HANDCRAFTED PREMIUM BEER

A Segmentation Strategy: The case of NAU Beer

Dissertation by

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Abstract

Market segmentation is one important Marketing technique addressed by companies in order to understand who are their potential clients in the market in general and afterwards develop an effective marketing campaign focused on those clients with the objective of increasing their sales, maximize their profits and in this way guarantee their sustainability and growth.
This dissertation has the objective of helping NAU beer, a Portuguese start-up in the alcoholic beverages sector in Portugal. The main purpose is to understand on which segments should NAU focus its strategy. In order to address this objective, the Portuguese Market was analyzed and divided according to alcoholic drinks consumption habits, alcoholic drinks purchasing habits and characteristics most valued in alcoholic drinks. To do this analysis, two Focus Groups were conducted, as well as an Online Survey and afterwards a Cluster Analysis that ended up dividing the market into 5 segments. The results of this dissertation identify two potential segments for NAU beer.
Additionally, analyses were conducted for all the 5 segments.

Keywords: Market Segmentation, Cluster Analysis, Target Market

Resumo

A segmentação de clientes é uma técnica de Marketing utilizada pelas empresas de forma a perceber quem são os seus potenciais clientes no mercado em geral e posteriormente preparar uma campanha de marketing eficiente focada nesses clientes com o objectivo de aumentar as suas vendas, maximizando o seu lucro e deste modo garantir a sua sustentabilidade e crescimento.

Esta dissertação tem como objectivo ajudar a Cerveja NAU, uma *start-up* Portuguesa na indústria das bebidas alcoólicas em Portugal. O principal objectivo é perceber quem são os segmentos nos quais a NAU deve focar a sua estratégia. Para tal, foi analisado e segmentado o mercado Português relativamente a hábitos de consumo e compra das bebidas alcoólicas bem como principais características valorizadas nas bebidas alcoólicas. De forma a segmentar o mercado, foram realizados dois *Focus Groups*, um Questionário Online e posteriormente conduzida uma Análise de *Clusters* que acabou por dividir o mercado em 5 segmentos. Os resultados desta dissertação identificam dois potenciais segmentos para a Cerveja NAU.

Adicionalmente, foram realizadas análises para todos os segmentos.

Palavras chave: Segmentação de Mercado, Análise de *Clusters*, Mercado-Alvo

Table of Contents

1 Introduction

This dissertation was developed under the Dissertation Seminar Consulting Project. The project's objective was to develop a Digital Marketing Strategy for a Start-up in the alcoholic beverages sector: NAU beer. In order to develop a Marketing Strategy, it was important to understand who were the targets of this strategy. With this being said, this dissertation aims to address this topic by identifying the possible segments that should be targeted by NAU.

1.1 Company Overview

The NAU beer brand is a start up company born in 2015 with the mission of providing a new handcrafted beer concept to all of those that are fond of high quality beverages and are or aim to be real connoisseurs.
It arose from the will and passion of three young adults who saw an opportunity in the market for this type of product.
It all started in the end of 2014 where two of them were about to take their girlfriends out on a double date dinner. They had chosen a fancy and classy restaurant to take their loved ones. Soon after they chose their meals they had to order what they would like to drink. The two men couldn't decide whether it made sense to pay for a good wine if in reality what they wanted and really appreciated was beer. Well… they ended up choosing their usual classic beer. The disappointment in their girlfriends face was clear and as they were arriving home, back from the dinner, they came up with an idea to create a solution for the problem they had faced earlier that evening. With this being said, they found an opportunity in the market for a new type of product. Something that would taste like beer but would look fancy and special like wine. A premium handcrafted Portuguese beer: NAU. (Exhibit 1)

1.2 Problem Statement & Research Questions

Bearing in mind the description above, the three entrepreneurs came up with an innovative receipt for a beer that was very much appreciated by their families and closer friends. Since they weren't beer producers they decided to send a sample of their receipt to a specialized producer in Oporto.

They received a positive feedback from the producer, which agreed to produce their beer. With this being said the first batch of NAU beer was produced in April, 2015 and made up of approximately 263 liters counting as 350 bottles (each bottle contains 0,75L). This first batch was mainly distributed and sold to FFF, family friends and fools. The great majority of these people loved the beer and encouraged these young entrepreneurs to establish the brand.

After five months, in September, the 2nd batch was produced made up of 270 liters corresponding to 360 bottles. This production was entirely sold after 6 months to close friends, two gourmet shops, several restaurants and through their website.

They sold each bottle at a retail price of 5 euros to the gourmet shops and restaurants and at a price of 8 euros when they sold directly to the client.

Until now they have only sold to family, friends and some consumers through these gourmet shops, restaurants and minimal sales through the website. NAU faces the challenge of understanding who are the consumers they must target that are willing to pay for their product and are interested in consuming their product.

At the moment the 3rd batch was already produced, made up of 554 liters and therefore 738 bottles and is ready to be sold in the market.

The question now is: Which segments of the market?

Bearing in mind this question the problem statement this study is going to address is:

Which segmentation strategy for NAU beer, a start-up in the alcoholic beverages sector?

RQ1: What are the main trends associated with alcoholic drinks consumption habits in the Portuguese Market?

RQ2: What are the characteristics about alcoholic drinks most valued by the consumers more likely to purchase handcrafted beer?

RQ3: Which are the segments that should be targeted by NAU?

1.3 Industry Overview

NAU beer is a Portuguese company, currently selling in the Portuguese market only, therefore the focus of the analysis will specifically address the Portuguese market. Furthermore, NAU is a product that aims to have the characteristic flavor of a beer and the outstanding quality of a good wine and consequently positions itself within both the beer and wine industries.

With this being said this section aims to give a broad overview of both the beer and the wine market in Portugal.

Beer Market

The Portuguese beer market faced a decline through the period 2009-2013. From 2013 until 2018 this decline is expected to slow down, but still is going to be considered as a weak market overall.

In 2013, the Portuguese beer market had total revenues of approximately €2.7 billion corresponding to a compound annual rate of change (CARC) of -2% between 2009 and 2013. Moreover, the market's volume[1] is expected to fall to 0.4 billion liters by the end of 2018, which represents a decrease of 4% in terms of CARC for the period 2013-2018.

In addition, the Portuguese beer market is segmented across 5 segments being the standard segment the larger one, followed by the premium segment, then the low/no alcohol segment, followed by the ales, stouts & bitters segment and lastly the specialty beer segment.

The standard segment corresponds to 83.7% of the market's overall value. Additionally, the premium segment represents 8.4% of the market's aggregate value, then the low/no alcohol

[1] Market volume represents the total volume of wine consumed in millions of liters.

segments account for 5.1% of the market followed by the ales, stouts & bitters which have 2.8% of the market and finally the specialty beer segment that is considered to be insignificant in the Portuguese beer market with 0% market share.

Overall, since 2013 until 2018 the market is expected to continue to decline but at a slower pace with an estimated CARC of -1% for this period. This will ultimately lead the market to a value of €2.5 billions by the end of 2018.[i]

Figure 1: Portugal beer market value forecast

Year	€ Million	% Growth
2013	2,603.6	(0.9%)
2014	2,629.4	1.0%
2015	2,588.8	(1.5%)
2016	2,524.2	(2.5%)
2017	2,493.1	(1.2%)
2018	2,476.6	(0.7%)
	CAGR 2013-2018	**(1.0%)**

Source: Marketline

Figure 2: Portugal beer market volume forecast

Year	Million liters	% Growth
2013	470.7	(4.6%)
2014	443.1	(5.9%)
2015	411.5	(7.1%)
2016	395.6	(3.9%)
2017	386.9	(2.2%)
2018	384.1	(0.7%)
	CAGR 2013-2018	**(4.0%)**

Source: Marketline

Wine market

The Portuguese wine market registered a decrease both by value and volume through the period 2009-2013. This is considered to be a consequence of the country's weak economy upon consumer spending. The market is expected to continue to decline in terms of value until 2018.

The Portuguese wine market had total revenues of €4,140.1 millions in 2013. For the five-year period 2013-2018 the market value is expected to reach €4,092.8 millions.

Moreover, in relation to market consumption volumes, between 2009-2013, have declined with a CARC of -0.1% reaching a total of 435.7 million liters in 2013. The market's volume is expected to fall to 425.4 million liters by the end of 2018 corresponding to a CARC of 0.5% for the period 2013-2018.

Furthermore, the Portuguese wine market is segmented across 4 categories: still wine which accounts for 92.8% of the market, then the fortified wine representing 4.6% of the market, followed by the sparkling wine with 2.1% of the market and lastly the champagne segment that accounts for 0.5% of the wine market.

Overall, in 2018, the Portuguese wine market is expected to have a value of €4,092.8 million, which corresponds to a decrease of 1.1% in comparison to 2013. In relation to its volume it is forecasted to have 425.4 liters corresponding to a decrease of 2.4% since 2013.[ii]

Figure 3: Portugal wine market value forecast

Year	€ Million	% Growth
2013	4,140.1	(0.1%)
2014	4,150.5	0.2%
2015	4,148.8	0.0%
2016	4,138.7	(0.2%)
2017	4,120.0	(0.5%)
2018	4,092.8	(0.7%)
	CAGR 2013-2018	**(0.2%)**

Source: Marketline

Figure 4: Portugal wine market volume forecast

Year	Million liters	% Growth
2013	435.7	(0.3%)
2014	439.9	1.0%
2015	439.7	0.0%
2016	436.6	(0.7%)
2017	431.9	(1.1%)
2018	425.4	(1.5%)
	CAGR 2013-2018	**(0.5%)**

Source: Marketline

To sum up both the beer and wine markets have been decreasing in the last years, and are forecasted to continue to decrease, even though at a slower pace, until 2018.

1.4 Methodology

This research contains both primary data collected from the consumers in the Portuguese Market and secondary data collected from the founders of NAU beer and from data research reports done previously to this study.

Also, qualitative research was done by conducting two focus group in order to understand participant's consumption habits and to assess potential interest in the product. In both focus groups, in the first part participants were asked about their general beer consumption habits and in the second part they had their first contact with the NAU beer and then were subject to questions related to their experience. For this study in specific it was only considered relevant to study in detail the participant's lifestyles, alcoholic drinks consumption and purchasing habits.

In addition it was also conducted quantitative research through an online survey. With the results obtained from the online survey it was performed a cluster analysis in order to divide the market into segments. Consumers were chosen from both genders, with distinct income levels, from 18 years old to all ages and coming from different backgrounds.

1.5 Academic And Managerial Relevance

This topic is academically relevant since it allows putting into practice the segmentation theories studied and developed by academics into a real business case.

This study is also relevant to NAU, helping them to understand which are the segments they should target in order to develop an efficient Marketing Strategy towards this target's needs and expectations and ultimately reach sustainable sales, achieve profitability and guarantee their business growth and success.

2 Literature Review

This section aims to address some relevant marketing topics to this dissertation, such as market segmentation, cluster analysis and target market by providing a broad overview of academic articles. Despite the fact that the cited articles are not as recent as desirable, this literature was intended to be as relevant as possible.

2.1 Market Segmentation

Market segmentation is central to marketing strategy and a key decision area for organizations in all sectors.

Grouping together customers with similar product preferences and buying behavior helps organizations to deal with market heterogeneity, thereby focusing resources on homogeneous customer segments and therefore ensuring an efficient allocation of resources (Smith, 1956).

The concept arose from economic pricing theory, which suggests that maximum profits are achieved when pricing levels discriminate between segments (Wind, 1978). Segmentation provides guidelines for a firm's marketing strategy and resource allocation among markets and products.

In addition, segmentation research, regardless of the method used, is designed to identify groups of entities (people, markets, organizations) that share certain common characteristics (attitudes, purchase intentions, habits). Segmentation research is seen as a grouping task. Wind (1978) states that researchers tend to select grouping methods essentially on the basis of familiarity, availability and cost rather than of the basis of the methods' characteristics and appropriateness.

Furthermore, Green and Krieger (1991) defined segmentation according to the set of following ideas: 1) it presupposes heterogeneity in buyer's preferences and choices for products/services, 2) Preference heterogeneity for products/services can be related to either person variables (demographic, psychographic characteristics, product usage, current brand loyalties etc.) or situational variables (type of meal in which beverage is consumed, buying for oneself versus gift for someone else etc.) and their interactions. 3) Companies can react to preference heterogeneity by modifications of their current product/service attributes (including price), distribution and promotion. 4) Companies are motivated to do so if the net payoff from modifying their offerings exceeds what the payoff would be without modification and 5) a firm's modification of its product/marketing mix includes product line addition/deletion decisions as well as repositioning of current offerings.

Moreover, Barry and Weinstein (2009) state that buyer motives and styles are assumed to be influenced by the buyer's personal needs as well as from the cultural norms at the enterprise and country level. If buyers are able to capture these personal variables that influence a buyer's willingness, suppliers can better tailor their value propositions and adjust their communication styles. The authors also mention that by analyzing purchase motives, marketers can better understand why buyers act the way they do in the marketplace.

Furthermore, Yankelovich and Meer (2006) draw our attention in their review to the fact that segmentation has somehow disappointed companies launching them according to three typical failures. First is the excessive interest in consumer's identities, which enables marketers from the product features that matter the most to current and potential customers of particular brands and categories. Second, the little emphasis on actual consumer behavior, which has definitely a strong impact on their attitudes and helps predict business outcomes. Finally, is the undue absorption of technical details of developing segmentations, which pushes marketers away from the decision makers on whose support their initiatives depend. The authors strongly believe that organizations that are able to overcome these three weaknesses will be able to develop insights into where and how to compete and gain maximum benefit from scarce marketing resources.

In addition to this, one key implementation challenge companies face every time they conduct a segmentation study is the quality of the data they use.
The potentially detrimental effect of bad data on market segmentation has been discussed in the earliest studies on market segmentation: Young, Ott and Feigin (1978) claim that each segmentation problem is unique and consequently, it is critical to select carefully who is

interviewed and which questions are asked; Wind (1978) discusses drawbacks related to segmentation bases typically used, and urges for increased efforts in determining the unit of analysis, the operational definition of dependent and independent variables, sample design and checking the reliability of data.

More recently, Dolnicar, Grün and Leisch (2016) conducted a study where they assess whether increasing the sample size compensates for data problems in segmentation studies. Given their results, they highlight several recommendations when performing market segmentation: the quality of data is extremely important and good care needs to be taken in the development of survey studies for market segmentation. It is therefore recommendable to collect slightly larger samples, and the sample size should be determined bearing in mind the number of variables used as the segmentation base and in view of the extent of survey data contamination that is expected to be presented in the data.
Finally, they draw attention to the fact that market research is increasingly conducted online, which helps to reduce the cost of additional respondents.

2.2 Cluster Analysis

In this research cluster analysis was used as a tool to define the segmentation strategy. According to Saunders (1994), cluster analysis is a way of sorting items into a small number of homogeneous groups and to cluster customers into segments. The author states that cluster analysis is just a matter of grouping together observations that are alike. The author also claims that when conducting cluster analysis it is usual to split the variables into two groups: one set used to form clusters and the other to describe the results.

In addition to this, cluster analysis is a technique to identify 'similar' entities from characteristics possessed by these entities. Its primary value lies in the pre-classification of data, as suggested by 'natural' groupings of the data itself.
Green, Frank and Robinson (1967) conclude that cluster analysis provides an operational procedure for describing similarity among entities when these entities exhibit several different characteristics.

Moreover, Srivastava, Shocker, and Day (1978) and Srivastava, Leone, and Shocker (1981) claim that cluster analysis has also been used in the development of potential new product opportunities. By clustering brands/products, competitive sets within the larger market structure can be determined. This way a firm can examine its current offerings in relation to those of its competitors. It can determine the extent to which a current or potential product offering is uniquely positioned or is in a competitive set with other products.

In addition, cluster analysis has been applied in the problem of test market selection as it has been studied by Green, Frank, and Robinson (1967).
These applications are concerned with the identification of homogeneous sets of test markets. The identification of such homogenous sets allows the generalization of the results obtained in one test market to other test markets in the same cluster, thereby reducing the number of test markets required.
At last, cluster analysis has also been used as a general data reduction technique to develop aggregates of data, which are more general and more easily managed than individual observations. Fisher (1969) highlighted the use of cluster analysis for data reduction from the perspective of econometrics and argued that cluster analysis is more appropriate whenever the data are too numerous and too detailed to be manageable. Such data simplification and aggregation are used for the convenience of the research.

Punj and Stewart (1983) draw the attention that when performing cluster analysis several decisions, affecting the structure of the cluster solution should be made. These decisions can be grouped into four different categories according to: data transformation issues, solution issues, validity issues and variable selection issues.
In addition, these authors provide valuable insights for the method that will be applied in this dissertation, the K-means clustering. This technique assumes that cases are assigned by moving them to the cluster whose centroid is closest to the case. Reassignment continues until every case is assigned to the cluster with the nearest centroid. This will indeed, minimize the variance within each cluster.

Furthermore, Wind (1978) identifies two main approaches to applied market segmentation. Firstly, a priori segmentation, the researcher first chooses some variables of interest (consumer's age, gender, principal benefit sought) and then classifies buyers according to that designation. Secondly in cluster-based segmentation the researcher chooses a set of interrelated variables (such as psychographic characteristics, preferences for various user benefits associated with the product category). Person-by-variables "score" are then clustered into person groups whose average within-groups similarity is high and whose between-group similarity is low.

Moreover, Green and Rao (1969) state in their research that one of the main problems in applying cluster analysis is the choice of what proximity measure to use in summarizing the similarity or dissimilarity of profile pairs. They believed that no "dominant" proximity measure exists, given the high variations in the researcher's objectives. They suggest and compare, theoretically and empirically, ten types of proximity measures in their study and conclude that the clustering algorithm was sensitive to the type of proximity used and therefore different clustering compositions were obtained.

One of the challenges when analyzing a market potential is comparing a set of objects on not just one factor but simultaneously on a number of dimensions. When comparing potential consumers it is not enough to know that consumer A is older or younger that consumer B. One also may want to know how they differ with regard to income levels, education, interests and tastes. How does one simultaneously make such a contrast among say, 10 or 15 such dimensions, when it is hard enough to think about relationships among two or three variables at a time? That is why it is so important to have a test marketing technique, which ensures that we are able to contrast consumers along a number of dimensions simultaneously. In addition it must be available in a way that allows one to change easily the variables upon which the comparison of markets is to be based.

2.3 Target Market

Kotler (2003) states that all markets consist of segments and niches and that success results from the best prospects for an organization's goods or services – its target markets.
A target market analysis is one part of the marketing plan, following the market segmentation analysis.
The analysis of the target market implies the study of the several target markets available to a firm. It should incorporate discovering the needs and expectations of the consumers. A target market analysis describes the benefits that customers seek and determines the possible ways they can be reached. It will identify a specific target market the firm will seek to reach. By focusing on these specific markets, it is possible to accomplish more than if the company tries to serve the entire market. (Clow & Baack, 2005)

In line with these definitions is that targeting is the practice of setting marketing policy differentially for different customers or segments. (Dong, Manchanda & Chintagunta, 2009). In addition, literature has proven that there are positive returns resulting from targeting for example the authors Rossi, McCulloch and Allenby (1996) were the first to demonstrate the value of targeting using coupons in the packaged goods industry. Their study calibrated a response model and used the variation in response parameter estimates across sectional units to come up with a targeting policy for a marketing instrument. In this case, the effects of prices on brand choices across segments through coupons. To quantify the benefits of targeting, research can then compare the profits of the firm under different targeting schemes – at the individual customer level, at the segment level or through mass marketing (meaning no targeting).
In this dissertation bearing in mind the market segmentation analysis and the industry being analyzed (alcoholic drinks industry), it will focus on the segment level targeting.

Moreover, knowledge of the subgroup's characteristics, obtained through the process of audience segmentation, allows message developers to allocate campaign resources economically and strategically by targeting their relevant audience. Variables frequently used in consumer market research to segment audiences range from demographics such as gender, age, education and income to behavioral characteristics such as loyalty to products, brands or services, consumption habits and preferences. In addition the psychographic variables such as personality, lifestyles, attitudes, opinions and interests of consumers are becoming increasingly important nowadays. In consumer marketing campaigns, companies used psychographics to measure psychological variables of their targeted audience with the objective of identifying individuals who will be most receptive to their advertisements and consequently more willing to purchase their products. The reasoning behind this method is that understanding why individuals make certain choices, rather than just understanding their demographic background is more effective in developing marketing campaigns and reaching their target audience (Schmid et al, 2008).

3 Methodology

3.1 Focus Group

The two conducted focus groups yield significantly different results from each other. This difference resulted from the fact that the participants were different in terms of age, employment and monthly income. Both focus groups lasted 60 minutes and were conducted in Portuguese. An English version of the guideline is provided in Exhibit 2.

The first focus group was conducted to 8 members, who were either employed at their first job or were still university students and therefore aged between 21 and 25 years old. They came from different backgrounds, business, law and engineering and from different cities surrounding the Lisbon area: Alcochete, Lisbon, Santarém and Setúbal.

The second focus group was conducted to 5 participants, whose age ranged between 35 and 56 and all had full time jobs from different backgrounds: medicine, marketing and finance. All the participants live in Lisbon.

Besides getting inside information about beverages habits, the scope of these focus groups was also to collect useful information for the construction of the survey. Essentially it allowed the discussion and brainstorm of some ideas and topics to be addressed in the questionnaire.
In addition it had the objective to ask participants about their purchasing power, product interest, consumption habits, brand awareness and perceptions about handcrafted beverages and alcoholic drinks in general.
It also allowed understanding how NAU beer is perceived compared to other beer/wine products, how should NAU be positioned in the Portuguese market and if the participants were potential consumers.

3.2 Online Survey

An online survey was conducted as part of the quantitative research of this study. The survey had 38 questions and was conducted to the general Portuguese public with age equal or superior to 18 years old. It was available between March 28th and April 13th. Given that the target participants were Portuguese people the survey was launched in Portuguese only, and an English version of it is provided in Exhibit 3. The main objective of this questionnaire was to collect information to understand which type of consumers is interested in the product and likely to purchase NAU beer. The participants were allocated according not only to demographic factors but also according to their behavioral and psychographic characteristics. It was important to measure the Portuguese consumers' alcoholic beverages consumption habits, their perceptions and expectations about alcoholic beverages and their willingness to try new products in this industry.

Through the online questionnaire 311 valid responses were obtained, that allowed to extract relevant data that was important to perform the cluster analysis and to later reach solid conclusions.

The survey was distributed via Qualtrics and data analyzed through IBM's SPSS.

4 Results Analyses

4.1 Focus group analysis

For this study it was only considered to be relevant to analyze the participants lifestyles, alcoholic drinks purchasing habits, alcoholic drinks consumption habits, characteristics most valued in alcoholic drinks and perceptions about alcoholic drinks.

Lifestyles

Both focus groups frequently have meals out-of-home, on average 5 to 7 times a week on either leisure or work occasions.

While in the first focus group between 30% and 50% of their budget is given to leisure activities such as dinner and lunch out-of-home, night outs and hanging out with friends, in the second focus group they reported that between 40% to 70% is given to leisure events such as shopping, cinema, theatre and meals out of home. This difference is explained through the difference in the monthly income levels and to the fact that most of the people in the first focus group are still students. In both focus groups they associate leisure activities with time spent with family and friends.

Surprisingly, when participants were asked if they were receptive to try new products, the younger group said they were not receptive, they prefer to keep with classics while the older group said yes they enjoy trying new products. This leads to the conclusion that the first group (more risk averse) would not be likely to try a new product, such as NAU beer, while the second group would be more willing to try it.

Alcoholic Beverages Consumptions Habits

In the first focus group participants mentioned they usually consume alcoholic drinks, on average, one to three days a week mainly when they go out to bars, discos and sunsets with their friends. The main alcoholic drinks they consume are Gin and Beer. Gin is said to be trendy and cool and beer because it is cheap and goes along with every moment. In relation to

their wine consumption most of them said they didn't like wine and even those who like it do not consume it on a regularly basis.
By contrast, in the second focus group participants reported that they consume alcoholic drinks, on average, seven to ten times a week mostly on professional occasions and meals out of home. The alcoholic drink they consume is mostly wine. In relation to their beer consumption most of the participants also like beer but all of them would prefer wine rather than beer.
In addition, in the first focus group, when asked if they had already tried handcrafted beer only two of the eight participants said yes and from these two only one liked it.
On the other hand, in the second focus group all the participants had already tried handcrafted beer and all of them reported that they enjoyed it and would drink it again.

Alcoholic Beverages Purchasing Habits

Furthermore, in both focus groups participants were asked where they would usually buy beer and wine. In the first focus groups the wine part wasn't applicable since most of them as mentioned before do not like wine and as for the beer they buy it mainly in bars and supermarkets. They associate buying beer with its consumption because when they buy a beer is usually to drink it right away. On average participants pay 1 to 1,50 euros per bottle.
The second focus group with the older participants was more focused on the wine purchasing habits and the participants claimed that they usually buy wine in supermarkets, gourmet shops and mostly when they go to a restaurant. Concerning the price of the wine, in supermarkets they usually spend 5 to 10 euros and in restaurants between 8 and 15 euros.
In addition when asked about a handcrafted beer price both focus groups perceived it to be less or equally expensive than a wine but more expensive than a standard beer.

Attributes most valued in Alcoholic drinks

When participants were asked about the attributes they valued the most in alcoholic drinks different responses were obtained on each focus group. While in the first one, participants valued the price and flavor of the drinks, in the second group participants gave preference to the quality and brand of the drink. This implies that young consumers are more price sensitive than older consumers and is clearly related to the fact that most of the participants in the first focus group are still students while in the other group the participants have higher purchasing power since they already work for several years and have high positions in their jobs. In addition it was verified that in both focus groups, the female participants also mentioned that they consider the calories content of each alcoholic drink while male participants mentioned the alcoholic level as an important attribute associated with alcoholic drinks choice and consumption.

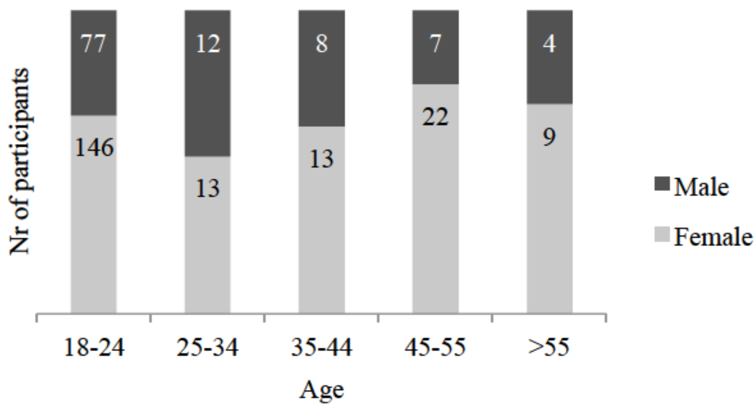
4.2 Survey Analysis

4.2.1 Sample Description

Demographic Factors

From the 311 valid responses 203 were female participants (65.3%) and 108 were male participants (34.7%). The majority of the participants were aged between 18 and 24 years old (71,7%) and 88 participants were aged between 25 and 55 years old (28.3%).

Figure 5: Gender distribution per age



Source: Survey Data

Regarding their monthly income 155 participants earn less than 500 euros per month (59.8%) and 103 participants earn between 500 and 1500 euros per month (43.2%).

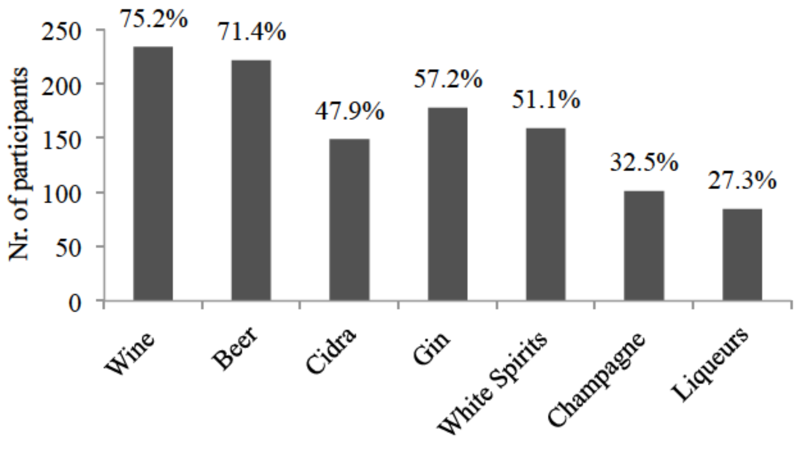
Finally, from this sample of 311 respondents, the majority of the participants are from the Lisbon Area (67.5%), some from the North and Centre of Portugal (30.5%) and few from Alentejo and Algarve (2%). (Exhibit 4)

4.2.2 Alcoholic Drinks Consumption and Purchasing Habits

In this section the analysis is going to focus firstly on participant's consumption and purchasing habits of alcoholic drinks in general and secondly it will focus specifically on beer and wine purchasing habits, consumption habits and on participant's perceptions and experiences regarding these two drinks.

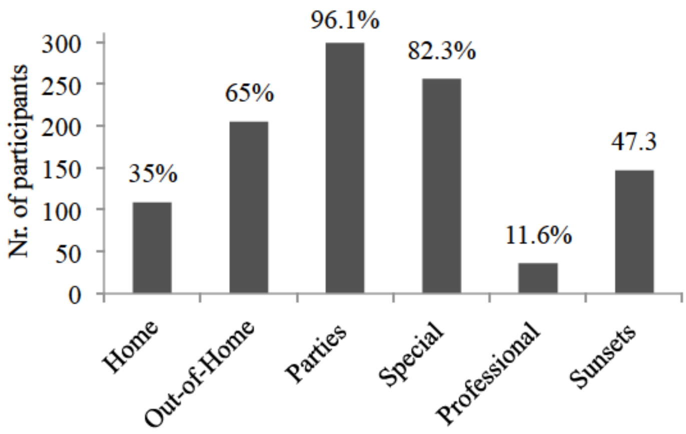
With this being said, the survey started by asking participants general alcoholic drinks consumption habits questions such as which alcoholic drinks they consume, how often do they consume these drinks, where do they consume them, on which occasions they consume alcoholic drinks and what percentage of their monthly income is dedicated to these occasions. It can be seen from figure 6 that a significant number of the respondents consume both wine and beer (75.2% and 71.4% respectively). The two other most drank alcoholic drinks are gin (57.2%) and white spirits (51.1%) such as vodka, tequila and martini. Liqueurs is the alcoholic drink that reports the lowest level of consumption (27.3%) followed by champagne (32.5%). This is probably related to the fact that these are usually drinks associated with specific celebrations, with a strong and particular flavor and also tend to be extremely expensive drinks that not everyone is willing to pay or even can afford them. (Exhibit 5)

Figure 6: Which type of alcoholic drinks do you consume?



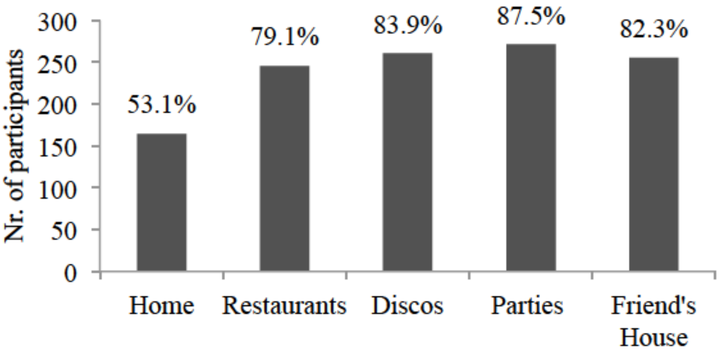
Source: Survey Data

Figure 7: On which occasions do you consume alcoholic drinks?



Source: Survey Data

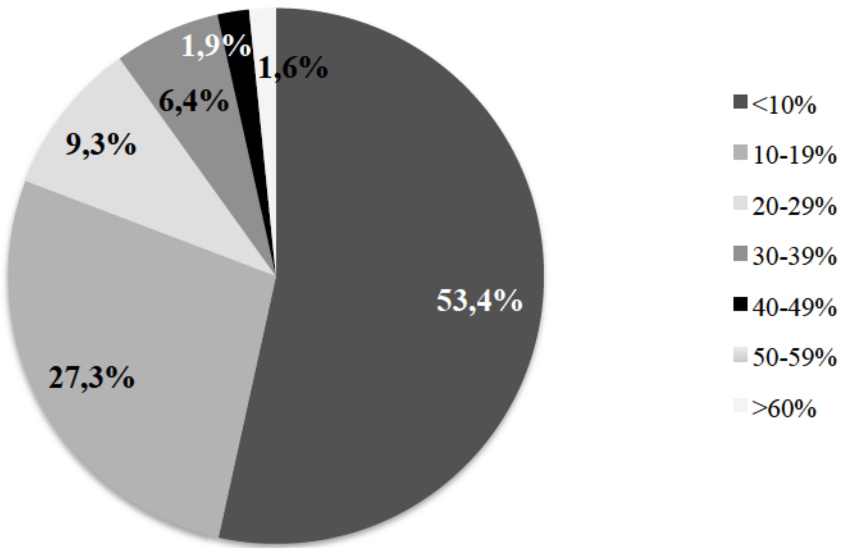
Figure 8: Where do you consume alcoholic drinks?



Source: Survey Data

In both figures 7 and 8 it is possible to verify that consumers drink alcoholic drinks mostly in parties (96.1%), special occasions (82.3%) like anniversaries and celebrations and meals out of home (65%). This is in line with the results obtained through the question where they consume alcoholic drinks given that more than 75% of participants report to drink alcoholic drinks at restaurants (79.1%), discos (83.9%), parties (87.5%) and at their friend's houses (82.3%).

Figure 9: % Monthly Income dedicated to Occasions in figure 3



Source: Survey data

Within its consumption habits participants were asked about what percentage of their monthly income was dedicated to the occasions where they had mention they drink alcoholic drinks. From figure 9 it is possible to observe that 53.4% spend less than 10% of their income on occasions such as parties, special events or meals out of home and about 36.6% spends between 10% and 30% on these occasions. (Exhibit 6)

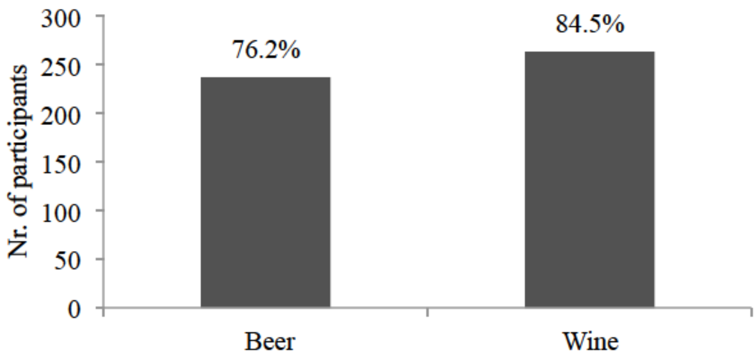
In addition participants were asked to rank from 0 to 100 six characteristics of alcoholic drinks according to their level of importance when consuming alcoholic drinks. The characteristics were the brand of the drink, its calories content, its alcoholic level, the price per drink, the quality of the drink and its flavor. Respondents find flavor (M[2]=32,21;SD[3]=19,77), quality (M=26,08;SD=17,95) and price (M=20,88;SD=15,71) the three most important attributes when consuming an alcoholic drink. On the other hand, both the alcoholic level (M=8,54;SD=11,3) and its brand (M=8,98;SD=9,43) have very little impact on the choice of an alcoholic drink and finally the calories content (M=3,46;SD=7,03) can be considered irrelevant for the consumption of alcoholic drinks.

[2] M corresponds to the Mean
[3] SD corresponds to the Standard Deviation

In relation to their receptiveness to try new products it can be concluded that the great majority of the 311 participants are highly (38.6%) or at least somehow (55.3%) receptive to try new products, which is a good indicator that they might be receptive to NAU beer.

Bearing in mind that NAU beer is a product that positions itself between the flavor of a beer and the quality of a wine and taking into consideration the results described above that both wine and beer were the two alcoholic drinks yielding higher percentages of consumption among the sample of 311 participants, this study will focus specifically on beer and wine consumption habits, purchasing habits and main perceptions about these drinks.
For each of the following sections participants would firstly be asked if they liked wine and beer. It was only considered for this analysis the participants who answered they liked these drinks before each section. In figure 10 it is discriminated the percentage of participants considered for these sections according to their answers to the questions: 'Do you like beer?' and 'Do you like wine?'. With this being said it was considered for the beer section 237 consumers and for the wine section 263 consumers.

Figure 10: Do you like Beer? Do you like Wine?



Source: Survey Data

Wine

For this section, were only considered the participants that answered they liked wine in general, red wine only and white wine only, corresponding to 263 consumers.

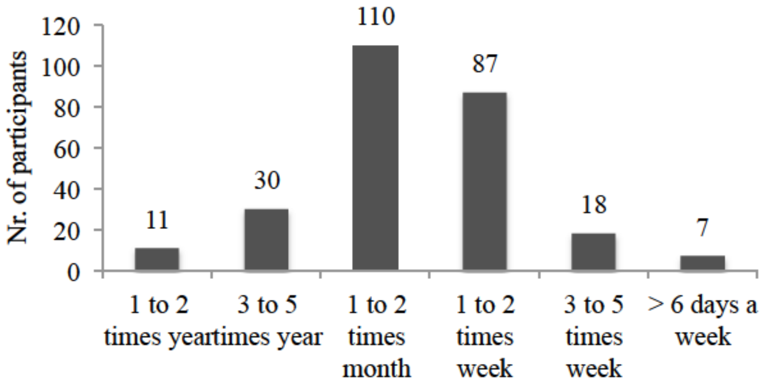
- **Wine Consumption Habits**

  The participants who answered they liked wine were firstly asked about how often they drink wine and on which occasions they usually consume it.

  In figure 11 it is represented the frequency of wine consumption per respondent.

  It can be identified three types of wine consumers, the sporadic drinkers which correspond to 41 participants that drink wine one to five times a year, the occasional drinkers that correspond to 110 respondents and drink wine at least once a month and the regular drinkers who correspond to 112 consumers and drink wine 1 to 6 days a week.

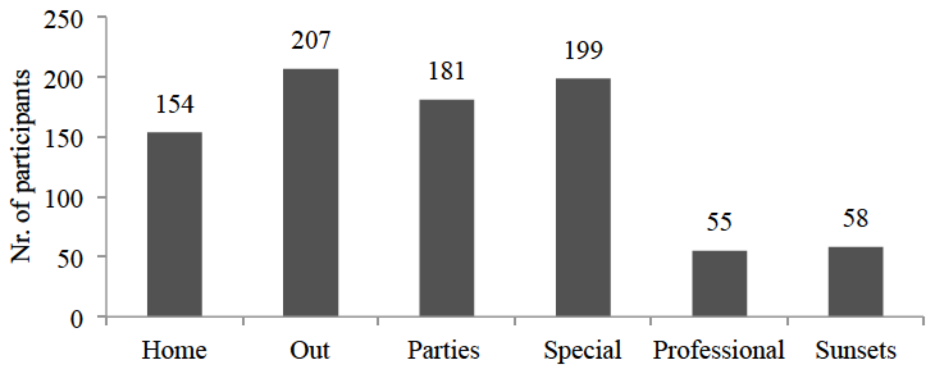
Figure 11: How often do you consume wine?



Source: Survey Data

Within its consumption habits participants were also asked which occasions they would associate with drinking wine and from figure 12 it is clearly identified that the occasions associated with the consumption of wine are mainly meals out of home, parties and special occasions. Surprisingly respondents do not tend to associate the consumption of wine with professional occasions. This can be related to the fact that the majority of the participants are students or employed at their first job and therefore are not familiar with professional meals as part of their job yet.

Figure 12: On which occasions do you consume wine?



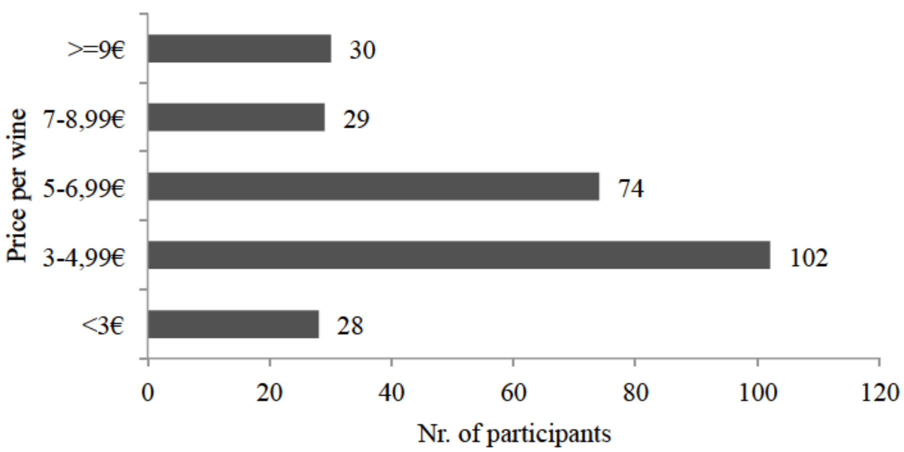
Source: Survey Data

- **Wine Purchasing Habits**

  In this part participants were asked where they usually buy wine and how much they pay for wine.

  With this being said, it is possible to conclude from figure 13 that most of the participants spend between 3 to 5 euros on a bottle of wine (38.8%), a large part of them spend 5 to 7 euros (28.1%) and a smaller number of participants is willing to pay above 7 euros for a bottle of wine (22.4%). Some participants reported that they do not spend more than 3 euros on wine (10.6%).

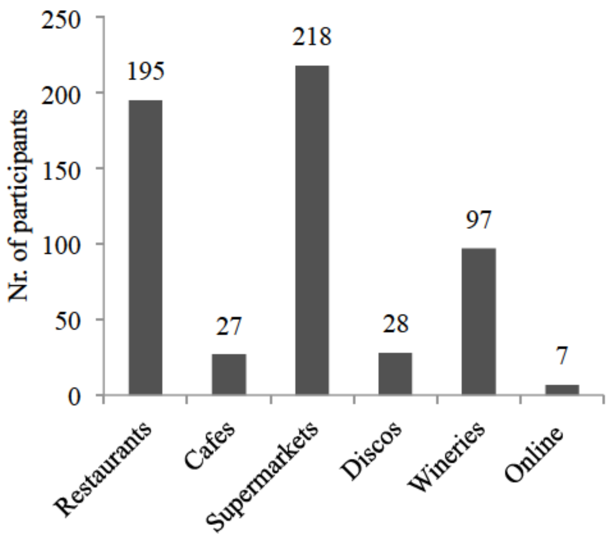
Figure 13: On average, how much do you usually spend on a wine?



Source: Survey Data

Associated with their wine purchasing habits, participants were also asked about the most common places they would buy wine. The great majority of the respondents selected supermarkets (83%) and restaurants (74%) as the places where they usually buy wine. A smaller number of respondents reported they buy wine at wineries (37%). Finally the online channel (2.7%) is definitely not the choice of the consumers regarding the place to buy wine. Figure 14 illustrates the most and least chosen places associated with wine purchasing habits.

Figure 14: Where do you buy wine?



Source: Survey Data

- **Wine Perceptions**

As a final step regarding behaviors and perceptions associated with wine participants were asked to rank according to their personal opinion and experience to what extent they agreed with the statements shown in figure 15.

The great majority of the participants agree that wine has a pleasant flavor and consider it to be a fancy drink (96%). In line with these conclusions is the fact that a significant number of participants disagree that wine is difficult to digest (70%).

Moreover more than 75% of the respondents agree to drink wine mainly on special occasions and associate it with relaxing moments (85%). This is in accordance to the conclusions reached in the consumption habits section where respondents have also reported they consume wine on special occasions, meals out of home and parties, which are considered to be relaxing occasions. Once again in line with all the conclusions stated above is the fact that 95% of the respondents agree that they enjoy drinking wine.

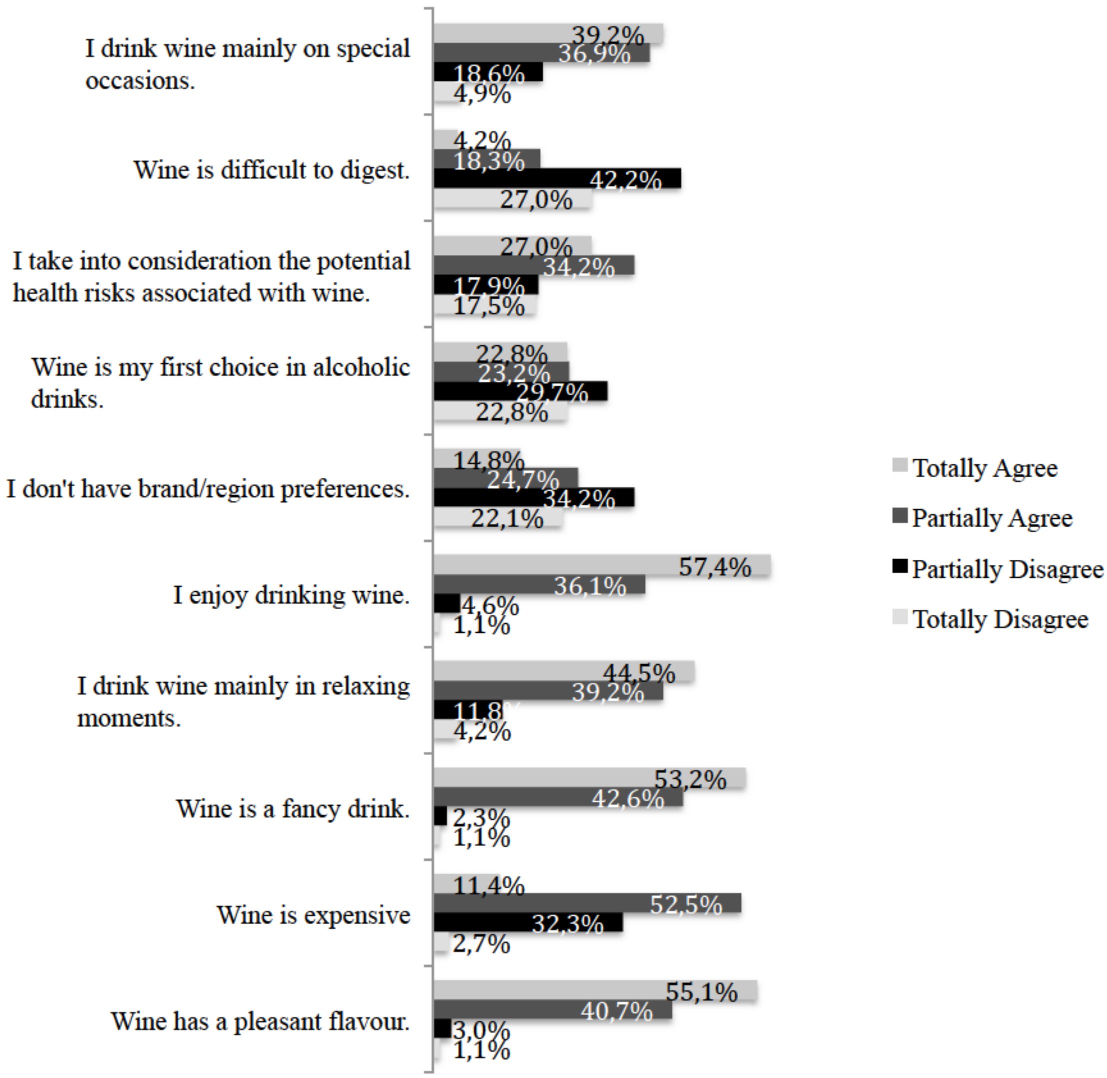
Regarding their brand or region preferences within wine category 40% of the respondents agree they have no specific brand preference and 60% claim they have preference, therefore it is not possible to define a clear conclusion about this topic.

Similarly to this topic is the one in relation to wine being consumer's first choice in alcoholic drinks where approximately 50% of the respondents agree that it is indeed their first choice when considering alcoholic drinks while the other 50% do not consider wine to be their first alcoholic drink preference.

Furthermore in relation to health issues the participants seem to be conscious and sensitive to this topic as 60% of the respondents agree that they take into account the potential health risks associated with wine consumption.

Finally regarding its price, the majority of the respondents agree that wine is an expensive product (65%). (Exhibit 7)

Figure 15: Degree of agreement with statements regarding wine



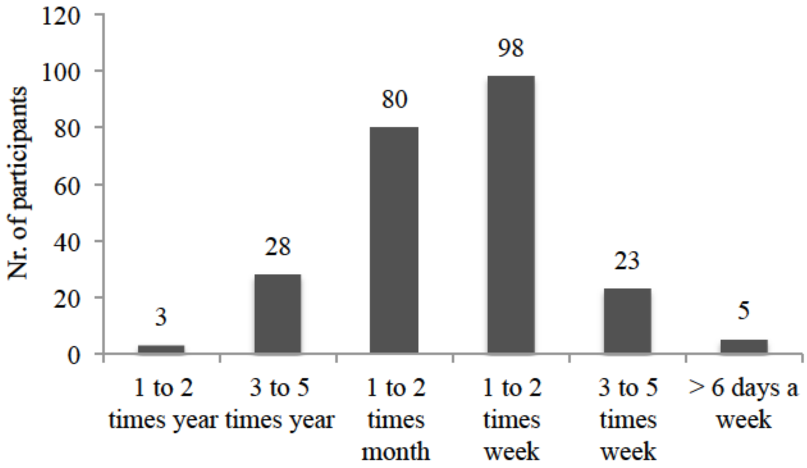
Source: Survey Data

Beer

For this section it was only taken into consideration the respondents that answered they liked beer, which correspond to a total of 237 participants.

- **Beer Consumption Habits**

Figure 16: How often do you consume beer?

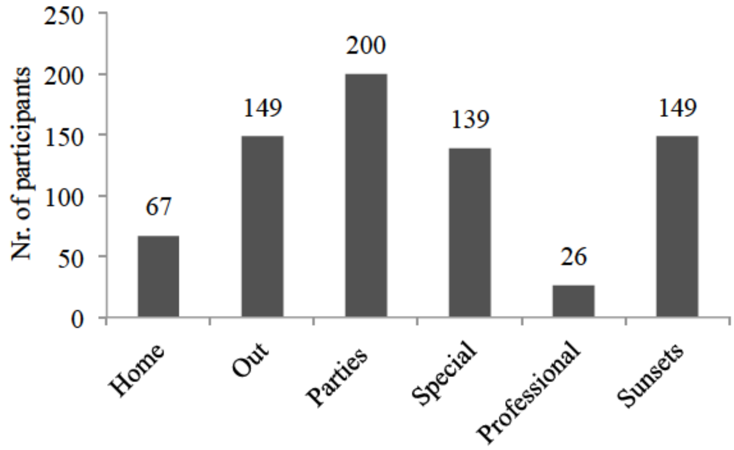


Source: Survey Data

Figure 16 represents the frequency of beer consumption of the 237 participants that like beer. Similarly to the wine drinkers, participants were split into three types of drinkers, the sporadic beer drinkers, corresponding to 31 respondents who drink beer only 1 to 5 times a year. Then the occasional beer drinkers, which consume beer once or twice a month and these, correspond to 80 consumers from the sample and finally the regular beer drinkers, who correspond to the majority of the sample under analysis, that is 126 participants who drink beer at least once a week.

Moreover, it is possible to verify from figure 17 that these participants associate drinking beer mostly in parties (84.4%), meals out of home (63%) and sunsets (63%). On the other hand, drinking beer is definitely not linked to professional occasions (10%).

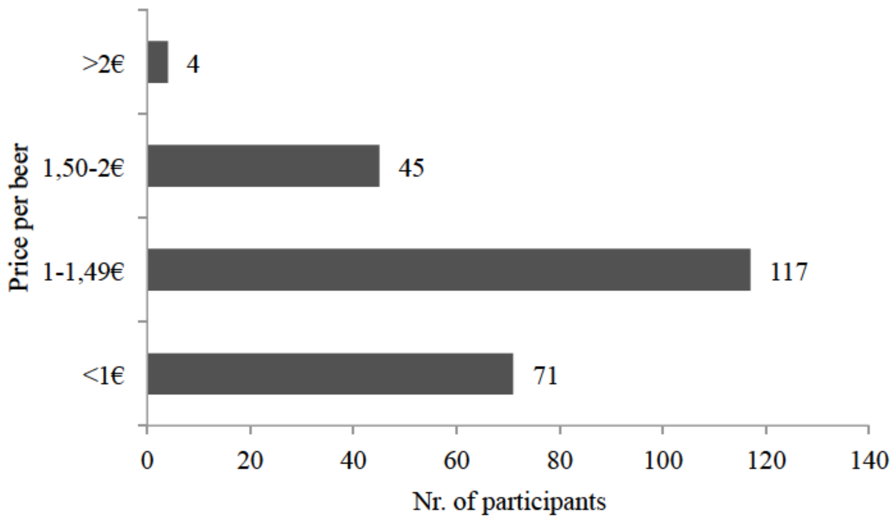
Figure 17: On which occasions do you consume beer?



Source: Survey Data

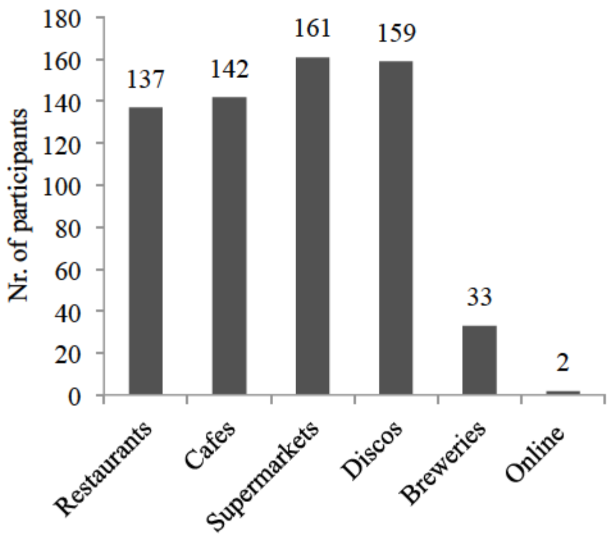
- **Beer Purchasing Habits**

Figure 18: On average, how much do you usually spend on a beer?



Source: Survey Data

Figure 19: Where do you buy beer?



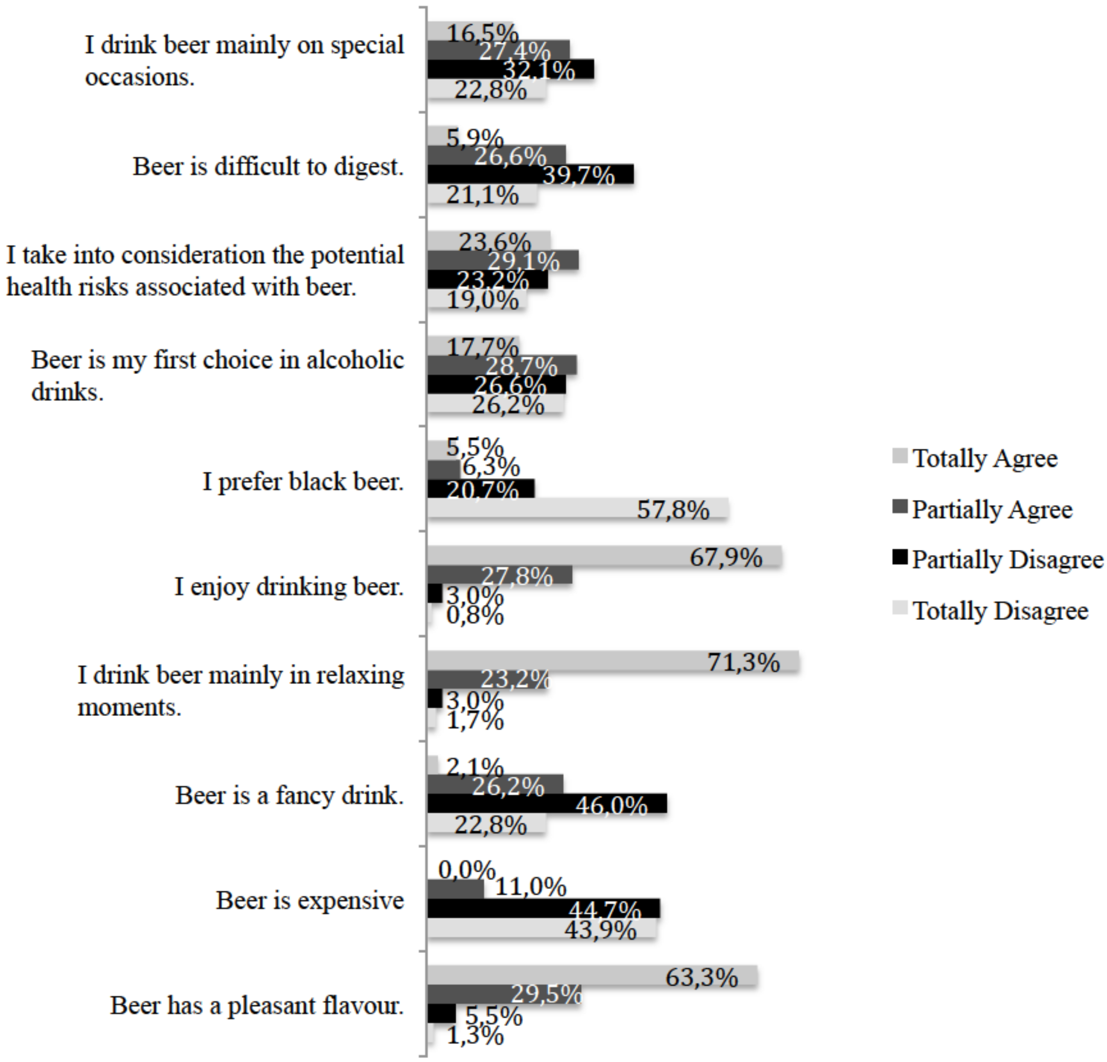
Source: Survey Data

Figure 18 and 19 are related to beer purchasing habits. Figure 18 represents how much consumers usually pay, on average, for a beer. Approximately 49% of the respondents spend between 1€ and 1,49€ on a beer, 30% of the respondents spend less than 1€ on a beer, 20% of the respondents spend between 1,50€ and 2€ and only 1% of the respondents pay more than 2€ for a beer.

Moreover figure 19 represents the place where the respondents usually buy beer and the most common places to buy beer are supermarkets, discos, restaurants and cafes. This is in line with the previous results regarding the consumption habits were participants reported they associate drinking beer in parties, sunsets and meals out of home. However there seems to be an inconsistency with the fact that a significant number of participants claim they buy beer on supermarkets (68%) but on the consumption behavior only a small number of participants associated drinking beer with meals at home (28%).

➢ **Beer Perceptions**

Figure 20: Degree of agreement with statements regarding Beer



Source: Survey Data

Lastly, within the beer section, participants were asked to rank according to their degree of agreement several sentences regarding beer experiences and perceptions. Figure 20 outlines these sentences and its percentage of agreement among the 237 participants.

With this being said, it is clear that participants agree that beer has a pleasant flavor (93%) that they enjoy drinking (96%) and it is definitely associated with relaxing occasions. This is

in accordance with the previous conclusions taken from the consumptions habits, where participants reported they drink beer mainly when they are in parties, meals out of home and sunsets. These are activities associated with leisure and considered to be relaxing occasions.
On the other hand, 61% of the participants agree that beer can be difficult to digest.
Regarding its price, beer is considered to be an inexpensive product since the great majority of the participants disagree that beer is an expensive drink (90%). In addition to this and complementary to this conclusions is the fact that 70% of the participants disagree that beer is a fancy drink, therefore it can be considered as a simple and plain drink. Moreover regarding preferences within beer products it seems that most of the participants prefer the regular and traditional beer, the blond one, to the black beer, since 70% of the participants disagree with the statement "I prefer black beer".

Finally, in relation to health issues, beer as participant's first choice and a drink for special occasions it is not possible to take a clear conclusion since participants are evenly divided according to their degree of agreement among these perceptions. (Exhibit 7)

4.3 Cluster Analysis

Bearing in mind the scope of this dissertation, which is to define a potential segment for NAU beer, one of the determinant analyses to reach a solid conclusion is the cluster analysis. This analysis will divide the participants of this study into segments according to their degree of homogeneity given the answers obtained through the survey.

The analysis was conducted through SPSS with K-Means Cluster tool and started with 3 clusters as an initial number. However, the sample was not evenly divided so several trials were conducted in order to reach a group of segments as balanced as possible and therefore making this analysis as significant as possible. Additionally, it was taken into consideration the possibility of outliers. Fortunately, from the sample of 311 observations no outlier was identified and so it was possible to keep the entire sample of respondents.
With this being said, it was reached a final solution of 5 clusters.

Moreover it was considered for the construction of the clusters the variables related with general alcoholic drinks consumption habits, general alcoholic drinks purchasing habits, the characteristics associated with alcoholic drinks (excluding the variable calories given that it had been previously concluded that this variable has almost no impact on the choice of alcoholic drinks (M=3,46; SD=7,025 Max=50)), receptiveness to new products, willingness to try handcrafted beer, the variable if like beer and the variable if like wine and some demographic variables such as age, monthly income and occupation.

With this being said, figure 21 divides the 5 clusters according to its main features in terms of alcoholic consumption preferences, occasions associated with alcoholic drinks, characteristics most valued in these drinks, some general demographics and their receptiveness to both new products and specifically to handcrafted beer.
This analysis was made by looking at the standardizer results obtained (Exhibit 8) and within each cluster check for its main preferences and trends. What it is meant is that once the sample of consumers was divided, then the comparison was made within each cluster according to each variable separately.

Figure 21: Clusters organized by their main features

Cluster	Consumption	Occasions	Characteristics	Demographics	Receptiveness
1	Wine Beer	Sporadic drinker • Meals at home • Meals out of home • Sunsets • Professional • Restaurants • At friend's home	Flavor	• Younger segment • Medium-low income • Students	✓ Somehow to new products ✓ Handcrafted beer
2	Gin White spirits Beer Cidra	Regular drinker • Parties • Special occasions • Sunsets	Quality Brand	• Older segment • High income • Employed	✓ Somehow to new products × Handcrafted beer
3	Beer	Occasional drinker • Meals at	Price	• Younger segment • Low income • Students	✓ Somehow to new products ✓ Handcrafted beer

	Wine	home • Meals out of home	Alcohol		
4	Beer Gin Champagne Cidra	Occasional drinker • Sunsets • Meals out of home • Professional • Friend's houses	Alcohol Flavor	• Older segment • Medium-high income • Employed	✓ Highly to New products ✓ Handcrafted beer
5	No preference in particular	Regular drinker • Parties • Friend's houses	Price Brand Quality Flavor	• Younger segment • Medium-low income • Students	× New products × Handcrafted beer

Source: Survey Data

After analyzing its main features and bearing these in mind it was given a name to each of the 5 clusters. In figure 22 it is described the name of the segments, the distribution of consumers among each segments and the main characteristics in order to finally assess which are the segments that can be considered as potential clients for NAU beer.

Figure 22: Segments description

Segment	% Consumers[4]	Main characteristics
Flavorists	14%	Flavor is certainly the most valuable attribute considered in alcoholic drinks by the consumers in this segment. These are sporadic beer and wine drinkers and usually drink these alcoholic drinks during meals, professional occasions and at their friend's house. The consumers are somehow receptive to new products and willing to try handcrafted beer. This could be a potential NAU beer consumer.
		This segment is characterized by its festive tendency as the consumers within the segment have a

[4] Taking into consideration the sample of 311 participants.

Party Lovers	18%	preference for white spirits, gin and beer and drink these drinks mainly at parties, special occasions and sunsets. Quality and brand are the most relevant attributes considered by these consumers and even though they seem to be receptive to new products they are definitely not willing to try handcrafted beer.
Price - Sensitive	32%	This segment drinks essentially two types of alcoholic drinks: beer and wine. The consumers are considered as occasional drinkers and mainly drink alcoholic beverages during meals. They are somehow receptive to new products, however the characteristic they extremely value is price and therefore they are not likely to purchase NAU.
Seekers	4%	Good match with NAU. This segment is represented by the consumers who enjoy drinking mainly beer and champagne. Consumers value alcohol content and flavor in alcoholic drinks. This segment is highly receptive to new products and willing to try handcrafted beer.
Risk-Averse	33%	This segment has no clear preference for any type of alcoholic drinks. These customers are regular drinkers and drink mainly at parties and friend's houses. They value evenly the price, quality, brand and flavor and are considered to be a young segment. This is definitely not a segment to take into consideration for NAU since these consumers are not receptive to new products.

Source: SPSS output – Survey Data

5 Main Conclusions

5.1 Conclusions and Recommendations for NAU beer

NAU beer, a Portuguese handcrafted premium beer, was a product created and developed by three young entrepreneurs former students at Católica Lisbon School of Business and Economics. It is a start up founded in 2015, counting with already 1087 litters of beer production that correspond to 1448 bottles of NAU beer.

Until now, the company was able to recover the investments made on each production with the sales of the bottles and reach a breakeven, however in order to reach profitability, NAU faces the challenge of understanding who are the segments that are more willing and interested in this product.

Bearing this in mind, this study is focused on a segmentation strategy for this start up. Three research questions were formulated in the beginning of this thesis in order to effectively address this topic and reach sustainable and clear solutions to face this challenge. Taking into consideration the information in the Literature Review and Market Research, that is both focus groups and survey analyses, this section has the objective of addressing these questions and thereby helping NAU to understand which are the segments they should target and what are the attributes and characteristics most valued in alcoholic drinks by the consumers in the Portuguese market. The main driver behind this analysis is that by having a clear and objective segment, NAU is able to efficiently capture this market by focusing their strategy towards its needs and expectations. By narrowing their strategy down to a specific segment they are expected to increase their sales and ultimately guarantee their profitability and business growth.

What are the main trends associated with alcoholic drinks consumption habits in the Portuguese Market[5]?

Through the analysis conducted in the previous section it was possible to draw the following conclusions.

Firstly, wine and beer are the most preferred drinks when it comes to alcoholic drinks consumption. This is a good indicator for NAU since its product positions itself between a beer and a wine. Regarding occasions associated with alcoholic consumption, consumers typically associate it with parties and special occasions. Additionally, consumers usually spend 10% to 29% of their monthly income on those occasions.

Secondly, in relation to wine consumption habits specifically, consumers usually drink wine more than twice a month, essentially in meals out of home and special occasions. Moreover, on average they spend between 3 to 7 euros on a bottle of wine and purchase wine mainly in supermarkets and restaurants. Wine is considered to be a fancy drink among Portuguese consumers and is typically associated with relaxing occasions.

Lastly, regarding beer consumption habits specifically, consumers generally drink beer 1 to 2 times a week usually in parties, meals out of home and sunsets.

As for the price they pay for a beer, on average they spend between 1 to 1,50 euros and the most common places to buy this product are in supermarkets, discos and cafes. Beer is considered to be an inexpensive drink and is definitely associated with relaxing occasions.

What are the characteristics about alcoholic drinks most valued by the consumers more likely to purchase handcrafted beer?

In both focus groups, when asked about the characteristics most valued in alcoholic drinks the participants mentioned essentially 6 attributes: alcoholic percentage, flavor, quality, brand, price and calories content. Bearing in mind these valuable insights gathered from the focus groups, it was asked in the survey the same question to the participants and this time they had to give to each attribute, according to their personal perception and opinion, the

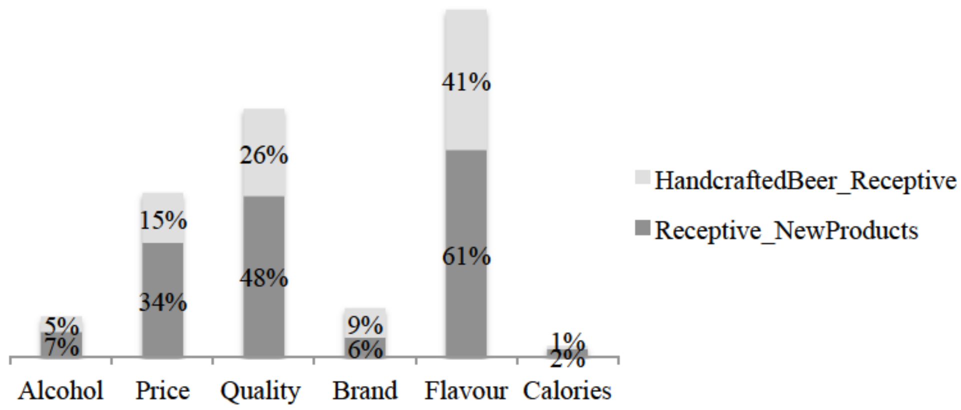
[5] The Portuguese Market is represented by the sample of 311 consumers in this dissertation.

percentage of importance of each of those attributes. In total they had to reach 100%, divided or not among the 6 attributes.

With this being said, for this analysis it was taken into consideration the percentages given to each of these characteristics and were considered to be important the ones that yield a percentage higher or equal than 25%. In addition to this, were only taken into account the answers given by the participants who are both receptive, that is those who answered highly or somehow receptive to new products, and willing to try handcrafted beer, that is the ones who have already tried or are willing to try.

Bearing this in mind, the outcomes are presented in figure 23.

Figure 23: Attributes most valued in Alcoholic drinks



Source: Survey Data

By conducting this analysis it is evident that flavor is the most important characteristic for these group of consumers and also quality is highly considered in new products and handcrafted beer.

This fact is definitely a good indicator for NAU since it distinguishes itself for its unique flavor and as being a high quality drink.

On the other hand the calories content has little importance in the choice of these alcoholic drinks. (Exhibit 9)

Which are the segments that should be targeted by NAU?

In the Results Analyses section of this dissertation it was obtained 5 clusters from the Cluster Analysis. These 5 clusters were analyzed according to its main features and trends associated with alcoholic drinks and were then named and described according to these. The ultimate goal of this analysis was to assess which of these segments could be potential clients for NAU Beer.

With this being said, the 5 segments obtained were the Flavorists, the Party Lovers, the Price-Sensitive, the Seekers and the Risk-Averse. From these 5 segments, 2 were immediately excluded as potential clients for NAU beer.

First, the Risk-Averse group is clearly not receptive to new products. This is a strong indicator that this group does not match the company's product. Second, the Price-Sensitive segment does not look like a good match with NAU as well. Even though these consumers are somehow receptive to new products they are highly influenced by the price of alcoholic drinks, and therefore are not likely to pay the high price NAU charges for each bottle of beer (8€ for 0,75L).

Moreover, the Party Lovers seemed on a first stage a good match for its alcoholic preferences, white spirits and beer, as well as for its high quality seeking, however this is not considered as a potential segment for NAU because they are not receptive to new products or willing to try handcrafted beer at all. This is also in line with the fact that this segment highly values the brand associated with alcoholic drinks and are therefore considered as brand loyal.

On the other hand, the Flavorists could be a potential segment for NAU. This segment is mostly influenced by the flavor of the two main drinks they consume: beer and wine. This is aligned with NAU's handcrafted beer as it distinguished itself for its unique and strong flavor and also positions itself between a beer and a wine. In addition, this segment is somehow receptive to new products and willing to try handcrafted beer. For these reasons, it is identified a possible match between this segment and NAU.

Last but not least, the Seekers are definitely a good match with NAU. Even though this segment represents the smallest percentage of the clients under analysis, this segment drink mainly beer and are extremely influenced by its alcoholic content and flavor. These characteristics are well aligned with NAU's beer since it has a higher percentage of alcoholic content (10%) than the regular beers and once again, as mentioned above, distinguishes itself

for its unique flavor. Additionally this segment is highly receptive to new products and definitely willing to try handcrafted beer. With this being said, it was identified a niche market as a target for NAU.
In conclusion, the segments that should be targeted by NAU and in which NAU will be most effective in meeting expectations and needs are the Seekers and the Flavorists.

5.2 Limitations and Suggestions for Future Research

One limitation of this dissertation is definitely related to the sample of the survey regarding demographic factors since 65% are female participants, 72% are aged between 18 and 24 years old and 60% earn less than 500 euros per month and are students. These facts may have biased the analysis.

Moreover, due to the fact that NAU is a start-up company and therefore does not have any record of its customers or a solid database of clients, the entire analysis and conclusions about the segments are exclusively based on the consumers that participated in the questionnaire and these participants are assumed to be representative of the Portuguese Market as potential clients for NAU. This fact will inevitably bias the results since the sample obtained through the survey does not necessarily illustrate the potential clients for NAU.

For future research, on a short-term perspective, it would be interesting to carry on the analysis, taking into account the segmentation strategy defined in this study and continue the analysis in order to understand how to effectively target these segments and define a positioning strategy for NAU beer.
In addition, as a long-term perspective, after NAU grows as a business and in this way become a solid and sustainable company it would make sense that in the future, when the company reaches that stage, to re-define the segmentation strategy based on its clients portfolio and their main characteristics as NAU consumers, taking into account for instance their current value, potential value and loyalty level. In this case it would make sense that instead of conducting a segmentation strategy based on a cluster analysis, it would rather be based on the Customer Lifetime Value technique.

6 Exhibits

6.1 NAU Exhibits

Exhibit 1: Bottle of NAU beer

6.2 Market Research Exhibits

Exhibit 2: Focus Group Guideline

Note: For this thesis it was only considered to be relevant the first part of the focus group, that is, lifestyles, alcoholic beverages consumption habits, alcoholic beverages purchasing habits and market knowledge and characteristics.

Introduction

Hello dear participants, thank you for coming and for your willingness to participate in our focus group today. During the next 40minutes we would like to talk with you about beer products. To get as many insights as possible we will listen carefully to your answers and interaction on the questions we will ask you. In addition and in case you don't mind we are going to record this discussion in order for us to make sure that we don't miss anything. This is absolutely confidential and we will delete it afterwards. We will start with some general questions on your consumption habits on this type of product, brand preferences and in the second half we will go more into detail about the brand we are studying itself.

Let me remind you that there are no right answers to the questions and reaching a consensus in on the various topics is not expected.

Two final remarks before we start, please try to refer your answers to the questions we asked you and we would like to hear everyone's opinion to each question. Please make your answers short, objective and concise. Let's start!

Time for presentation (Name, age, current occupation)

Lifestyles

- Where do you live?
- Per week how often do you go out for a meal?
- What percentage of your budget goes to leisure activities? In which activities?
- With whom do you spend this time (alone, friends, family, colleagues, etc.)?
- Are you receptive to try new products?

Alcoholic Beverages consumption habits

- How often do you drink alcoholic beverages? Which ones do you prefer to drink? In what occasions?
- Do you usually drink wine? If so, what are your favorite brands? In what occasions do you drink it? How frequently?
- Are you a beer-lover? If so, what are your favorite brands? In what occasions/locations do you drink it? How frequently?

- Have you ever tried a handcrafted beer? How often do you drink it? And in what occasions?
- If you had to choose between beer and wine, what would you chose?
- Can you imagine yourself drinking handcrafted instead of other alcoholic beverages? If so, which ones? Why or why not?

Alcoholic Beverages purchasing habits

- Where do you usually buy beer? Have you bought beer online?
- How much do you usually spend on a beer? What about in wine?
- Do you perceive handcrafted beer to be more or less expensive than a normal beer? And about when compared with wine?
- Have you ever visited a specialized store of handcrafted products? What about a beer/wine specialty store?

Market Knowledge & Characteristics

- Do you have any favorite handcrafted beer brand? What is it and why?
- Do you have any favorite wine brand? What is it and why?
- Can you recall any handcrafted Portuguese beer brand?
- What attributes do you value the most in an alcoholic beverage? Why? - Flavor, alcohol content, quality, price, convenience, brand, etc.
- Which attributes do you value the most in a beer? Why? - Flavor, alcohol content, quality, price, convenience, brand, light/heavy, calorie content, etc.
- Which attributes do you value the most in wine? Why? - Flavor, alcohol content, quality, price, convenience, brand, light/heavy, calorie content, etc.
- From this list of attributes, what are, in your opinion, the 2 most important ones?
- What are, in your opinion, the main differences between wine and beer, in terms of attributes?
- All of the attributes mentioned, which ones do you believe a handcrafted has?
- Do you consider handcrafted beer to be closer to wine or beer?

Brand Awareness

- Have you ever heard of NAU? If so, where? Have you ever seen any advertisement of NAU?

Introduce NAU, show the bottle & do a taste test

Assess Imagery & Feelings

- What are your first impressions about the brand?
- How attractive do you consider the bottle itself? What about the logo?
- What is the first thing that comes to your mind when I say NAU?
- How would you describe the typical consumer of NAU?
- Do you identify yourself with this brand? Do you consider this brand to be for "people like you"?

- If NAU was a person, what would its personality be like?
- How well do the following words describe NAU: successful; upper-class; charming; daring; modern; down-to-earth; relaxed; festive? Can you think of other similar words that describe NAU?
- What places do you believe to be most appropriate to buy NAU?
- Do you think that you can buy NAU in a lot of places or is it harder to find?

Assess Judgments & Performance

- What do you think differentiates the brand from others?
- How unique is NAU?
- What is your assessment of the product quality?
- To what extent does NAU fulfills your needs?
- What attributes do you value the most in NAU? - Flavor, alcohol content, quality, price, convenience, brand, light/heavy, calorie content, etc.
- Where do you imagine yourself drinking NAU? On which occasions?
- Do you associate drinking it with special moments? Why or why not?
- How innovative are the founders of NAU?
- How much do you think it costs?
- How much would you be willing to pay for this product?
- Would you buy it? Why, why not?

Scenario Experience

- Now that you know the brand, please imagine the following scenario: You are at a restaurant about to order a drink for yourself. Would you consider ordering NAU? Why/Why not? What about if you were to share it?

END

Thank you very much for your time participating in our focus group. We have reached the end of the session.

Exhibit 3: Online Survey Guideline

Note: This survey was written and launched in Portuguese only, given the target market in study: The Portuguese consumers. In addition participants were only allowed to participate if they were 18 years old or more (legal age for purchasing and consuming alcoholic beverages in Portugal). In addition for this thesis it was only considered to be relevant to study lifestyles and consumption habits, beer consumption habits and wine consumption habits, that is from Block 1 to Block 4 inclusive.

Introduction

My name is Catarina Oliveira and this is a questionnaire for my Master Thesis at Católica Lisbon School of Business and Economics. The purpose of this study is to understand the perceptions and opinions of the Portuguese consumers regarding handcrafted beer as well as study consumption habits in the alcoholic drinks industry. With this being said, the questionnaire is only meant for consumers with 18 years old or more.

Thank you in advance for your collaboration and time to complete this survey. It will be extremely important for the success of my thesis. Please bear in mind that there are no right/wrong answers, so be as honest as possible.

The questionnaire will take approximately 8 minutes to complete and all the answers will be recorded anonymously. The data collected will only be used for this specific study.

Block 1: Lifestyles and Consumption Habits

Q0: Are you 18 years old or more?

- Yes
- No *(If 'No' – End of Survey)*

Q1: Do you like alcoholic drinks?

- Yes
- No *(If 'No' – End of Survey)*

Q2: Which type of alcoholic drinks do you usually consume? (You may select more than 1 option)

- Wine
- Beer
- Cider
- Champagne
- Gin
- White spirits
- Liqueurs
- Others

Q3: How often do you consume alcoholic drinks?

- 1 to 2 times a year
- 3 to 5 times a year
- 1 to 2 times a month
- 1 to 2 times a week
- 3 to 5 times a week
- More than 6 days a week

Q4: On which occasions do you consume alcoholic drinks? (You may select more than 1 option)

- Meals at home
- Meals out of home
- Parties / Social events
- Special occasions / Celebrations
- Professional occasions
- Sunsets / Happy hours
- Others

Q6: Where do you usually consume alcoholic drinks? (You may select more than 1 option)

- At home
- Restaurants
- Bars/Nightclubs
- Parties
- Friend's house
- Others

Q7: What percentage of your monthly income is dedicated to the occasions selected before?

- < 10%
- 10% - 19%
- 20% - 29%
- 30% - 39%
- 40% - 49%
- 50% - 59%
- > 60%

Q8: Which characteristics do you take into consideration the most when you consume alcoholic drinks? (Please classify according to its importance – the total should be equal to 100%)

_______ Alcoholic level

_______ Price

_______ Quality

_______ Brand

_______ Flavour

_______ Calories

Q9: Are you receptive to try new products?

- Highly receptive
- Somehow receptive
- Little/No receptive

<u>Block 2: Beer Consumption Habits</u>

Q10: Do you like beer?

- Yes
- No *(If 'No' – End of Block 2)*

Q11: How often do you drink beer?

- 1 to 2 times a year
- 3 to 5 times a year
- 1 to 2 times a month
- 1 to 2 times a week
- 3 to 5 times a week
- More than 6 days a week

Q12: On which occasions do you drink beer? (You may select more than 1 option)

- Meals at home
- Meals out of home
- Parties / Social events
- Special occasions / Celebrations
- Professional occasions
- Sunsets / Happy hours
- Others

Q13: Where do you usually buy beer? (You may select more than 1 option)

- Restaurants
- Cafes
- Supermarkets
- Bars/Nightclubs
- Breweries/Gourmet shops
- Online

Q14: On average, how much do you usually spend on a beer?

- < €1
- €1 – €1,49
- €1,5 – €2
- > €2

Q15: Please indicate to what extent do you agree with the following sentences related to beer.

Scale: Totally Disagree; Partially Disagree; Partially Agree; Totally Agree, Don't have an opinion

- Beer has a pleasant flavour.
- Beer is expensive.
- Beer is fancy drink.
- I drink beer mainly in relaxing moments.
- If you are paying attention please select " Don't have an opinion."
- I enjoy drinking beer.
- I prefer black beer.
- Beer is my first choice in alcoholic drinks.
- I take into consideration the potential health risks associated with beer consumption.
- Beer is difficult to digest.
- I drink beer mainly on special occasions.

Block 3: Wine Consumption Habits

Q16: Do you like wine?

- Yes
- Yes, red wine only
- Yes, white wine only
- No *(If 'No' – End of Block 3)*

Q17: How often do you drink wine?

- 1 to 2 times a year
- 3 to 5 times a year
- 1 to 2 times a month

- 1 to 2 times a week
- 3 to 5 times a week
- More than 6 days a week

Q18: On which occasions do you drink wine? (You may select more than 1 option)

- Meals at home
- Meals out of home
- Parties / Social events
- Special occasions / Celebrations
- Professional occasions
- Sunsets / Happy hours
- Others

Q19: Where do you usually buy wine? (You may select more than 1 option)

- Restaurants
- Cafes
- Supermarkets
- Bars/Nightclubs
- Wineries/Gourmet shops
- Online

Q20: On average, how much do you usually spend on a wine?

- < €3
- €3 – €4,99
- €5 – €6,99
- €7 – €8,99
- > = €9

Q21: Please indicate to what extent do you agree with the following sentences related to wine.

Scale: Totally Disagree; Partially Disagree; Partially Agree; Totally Agree, Don't have an opinion

- Wine has a pleasant flavour.
- Wine is expensive.
- Wine is fancy drink.
- I drink wine mainly in relaxing moments.
- I enjoy drinking wine.
- I don't have brand/region preferences.
- Wine is my first choice in alcoholic drinks.
- I take into consideration the potential health risks associated with wine consumption.
- Wine is difficult to digest.

- I drink wine mainly on special occasions.

<u>**Block 4: Handcrafted beer**</u>

Q22: Have you ever tried handcrafted beer?

- Yes
- No
- No, but I would be willing to try

Q23: Do you know any brand of handcrafted Portuguese beer? If so, please write which one(s) do you know.

<u>**Block 5: NAU beer**</u>

Q24: Have you ever heard of NAU?

- Yes
- No *(If 'No' – Skip to 'Presentation of NAU')*

Q25: Where did you first hear about NAU?

- Friends
- Family
- Social networks
- Restaurant
- Gourmet Shop
- Other

Brief presentation of NAU

NAU is a 100% Portuguese handcrafted beer, produced through handcrafted processes with 100% natural ingredients. It arose from the will of creating a beer that could be tasted as a wine before, during and after a meal. Its alcoholic level is 10% and it should be drunk cold.

Q26: What do you most like in NAU?

- Name: NAU
- Higher alcoholic level (10%)
- Packaging: bottle itself
- Colours: black and gold
- Colour of the beer
- It should be drunk cold
- Handcrafted production
- Natural ingredients

Q27: Which characteristics do you associate the most regarding NAU? (You may select more than 1 option)

- High price
- Difficult digestion
- Attractive image
- High quality
- Strong flavour

Q28: On which occasions do you imagine yourself drinking NAU? (You may select more than 1 option)

- Meals at home
- Meals out of home
- Parties / Social events
- Special occasions / Celebrations
- Professional occasions
- Sunsets / Happy hours
- Others

Q29: Which places do you find more appropriate to buy NAU? (You may select more than 1 option)

- Restaurants
- Cafes
- Supermarkets
- Bars/Nightclubs
- Wineries/ Breweries/ Gourmet shops
- Online

Q29: If NAU was a person, what would be its personality?

- Modern
- Attractive

- Relaxed
- Successful
- Charming
- Young
- Upper class
- Hard worker
- Cool/Trendy
- Realistic
- Innovative
- Nice

Q30: Please select, bearing in mind your opinion, to what extent NAU corresponds to the following sentences.

Scale: Totally Disagree; Partially Disagree; Partially Agree; Totally Agree, Don't have an opinion

- An innovative brand.
- A brand for people like me.
- A brand that fits my social values.
- A brand that differentiates itself from other beer brands.
- A drink for special occasions.
- A brand that I relate to.
- A drink with different characteristics from wine.
- A drink to share.
- A brand that differentiates itself from other wine brands.
- A drink to offer as a gift.
- A drink with different characteristics from beer.
- A different drink.

Q31: Please select, from the following characteristics and bearing in mind your opinion, if NAU identifies more with beer or wine.

Options: Beer; Wine; Don't know/Don't have an opinion.

- Quality
- Price
- Alcoholic level
- Flavour
- Drinking occasions

Q32: On average, how much would you be willing to pay for a bottle of NAU? (Please take into consideration that each bottle is sold in a 0,75L format)

- < €3
- €3 – €4,99
- €5 – €6,99
- €7 – €8,99
- > = €9

Q33: Would you be interested in buying one bottle of NAU?

- Highly interested
- Somehow interested
- Little interested
- Zero interest

Block 6: Demographic characteristics

Q34: Gender

- Feminine
- Masculine

Q35: Age

- 18 - 24 years old
- 25 - 34 years old
- 35 - 44 years old
- 45 – 35 years old
- >= 55 years old

Q36: Occupation

- Unemployed
- Student
- Employed
- Retired

Q37: Monthly income

- < €500
- €500 - €999
- €1000 - €1499
- €1500 - €1999
- €2000 - €2499
- >= €2500

Q38: Where do you live?

- North
- Centre

- Lisbon area
- Alentejo
- Algarve
- Azores
- Madeira

Q39: In case you have any opinions/suggestions please share in the space below.

Q40: In case you have any questions, write down your email, and I will contact you.

Conclusion

Once again, thank you very much for your collaboration and time spent answering this questionnaire.

Exhibit 4: SPSS output for demographic factors

Table 4.1. Age*Gender Crosstabulation

		Gender		Total
		Female	Male	
Age	18-24	146	77	223
	25-34	13	12	25
	35-44	13	8	21
	45-55	22	7	29
	>55	9	4	13
Total		203	108	311

Table 4.2. Monthly Income*Occupation Crosstabulation

		Occupation				Total
		Unemployed	Student	Employed	Retired	
Monthly Income	<500€	6	146	3	0	155
	500-999€	0	27	37	1	65
	1000-1499€	1	9	28	0	38
	1500-1999€	0	1	22	2	25
	2000-2499€	0	1	7	0	8
	>2500€	0	0	20	0	20
Total		7	184	117	3	311

Table 4.3. Monthly Income*Age Crosstabulation

		Age					Total
		18-24	25-34	35-44	45-55	>55	
Monthly Income	<500€	147	2	4	1	1	155
	500-999€	50	8	2	4	1	65
	1000-1499€	19	6	8	5	0	38
	1500-1999€	4	6	2	8	5	25
	2000-2499€	2	1	2	2	1	8
	>2500€	1	2	3	9	5	20
Total		223	25	21	29	13	311

Exhibit 5: SPSS output for consumption habits

Table 5.1. Descriptive Statistics for type of alcoholic drinks

	Wine	Beer	Cidra	Champagne	Gin	White Spirits	Liqueurs
Nr. Of Observations	311	311	311	311	311	311	311
Mean	1,25	1,29	1,52	1,68	1,43	1,49	1,73
Std. Deviation	0,432	0,453	0,5	0,469	0,496	0,501	0,446

Table 5.2. Frequencies Table: Type of alcoholic drinks

		Yes	No	Total
Wine	Frequency	234	77	311
	Percent	75,2%	24,8%	100%
Beer	Frequency	222	89	311
	Percent	71,4%	28,6%	100%
Cidra	Frequency	149	162	311
	Percent	47,9%	52,1%	100%
Champagne	Frequency	101	210	311
	Percent	32,5%	67,5%	100%
Gin	Frequency	178	133	311
	Percent	57,2%	42,8%	100%
White spirits	Frequency	159	152	311
	Percent	51,1%	48,9%	100%
Liqueurs	Frequency	85	226	311
	Percent	27,3%	72,7%	100%

Table 5.3. Frequencies Table: Frequency of alcoholic drinks consumption

	Frequency	Percent	Valid Percent	Cumulative Percent
1-2 year	2	0,6%	0,6%	0,6%
3-5 year	19	6,1%	6,1%	6,8%
1-2 month	107	34,4%	34,4%	41,2%
1-2 week	138	44,4%	44,4%	85,5%
3-5week	36	11,6%	11,6%	97,1%
>6days	9	2,9%	2,9%	100%
Total	311	100%	100%	

Table 5.4. Descriptive Statistics for occasions associated with alcoholic drinks consumption

	Meals at home	Meals out of home	Parties	Special	Professional	Sunsets
Nr. Of Observations	311	311	311	311	311	311
Mean	1,65	1,34	1,04	1,18	1,88	1,53
Std. Deviation	0,478	0,475	0,193	0,382	0,32	0,5

Table 5.5. Frequencies Table: Occasions associated with alcoholic drinks consumption

Occasions		Yes	No	Total
Meals at home	Frequency	109	202	311
	Percent	35%	65%	100%
Meals out of home	Frequency	205	106	311
	Percent	65,9%	34,1%	100%
Parties	Frequency	299	12	311
	Percent	96,1%	3,9%	100%
Special	Frequency	256	55	311
	Percent	82,3%	17,7%	100%
Professional	Frequency	36	275	311
	Percent	11,6%	88,4%	100%
Sunsets	Frequency	147	164	311
	Percent	47,3%	52,7%	100%

Table 5.6. Descriptive statistics for most important attributes in alcoholic drinks

Characteristics	N	Minimum	Maximum	Mean	Std. Deviation
Alcohol	311	0	80	8,54	11,298
Price	311	0	100	**20,88**	15,711
Quality	311	0	100	**26,08**	17,953
Brand	311	0	50	8,98	9,427
Flavor	311	0	100	**32,21**	19,766
Calories	311	0	50	3,46	7,025

Table 5.7. Frequencies Table: Receptiveness to New Products and Handcrafted beer in Specific

If Receptive to New Products				
	Frequency	Percent	Valid Percent	Cumulative Percent
Highly	120	38,6%	38,6%	38,6%
Somehow	172	55,3%	55,3%	93,9%
Zero	19	6,1%	6,1%	100%
Total	311	100%	100%	
If Ever Tried Handcrafted Beer				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	142	45,7%	45,7%	45,7%
No	113	36,3%	36,3%	82%
Willing to try	56	18%	18%	100%
Total	311	100%	100%	

Exhibit 6: SPSS output for purchasing habits

Table 6.1. Descriptive statistics for price of wine and beer

	Price of Wine	Price of Beer
Nr. Of Observations	263	237
Mean	2,74	1,92
Std. Deviation	1,147	0,744

Table 6.2. Frequency table for price of wine

Price of Wine				
	Frequency	Percent	Valid Percent	Cumulative Percent
1. <3€	28	9%	10,6%	10,6%
2. 3-4,99€	102	32,8%	38,8%	49,4%
3. 5-6,99€	74	23,8%	28,1%	77,6%
4. 7-8,99€	29	9,3%	11%	88,6%
5. >9€	30	9,6%	11,4%	100%
Total	263	84,6%	100%	
Missing	48	15,4%		
Total	311	100%		

Table 6.3. Frequency table for price of beer

Price of Beer				
	Frequency	Percent	Valid Percent	Cumulative Percent
1. <1€	71	22,8%	30%	30%
2. 1-1,49€	117	37,6%	49,4%	79,3%
3. 1,50-2€	45	14,5%	19%	98,3%
4. >2€	4	1,3%	1,7%	100%
Total	237	76,2%	100%	
Missing	74	23,8%		
Total	311	100%		

Exhibit 7: SPSS output for Beer and Wine perceptions (adapted in Excel)

Table 7.1. Descriptive statistics for wine perceptions

	N	Min	Max	Mean	Std. Deviation
1. Wine has a pleasant flavor.	263	1	4	3,5	0,617
2. Wine is expensive.	263	1	5	2,76	0,731
3. Wine is a fancy drink.	263	1	5	3,5	0,617
4. I drink wine mainly in relaxing moments.	263	1	5	3,25	0,828
5. I enjoy drinking wine.	263	1	5	3,52	0,653
6. I don't have brand/region preferences.	263	1	5	2,45	1,114
7. Wine is my first choice in alcoholic drinks.	263	1	5	2,51	1,122
8. I take into consideration the potential health risks associated with wine consumption.	263	1	5	2,81	1,12
9. Wine is difficult to digest.	263	1	5	2,25	1,147
10. I drink wine mainly on special occasions.	263	1	5	3,114	0,8836

Table 7.2. Descriptive statistics for beer perceptions

	N	Min	Max	Mean	Std. Deviation
1. Beer has a pleasant flavor.	237	1	5	3,56	0,665
2. Beer is expensive.	237	1	5	1,68	0,699
3. Beer is a fancy drink.	237	1	5	2,16	0,903
4. I drink beer mainly in relaxing moments.	237	1	5	3,67	0,633
5. I enjoy drinking beer.	237	1	5	3,64	0,591
6. I prefer black beer.	237	1	5	1,89	1,315
7. Beer is my first choice in alcoholic drinks.	237	1	5	2,41	1,084
8. I take into consideration the potential health risks associated with beer consumption.	237	1	5	2,73	1,167
9. Beer is difficult to digest.	237	1	5	2,38	1,088
10. I drink beer mainly on special occasions.	237	1	5	2,41	1,053

Exhibit 8: SPSS output regarding Cluster Analysis

Final Cluster Centers					
Standardized Values	1	2	3	4	5
Zscore (Price)	-0,25887	-0,47847	0,48912	-0,5537	-0,04743
Zscore (Quality)	-0,51468	0,97301	-0,32782	-0,4651	0,06006
Zscore (Brand)	-0,07162	0,24348	-0,18406	-0,67268	0,14864
Zscore (Flavor)	0,78594	-0,26353	-0,15775	-0,31872	-0,00173
Zscore (Consumption_Wine)	1,47148	-0,4886	0,05815	-0,36243	-0,37059
Zscore (Consumption_Beer)	0,85762	0,05062	0,05955	0,97437	-0,54636
Zscore (Consumption_Cidra)	-0,2974	0,84848	-0,43542	0,77581	0,00674
Zscore (Consumption_Champgne)	0,19657	0,0334	0,04633	0,11093	-0,15628
Zscore (Consumption_Gin)	0,49798	0,42118	-0,06803	0,42118	-0,41239
Zscore (Consumption_Whitespirit)	0,09215	0,87586	-0,3911	0,29483	-0,16174
Zscore (Consumption_Liqueurs)	0,0913	0,00131	0,2276	0,00131	-0,25771
Zscore (Frequency_drink)	-1,06669	0,1059	-0,19545	-0,05847	0,58287
Zscore (Occasion_home)	0,5874	-0,21776	0,60658	-0,21776	-0,68871
Zscore (Occasion_out)	0,8496	0,00973	0,15441	0,04803	-0,51342
Zscore (Occasion_parties)	0,28219	0,55397	-0,20001	-0,20001	-0,20001
Zscore (Occasion_Special)	0,08492	0,72666	-0,14559	-0,22488	-0,25953
Zscore (Occasion_professional)	0,36123	-0,03594	0,10906	0,36123	-0,27502
Zscore (Occasion_sunset)	0,7127	0,72707	-0,24655	0,76343	-0,53033
Zscore (Where_home)	0,68918	-0,21169	0,47536	-0,21169	-0,60897
Zscore (Where_restaurants)	0,74309	-0,06675	0,18128	-0,06675	-0,44168
Zscore (Where_Discos)	-0,12093	1,3421	-0,35462	1,04558	-0,43698
Zscore (Where_parties)	0,39315	0,66339	-0,28669	0,17008	-0,26097
Zscore (Where_friends)	0,69347	0,4412	-0,14559	0,013	-0,38655
Zscore (Income_portion)	-0,37932	-0,5382	-0,03214	-0,31047	0,50979
Zscore (Alcohol)	-0,23483	-0,45788	0,18045	2,78471	-0,1283
Zscore (Receptive_newproduct)	0,39592	0,24422	0,03712	0,71018	-0,40722
Zscore (Beer_like)	0,85979	-0,04633	0,05787	0,93414	-0,48959
Zscore (Wine_like)	1,2458	-0,56145	0,17871	-0,23912	-0,36653
Zscore (HandcraftedBeer)	0,30683	-0,18896	0,22065	0,6114	-0,30457
Zscore (Age)	-0,45758	1,54736	-0,43652	1,12079	-0,33536
Zscore (Occupation)	-0,29928	1,11316	-0,44187	0,64776	-0,11393
Zscore (MonthlyIncome)	-0,3785	1,31858	-0,45523	0,5946	-0,17203

Exhibit 9: Crosstabs between attributes most valued and receptiveness to new products and handcrafted beer (Data from SPSS adapted to Excel)

RQ2

Assumptions				
Attributes > 25%				
Receptive Highly + Somehow				
	Highly	Somehow		
Alcohol	2	5		
	5	6		
	2	1		
	1	1		
	10	13	23	**7%**
Price	12	8		
	15	19		
	1	1		
	4	4		
	1	9		
	5	8		
	13	2		
	1	1		
	1	0		
	53	52	105	**34%**
Quality	8	9		
	1	37		
	26	1		
	1	1		
	3	1		
	6	1		
	12	14		
	1	16		
	0	2		
	0	2		
	0	2		
	0	4		
	58	90	148	**48%**
Brand	2	1		
	3	7		
	3	1		
	0	1		
	8	10	18	**6%**
Flavor	8	9		
	32	30		
	1	1		
	1	3		
	4	22		
	12	20		
	4	1		
	11	7		
	1	7		
	4	1		
	1	2		
	3	1		
	1	3		
	83	107	190	**61%**
Calories	1	2		
	1	1		
	0	2		
	2	5	7	**2%**

Assumptions				311
Attributes > 25%				
Handcrafted: Yes + Willing to try				
	Yes	Willing to try		
Alcohol	3	2		
	4	2		
	1	1		
	1	0		
	9	5	14	**5%**
Price	6	9		
	15	10		
	1	1		
	4	3		
	6	1		
	12	0		
	1	0		
	1	0		
	46	0	46	**15%**
Quality	7	5		
	33	1		
	1	14		
	1	2		
	4	5		
	13	1		
	16	0		
	1	0		
	2	0		
	78	0	80	**26%**
Brand	2	3		
	4	10		
	1	4		
	1	2		
	8	19	27	**9%**
Flavor	8	6		
	32	10		
	1	1		
	3	2		
	18	8		
	14	1		
	1	2		
	3	1		
	2	4		
	2	3		
	4	1		
	2	0		
	90	39	129	**41%**
Calories	1	2		
	1	1		
	2	1	3	**1%**

	Receptive	Handcrafted
Alcohol	7%	5%
Price	34%	15%
Quality	48%	26%
Brand	6%	9%
Flavor	61%	41%
Calories	2%	1%

7 References

In this thesis the references are written according to the APA format.

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7.2 Other References

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