finally, I would like to address my sincere thanks to my friends and family, especially to my parents, for the love and ambition of providing me the best opportunities to succeed in life, and who have shaped me into the person I am today.

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## CHAPTER 1: INTRODUCTION

Private labels (PLs) or store brands (SBs), generic products owned by retailers, have been experiencing substantial growth in sales over the last few decades, gaining increasing importance around the world (Sethuraman & Gielens 2014). In high developed markets, PLs can account for nearly 26% of unit sales and 20% of dollar sales (Ashley 2011). Indeed, they are soon reaching more than \$100 billion in sales (Henkes et al. 2014).

Despite the fact that the worldwide economic downturn has indisputably contributed to push up PLs' sales, experts defend that the real driving force is the vast improvement in quality, product lines (Henkes et al. 2014) and packaging of PLs (Miller 1992).

Packaging is a crucial and often somehow disregarded marketing tool that can differentiate products from competitors product' offerings and boost sales (Kotler & Armstrong 2011). It can have an impact on consumers' attitudes toward products (Rundh 2005; Vale & Matos 2015), maintaining positive and unique associations as a mean of strengthen consumer-brand relationships (Underwood 2003). Hence, PLs' packaging has been gradually evolving, from what was initially plain, not attractive generic-style boxes, to eye-catching packaging with a colorful appearance, and a unique shape (Henkes et al. 2014). That being said, PLs are currently adopting packaging strategies that assume visual similar attributes of those of national brands (NBs) (Dobson 1998; Kapferer 1995; Warlop & Alba 2004), a strategy that is called copycat; attempting to benefit from the same positive associations held by consumers, with no requirement for heavy investments (Aribarg et al. 2014). NBs are products manufactured and distributed nationally by large manufacturers under a brand name.

Taking into consideration this increasing trend experienced worldwide, it motivated me to investigate to what extent the adoption of a copycat packaging strategy by PLs affects brand consideration and preference, and consequently the likelihood of purchase of PLs. That being said, the present dissertation is developed with the purpose of understanding the potential effects of PLs' copycat packaging strategy on consumers' purchase behavior, assessing consumers' perceptions about the products regarding quality and price indicators, and preference toward PLs. Therefore, in order to address this aim, a key problem statement is presented:

***What is the impact of copycat packaging strategy of private labels on consumers' purchase intention?***

Ultimately, the goal of this dissertation is to provide valuable insights concerning to what extent PLs' copycat packaging strategy can trigger consumers' purchase intention, and thereby lead to increased PLs' sales and profitability. More specifically, this dissertation will address the following research questions:

- 1) *What are consumers' current perceptions regarding private labels?*
- 2) *What is the impact of private labels' copycat packaging strategy on consumers' perceptions?*
- 3) *What is the impact of private labels' copycat packaging strategy on consumers' purchase intention?*

Due to the opportunity of participating in the Call for Solutions Program of Sonae, which comprises an internship at Sonae MC - the Portuguese market leader in the grocery store business under the brand Modelo e Continente Hipermercados (MCH) - in the Private Label Commercial Department, this dissertation is performed uniquely and exclusively with market insights, expert advice and empirical data related to Sonae MC' products in Portugal. Moreover, due to the aim of the present dissertation, empirical data was compiled and studied only for Continente mainstream brand' products, excluding first price brand' products (é Continente), as well as venture brand' products (Kasa, note it, My Label, Bem Me Quer, Contemporal, packIt) of Sonae MC.

In order to collect information, a variety of resources were used in the implementation of the dissertation. Specifically, both qualitative and quantitative methods were conducted. This study utilized a preliminary survey to designer specialists of Sonae MC, and a cross-sectional online survey to understand consumers' perception on copycat packaging, on a posterior phase. Additionally, one must not neglect the fact that a strong literature research base was crucial to each step throughout the study.

This dissertation is organized in the following major sections. First, a review of the extant private label literature is offered, followed by a brief overview of packaging and copycat packaging literature to date. The 3<sup>rd</sup> chapter thoroughly describes the methodology used to collect the data in order to answer the research questions. The 4<sup>th</sup> chapter reveals the statistical results of the analysis. Lastly, the 5<sup>th</sup> chapter emphasizes the global conclusions, making a brief overview of what has been discussed in this dissertation and providing recommendations, in regard to the design of PLs' packaging to increase attractiveness, and consequently, the adoption of PLs.

## **CHAPTER 2: LITERATURE REVIEW**

A systematic and relevant theoretical contextualization becomes essential for the accurate comprehension of the topics covered by the present dissertation. As a result, in order to develop this analysis, this chapter is divided into three main sections: (i) Private Labels; (ii) Packaging; and (iii) Copycat Packaging Strategy.

### **2.1. Private Labels: Generic No More**

Private labels (PLs) have long evolved from its early days of black and white generic labels. They have witnessed increasing growth worldwide (Sethuraman & Gielens 2014), being present in almost every product category (Geyskens et al. 2010; Hoch & Banerji 1993), posing significant challenges for national brands (NBs) (Steenkamp et al. 2010). According to PLMA's 2015 Private Label Yearbook, unit market share for PLs' products was 23.1% in supermarkets, and 17.3% in drug chains, in the United States. In fact, more than 50% of American consumers frequently purchase PLs (Amrouche et al. 2014). They are estimated to account approximately for \$1 of every \$3 spent in the consumer packaged goods market (Nielsen 2014).

Indeed, recent data indicate that PLs are achieving extraordinarily high penetration rates in some countries, particularly in Europe. For instance, Portugal has the fifth highest PLs' share in Europe at 33% (Nielsen 2016).

#### **2.1.1. Private Labels' Definition**

PLs can be referred to as private brand, house brand, own brand, store brand or even retailer brand (PLMA 2015). They can have a own brand name or be named under the retailers' brand name (Ailawadi & Keller 2004). They are me-too products that permit retailers not only to compete against NBs (Bergès et al. 2009), but also to differentiate its offerings from competing retailers (Ailawadi & Keller 2004; Sayman et al. 2002). Indeed, each retailer owns exclusive rights to the distribution of products that exist under their PLs (Ailawadi & Harlam 2004; Ailawadi et al. 2008; Hoch & Banerji 1993).

PL' products can range from low quality, no-name generic products to premium quality and high value-added products that are priced close to NBs (Ailawadi & Keller 2004). In fact, increasingly more retailers are creating a line of PLs along these tiers. For instance, the brand architecture of the Portuguese retailer Continente comprises: (i) first price brand, (ii) Continente mainstream brand with its respective branches, and (iii) superior/premium quality brands; as well as (iv) venture brands (Appendix 1).

### **2.1.2. Emergence and Evolution of Private Labels**

Retail industry has gradually suffered significant changes since the late 1800s and early 1900s, with retailers transforming not only their store sizes and environment, but also their product portfolio and assortment (KPMG 2011).

Over 50 years ago, upon the introduction of PLs by retailers as one of their merchandising tools, retailers were smaller than manufacturers, and consumers perceived NBs as the ultimate symbol of trust, quality and innovation (Amrouche et al. 2014), partly or completely discarding PLs. It was not until the 1970s, with retailers' consolidation and international expansion, that value-added PL' products were introduced (Kumar & Steenkamp 2007). At that time, PLs were positioned as the cheapest alternative, a first-price product intended to price sensitive consumers.

This created a new dynamic on the retail industry, and changed the relationship between manufacturers and retailers (Vale & Matos 2015). Ultimately, the proliferation and penetration of PLs increased retailers' bargaining power, consolidating their role as NBs' competitors rather than only distributors of their products (Amrouche et al. 2014).

Hence, whilst most retailers carry NBs, they increasingly offer PL' products “for consumer pull to upsurge their relative market power and their share of the total channel profit pie” (Ailawadi & Keller 2004).

It is worth mentioning that the financial pressures felt while and post-economic recession forced many consumers to adopt a more value-conscious mindset, contributing to the dissemination of PLs (Nielsen 2014), since they are in average 20% cheaper than NBs (Bergès et al. 2009). However, despite the fact that some attribute the growth of PLs to the economic downturn (Kumar & Steenkamp 2007; Nielsen 2014), as well as to the decline of NBs (Ailawadi & Keller 2004), retail consolidation and the expansion of the discount format are key drivers for PLs growth in developed markets (Nielsen 2014). Furthermore, it is undoubtedly incontestable that branding strategies also played a significant role (Ailawadi & Keller 2004), namely packaging strategies (Miller 1992).

Today, PL' products are far superior to those low cost generic products familiar from the 1970s (Ashley 2011). Retailers are increasingly moving from a focus on price to a quality positioning (Steenkamp et al. 2010), delivering both quality and value in PLs' lines (Miller 1992). Consequently, nowadays, purchasing PLs is progressively perceived as a “smart” decision: inferior price at a NBs' equivalent quality (Kumar & Steenkamp 2007).

### **2.1.3. Retailers' Rational to Own Private Labels**

The retailers' rationale for the development of PLs is not only to stimulate consumers' loyalty, to lower prices and to gain negotiation leverage over manufacturers, by controlling the merchandising arena, but also due to the fact that PLs increment retailers' margins (Ailawadi & Keller 2004). Ashley (2011) highlights that "according to Steven A. Burd, CEO of Safeway, food retailers make a 25% gross margin on branded product sales compared to a 35% margin on PLs sales". Ultimately, PLs are crucially important to retailers' profitability (Ashley 2011).

Indeed, these factors allow retailers to be less economically dependent on manufacturing products (Ailawadi & Harlam 2004; Bloom & Perry 2001).

### **2.1.4. Category Specific Proneness of Private Labels**

According to Ailawadi & Keller (2004), "PLs proneness is more category specific than consumer specific." In other words, there is a significant variation in PLs' share across categories (Sethuraman & Gielens 2014).

PLs perform better in less concentrated categories, with a small number of brands, in which there is a large gap on pricing between NBs and PLs (Sethuraman & Gielens 2014). Price is essential to most consumers and is the real driving force of consumers' purchase intent for PLs (Nielsen 2014). Actually, "70% say they purchase PLs to save money." – Nielsen 2014. However, perceived quality is also a key driver of PLs share (Ailawadi & Keller 2004). In fact, the perceived PLs quality differential with NBs has a stronger effect on PLs' share than the price differential (Ailawadi & Keller 2004). According to Sethuraman & Gielens (2014), researchers have found that the price differential effect is not strong and is category dependent, in models that incorporate the quality differential. Evidently, consumers are attracted by the price benefit but they are still conscious regarding quality, and pursue a good quality-price ratio (Bergès et al. 2009). And, PLs deliver on both of these elements (Nielsen 2014).

Moreover, PLs' success is strongest in utilitarian versus hedonic categories (Ailawadi & Keller 2004). PLs incur on higher sales and shares in commodity-driven, high purchase frequency categories and those where consumers perceive little differentiation. In other words, PLs perform better when purchasing a brand of a low-involvement, low-risk purchase category, in which consumers are less loyal to a particular brand (Nielsen 2014) and are more motivated to seek lower prices for greater monetary savings (Sethuraman & Gielens 2014). On the other hand, on categories with high innovation rate, high product differentiation and

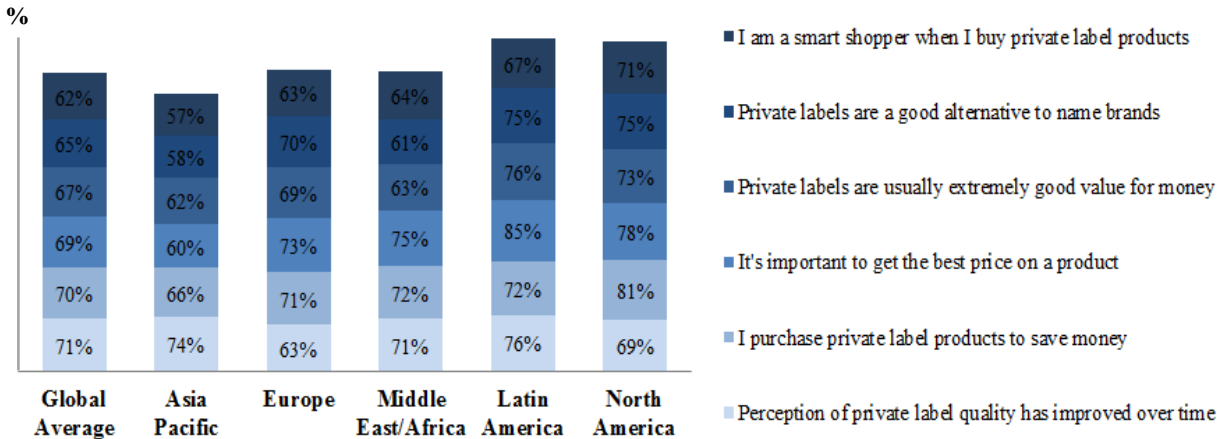
that are comprised by NBs with strong brand equity and strong marketing support, PLs' penetration reveals to be more difficult (Nielsen 2014).

**2.1.5. Consumers Perceptions of Private Labels**

Long gone are the days that PLs were viewed merely as a low-cost compromise to quality offerings of NBs (Nielsen 2014). Nowadays, PLs' perceptions are overwhelmingly positive around the world, with strongest value shares in developed regions like Europe and North America (Nielsen 2014), being perceived as close substitutes of NBs (Bergès et al. 2009; Vale & Matos 2015).

According to a global Nielsen survey (2014), as depicted in Figure 1, 70% of consumers in Europe believe that PLs are good alternatives to NBs (Nielsen 2014), as they are increasingly high quality products that satisfy consumer needs across a multiplicity of price tiers (Nielsen 2014). Moreover, 71% of global respondents state that PLs' quality has improved over time. PLs' differentiation argument for consumers has been “good value for money” (Ailawadi & Keller 2004), meaning that consumers perceive PL' products with an undeniable positive quality-price ratio, in comparison with NB' products. Indeed, according to Nielsen (2014), 69% of European respondents infer that PLs offer extremely good value for money. Ultimately, in compliance to actual consumers' perceptions, PLs appear to have reached the confidence level of NBs (Bergès et al. 2009), and are no longer perceived as the “low-quality relatives” of NBs (Vale & Matos 2015).

Figure 1. Perception of Private Labels across the Globe



Source: *The State of Private Label Around the World*, Nielsen, 2014

## **2.2. Packaging**

A tool of sales promotion, a stimulator of impulsive buying behavior, a set of distinct elements communicating mixed messages to a consumer (Kuvykaite et al. 2009), an instrument to differentiate products from competitors' product offerings (Kotler & Armstrong 2011); packaging is a myriad of potential tactics. As brand loyalties decline and purchase decisions made at the point of sale increase to 82% (POPAI 2014), packaging is increasingly a critical product-related attribute that can tremendously affect consumers' purchase decision. Upon the consumer decision-making process, packaging becomes vital, as it communicates a series of product features and feelings to consumers, while they are deciding at the point of sale (Silayoi & Speece 2007).

By understanding how important packaging can be as a tangible marketing communication vehicle (Underwood 2003), retailers are increasingly spending more money on it, as they realize it is an investment (Miller 1992).

### **2.2.1. Role of Packaging**

In an era of profound changes in the retailing industry, where the competitive environment is fiercer than ever (Kuvykaite et al. 2009), and core product attributes, namely quality, are becoming homogeneous (Reimann et al. 2010), the role of packaging has dramatically changed (Kuvykaite et al. 2009), becoming one of the most valuable differential factors influencing consumers' buying behavior.

"The definition of packaging is itself a source of contention" (Underwood 2003). Indeed, the traditional role of the package is to contain, deliver and protect the product against potential damage throughout the distribution channels (Kuvykaite et al. 2009), as well as facilitate storage, use and convenience, guaranteeing suitability (Kotler & Armstrong 2011).

However, packaging is much more than a tool for protecting products; it is a vital instrument in today's marketing communication, a vehicle for consumer communication and branding (Rettie & Brewer 2000). Packaging can attract consumers' attention to a particular brand (Rundh 2005) as well as transmit its adequate value (Kuvykaite et al. 2009). It can be not only an "expression of brand personality and of individuality" (Underwood 2003), but it can also enhance a brand's image. Hence, by conveying messages about product attributes, packaging allows consumers to imagine how a product looks, tastes, feels, and smells, only by the package' imagery (Silayoi & Speece 2007).

Furthermore, packaging can influence consumer's perceptions toward products (Steenkamp et al. 2010), increase consumers' perceptions of quality (Zaichkowsky & Simpson 1996),

strengthen the emotional bond between consumer and brand (Underwood 2003), and help positioning a brand in the mind of consumers (Kuvykaite et al. 2009).

### **2.2.2. Elements of a Package**

There is a lack of agreement on classification of package elements in scientific literature (Kuvykaite et al. 2009). Kotler (2003) emphasizes six variables that must be assessed when employing packaging decisions: form, size, material, color, text and brand. On the other hand, according to Underwood (2003), packaging elements should be divided into two distinct elements: graphic elements (color, typography, logos) and structural elements (shape, size, and materials).

Moreover, Silayoi & Speece (2007) comprise another perspective, referring package design as having two blocks of components: visual elements (graphics, color, shape, and size) and informational elements (product information, such as producer, country-of-origin, brand and technology). While visual elements of packaging have an impact on consumers' emotions; informational elements affect consumer's cognitive orientation.

Ultimately, what they all have in common is the validation that package should be treated as a number of distinct elements, which unequally affect the way consumers evaluate and choose products, and communicate different messages to consumers (Kuvykaite et al. 2009).

### **2.2.3. Impact of Packaging on Consumer's Purchase Intention**

Being an essential tool to the creation and communication of brand identity, packaging tremendously affects consumers' choice responses upon a purchase scenario. In fact, not only do aesthetic packages significantly increase emotional responses, and thus, the reaction time of consumers (Reimann et al. 2010), but they also impact consumers' attitudes towards products (Steenkamp et al. 2010), contributing to positive and unique responses as a mean of strengthen consumer-brand relationships (Underwood 2003). Aesthetic packages can activate an immediate desire to own the product (Norman 2008), an increased craving to show it off (Bloch 1995), as well as a higher willingness to pay for the product (Bloch et al. 2003).

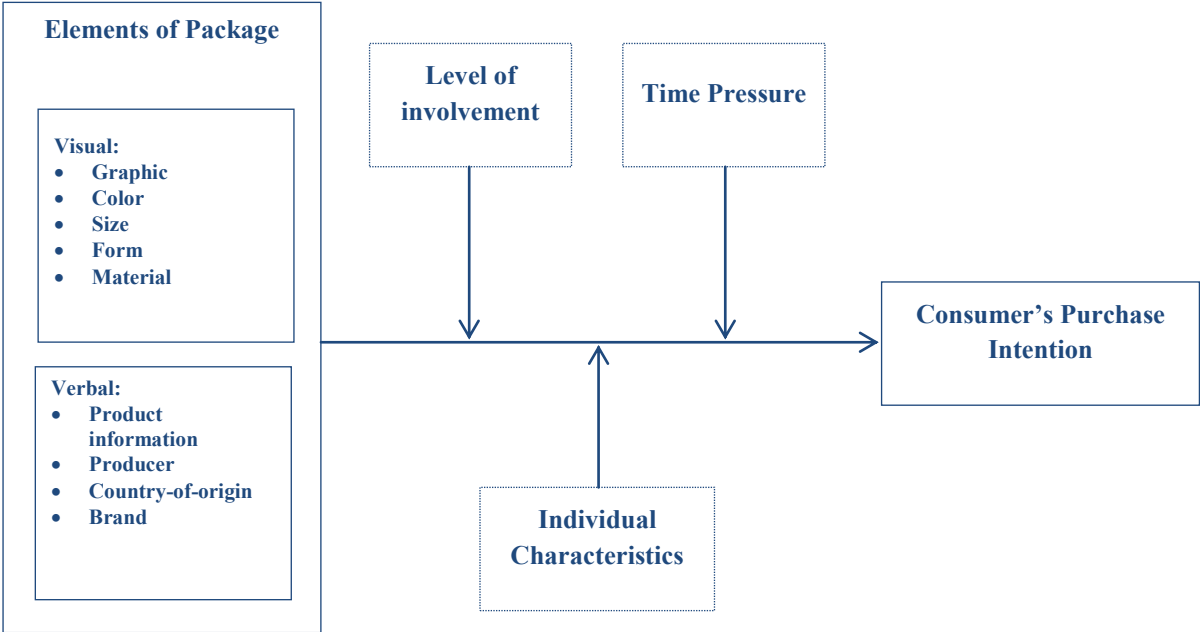
According to Kuvykaite et al. (2009), consumers' purchase intention is dependent on: (i) consumer's involvement level, (ii) time pressure, and (iii) individual characteristics of consumers (Figure 2).

Literature analysis confirms that elements of a package on low involvement products, have stronger effects than on high involvement products (Silayoi & Speece 2007). Moreover, in an era of profound changes in consumer behavior, where convenience has become a relevant

criteria, most of consumers shop under high levels of time pressure. Not only they purchase fewer products than intended, but also purchase decisions are increasingly made in-store without prior planning. Hence, one can infer that the higher the time pressure, the higher the impact of packaging, as it will help consumers to rapidly decide at the point of sale (Silayoi & Speece 2007).

Besides, the impact of packaging on consumer's buying behavior is also affected by their individual characteristics, such as gender, age, education, and culture. For instance, women, who are the main responsible for household shopping (POPAI 2014), are more influenced by visual elements of packaging than men are (Kuvykaite et al. 2009).

Figure 2. Drivers of Packaging on Consumer's Purchase Intention



Source: Impact of package elements on consumer's purchase decision. *Economics and Management*, Kuvykaite, R., Dovaliene, A. & Navickiene, L., 2009

### **2.3. Copycat Packaging Strategy**

Copycats, also called me-too products (Amrouche et al. 2014), are products which imitate the visual appearance of an existing successful brand, often the product category leader (Miceli & Pieters 2010), as a persuasion tool (Warlop & Alba 2004). They can mimic low-level package elements, namely color, shape, size, lettering, among others; as well as high-level premises, such as benefits, and usage context (Miceli & Pieters 2010).

Despite the fact that visual uniqueness seems to be an essential determinant of brand success by allowing to be identified in the crowded marketplace (Warlop & Alba 2004), copycat strategies are an overwhelmingly prominent phenomenon (Kumar & Steenkamp 2007; Morton & Zettelmeyer 2004). However, they can pose significant challenges. Not only copycats reduce market transparency as they promote consumer confusion, but also legality issues may arise when brands imitate leading, incumbent brands (Choi & Coughlan 2006), with the aim of exploiting similar favorable associations.

#### **2.3.1. Copycat on Private Labels**

During the past decades, the rising frequency of in-store purchase' decisions has been advantageous to retailers (POPAI 2014). Retailers are introducing a variety of innovative tools to boost PLs' sales and power (Amrouche et al. 2014), and packaging seems to be a real opportunity (Henkes et al. 2014). Through engaging packaging stimuli, retailers are increasingly able to attract consumers' attention and enhance consumers' perceptions of PLs (Steenkamp et al. 2010), turning their own products into something noticeable and sellable.

As previously mentioned, packaging as a vital tool to communicate brand identity, can shift PLs' low-price positioning to a quality one, by promoting an improved identity for a product (Underwood 2003). Additionally, extant literature infers that upon PLs evaluation, consumers rely more on extrinsic cues than they do in assessing NBs, thus reinforcing the impact of package design on PLs (Underwood 2003). According to Reimann et al. (2010), PLs' sales increase tremendously when their packaging is more appealing, comprising graphic designs of the product in bright colors.

Hence, as NBs tend to show a stronger and more consistent innovation level than PLs (Chimhundu et al. 2015), retailers are trying to imitate many of their innovations, by targeting the same segments, offering similar attributes, and following comparable strategies (Amrouche et al. 2014), namely packaging strategies. In fact, copycatting is a new prevalent trend across PLs, developing packages similar to the ones of NBs, trying to signal a product of similar quality to its consumers (Choi & Coughlan 2006).

However, with the exception of two studies conducted by Aribarg et al. (2014) and by Vale & Matos (2015), previous research have been focusing on the copycat phenomena across NBs, namely Miceli & Pieters (2010), Warlop & Alba (2004) and Zaichkowsky & Simpson (1996); and not on the repercussion of copycatting on PLs.

Hence, further investigation on the topic is tremendously relevant for retailers, analyzing the effect of PLs' copycat packaging strategy on consumers' purchase decisions, across distinct product categories. That is, this dissertation will not only analyze the influence of copycat packaging strategies on consumers' perceptions concerning PLs, but also on their consumption behavior.

#### **2.3.1.1. Impact on Quality and Price Perception**

By mimic incumbent NBs' packaging strategy, there is an impact on the feature differentiation attribute. The feature differentiation comprises the level to which products have distinct shapes, sizes or packaging (Choi & Coughlan 2006). According to Sayman et al. (2002) it is optimal for PLs, with a reasonable high quality level, to minimize feature differentiation from NBs, by making their packaging, sizes, and graphic design similar to the respective leading NBs. This is due to the fact that by copycatting, consumers may suppose that both products are produced by the same manufacturer. Consequently, PLs may enjoy many of the positive associations and advantages of the incumbent, such as familiarity, reputation and quality (Warlop & Alba 2004).

Such conjecture indicates that, positive associations such as higher levels of quality are transferred to the PLs which implemented the copycat strategy. Based on this argument, the following hypotheses are derived:

***H1 a: The higher the level of copycat packaging on PLs, the higher the probability that PLs are perceived as being produced by the same manufacturer as the NB.***

***H1 b: The higher the level of copycat packaging on PLs, the higher consumers' perception of quality of PLs.***

Moreover, consumers pay a price premium for NBs, since they are generally considered to have the highest quality products in the market (Reimann et al. 2010). Hence, when copycatting on PLs takes place, by minimizing the feature differentiation, this may also impact price perceptions of PLs. Additionally, if it is confirmed that the quality differential

between NBs and PLs is reduced, it may be another reason which affects consumers' perception of price on PLs. In other words, there is a relationship between perceived quality and price, which are in turn, critical determinants of purchase behavior and product choice (Zeithaml 1988). This leads to the following assumption:

***H2: The higher the level of PLs' copycat packaging, the higher consumers' perception of price of PLs.***

After deciding on the impact that copycat packaging may occur on consumers' perceptions of PLs, and if predictably consumers perceive PLs as holding a superior set of positive associations, it is thus expected a higher proneness and purchase intention of PLs, leading to the subsequent hypothesis:

***H3: The higher the level of PLs' copycat packaging, the higher the purchase intention of PLs.***

#### **2.3.1.2. Mixed Impact: Gender Differences**

However, purchase decision on retail stores should not be analyzed without taking into consideration segmentation variables. Women are the main responsible for household shopping, representing 78% of the shoppers vs. 22% of male shoppers (POPAI 2014). Additionally, they have a superior in-store decision rate with 82% of decisions made at the point of sale (POPAI 2014). And, as previously mentioned, not only packaging plays a vital role upon point of sale decisions (Silayoi & Speece 2007), but also women are more influenced by visual elements of packaging than men are (Kuvykaite et al. 2009). Hence, I built on this and propose that the predictable positive impact of copycat packaging strategies on PLs' selection will be enhanced on women. Based on this argument, the subsequent hypothesis is derived:

***H4: The impact of copycat packaging on the purchase intention of PLs is greater on women than on men.***

### **2.3.1.3. Product Nature: Hedonic & Utilitarian Consumption**

Different product categories require distinct models of consumer behavior in search, choice and relationship. Thus, emotional valence of product categories may influence consumers' decision-making process.

Consumption categories comprise hedonic and utilitarian aspects (Babin & Darden 2004). Dhar & Wertenbroch (2000) infer that hedonic products include all the products that provide more “experiential consumption, fun, pleasure, and excitement” whereas the latter includes “the ones that are primarily instrumental and functional”.

On one hand, utilitarian consumption categories are highly substitutable and focus on functional attributes, being dominated by the price-attribute trade off (Reimann et al. 2010). The purpose of their consumption is to perform a practical task. Hence, utilitarian buying motives include needs such as convenience-seeking, variety seeking, and reasonable price rates (Bakirtaş et al. 2015). On the other hand, hedonic dimensions are focused on pleasure and feeling associations, typical instances of mood-influencing products which trigger positive emotions (Reimann et al. 2010).

Therefore, despite the fact that PLs' success is strongest in utilitarian versus hedonic categories (Ailawadi & Keller 2004), since utilitarian products are usually plain, unemotional, and standardized, they are expected to be less aligned with purchase outcomes that might result from the practice of a copycat packaging strategy. That being said, I propose that copycat packaging strategies on PLs' selection will be weaker on those functional and practical products. Indeed, on utilitarian products, consumers do not believe appealing packages are relevant, considering it merely as a non-product-related attribute for protection and storage of the product (Ghoshal et al. 2009). According to Ghoshal et al. (2009), aesthetical packages do not positively affect utilitarian products for both familiar and unfamiliar brands, contrarily to hedonic products. Thus, the last hypothesis to be tested is:

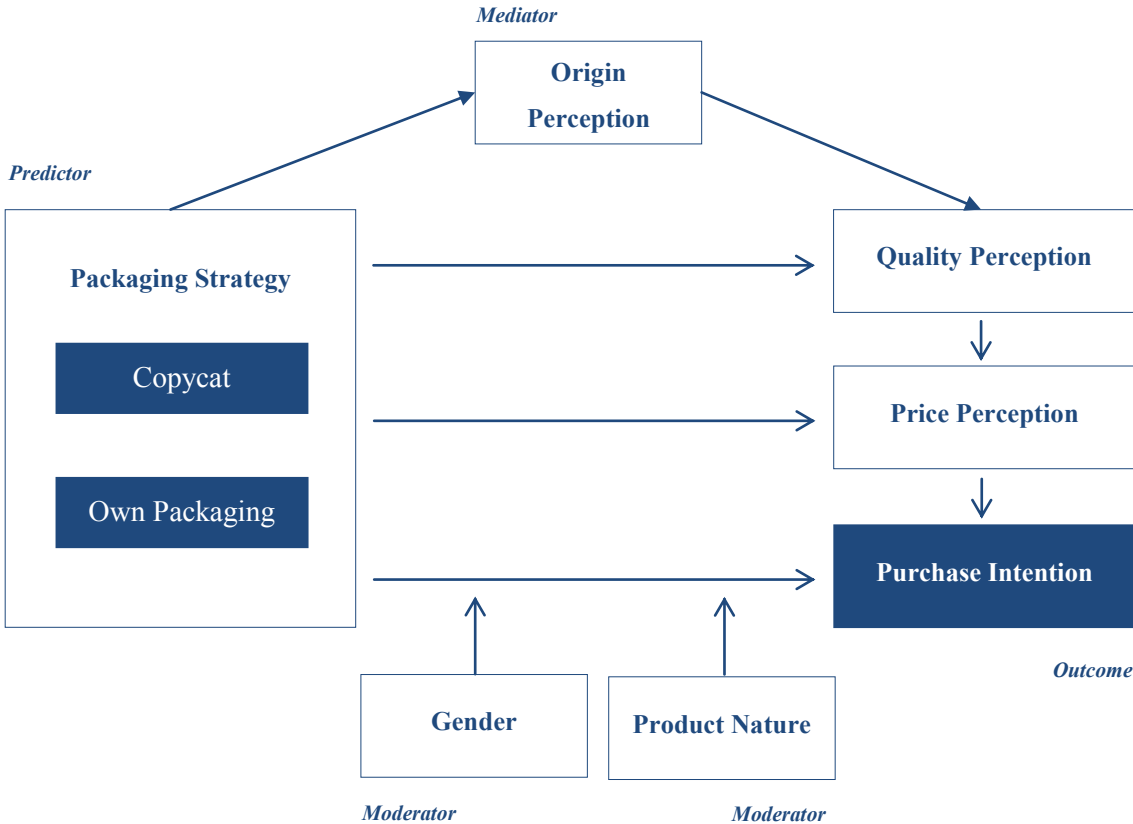
***H5: The impact of copycat packaging on the purchase intention of PLs is greater on hedonic products than on utilitarian products.***

Ultimately, these hypotheses were tested by conducting the research methodology described in the next chapter.

### 2.4. Conceptual Framework

Based on the literature review and hypothesis development, a complete conceptual model with the constructs hypothesized regarding packaging strategy was created, as presented in the Figure 3. This model comprises the ultimate goal of studying how PL's copycat packaging strategy impacts consumers' purchase intention of PLs, and how can retailers manage it.

Figure 3. Conceptual Framework



Source: Own Analysis

## **CHAPTER 3: METHODOLOGY**

A description of the adopted methodology in the analysis of data and in the statistical testing of the research questions is presented in this chapter. It is structured into four subsections: research method, methodology context and configuration, data collection, and data analysis.

### **3.1. Research Method**

In order to collect information, a variety of resources were used in the implementation of the dissertation which contributed to its consistency. Specifically, both primary and secondary data were collected. Firstly, as described in the previous section, literature review on private labels and packaging was developed (secondary data). Then, posterior to encompassing a strong research basis, primary data was collected, by means of exploratory and descriptive research approaches, treating information qualitatively and quantitatively, respectively. Therefore, the research mechanism used in this study was two online surveys with distinct goals, using the software Qualtrics, which contributed to the attainment of reliable answers to the research questions, and therefore final conclusions of the present dissertation. Both surveys were conducted in Portuguese.

### **3.2. Methodology Context and Configuration**

#### **3.2.1. Pilot Study**

An exploratory research was conducted by surveying Sonae MC' packaging design experts, that is, by conducting primarily qualitative research, in order to provide preliminary answers to the impact of private labels' copycat packaging strategy on consumers' purchase intention, not definite conclusions about it. Specifically, the purpose of this qualitative study was to develop a deeper understanding of the copycat packaging degree on pre-selected Continente' products, in order to decide on one product with the highest copycat level, in each macro-category borrowed from Sonae MC' Food Commercial Department – Grocery, Sweet Grocery, Drinks, Personal Hygiene and Beauty, Household, Frozen Food, and Dairy Food. The selected products were then transferred to the posterior quantitative research.

Indeed, respondents of the survey were carefully selected to ensure that they have expertise in the subject area: Design and Packaging. For that reason, informants included 4 Brand Development Technicians – Design and Packaging of Sonae MC, which carefully analyzed and rated 21 pre-selected products, which were believed to follow a copycat packaging strategy (3 products of each of the seven macro categories, provided by Sonae' Brand Development Team for this specific copycat assessment test) according to visual similarities

between the PLs and the leader NBs offered in that specific product category. Visual (color, graphics, typography, size, and shape) and verbal (product information) distinct package elements were thoroughly observed and rated on a seven-point Likert scale (1=completely dissimilar, 7=completely similar) as in Miceli & Pieters (2010), to rate the PL' products copycat level (Appendix 2). It is important to mention, that this study assumed that each package element has the same weight.

From the 21 products analyzed, the seven products chosen for the stimuli of the following study, were the products with the highest copycat level (according to Brand Development Technicians' ratings) in each macro category: potato chips represented the *grocery* macro-category (Mean = 4.13; St. Deviation = 0.73); biscuits represented the *sweet grocery* macro-category (Mean = 5.21; St. Deviation = 0.37); nectar juices represented the *drinks* macro-category (Mean = 5.46; St. Deviation = 0.67); toothpaste represented the *personal hygiene and beauty* macro-category (Mean = 6.29; St. Deviation = 0.55); multi-purpose cleaner represented the *household* macro-category (Mean = 5.54; St. Deviation = 1.05); ice creams represented the *frozen food* macro-category (Mean = 5.75; St. Deviation = 0.95); and yogurts represented the *dairy* macro-category (Mean = 6.29; St. Deviation = 0.65).

### 3.2.2. Main Study

Once the top products in terms of copycat level in each macro category were selected, the second phase of the study comprised on a descriptive research mechanism: a cross-sectional online survey of consumers' perception on copycat packaging (Appendix 3). The aim of this survey was to understand not only consumers' current perception on private labels, but also, and most importantly, the potential impact of PLs' copycat packaging strategy on consumers. The literature review on PLs, packaging and copycat on PLs, was crucial to identify the key issues to include in the online survey. Furthermore, in one of the papers analyzed, two experimental studies were conducted in 2015 in a western European country (Vale & Matos 2015) which covered nearly all the relevant topics that I would like to address. Hence, to ensure the validity of the study, the survey was adapted and used in my study, adding supplementary questions important to a deeper understanding of consumers' perceptions on copycat PL' products.

This study followed a 2 (PLs packaging strategy: copycat packaging vs own packaging) x 7 (product category: potato chips, biscuits, nectar juices, toothpaste, multi-purpose cleaner, ice creams, and yogurts) mixed model design experiment. Participants were told in the beginning of the survey that the present study was to better understand how products were evaluated in

the supermarket, as well as consumers’ shopping habits and choices. In a first phase, a few questions were asked to understand their shopping habits, specifically if they did household grocery purchases, how frequently they did and their PLs shopping habits.

Then, with the definition of PLs and of NBs at their disposal to ensure understanding, respondents were asked to evaluate 7 stimuli combinations, randomly presented, comparing Product A (copycat packaging PL – CC<sub>PL</sub> - or own packaging PL - OP<sub>PL</sub>) with Product B (NB for each product category) on a seven-point Likert scale based on quality perceptions (“Indicate to what extent do you believe Product A and Product B have the same quality”), and product origin perceptions (“Indicate to what extent do you believe Product A and Product B were produced by the same manufacturer”), in order to test H1 a) and H1 b). It is important to mention that all stimuli entailed photos from products available in the market. As showed in Figure 4, while CC<sub>PL</sub>’ photos consisted on the top Contimente’ products in terms of copycat level, resulting from the previous exploratory research; OP<sub>PL</sub>’ photos are the previous packaging of those same products. On the other hand, NB’ photos consisted on the products that those specific CC<sub>PL</sub>’ products are trying to imitate the visual appearance (Appendix 4).

Figure 4. Stimuli for the ice creams product category



Source: Sonae MC’ Internal Photos

Moreover, in order to test H2) and H3), respondents were not only asked to indicate price perceptions (“Indicate how much do you believe Product A costs, knowing the price of Product B?”), but also to perform a shopping task in order to assess which product consumers were more likely to buy in each product category (“Indicate the likelihood of purchasing Product A”); this time, with the real price indicated for each PL and NB’ product (price on

Continente stores). Indeed, prices of PLs were the same irrespective of whether a CC<sub>PL</sub> or OP<sub>PL</sub> was displayed; to rule out the possibility of any bias due to price differences.

Additionally, as manipulation check, the survey also comprised a question in order to assess the level of similarity between products (“Indicate to what extent you believe Product A and Product B are visually similar”).

In order to investigate the existence of a moderator effect of product nature on purchase intention, and consequently test H5), a question on utilitarian vs. hedonic attributes was displayed, based on Vale & Duarte (2013). To guarantee that all participants entail similar knowledge on the two concepts, a short definition of hedonic and utilitarian products was presented. Each product was assessed by participants, using a seven-point Likert scale (“How would you classify the following products in terms of its hedonic/utilitarian attributes?” being 1-Utilitarian; 7-Hedonic). Similarly, the moderator effect of gender on purchase intention, in order to test H4), was assessed through the question of gender in the demographics part of the questionnaire.

Last but not least, few questions regarding PLs’ perception, based on questions performed on the Nielsen (2014) study; were asked to answer research question 1 (RQ1).

### **3.3. Data Collection**

The online survey was distributed through social media and via e-mail from 15<sup>th</sup> of April 2016 to 1<sup>st</sup> of May 2016. This method presents advantages not only in terms of the number of people reached as well as on randomization tools that were simple to use and also effective.

Over this period, efforts were made to create a consistent respondent pool according to age, gender, and social class. 304 answers to the survey were collected, but only 270 were considered for analysis’ purpose, as the remaining ones did not reach the end of the questionnaire. Last but not least, 26 responses were deleted, due to failure of correctly answering a question to validate respondents’ attention present on the survey, remaining with a final sample of 244 answers.

Most of the respondents were females (n=158, 64.8% females) aged between 36 and 45 years old. Guided by literature background, the sample was purposefully divided unequally between men and women, comprising more of the latter. This is due to the fact that despite men are increasingly performing household shopping (Daily Mail 2014); women continue to be the ultimate responsible with a superior in-store decision rate (POPAI 2014).

### 3.4. Data Analysis

The collected data was analyzed through the program IBM SPSS - Statistical Package for Social Sciences 23, in order to acquire concrete and consistent conclusions on the problem statement.

As previously mentioned, the final number of answers considered for analysis purpose was 244. In order to characterize the sample, *descriptive statistics* concerning demographics, shopping habits, and PLs shopping habits were performed. Following, in order to answer to RQ1, a myriad of descriptive statistics was developed to analyze current perceptions of PLs.

In terms of the remaining research questions, with the purpose of empirically test its respective hypotheses proposed on the literature review on chapter 2, *ANOVA*, *independent t-tests*, and *multivariate linear regressions* were conducted, in which a confidence interval of 95% was chosen. Therefore, hypotheses were rejected if the p-value was lower than 0.05.

## CHAPTER 4: RESULTS' ANALYSIS

Once applied the methodology previously described, the range of hypotheses was statistically tested. Hence, in this chapter, descriptive statistics to characterize the sample are depicted. Subsequently, the results of the hypothesis testing are indicated.

### 4.1. Descriptive Statistics

In total, 244 people have participated in this research. The completion rate was 88.8%; from a total of 304 who have started the survey, 270 respondents have completed it. However, as previously mentioned, 26 responses were deleted. According to Hogarty et al. (2005), who states that a recommended sample size is of at least 200, one can infer that a good sample size is used in the present study.

#### 4.1.1. Sample Characteristics: Demographics

The demographic variables studied in this sample were age, gender and income. As depicted in Table 1, most of the respondents were females (64.8% females and 35.2% males). Regarding age categories, 18-25 and 36-45 categories stand out, representing 25.4% and 25.8%, respectively. However, data is well distributed within all the categories. The less significant age category is >56, which represents 11.5%.

On what concerns net monthly income, 40.2% of the respondents defined it to be within the 1,001€-2,000€ range; followed by 27.5%, who selected it to be more than 501€ and less than 1,000€. Moreover, 15 individuals have preferred not to answer this question.

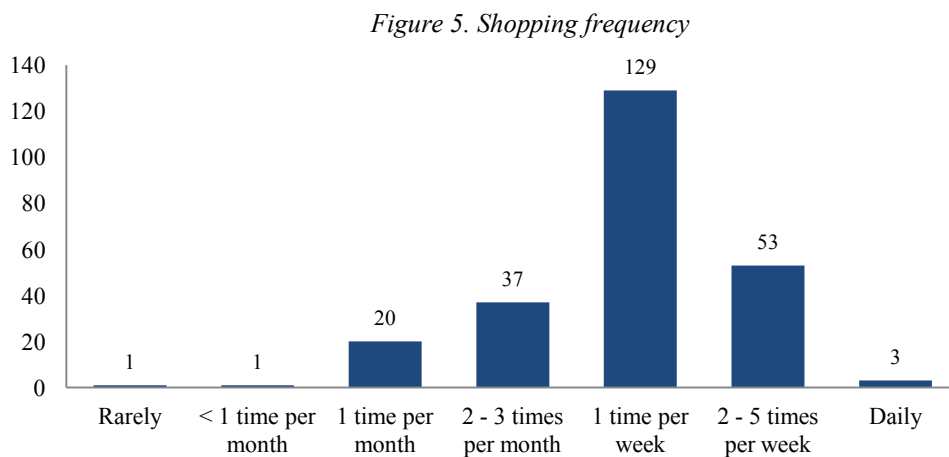
Table 1: Sample characteristics: Demographics

	#	%
<b>Age</b>		
18-25	62	25.4
26-35	52	21.3
36-45	63	25.8
46-55	39	16.0
>56	28	11.5
<b>Gender</b>		
Male	86	35.2
Female	158	64.8
<b>Net Monthly Income</b>		
< 500€	17	7.0
501€-1,000€	67	27.5
1,001€-2,000€	98	40.2
2,001€-4,000€	40	16.4
4,001€-6,000€	5	2.0
> 6,001€	2	0.8
Prefer not to answer	15	6.1

Source: Survey Data

#### 4.1.2. Sample Characteristics: Shopping Habits

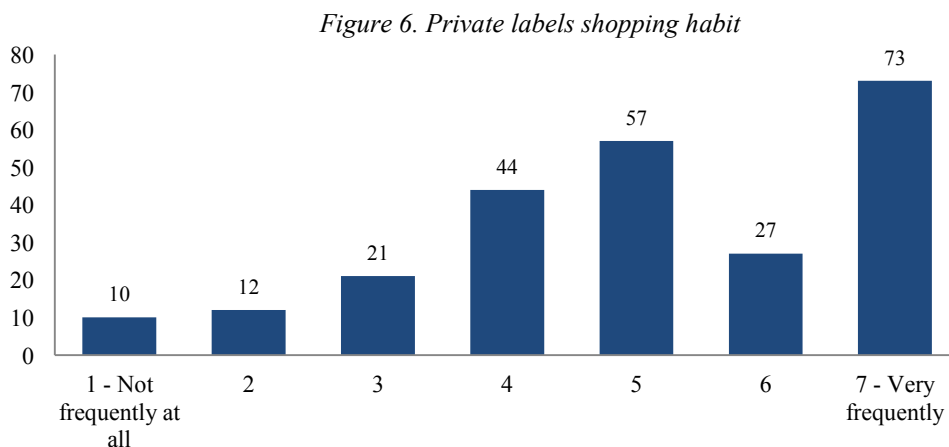
Among the 244 responses collected, they all indicated to do household grocery purchases (100%), and to frequently shop for groceries (Mean = 4.89, St. Deviation = 0.92; 1 = Rarely, 7 = Daily). As depicted in Figure 5, 52.9% stated to perform household grocery shopping on a weekly basis; and only 8.2% once per month.



Source: Survey Data

This confirms the existing trend reversal of the retailing industry. In the past, household grocery shopping was mainly performed on a monthly basis. However, nowadays this trend is not verified anymore (Sonae MC 2014).

Additionally, the majority of respondents also indicated to frequently purchase PL' products (Mean = 5.05, St. Deviation = 1.71; 1 = Not frequently at all, 7 = Very frequently). As depicted in Figure 6, 29.9% stated to purchase PLs' products very frequently; and only 4.1% not frequently at all.



Source: Survey Data

As expected, respondents with a higher monthly income level (> 2.000€; 4 = 2.001€ - 4.000€, 5 = 4.001€ - 6.000€, and 6 = superior to 6.001€) infer to purchase PL' products less frequently (Mean = 4.55, St. Deviation = 1.96), when compared with the overall sample. However, one can infer that PLs undoubtedly belong to everyone's shopping items purchased despite individuals' monthly income level.

### 4.1.3. Perception of Private Labels

Current perception of PLs was the first construct to be analyzed as represented in Table 2. The analyzed dimensions which were depicted in the survey to measure PLs' perception, in order to answer RQ1, were adapted from the Nielsen (2014) report.

Firstly, it should be highlighted that all the analyzed dimensions on PLs' perception exhibit above the average scores. The highest average score is verified on "I purchase PL' products to save money." On the other hand, "I am an informed shopper when I buy PL' products" presented the lowest average score (Mean = 5.11), although still high.

Table 2: PLs' perception analysis

	Mean	Std. Deviation	Rank
I purchase private label products to save money.	5.82	1.26	1
Private labels are usually extremely good value for money.	5.68	1.11	2
PLs are a good alternative to NBs.	5.59	1.20	4
I am an informed shopper when I buy private label products.	5.11	1.34	5
Private labels are present on my day-to-day life.	5.57	1.43	3

Source: Survey Data

### 4.2. Perceived Similarity as a Manipulation check

In order to confirm the existence of me-too products, an analysis of perceived similarity as a manipulation check was conducted. As predicted, results from the T-test, depicted on Table 3, indicate that participants ranked higher in the level of visual similarity on PLs' that follow a copycat packaging strategy, as being more similar to the NB' product displayed; than on PLs' that we are assuming for posterior analysis that follow a own packaging strategy ( $M_{CCpl}^1 = 4.838$ ,  $M_{Oppl}^2 = 3.504$ ,  $t(1706) = 15.544$ ;  $p < 0.001$ ).

This is a confirmation of the performed accuracy of the pilot study performed by Sonae MC' packaging design experts, previously explained in the methodology chapter.

<sup>1</sup> Mean of Copycat Packaging PL

<sup>2</sup> Mean of Own Packaging PL

Table 3: Visual similarity between PLs and NB

Measures	Mean CC <sub>PL</sub> vs NB	Mean OP <sub>PL</sub> vs NB	t-tests (1706)
Visual Similarity	4.838	3.504	15.544*

Notes: \*p < 0.001

Source: Data Analysis

### 4.3. Quality Perception

Previous researchers have proved the impact of packaging on consumer's perceptions toward products, namely consumers' perceptions of quality; which will impact outcome variables such as purchase intentions, willingness to pay, emotional bonds between consumers and brands, among others. Hence, considering that quality perception is an extremely important attribute to study, since it can significantly impact product evaluations; a 7 (product category) x 2 (packaging strategy: CC<sub>PL</sub> vs. OP<sub>PL</sub>) ANOVA was performed. However, no significant interactions between the product categories and packaging strategy were found in every product category (Appendix 5). Thus, posterior analyses were collapsed across product categories.

Therefore, in a second phase, an independent sample t-test was conducted to compare perceived quality on CC<sub>PL</sub> vs. OP<sub>PL</sub>. As predicted, there is a statistically significant difference between the means for copycat packaging PL' products ( $M_{CC_{pl}} = 4.095$ ,  $SD = 1.742$ ) and own packaging PL' products ( $M_{OP_{pl}} = 3.487$ ,  $SD = 1.730$ ) conditions;  $t(1706) = 7.236$ ,  $p < 0.001$  (Table 4). In other words, these results suggest that consumers perceive CC<sub>PL</sub> as having more similar quality to NB' products than OP<sub>PL</sub> with NB' products. These insights help to support the added value resulting from retailers following a copycat packaging strategy, as it clearly boosts quality perceptions of PL' products.

Ultimately, one can infer that copycat packaging strategies do transfer a set of positive associations to PL' products, namely quality, which validates hypothesis H1 b).

#### 4.3.1. Origin Perception as a Mediator

By minimizing the feature differentiation between PLs and NBs, consumers may suppose that both products are produced by the same manufacturer. Therefore, it is important to test whether the simple relationship between packaging strategy and quality perception is mediated by a third variable: origin perception.

Table 4: Consumers' aggregated quality and origin perception of PLs

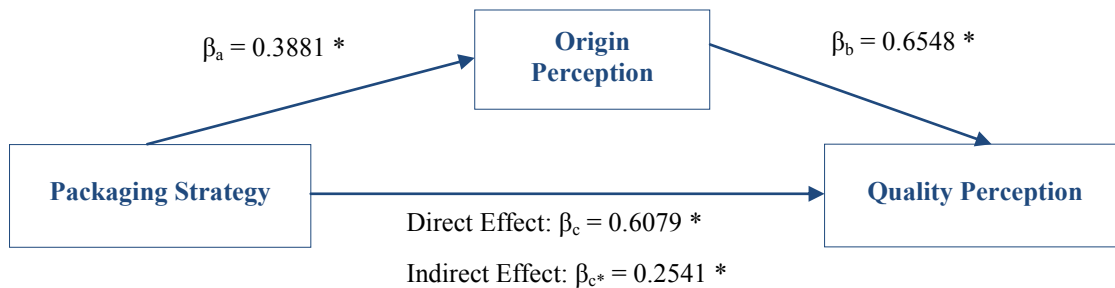
Measures	Mean CC <sub>PL</sub> vs NB	Mean OP <sub>PL</sub> vs NB	t-tests (1706)
Quality Perception	4.095	3.487	7.236*
Origin Perception	3.802	3.414	4.811*

Notes: \*p < 0.001

Source: Data Analysis

Firstly, an independent sample t-test was conducted (Table 4), which confirmed that consumers perceive CC<sub>PL</sub> as being more likely produced by the same manufacturer as NB' products, compared with OP<sub>PL</sub> ( $M_{CC_{PL}} = 3.802$ ,  $M_{OP_{PL}} = 3.414$ ;  $t(1706) = 4.811$ ,  $p < 0.001$ ). Consequently, in order to assess the mediation effect, a mediation analysis based on 1,000 bootstrap samples using bias-corrected and 95% confidence intervals (Preacher & Hayes 2004) was performed; which confirmed the mediating role of PLs' origin perception on PLs' quality perception ( $CI_{95\%}: 0.1466, 0.3595$ ). Thus, H1 a) is validated.

Figure 7. Origin Perception as a Mediator



Notes: \*p < 0.001

Source: Own Analysis

In other words, as depicted in Figure 7, the quality perception for CC<sub>PL</sub> is 0.2541 higher than for OP<sub>PL</sub>, when the mediator origin perception was considered in the equation. On the other hand, when the mediator is not included, the quality perception for CC<sub>PL</sub> is 0.6079 higher than for OP<sub>PL</sub>. This may be easily explained by the fact that the level of copycat packaging has a significant effect on origin perception, and origin perception (mediator) has an influence on quality perception (outcome); reducing the direct effect of the independent variable packaging strategy (predictor) on the dependent variable quality perception (outcome).

#### 4.4. Price Perception

Analysis to price perception demonstrated that, there is a statistically significant difference between price perception of CC<sub>PL</sub> and OP<sub>PL</sub> ( $t(1706) = 4.510, p < 0.001$ ). This means that stimuli with PLs which follow a own packaging strategy ( $M_{OPpl} = 1.072, SD = 0.494$ ) were indicated by respondents as being cheaper than stimuli with copycat packaging PL' products ( $M_{CCpl} = 1.191, SD = 0.588$ ). Hence, H2) was validated.

Additionally, since quality perception has proven to be enhanced upon the presence of PLs' which follow a copycat packaging strategy, a regression model was applied to infer if quality and origin perceptions had influenced price perceptions toward products. Therefore, a regression was tested as follows:

$$Price\ Perception = \alpha + \beta_1\ Quality\ Perception + \beta_2\ Origin\ Perception + \beta_3\ Packaging\ Strategy + \varepsilon_i$$

As depicted in Table 5, results reveal that p-value for quality perception ( $p = 0.094$ ) and origin perception ( $p = 0.683$ ) are greater than alpha level of 0.05, which indicates that they are not statistically significant. However, the p-value for quality perception is lower than alpha level of 0.1. That being said, one can infer that while origin perception does not affect price perceptions; quality perception is marginally significant, thus it may present some sort of impact on price perceptions.

Table 5: Consumers' price perception of PLs: Unstandardized betas and significance levels

Measures	$\beta$	p-value	95% Confidence Interval	
			Lower Bound	Upper Bound
Constant	1.114	0.000	1.045	1.182
Quality Perception	-0.016	0.094	-0.031	0.002
Origin Perception	0.004	0.683	-0.016	0.024
Packaging Strategy	0.127	0.000	0.074	0.179

Source: Data Analysis

#### 4.5. Purchase Intention

Once preceding dimensions of the model were analyzed and discussed, providing an essential indication of the importance of the distinct constructs to the model, the following step is to study how PLs' copycat packaging strategy impacts consumers' purchase intention of PLs; the outcome of the present conceptual framework.

As expected, results revealed that there is a statistically significant difference between groups, meaning that following a copycat packaging strategy have a significant positive effect on PLs' purchase intention ( $M_{CCPl} = 4.804$ ,  $M_{OPPl} = 3.959$ ;  $t(1706) = 8.756$ ,  $p < 0.001$ ), which validates hypothesis H3).

However, purchase intention may be affected by a variety of factors such as expected income, expected price, existing competition, and expected product benefits (Kotler & Armstrong 2011). Consequently, a multivariate regression model, as depicted below, was constructed in order to test whether quality perceptions, origin perceptions, price perceptions and packaging strategy have an effect on PLs' purchase intention.

$$Purchase\ Intention = \alpha + \beta_1\ Quality\ Perception + \beta_2\ Origin\ Perception + \beta_3\ Price\ Perception + \beta_4\ Packaging\ Strategy + \varepsilon_i$$

Results of the linear regression model, depicted on Table 6, indicate that all the independent variables included in the model, excluding origin perception, are statistically significant on the dependent variable: purchase intention.

Firstly, one can infer that quality perception is statistically significant ( $p < 0.001$ ), thus when quality perception of PLs' increases in one unit, it is estimated that purchase intention of PLs increases, on average, by 0.647 (everything else held constant). Moreover, when price perception of PLs' increase in 1€, it is expected that purchase intention of PLs' decreases, on average, by 0.441 (everything else held constant), since price perception is statistically significant ( $p < 0.001$ ). Finally, as expected and according to the previous t-test, packaging strategy is statistically significant ( $p < 0.001$ ). Hence, purchase intention of PLs' which follow a copycat packaging strategy is 0.497 higher than for own packaging PL' products.

Table 6: Conceptual Model: Unstandardized betas and significance levels

Measures	$\beta$	p-value	95% Confidence Interval	
			Lower Bound	Upper Bound
Constant	2.140	0.000	1.862	2.375
Quality Perception	0.647	0.000	0.590	0.703
Origin Perception	0.017	0.573	-0.042	0.076
Price Perception	-0.441	0.000	-0.582	-0.300
Packaging Strategy	0.497	0.000	0.341	0.654

Source: Data Analysis

#### 4.5.1. Gender as a Moderator

After predicting the main effects of packaging strategy of PLs in consumers' purchase intention, a conjecture that gender might moderate that effect is presented in H4). Thus, an analysis to test this hypothesis, which states that the impact of copycat packaging on the purchase intention of PLs is greater on women than men, was conducted.

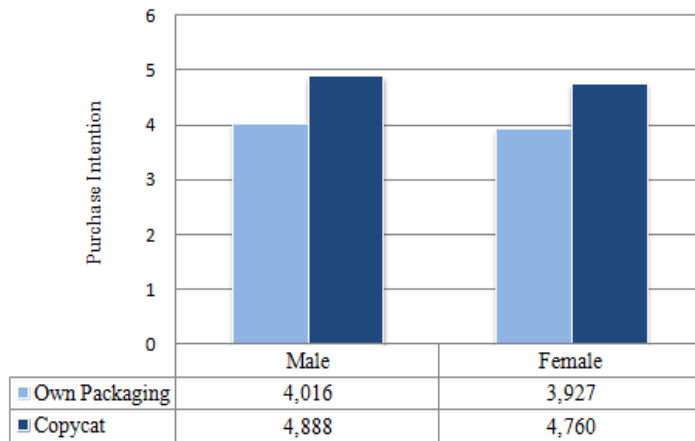
By analyzing Figure 8, it is possible to infer that, the average purchase intention of PLs increase upon the presence of

PL' products which follow a copycat packaging strategy.

However, despite the fact that from Figure 8, it seems that purchase intention of PLs has more impact on males; when performing an ANOVA, the variable gender was proven not to be statistically significant on

purchase intention ( $F_{(1,1704)} = 1.155, p = 0.283$ ), as depicted in Table 7. Moreover, no significant interactions between the packaging strategy and gender were found ( $F_{(1,1704)} = 0.037, p = 0.848$ ), which means that there is not a statistically significant difference between purchase intention of  $CC_{PL}$  and  $OP_{PL}$  when taking into consideration genders.

Figure 8. Purchase intention: Gender Effect



Source: Data Analysis

Table 7: ANOVA with interaction for packaging strategy and gender

Source	Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	309.519	3	103.173	25.941	0.000
Packaging Strategy	282.987	1	282.987	71.153	0.000
Gender	4.593	1	4.593	1.155	0.283
Packaging Strategy*Gender	0.146	1	0.146	0.037	0.848

Source: Data Analysis

However, one must test gender effect as a moderator, in order to complement the ANOVA test. Indeed, what moderation implies is the fact that even though there is a quantified relationship between packaging strategy (predictor) and purchase intention of PLs (outcome), it is important to test whether the size and the nature of that relationship changes as a function

of gender, a categorical moderator. Hence, according to the linear regression model, depicted on Table 8, it is possible to infer that the interaction between packaging strategy and gender is not statistically significant ( $\beta = 0.0387$ ,  $t(1706) = 0.1950$ ,  $p = 0.845$ ).

Table 8: Gender as a Moderator

Measures	$\beta$	p-value	95% Confidence Interval	
			Lower Bound	Upper Bound
Constant	4.3807	0.000	4.2860	4.4754
Packaging Strategy	0.8465	0.000	0.6570	1.0359
Gender	0.1085	0.2740	-0.0860	0.3030
Packaging Strategy*Gender	0.0387	0.8454	-0.3504	0.4277

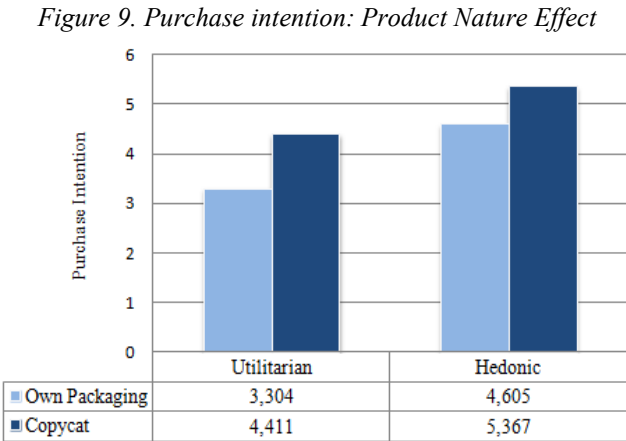
Source: Data Analysis

Therefore, the gender effect as a moderator is not moderating the relationship between the predictor and the outcome. Thus, hypothesis H4) is rejected.

**4.5.2. Product Nature as a Moderator**

In order to investigate the existence of a moderator effect of product nature on purchase intention of PLs, the question on utilitarian vs. hedonic attributes present on the cross-sectional online survey, allowed the choice of the 2 product categories classified as most hedonic (Mean = 5.602, St. Deviation = 1.5951 and Mean = 5.775, St. Deviation = 1.3319, for potato chips and ice creams, respectively) and the 2 product categories classified as most utilitarian (Mean = 1.467, St. Deviation = 1.0140 and Mean = 1.635, St. Deviation = 1.3380 for multi-purpose cleaner and toothpaste, respectively), for the moderation analysis.

According to Figure 9, one may state that the average purchase intention of PLs increase upon the presence of PL' products which follow a copycat packaging strategy, whether it is a



utilitarian vs. hedonic product. In fact, when performing an ANOVA, results reveal that packaging strategy is statistically significant on purchase intention of PLs ( $F_{(1,1704)} = 57.398$ ,  $p < 0.001$ ). Additionally, product nature (utilitarian vs. hedonic products) is also statistically significant on purchase

Source: Survey Data

intention of PLs ( $F_{(1,1704)} = 83.711, p < 0.001$ ), as depicted in Table 9. However, results also reveal that p-value for the interaction between packaging strategy and product nature ( $F_{(1,1704)} = 1.959, p = 0.162$ ), is greater than alpha level of 0.05, which indicates that it is not statistically significant.

Table 9: ANOVA with interaction for packaging strategy and product nature

Source	Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	531.375	3	177.125	47.723	0.000
Packaging Strategy	213.032	1	213.032	57.398	0.000
Product Nature	310.692	1	310.692	83.711	0.000
Packaging Strategy*Product Nature	7.272	1	7.272	1.959	0.162

Source: Data Analysis

Similarly to the variable gender, it is important to test whether product nature acts like a moderator, and thus, perform a linear regression model to complement the ANOVA test. In other words, is it the case that by introducing the moderating variable product nature (hedonic or utilitarian), there is a change on the magnitude of the relationship between packaging strategy (predictor) and purchase intention of PLs (outcome)? Therefore, an interaction effect in the model was included in order to infer if such an interaction between packaging strategy (predictor) and product nature (moderator) is significant. According to results, depicted on Table 10, it is possible to infer that the latter interaction is not statistically significant ( $\beta = 0.345, t(976) = 1.396, p = 0.163$ ).

Table 10: Product Nature as a Moderator

Measures	$\beta$	p-value	95% Confidence Interval	
			Lower Bound	Upper Bound
Constant	4.4148	0.000	4.2935	4.5360
Packaging Strategy	0.9345	0.000	-1.3735	-0.8885
Product Nature	-1.1310	0.000	0.6918	1.1771
Packaging Strategy*Product Nature	0.3453	0.1629	-0.1400	0.8306

Source: Data Analysis

Therefore, the product nature effect as a moderator is not moderating the relationship between the predictor and the outcome. Thus, hypothesis H5) is rejected.

Conversely, as previously mentioned in the ANOVA test, the linear regression model, confirms that product nature (utilitarian vs. hedonic products) is statistically significant on purchase intention of PLs ( $\beta = -1.131$ ,  $t(976) = -9.153$ ,  $p < 0.001$ ). Meaning that, purchase intention on utilitarian PL' categories is 1.310 lower than for hedonic PL' categories. Despite the fact that this result deviates from the objectives of the present study, it seems imperative to highlight it, as it contradicts Ailawadi & Keller (2004) who state that PLs' success is strongest in utilitarian versus hedonic categories.

#### 4.6. Hypothesis Testing Overview

According to the distinct statistical tests performed, four out of the six hypotheses formulated were considered valid. Table 11 summarizes the findings for Research Question 2 and Research Question 3:

*Table 11: Hypothesis Testing Results*

Research Question	Hypothesis	Description	Result
<b>RQ2</b>	<b>H1 a</b>	The higher the level of PLs' copycat packaging, the higher the probability that PLs are perceived as being produced by the same manufacturer as NBs.	Valid
<b>RQ2</b>	<b>H1 b</b>	The higher the level of PLs' copycat packaging, the higher consumers' perception of quality of PLs.	Valid
<b>RQ2</b>	<b>H2</b>	The higher the level of PLs' copycat packaging, the higher consumers' perception of price of PLs.	Valid
<b>RQ3</b>	<b>H3</b>	The higher the level of PLs' copycat packaging, the higher the purchase intention of PLs.	Valid
<b>RQ3</b>	<b>H4</b>	The impact of copycat packaging on the purchase intention of PLs is greater on women than men.	Not valid
<b>RQ3</b>	<b>H5</b>	The impact of copycat packaging on the purchase intention of PLs is greater on utilitarian products than on hedonic products.	Not valid

Source: Data Analysis

## CHAPTER 5: GENERAL DISCUSSION

In essence, the purpose of this study was to perceive to what extent PLs' copycat packaging strategy influences consumers' purchase intention. For that reason, different constructs have been distinguished in accordance with relevant studies developed with similar purposes. In the following section, conclusions, limitations and directions for future research will be discussed.

### 5.1. Main Conclusions

The economic recession felt in the past years had a significant impact on consumers spending habits across the world (Kumar & Steenkamp 2007; Valášková & Klieštík 2015). Consumers' shopping expenses were restrained in order to increase savings, which reflected positively on the adoption of PLs. Hence, the PLs' trend has been positive for numerous retailers (Ashley 2011). In fact, the retailers' rationale for the development of PLs is to increase customer loyalty, to improve margins and sales, and to lower prices (Bergès-Sennou et al. 2003).

Following actions in order to leverage PLs, has been one of the most striking strategies in the retailing industry. Thus, in order to reach its full potential, one of the real opportunities lie in PLs' packaging, driving consumers to purchase PL' products over their branded equivalent (Henkes et al. 2014).

Yet, there is still a great need for a better understanding of PLs' shopping behavior when product package enters in the equation. The findings of this dissertation respond to this need and contribute to comprehend if the adoption of a copycat packaging strategy is effectively a smart line of attack to ameliorate PLs' share.

By performing a preliminary pilot study and a cross-sectional online survey, findings allowed to draw important conclusions for retail managers, as it was clear the positive effect of PLs copycat packaging strategy' on consumer choice, the central principle of the present dissertation. Thus, in order to explain the main findings, one must draw conclusions to each one of the research questions proposed to be answered throughout the present study.

#### 1) *What are consumers' current perceptions regarding private labels?*

Through the literature review presented on chapter 2, it was possible to understand how strong and positive current perceptions of PLs are worldwide, especially in developed countries. Given that, an initial research question was proposed in order to analyze a range of dimensions to measure PLs' perception. Results from the statistical analysis supported the

expected result. PLs are present on consumers' day-to-day life regardless of income and wealth, as they are no longer perceived as the low cost generic products. In fact, tests confirmed that current perceptions indicate that PL' products are extremely good value for money, as they deliver an inferior price at high quality standards. As a result, consumers believe that PLs are a good alternative to NBs, and they assume to purchase PLs' instead of NBs due to saving purposes.

That being said, results verified the increasing importance of PLs worldwide, posing significant challenges for NBs. Indeed, PL' products are increasingly perceived as high quality products that satisfy consumer needs across a multiplicity of product categories at inferior prices; and therefore retailers must invest on them, as they are crucial to retailers' profitability.

## ***2) What is the impact of private labels' copycat packaging strategy on consumers' perceptions?***

By confirming the indisputably importance of PLs for retailers, and taking into consideration the increasing trend experienced worldwide to adopt visual similar attributes of NBs into PLs' packaging, a strategy named copycat, the second step was to infer the impact of this strategy on consumers' perceptions. Consequently, in order to answer research question 2, three hypotheses were constructed: H1 a), H1 b), and H 2).

An important finding gathered by this study, concerns the positive effect of PLs which follow a copycat packaging strategy, compared with PLs with own packaging strategy, on quality and origin perceptions. In other words, consumers assume  $CC_{PL}$  as having higher quality and a higher probability of being produced by the same manufacturer as the corresponding NB; than  $OP_{PL}$ . In this way, a reduction on quality differentials is verified, which means that the common perception that PLs are of lower quality than equivalent NBs is ruined, since  $CC_{PL}$  are more able to almost match NBs' perception, than  $OP_{PL}$ . This is in line with Vale & Matos (2015) findings, which indicate that imitating NBs boost quality and origin perceptions.

Additionally, price perceptions were also registered, which allowed to discover that marginally due to higher quality perceptions,  $CC_{PL}$  were believed to be more expensive compared with PLs' which follow a own packaging strategy.

### ***3) What is the impact of private labels' copycat packaging strategy on consumers' purchase intention?***

Rooted by PLs' current perceptions and the impact of PLs' copycat packaging strategy on consumers' perceptions, clear and practical implications for the remaining research question are now able to be assessed, by analyzing results from H 3), H 4), and H 5). Consequently, an answer to the problem statement of the present dissertation will be revealed.

On one hand, results divulged that copycat packaging strategies have a significant impact on PLs' purchase intention, since PLs' with a copycat packaging strategy have a higher probability of being purchased than PLs' which follow an own packaging strategy. Specifically, purchase intention of PLs' which follow a copycat packaging strategy is 0.497 higher than for own packaging PL' products. On the other hand, considering that purchase intention may be affected by a variety of factors other than packaging strategy, results revealed that quality perceptions and price perceptions also have an impact of consumers' purchase intention.

Moreover, results indicated that neither consumers' gender nor product nature (utilitarian vs. hedonic) act as moderators between the quantified relationship between packaging strategy and purchase intention of PLs.

Ultimately, managerial considerations that following a copycat packaging strategy are beneficial for retailers must be taken into consideration. Imitating the visual appearance of an existing successful brand, as a persuasion tool, is thus proved in the present study, to have a positive and unique impact on PLs, since it allows for PLs to enjoy many of the positive associations of the incumbent, and consequently, to have a higher proneness and purchase intention by consumers.

## **5.2. Limitations and Future Research**

Given the exploratory objectives of the study, some limitations to the data should be noted. The products utilized in this research were exclusively of a single retail grocery establishment, Sonae MC. Therefore, it is somehow possible that perception of specific brands and their packages are likely influenced by retail variables associated with that particular store. In other words, current perception of Continente brand and of Continente' products might have influenced responses of the inquired.

That being said, another limitation is the reduced number of product categories utilized in the study, which can entail inherent possible bias. However, due to time constraints it would not be possible to study this phenomenon across a larger number of product categories.

Regarding the main descriptive study, which comprised an online survey, one can point out that it would be more interesting to comprise a bigger sample than the one collected. But, once more, due to time constraints, it limited the method of how to collect data. Thus, in an attempt to solve previously mentioned limitations, it would be of added value repeat the study across multiple product categories of a fictional supermarket chain to avoid any bias, and with a larger sample of respondents. By replicating the study across multiple product categories, it would allow further research of great applicability and relevance to retailers, by analyzing in which different product categories; following a copycat packaging strategy would be a proper strategy. In other words, analyze if it is worth mimic the NB' leader across all product categories.

Furthermore, as consumers' purchase behaviors may suffer several changes across retail formats, it may also occur across countries. Hence, the fact that PL' products under analysis were from a Portuguese retailer, does not accurately enable the extrapolation of the conclusions for retailers located out boundaries. That being said, it may be worth developing supplementary studies to evaluate to what degree cultural and economic aspects influence consumers' proneness toward adopting PLs, and consequently the prevalence of this phenomenon and consumers' responses.

Finally, it would be of great relevance to test the impact of introducing copycat packaging PL' products on the sales performance of NBs. The emergence of me-too products can lead to cannibalization, affecting both the sales volume and market share of the respective NB; which consequently can harm retailers' relations with NBs. Nevertheless, the relationship between manufacturers and retailers are of extreme importance, and therefore it should be maintained, enriched, and mutually beneficial.

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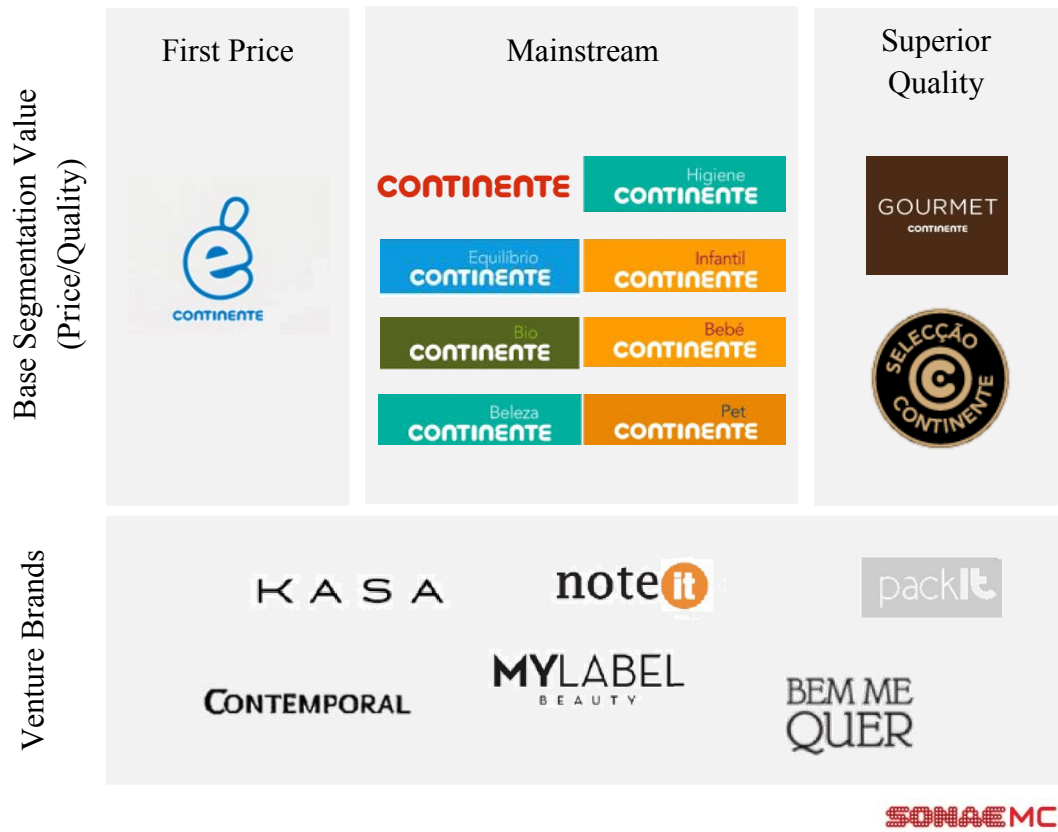
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## Appendixes

### Appendix 1:

#### Continente' Brand Architecture



## Appendix 2:

Designers' Survey: Exploratory Research

### Inquérito para Tese de Mestrado



Caro participante,

No âmbito da minha Tese para conclusão do Mestrado em Gestão na Católica Lisbon School of Business and Economics, gostaria que com o seu conhecimento e experiência na área de Design e Packaging, respondesse ao seguinte inquérito.

Desta forma, elaborei este inquérito com o objetivo de responder aos seguintes temas:

- 1) Qual é o nível de similaridade entre produtos de Marca Própria pré-selecionados e o líder de mercado da respetiva categoria?

Este inquérito terá a duração de aproximadamente 5 minutos.

Ao concordar em fazer parte deste estudo, compreende os objetivos deste inquérito e que a sua informação poderá ser analisada para efeitos do presente estudo, sendo tratada de forma confidencial e anónima.

Agradecendo desde já a sua participação, gostaria de salientar que a sua opinião é essencial para o sucesso deste estudo.

Atenciosamente,

Joana Lisboa

## Mercearia Salgada

1. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

			1	2	3	4	5	6	7
			Completamente Dissimilar						Completamente Similar
		Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Batata Frita Lisa Continte	Batata Frita Lisa Lays								
200 gramas	170 gramas								

2. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

			1	2	3	4	5	6	7
			Completamente Dissimilar						Completamente Similar
		Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Massa Esparguete Continte	Massa Esparguete Nacional								
500 gramas	500 gramas								

3. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

			1	2	3	4	5	6	7
			Completamente Dissimilar						Completamente Similar
		Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Atum Natural Continte	Atum Natural Bom Petisco								
120 gramas	120 gramas								

## Mercearia Doce

1. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Bolacha Salgada Continente  
100 gramas



Bolacha Salgada Tuc  
100 gramas

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Cereais Estrelas de Mel Continente  
375 gramas



Cereais Estrelitas Nestlé  
300 gramas

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Leite Condensado Magro  
Continente: 397 gramas



Leite Condensado Magro  
Nestlé: 387 gramas

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Bebidas

1. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Néctar Manga Continente  
1 Litro



Néctar Clássico Manga Compal  
1 Litro

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Água Tônica Continente  
6 x 20 cl



Água Tônica Schweppes  
6 x 25 cl

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Ice Tea Pêssego Continente  
1,5 Litro



Ice Tea Pêssego Lipton  
1 Litro

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Higiene e Beleza

1. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Pensos Diários Normal Continte  
44 unidades



Pensos Diários Normal Carefree  
44 unidades

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Pasta de Dentes Sensitive Continte  
75 ml



Pasta de Dentes Sensitive Colgate  
75 ml

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Fraldas Recém Nascido Sensitive  
Continte 28 unidades

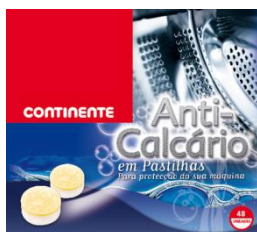


Fraldas Recém Nascido Sensitive  
Dodot 34 unidades

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Limpeza do Lar

1. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Anti-Calcário Máq. Roupas Pastilhas  
Continente 48 unidades



Anti-Calcário Máq. Roupas Pastil  
Calgon 57 unidades

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Bloco Sanitário Sólido WC  
Continente



Bloco Sanitário Sólido WC  
Sonasol

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?



Lava Tudo Perfumado Floral  
Continente 2L



Lava Tudo Perfumado Floral  
Ajax 2L

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Congelados

1. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
							
							
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gelado Chocolate Leite Magníficos Continente 4 unidades							
Gelado Chocolate Leite Clássico Magnum 4 unidades							

2. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
							
							
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bróculos Continente 1,5 Kg							
Bróculos Iglo 600 gramas							

3. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

	1 Completamente Dissimilar	2	3	4	5	6	7 Completamente Similar
							
							
Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pizza Fiambre/Queijo Continente 550 gramas							
Pizza Fiambre/Queijo Dr. Oetker 330 gramas							

## Laticínios

1. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

		1	2	3	4	5	6	7
		Completamente Dissimilar						Completamente Similar
 <p>Iogurte Tipo Grego Morango Continente 4 x 125 gr</p>	 <p>Iogurte Tipo Grego Morango Nestlé 4 x 120 gr</p>	Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

		1	2	3	4	5	6	7
		Completamente Dissimilar						Completamente Similar
 <p>Gelatina Pronta Morango Continente 4 x 100 gr</p>	 <p>Gelatina Pronta Morango Royal 4 x 100 gr</p>	Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Qual o grau de semelhança entre o produto de Marca Própria e o produto de Marca de Fornecedor, nos seguintes componentes de Packaging, sendo que (1=Completamente Dissimilar, 7=Completamente Similar)?

		1	2	3	4	5	6	7
		Completamente Dissimilar						Completamente Similar
 <p>Leite UHT Meio Gordo Continente 1 Litro</p>	 <p>Leite UHT Meio Gordo Mimosa 1 Litro</p>	Cor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Design Gráfico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Nomes/Texto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tipo de Letra (Font)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Tamanho da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Formato da Embalagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### **Appendix 3:**

#### Online Survey Configuration

### **Inquérito para Tese de Mestrado**



Caro participante,

No âmbito da minha Tese para conclusão do Mestrado em Gestão na Católica Lisbon School of Business and Economics, gostaria que respondesse ao seguinte inquérito, que tem os seguintes objetivos:

- 1) Estudar como os produtos são avaliados no supermercado
- 2) Quais os hábitos de consumo e compra dos consumidores

Este inquérito terá a duração de aproximadamente 8 minutos.

Ao concordar em fazer parte deste estudo, compreende os objetivos deste inquérito e que a sua informação poderá ser analisada para efeitos do presente estudo, sendo tratada de forma confidencial e anónima.

Agradecendo desde já a sua participação, gostaria de salientar que a sua opinião é essencial para o sucesso deste estudo.

Atenciosamente,

Joana Lisboa

**Q1:** Costuma fazer compras no supermercado?

- Sim
- Não

**Q2:** Com que frequência faz compras no supermercado?

1	2	3	4	5	6	7
Raramente	< 1 vez por mês	1 vez por mês	2-3 vezes por mês	1 vez por semana	2-5 vezes por semana	Diariamente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q3:** Com que frequência compra produtos de Marca Branca (produtos genéricos comercializados exclusivamente pelo retalhista. Ex: Continente, Lidle, Pingo Doce)?

1	2	3	4	5	6	7
Raramente						Muito frequentemente
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**CC<sub>PL</sub> Example:**

**Q4:** Indique o seu grau de concordância com as seguintes frases relativamente à sua percepção do Produto A e Produto B, tendo em conta:

- **Produto A:** Marca Branca (produto genérico comercializado exclusivamente pelo retalhista);
- **Produto B:** Marca de Fornecedor (produto vendido sob uma marca comercial)



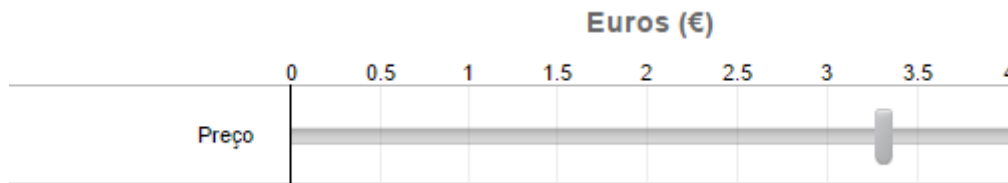
Produto A



Produto B

	Discordo Totalmente	Discordo	Discordo ligeiramente	Não concordo nem discordo	Concordo ligeiramente	Concordo	Concordo Totalmente
Eu penso que o Produto A e o Produto B têm a mesma qualidade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu penso que o Produto A e o Produto B são produzidos pelo mesmo fornecedor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu penso que o Produto A e o Produto B são visualmente semelhantes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q5:** Qual acredita ser o preço do Produto A (Marca Branca), sabendo que o Produto B (Marca Fornecedor) custa 3,29€?



**Q6:** Sabendo o preço do Produto A e do Produto B, qual é a probabilidade de você comprar o Produto A (Marca Branca)?

1 Extremamente Improvável	2	3	4	5	6	7 Extremamente Provável
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**OP<sub>PL</sub> Example:**

**Q4:** Indique o seu grau de concordância com as seguintes frases relativamente à sua percepção do Produto A e Produto B, tendo em conta:

- **Produto A:** Marca Branca (produto genérico comercializado exclusivamente pelo retalhista);
- **Produto B:** Marca de Fornecedor (produto vendido sob uma marca comercial)



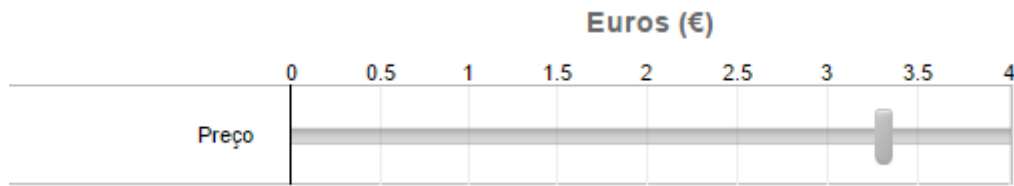
Produto A



Produto B

	Discordo Totalmente	Discordo	Discordo ligeiramente	Não concordo nem discordo	Concordo ligeiramente	Concordo	Concordo Totalmente
Eu penso que o Produto A e o Produto B têm a mesma qualidade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu penso que o Produto A e o Produto B são produzidos pelo mesmo fornecedor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu penso que o Produto A e o Produto B são visualmente semelhantes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q5:** Qual acredita ser o preço do Produto A (Marca Branca), sabendo que o Produto B (Marca Fornecedor) custa 3,59€?



**Q6:** Sabendo o preço do Produto A e do Produto B, qual é a probabilidade de você comprar o Produto A (Marca Branca)?

1 Extremamente Improvável	2	3	4	5	6	7 Extremamente Provável
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q7:** Está quase a chegar ao fim do questionário. Esta pergunta foi feita para validar a sua atenção. Responda 2 por favor.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q8:** Indique o seu grau de concordância com as seguintes frases sobre Marcas Brancas, sendo que (1=Discordo Totalmente, 7=Concordo Totalmente)?

	Discordo Totalmente	Discordo	Discordo ligeiramente	Não concordo nem discordo	Concordo ligeiramente	Concordo	Concordo Totalmente
Eu compro produtos de Marca Branda para poupar dinheiro.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Produtos de Marca Branca têm uma boa relação qualidade/preço.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Produtos de Marca Branca são uma boa alternative a produtos de Marca de Fornecedor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sou um consumidor informado quando compro produtos de Marca Branca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Produtos de Marca Branca estão presentes no meu dia a dia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q9:** Tendo em conta que:

- **Produtos Utilitários** - Produtos adquiridos para o desempenho de uma função ou tarefa específica. São caracterizados pelo seu aspecto funcional e prático. Produtos que não conduzem a sentimentos de culpa.
- **Produtos Hedónicos** - Produtos associados a divertimento, experimentação, satisfação, gratificação emocional e prazer. A compra ou experimentação destes produtos pode conduzir a sentimentos de culpa que, por sua vez, podem diminuir o prazer do consumo.

Como classificaria os seguintes produtos nas dimensões hedónicos/utilitários, sendo que (1=Utilitário, 7=Hedónico)?

	1 Utilitário	2	3	4	5	6	7 Hedónico
Batatas Fritas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bolachas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sumos Néctar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pasta de Dentes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lava Tudo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gelados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Iogurtes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q10:** Género:

- Masculino
- Feminino

**Q11:** Idade:
















- 18 - 25
- 26 - 35
- 36 - 45
- 46 - 55
- > 56

**Q12:** Rendimento Médio Mensal Individual (Líquido):

- Inferior a 500€
- Entre 501€ e 1.000€
- Entre 1.001€ e 2.000€
- Entre 2.001€ e 4.000€
- Entre 4.001€ e 6.000€
- Superior a 6.001€
- Não Respondo

## Appendix 4:

Products entailed on the survey

	OP <sub>PL</sub> (Own Packaging)	CC <sub>PL</sub> (Copycat Packaging)	NB (National Brand)
Potato Chips			
Biscuits			
Nectar Juices			
Toothpaste			
Multi-Purpose Cleaner			

Ice Cream	 <p>CONTINENTE Gelado com Chocolate Leite <b>Magníficos</b> 200g</p>	 <p>CONTINENTE <b>Magníficos</b> com chocolate de leite 100g</p>	 <p><b>MAGNUM</b> CLASSIC</p>
Yogurts	 <p>CONTINENTE 500g (4 x 125g e) <b>MORANGO</b> IOGURTE GREGO</p>	 <p>CONTINENTE <b>MORANGO</b> IOGURTE GREGO</p>	 <p>Nestle <b>Grego</b> <b>MORANGO</b></p>

**Appendix 5:**

Survey Results: ANOVA for quality perception

<b>Produto</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b> Between Groups	25,482	1	25,482	9,131	<b>,003</b>
Within Groups	675,317	242	2,791		
Total	700,799	243			
<b>2</b> Between Groups	9,986	1	9,986	3,564	<b>,060</b>
Within Groups	678,125	242	2,802		
Total	688,111	243			
<b>3</b> Between Groups	15,079	1	15,079	4,527	<b>,034</b>
Within Groups	806,150	242	3,331		
Total	821,230	243			
<b>4</b> Between Groups	7,748	1	7,748	2,579	<b>,110</b>
Within Groups	727,055	242	3,004		
Total	734,803	243			
<b>5</b> Between Groups	31,977	1	31,977	11,699	<b>,001</b>
Within Groups	661,466	242	2,733		
Total	693,443	243			
<b>6</b> Between Groups	32,582	1	32,582	11,522	<b>,001</b>
Within Groups	684,336	242	2,828		
Total	716,918	243			
<b>7</b> Between Groups	57,244	1	57,244	19,939	<b>,000</b>
Within Groups	694,772	242	2,871		
Total	752,016	243			