



CATÓLICA
LISBON
BUSINESS & ECONOMICS

Business Adaptive Strategies in Crisis: The Case of Olá

Pedro Manuelito

Dissertation written under the supervision of professor Nuno
Cardeal

Dissertation submitted in partial fulfilment of requirements for the
MSc in Management with a specialization in Strategic Marketing, at
the Universidade Católica Portuguesa, December 2022.

ABSTRACT

The COVID-19 pandemic and the social distancing measures adopted to contain it had an unprecedented impact on the world, resulting in an extensive and complex range of consequences. Firms were forced to adapt and the effectiveness of such responses constitutes a valuable topic for analysis. The present case study regards Wall's, more specifically the firm's activity in Portugal under the name Olá, describing how the health crisis impacted its core business and dissecting the subsequent strategic adjustments.

Throughout times, Olá has witnessed brisk alterations in consumption patterns, demand and competition. COVID-19 worked as a catalyst, accelerating those changes and especially contributing to the industry's digitalization. Ice cream consumption moments moved from out-of-home to in-home, a consequence especially dire to Olá, whose fuel resides essentially in its activity away-from-home. In that sense, the firm was forced to readjust its business, leveraging the increased segments and adapting the deceased ones.

This case study, as a pedagogical instrument, aims to apply theoretical concepts into Olá's real scenario, in order to understand the effectiveness of the managerial decisions behind the mitigation of the negative impacts and the leverage of opportunities.

Title: Business adaptive strategies in crisis: The case of Olá

Author: Pedro Loução Vítor de Freitas Manuelito

Keywords: COVID-19; Adaptation; FMCG; Competitive Advantage; Resources; Capabilities; Competitor's Strategic Positioning; Dynamic Capabilities; Consumption Patterns; Digitalization.

RESUMO

A pandemia COVID-19 e as medidas de distanciamento social adotadas para contê-la tiveram um impacto sem precedentes no mundo, resultando num amplo e complexo leque de consequências. As empresas foram forçadas a adaptar-se e a eficácia de tais respostas constitui um valioso tópico para análise. O presente estudo de caso, incide sobre a Wall's, mais concretamente sobre a atividade da empresa em Portugal sob a designação Olá, descrevendo como a crise sanitária afetou o seu negócio e dissecando os subsequentes ajustes estratégicos.

Ao longo dos tempos, a Olá assistiu a rápidas alterações nos padrões de consumo, procura e concorrência. A COVID-19 funcionou como um catalisador, acelerando essas mudanças e principalmente contribuindo para a digitalização do setor. Os momentos de consumo de gelados passaram de fora de casa para dentro de casa, uma consequência especialmente nefasta para a Olá, cujo combustível reside essencialmente na sua atividade fora de casa. Nesse sentido, a empresa foi obrigada a reajustar o seu negócio, alavancando os segmentos que cresceram e adaptando aqueles que mais foram prejudicados.

Este estudo de caso, enquanto instrumento pedagógico, visa aplicar conceitos teóricos no cenário real da Olá, de forma a compreender a eficácia das decisões de gestão tomadas para a mitigação dos impactos negativos e a alavancagem de oportunidades.

Título: Estratégias empresariais em tempos de crise: O caso da Olá

Autor: Pedro Loução Vítor de Freitas Manuelito

Palavras-chave: COVID-19; Adaptação; FMCG; Vantagem Competitiva; Recursos; Capacidades; Posicionamento Estratégico da Competição; Capacidades Dinâmicas; Padrões de consumo; Digitalização.

ACKNOWLEDGMENTS

First of all, I would like to express my gratitude to José Bravo, João Marco Pereira and Pedro Lopes from Unilever-FIMA, for the extremely important insights provided, for their availability and for the kindness with which they helped me. Without them, the elaboration of this thesis would be impossible.

To my thesis supervisor, Professor Nuno Cardeal, who has always helped me in a promptly manner by providing essential guidelines and feedback.

To my family, for all the support and love throughout my life. They have worked tirelessly so that I could focus properly on working towards my dreams.

To my beloved girlfriend, who always believed in me, encouraged me and served as a rock-solid support when I needed. She's a true source of inspiration.

Table of Content

ABSTRACT	1
ACKNOWLEDGEMENTS	3
LITERATURE REVIEW	7
<i>SWOT ANALYSIS</i>	7
<i>Bowman’s Strategy Clock</i>	7
<i>Resource-Based View & VRIO analysis</i>	10
<i>Dynamic Capabilities</i>	11
OLÁ CASE STUDY	12
<i>Introduction</i>	12
<i>Company Overview</i>	12
<i>Culture – Mission & Values</i>	13
<i>Core Business</i>	14
<i>Ice Cream Market in Portugal</i>	16
<i>Situation before COVID-19 – Olá’s Objectives</i>	18
<i>Impact of COVID-19 on Olá’s business</i>	21
<i>Olá’s Strategic Changes in Response to COVID-19</i>	23
<i>Future Scenario</i>	27
TEACHING NOTES	29
<i>Synopsis</i>	29
<i>Teaching Objectives</i>	30
<i>Suggested Assignment Questions</i>	30
<i>Analysis and Discussion</i>	30
CONCLUSIONS & LIMITATIONS	40
APPENDIX	42
REFERENCES	45

LIST OF ABBREVIATIONS

B2B – Business-to-business

B2C – Business-to-consumer

COVID-19 – Virus classification for coronavirus disease in 2019

CRP – Consumer Reach Points, Kantar's measure to rank the most successful firms by the number of times they are chosen by consumers throughout the year.

DA – Delivery Apps

DC – Dynamic Capabilities

FMCG – Fast-Moving Consumer Goods

GHG – Green House Gas

HC – Hydrocarbon

ICNOW – Ice Cream Now

IH – In-home

NGO – Non-governmental organization

OOH – Out-of-home

POS – Point of Sale

PPE – Personal Protective Equipment

RBV – Resource-based view

SKU – Stock-keeping unit (scanable bar code)

UK – United Kingdom

VRIN – Value, Rare, Inimitable and Non-substitutable

VRIO – Value, Rare, Inimitable and Organization

LIST OF FIGURES

Figure 1: Bowman's Strategy Clock - Johnson, G., Scholes, K., Whittington, R., 2006. Exploring Corporate Strategy, 8th edition, Prentice Hall, p. 224

Figure 2: Application of Bowman's Strategy Clock to Olá – Own figure

Figure 3: SWOT analysis applied to Olá – Own figure

LIST OF TABLES

Table 1: Possible future recommendations

LIST OF EXHIBITS

Exhibit 1: The name of Wall's in each country

Exhibit 2: Snacks & Non-Alcoholic Drinks In&Out Value – final year 2020 vs final year 2019 – the total value considers the proportion of IH & OOH consumption value on total consumption value, %

Exhibit 3: Snacks & Non-Alcoholic Drinks In&Out Value – Q2 2021 vs Q2 2019 – the total value considers the proportion of IH & OOH consumption value on total consumption value, %

Exhibit 4: Meu Mercado homepage

Exhibit 5: Examples of Olá digital shops in a delivery app's virtual marketplace

LITERATURE REVIEW

SWOT Analysis

SWOT analysis aims to identify, through an internal assessment, the strengths and weaknesses of an organisation and, via an external appraisal, the opportunities and threats in its environment. The reckoning of this factors precedes the development of strategies “*which may build on the strengths, eliminate the weaknesses, exploit the opportunities or counter the threats*” (Dyson, 2002, p. 632).

However, the tool focuses on a more general perspective and provides general solutions. Critics of the analysis technique include the fact that it doesn't weight the relative importance of the different internal and external factors identified, it doesn't properly account for the characteristics of a dynamic environment or that it lacks comparison with competitors (Gurel & Tat, 2017). Such details and specific issues should than be addressed by subsequent tools such as the Bowman's Strategic Clock, which provides an analysis of the competitive environment within the firm's industry, the RBV and VRIO analysis, in order to access which resources and capabilities do in fact provide a competitive advantage to the firm and the dynamic capabilities approach, which factors in the volatilities that define the current market situation.

Nonetheless, the SWOT analysis is very relevant as a starting point for the strategic planning process since it keeps internal and external factors in focus simultaneously (Dyson, 2002, p. 638).

Bowman's Strategy Clock

Bowman's Strategy Clock (Faulkner & Bowman, 1995) is a comprehensive strategy tool that provides businesses competitive based options to better position themselves within a market and can be seen as an alternative or extension to Porter's Generic Strategies: leadership in costs, differentiation and focus (later splitted into cost focus and differentiation focus) (Porter, 1980). Based around price and perceived value, the strategic clock provides eight stances, each highlighting a different market strategy, as graphically represented in the figure bellow.

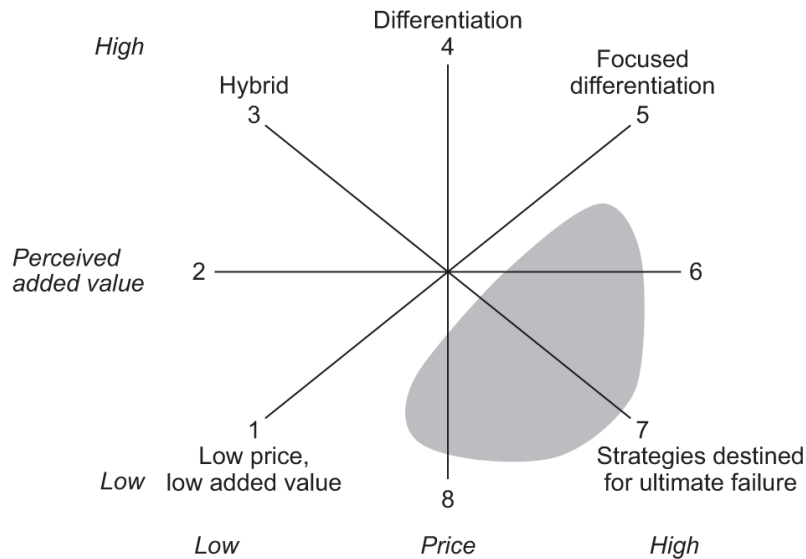


Figure 1: Bowman's Strategic Clock – source: Johnson, G., Scholes, K., Whittington, R. (2006) *Exploring Corporate Strategy*, 8th edition, Prentice Hall, p. 224.

1. Low price, low added value

This strategic positioning focuses on sales volume. A low-price/low-value model must necessarily have a higher market share to generate sufficient revenue to make the company profitable. Companies with products or services that customers perceive as inferior often compete in this space, charging the lowest possible price.

2. Low price

As with the low price/low value strategy, this strategy is about attracting customers by offering the lowest price. However, this strategy is not about producing a significantly inferior product, but rather about undercutting competing products of equal or lesser value by lowering costs. As prices are driven down, profit margins are lower for the company. These companies must compete on volume.

3. Differentiation

Differentiation, in the sense of Bowman and Faulkner is the same as in Porter's generic strategies. By differentiating the product or service, the company creates a unique form of value for the customer. The unique value may be similar to the value proposition of another product or service, but a particular aspect of the differentiated product makes the value proposition higher. This unique value enables the profit margin that the company charges.

4. *Hybrid*

A hybrid strategy seeks simultaneously to achieve differentiation and low price relative to competitors. The success of this strategy depends on the ability to deliver enhanced benefits to customers together with low prices whilst achieving sufficient margins for reinvestment to maintain and develop bases of differentiation.

5. *Focused differentiation*

Focused differentiation is about the unique attributes of a product or service compared to others in the marketplace that are targeted to a specific customer segment. These unique aspects create a higher value proposition for the target market segment. The higher value proposition allows for a higher price for the product. The company will try to ensure that the higher price also means a higher profit margin due to the additional cost of differentiating the product.

6. *Risky high margins*

This strategy combines high price and low value. Here companies offer a low valued product or service, but sell it at the highest price possible. It is a fairly risky strategy that is usually used by businesses with a strong firm name.

7. *Monopoly pricing*

In this market, there is only one business which controls a product or service and its price. This strategy is generally more effective with regards to products or services that are needs rather than wants, for example, the market for a specific pharmaceutical drug.

8. *Loss of market share*

This is a strategy for companies exiting a market or being in decline. It is used when companies lose their customers, become less profitable and therefore are forced to lower the prices of their products.

Of the various positions in the Bowman Strategic Clock, strategies 6, 7, and 8 are not competitive because the price is higher than the value perceived by the customer. Companies that are in one of these positions should either lower the price or change the product to increase the value perceived by the customer. If this is not possible, the company should remove the product from the market. However, there will always be competitors offering higher perceived value at a lower price.

Resource-Based View: VRIN Framework & VRIO Analysis

“Firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness” (Barney, 1991, p.101). A firm that enjoys a competitive advantage or a sustained competitive advantage is using such resources to implement a strategy that is not simultaneously being implemented by any of its current or potential competitors (Barney, 1991). Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable over time, Barney (1991) examined the link between firm resources and sustained competitive advantage using the Resource-Based View. Four empirical indicators of the potential of firm resources to generate competitive advantage must be witnessed simultaneously in order for a firm to reach such sustained competitive advantage:

- a) **Value**, in the sense that it exploits opportunities and/or neutralizes threats in a firm’s environment;
- b) **Rareness** among a firm’s current and potential competition;
- c) **Imperfect imitability**, through at least one of three sources:
 - **Unique historical conditions**;
 - **Causal ambiguity**;
 - **Social complexity**.
- d) **Non-substitutability**.

Later on, Barney (1995) introduced the VRIO analysis as an improved and more efficient tool compared to the VRIN framework. After integrating the substitutability indicator in the inimitability indicator, the “O” in the VRIO model highlights that the only way for firm’s to fully extract the potential of their resources is to have an adequate internal organization through which such bundles of resources can be properly employed and deployed. Firm’s competitive advantage can stem either from their VRIO resources or from their VRI capabilities which deploy resources through organizational processes (Cardeal & António, 2012).

However, Teece *et al.* (1997) pointed out that in a world of Schumpeterian competition, innovating firms face a strategic problem regarding the identification of difficult-to-imitate internal and external competences most likely to support valuable products or services, which leads to the following concept of Dynamic Capabilities.

Dynamic Capabilities

Dynamic capabilities, as a complementary framework of the RBV approach (Barney, 1986, 1991), aims to provide a response to the following question: how should firms competing in rapidly changing environments, where the frequency of occurrence of major inflection points is constantly increasing, and the average time for which such firms are able to sustain advantage is decreasing (Wiggins & Ruefli, 2005), be managed so that they can build successive temporary advantages by effectively responding to successive environmental shocks (D'Aveni, 1994; Eisenhardt & Martin, 2000)? Teece, *et al.* (1997) defined dynamic capabilities as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments.

Later, the definition of dynamic capabilities was updated to “*the capacity (1) to sense and shape opportunities and threats, (2) to seize opportunities, and (3) to maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise’s intangible and tangible assets.*” (Teece, 2007, p. 1319), in a paper that aims to separate the microfoundations of dynamic capabilities from the capabilities themselves.

In fact, since 1997, several conceptualizations have been developed by multiple authors around the dynamic capabilities framework differing “*in terms of the nature, specific role, relevant context, creation and evolution mechanisms, types of outcomes, heterogeneity assumptions, and purposes of dynamic capabilities*” (Barreto, 2010, p. 259). This variety was sparked by the shortcomings that different authors identified in each other’s work. Despite their relevancy, since they all contribute to theoretical progress, they also generate some confusion, and Barreto (2010) even pointed out that the main construct in the dynamic capabilities’ theory – its definition – was yet far from being consolidated.

Therefore, after analyzing the challenges and leveraging the contributions made by the previous works, Barreto proposed a more concise definition of dynamic capability:

“A dynamic capability is the firm’s potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions, and to change its resource base” (Barreto, 2010, p. 271).

OLÁ CASE STUDY

Introduction

The social distancing measures adopted to contain the COVID-19 pandemic had a deep impact on the world's economy leading to a wide range of consequences. Firms were forced to adapt to the disruption on their production, supply chains, marketing, sales, operations and consumer's demand. However, the health crisis affected everyone and every industry differently. The way we shop – particularly for FMCG – has changed. Some of the trends we have seen in previous years accelerated, others reversed.

The consumption of ice cream out-of-home diminished with the temporary closure of the establishments that undergird this segment, opposed to an increase in ice cream sales directed for in-home consumption. Olá, the most knowed ice cream firm in Portugal, was deeply affected, since it is in its activity away-from-home that resides the fuel for its operation. In order to mitigate the impacts of the pandemic, the firm was forced to readjust its business, leveraging the increased segments and adapting the deceased ones.

This case study will focus on the challenges faced by Olá with the pandemic advent and the subsequent strategic adjustments. This dissertation was developed by conducting three virtual interviews with high representatives from Olá and the Unilever group in Portugal from different departments. One interview with João Marco Pereira, OOH Sales Director Ice Cream & Beverages at Unilever-FIMA, José Bravo, Vice President OOH & Refreshment at Unilever-FIMA and Pedro Lopes, Finance & Operations Manager at GROUPO & Logistics Manager at Unilever-FIMA. Moreover, this thesis also incorporated data from the institutional websites of Olá and Unilever, articles, relevant websites and social media.

Company Overview

One hundred years after producing its first ice cream, Wall's is now present in over 50 different countries around the world (**Exhibit 1**). The firm goes by all sorts of different names in each one however, it is always possible to spot a Wall's ice cream thanks to the firm's legendary heart logo. Through the partnership between Unilever and Jerónimo Martins, Wall's entered the Portuguese market under the name Olá, when in 1959 the joint venture acquired Ferreira & Trancoso, and in 1970, Olá expanded through the purchase of Rajá.

Olá was responsible for the democratization of ice cream in Portugal, striving to provide a quality product at an assessable price to everyone. Leading firm and reference in the market, Olá is an almost palpable entity, known and recognized with a status analogous to that of a longtime friend. The firm is a reference in multiple aspects: in the capital of quality, trust and brand image conquered besides the consumer in the continued satisfaction of their needs, in the ubiquitous distribution and in the innovation, with various formats, flavors and sensations, tackling consumers of all ages.

In fact, Olá has been with us since childhood and is associated with very good memories and pleasures. It is a multifaceted firm, with many personalities. It is historic, but has great capacity for renewal. And it's very rewarding, providing lots of great "little pleasures" with relatively little effort.

In terms of functional advantages, Olá means a wide range of choice, strong implantation and excellent value for money. Emotionally, consumers' relationship with Olá can be defined as safe, close, carefree and accomplice. For all these reasons, consumers still draw parallels between the firm and the category - ice cream is Olá.

The firm has, in 2022, a market share of around 50% for the in-home segment and around 80% for the out-of-home one. The increment in production capacity due to the investments in the assembly lines also meant the factory was able to increase the number of units it exports, and in 2018/2019 the production directed to the national market was surpassed by the one directed to the foreign market, sitting at just over 50%.

In 2017 the firm brought around €80 million in revenue, value that jumped to €125 million in 2020. In 2017, around 150 million units were sold by the firm, with the best sellers being the Almond Magnum and the Strawberry Cornetto, each selling around 10 million units per year. In 2020, Olá was recognized as the overall 2nd most preferred brand in Portugal, according to the Marktest Reputation Index (MRI), however it ranked 1st amongst individuals aged between 15-24 and 45-54 years old, as well as in the North Coast region.

Culture – Mission & Values

Wall's stated that, since the beginning, its mission has been to put as many smiles on people's faces as they can. The founders believed ice cream makes everybody happy, that its magic brings people together and melts the barriers between us. The firm's diverse portfolio of

products is also aligned with its vision of building a happier more inclusive world, one lick at the time, indicating that ice cream should be enjoyed by all, regardless of differences. Nevertheless, Wall's aims to go further. They believe they have a huge role in driving positive social change by leveraging their business.

Since 2015, they have taken a holistic approach, focusing their work with smallholders on nutrition, empowering women, finance, and young agricultural entrepreneurs as well as sustainable agriculture practices.

Furthermore, the firm has always been aware about the impact that the 3 million freezer cabinets they rely on to reach consumers globally have as a significant contributor to the total GHG footprint of their ice cream business. In 2004, they pioneered the use of natural hydrocarbon refrigerants in their cabinets. Since then, Wall's has been reducing the carbon and energy footprint of its freezers worldwide, engaging customers on the progress and driving a shift in industry. The firm is also actively working on deploying cabinets with reduced energy consumption. Some of this reduction is due to the transition to hydrocarbon refrigerants but is also due to the use of lower energy and best in class technologies.

Moreover, the firm works with governments, NGOs, industry groups and other manufacturers to continuously bring about further positive change.

Core Business

Olá's focus is the production of ice cream and the firm's portfolio is composed by sub-brands that include well-known names such as Magnum, Cornetto, Solero, Calippo, Epá, Perna de Pau, Super Maxi, Vienneta or Carte d'Or, each carrying the same traditional and fundamental values of quality, trust and innovation through which the firm was able to build long-lasting and strong relationships with both customers and suppliers.

The firm's core strategy to capture value relies on a heavy presence in the two segments that comprise the ice cream market in Portugal – out-of-home and in-home. Olá tackles OOH consumption by working on four different channels – impulse, horeca, ice cream parlors and e-commerce. Products in the stick, cone, cup, snack or monoportion dessert format cover the horeca channel, kiosks, mall shops, mobile vending units, vending machines, gas stations and some small traditional retail stores. The e-commerce channel is essentially covered by products in the pint, stick or multipack format. Olá's OOH activity is what brings the firm the

most visibility and the most present on consumer's minds. Made up by more than 75 thousand POS, Portugal is the country where the firm has the highest number of selling points per habitant. The IH segment comprises products such as ice cream desserts, multipacks or pints, and encompasses channels such as modern and traditional retail.

Olá was originally designed to sell OOH, and the segment represents 75% of the firm's sales, hence its IH strategy always involves trying to replicate the excitement consumers have away from home through IH products. This resulted in a differentiated portfolio strategy – even though the sub-brands are the same for the OOH and IH segments, they rely on different formats to address the needs of each one. For example, while for OOH consumption the firm sells the Carte d'Or brand in a scooping format, either in cups or cones, for IH consumption the products are sold in tubs containing around 1L of ice cream.

In order to get their products to the final consumer, Olá's core strategy essentially lays in selling them to a network of distribution partners, who then assume the responsibility to sell them once again to the different selling points, such as restaurants, cafes, quiosks, the warehouses of large retail chains (such as Continente or Pingo Doce) and even the different pick-up points that fulfill the e-commerce channel.

Lisbon and Porto represent around 30% of the firm's total sales, Algarve represents around 20%, and the weight of the Região Autónoma da Madeira has been gaining strength, largely due to the mild temperature felt throughout the year, although it is a market mainly for scooping and not for impulse. The flux of Portuguese people from the big cities to Algarve in the summer has been offset by the increase in the number of tourists in Lisbon and Porto, and even though the firm doesn't have official data regarding the weight of tourism in their sales, they estimate it to be around 10%.

With respect to a possible age segmentation in sales, the reality is that almost all products find their way into the different age categories. Nonetheless, the fantasy associated with ice cream is very much related with children's ability to imagine. In that sense, the traditional impulse cardex is divided into three sections that address what could be considered as the average taste of the different age groups. Specially placed as low as possible in the cardex, so that the little ones can see it better, there is the section designed for children, containing products such as the Epá, Calippo or Perna de Pau. There is an intermediate section, designated by snacking and fruit, which would be better adapted to teenagers and young adults and finally the section of Magnums, which would mostly fit the adult segment.

The wide range of products is continuously updated with throwbacks from the past or limited editions since the firm aims to tailor its offers according to the consumer's preferences.

Ice cream market in Portugal

The TGI study by Marketest regarding the year of 2020, stated that 5.276 million Portuguese had consumed at least one individual ice cream. This number represents an increase of 2.9% compared to the year of 2019. The report also reveals some consumption heterogeneity, specially when it comes to region and age. In Great Porto the consumption of single-serve ice creams reaches 69.8% of the population, in Great Lisbon and North Interior the numbers drop to 66.8% and 66.2%, respectively, and in the South region only 45.5% of people consume the product in this individual format.

When it comes to age, 74.7% of consumers aged 25 to 34 have enjoyed an ice cream in 2020, 76% of consumers aged 35-44 have done so as well, but the percentage drops to 41.9% in the segment aged 65 or over.

The study released by Statista in 2022, revealed that Portuguese ice cream consumption per capita sits at 6.1 liters per year, against an European average of 6.2 liters per year.

In 2022, the national market is valued at €172 million and is expected to grow to €268 million in 2025.

Until a few years ago, the Portuguese ice cream market was dominated by few firms - essentially Unilever (Olá and Ben & Jerry's), Häagen-Dazs, Nestlé and some small local firms. However, the competition has been increasing.

Beside the split between out-of-home and in-home consumption, the ice cream market can also be separated into three segments that differ essentially in price and perceived value: a more accessible range of products, covered essentially by the private labels from retailers such as Continente or Pingo Doce, and discount retailers such as Lidl or Aldi; an intermediate range, covered by Olá or Nestlé and finally a premium range, covered not only by artisanal firms such as Santinis, Amorino, GROM or Colé, but also by industrial players such as Ben & Jerry's or Häagen-Dazs.

Over the last 5 to 10 years, artisanal ice cream has been conquering terrain over industrial production and currently there are over 700 artisanal parlors or similar in our country. It is, by

definition, a family business, small, without great ambition for expansion, but profitable and with interesting margins. It earned its premium status due to the fresh ingredients used in its handmade production process, something the market values, hence these players are able to charge higher prices. The current dynamics are very much in line with international growth trends in this category. With the advent of Michelin chefs or television stars, artisanal ice cream takes on the contours of a gourmet dessert, creating an appetite for its consumption in the most varied ways. In Portugal, these new trends accompany the growth of tourism in the country, the arrival of globetrotters and digital nomads, who bring their lifestyle with them. Vegan, lactose-free, additive-free, sugar-free, gluten-free, with numerous flavors, increasingly differentiated, with seasonal and local fruits, are some of the biggest trends on the market today, on which Colé, for example, was also able to capitalize. Colé differentiated itself by tackling the OOH segment through premium fresh-fruit-only sticks, making their products a popular options amongst those who prefer something healthier or vegan. Regarding premium but still industrialized products, Ben & Jerry's is known from its recipe based on ice cream with chunks, while Häagen-Dazs focused on the adults segment, with a more "mature" perspective of ice cream, using only fine ingredients and playing close attention to the stir of its products, creating a velvety texture based on very-low air concentration.

In an intermediate segment, it is possible to identify players such as Nestlé, which is Olá's biggest competitor in terms of the impulse channel, and who's strategy is very much based on leveraging the success that brands such as Milka, Oreo or Kit Kat have in the snack's category by partnering with them in the creation of ice cream based products, which has proved to be a very interesting approach, specially towards the children segment. Despite the significantly lower market share detained by Nestlé in comparison to Olá, both firm's strategies focus on delivering a quality, dependable and differentiated product at a medium price.

In a lower segment, private labels have been around for 20 years now and the most notable difference is the significant increase in the quality of their products. Over the last 5 to 6 years they have built a very acceptable portfolio, shortening the quality differences to Olá which were quite evident at the beginning. Furthermore, this are competitors that have a good distribution capacity and who now compete with Olá on the IH segment not only in terms of quality, but also in terms of price, since they are able to incur in razor thin margins.

The social distancing measures adopted to contain the COVID-19 pandemic changed, amidst many other important things, the way consumer's shopped – specially for FMCG. The industry witnessed a shift, with out-of-home consumption occasions moving in-home and the

clear winners were modern retail and firms which already relied heavily on in-home consumption. According to Kantar, in 2020, for the snacks & non-alcoholic drinks segment in Portugal, a drop of 25% in out-of-home consumption value was registered versus a 12% increase on in-home consumption value (**Exhibit 2**). The fall was even worst for companies that relied primarily on OOH consumption, which is the case for many players in the ice cream category. Moreover, not only did these players lost value in the OOH segment, but the value increase in the IH segment had to be shared with all the players in the market, even those who didn't lost any value on OOH, and private labels here clearly had an edge. In the mobile year between June 2020 and June 2021, in Portugal, the value of OOH consumption in the snacks & non-alcoholic drinks segment had recovered 19%, while the IH consumption value dropped 8% (**Exhibit 3**). However, as the summer of 2021 began, there were still ongoing restrictions and the population's apprehension towards the virus hadn't wear off, which had a negative influence on the performance of ice cream companies, who still rely very much on the the hot days to thrive.

Situation before COVID-19 – Olá's objectives

Olá's strategy before COVID-19 hit was build around two sale's objectives: continuing to increase sales in the OOH segment by 5% yearly and continuing to increase sales in the IH segment by 3% yearly. This growth in sales would have to come through the firm's efforts, leveraged by the escalation of tourism in Portugal. Therefore, the firm was tackling the following strategic components.

There was a strong bet on the digital channels. The firm's B2B business was improved in 2019 with the introduction of a new online marketplace platform called "Meu Mercado" (**Exhibit 4**), which allowed for a complementary interaction between the firm's distribution partners and their final customers, the establishments that sell Olá's products, boosting overall efficiency.

The firm's B2C business was improved through a project called "Ice Cream Now", which tackles the online home-delivery channel (**Exhibit 5**). ICNOW sales are made using third party delivery apps, such as UberEats, BoltFood or Glovo, who besides working as the delivery vehicle, also serve as the virtual marketplace for the different establishments that sell Olá's products to the final consumer. These can be Olá's own digital shops - Loja dos Gelados, Loja Magnum, amongst others - which are supplied by the firm's own 50 dark stores

across the country; the digital shops of chains such as Domino's or Pizza Hut, which besides having their own platforms for home delivery also work often with other delivery partners; the virtual shops of independent restaurants or groceries stores, which include some traditional trade and gas stations; and finally, the delivery apps' own dark stores.

ICNOW sales are incremental since they since satisfy a need that the remaining channels were never tailored to fulfill and they account for OOH sales.

The e-commerce channel has allowed the firm to overcome some major constraints. Firstly, the number one constraint of IH ice cream consumption is freezer space, which is often very limited and subject to intense competition by all the firms that sell products which need to be stored at bellow zero temperatures. Secondly, the time restriction, meaning consumers are now able to eat an ice cream at any time of day without having to leave their houses. In addition, the home delivery channel is also an important tool to fight seasonality, since in the comfort of our homes weather doesn't usually constitute an obstacle to the desire of consuming a refreshment.

Olá has made various attempts trying to deseasonalize its business in the past, specially regarding OOH consumption, yet the results have always been discouraging. Off-summer, the firm may still be present in their OOH points of sale, but what it verifies is that consumers are not – they are usually working, in school or at home and tourism drops significantly. In that sense, seasonality has been fought both through the IH channel, ensuring that there is some activation, the firm's products are available and the promotional activity doesn't stop, and through ICNOW. In fact, it is precisely during the first and last trimesters of the year that ICNOW has its sales spikes. However, the months of June, July and August still account for 50% of IH sales and 80% of OOH sales. The beach is still the firm's bastion and if the weather isn't tempting, consumers don't show up, and consequently the POS close as well. The firm's goal would be to match the sell-in that happens shortly before the start of the summer, with the sell-out in the month of September, but it hasn't been possible so far due to the low expectancy of sales in the winter.

Despite the importance of the beach, the firm has a national dimension and operates essentially in the impulse category, which means whenever the consumer wants a snack or a refreshment, Olá needs to be an option. In that sense, it needs to be as present as possible, and the firm has bet on its existing points of sale, as well as opening new ones. Besides more

sales, an increasing number of selling points brings something very important to the firm – visibility.

Regarding the operators of Olá’s heart-shaped kiosks and similars, Olá has tried, in 2019, to make a rejuvenation attempt through the “Academia Olá” initiative, but despite the great engagement from consumers, other problems appeared. The firm has since realized that their approach towards this situation can’t be too extreme. They count on extraordinary operators, from different age segments, and the success of a POS is deeply related to the training provided to them, in the follow-up from the firm and in choosing the right people.

Regarding the approach towards its products for the modern retail channel, the firm has been competing with the insurgence of private labels by stretching its IH portfolio with products that can be placed in lower price levels, without compromising in quality, and that seems to be the strategy to maintain for the future.

For its OOH products, Olá’s focus is primarily on reducing the level of complexity of its operation, by removing the products that are simply not reaching the sales’s goals. Olá’s OOH best sellers are five products - Magnum Amêndoas, Cornetto de Morango, Solero Exótico, Magnum Sandwich and Perna de Pau - and even though innovations will always be a part of the firm, they needed to ensure that the presence of these products in the POS was, ideally, 100% or very close. What the firm came across was that they were only available, on average, in 60-65% of the POS, and if this was the case for the best sellers, for innovations and other products the presence was even lower. The goal is to guarantee that there are innovations, because they also attract the consumer, but ensure that the products that exist are in fact available for purchase in the POS, hence having a fair chance of reaching their potential.

When it comes to innovations and product development, the firm’s focus is essentially on the children’s segment, the Magnum products and fruit based products. Although the market has witnessed a premiumization tendency, Olá opted not to tackle it directly for now, at risk of harming its value-proposition, leaving those segments for firms such as Colé, GROM or Ben & Jerry’s, all included in Unilever-FIMA’s portfolio as well.

Lastly, the continuous improvement of the efficiency of its distribution partners has always been a key aspect in Olá’s strategy. In that sense, in 2018/2019 GROPE was born. GROPE is a subsidiary company of Unilever-FIMA and works as a distribution intermediary for Olá for areas such as Torres Vedras, Loures, Oeiras, Cascais or Sintra. Its creation came with some objectives associated. Firstly, Olá felt the need to know better the clients of its intermediaries.

GROP enabled Olá to have a direct sales vehicle to these POS, allowing the firm to gain valuable insights about the market where it operates. Secondly, GROP works almost as a testing ground for any projects that Olá plans to propose to the other independent distribution partners, in order to make their operations more efficient. GROP was the one that tested the viability of projects such as “Meu Mercado” or “Routyn”, a software that automatically optimizes the routes for the deliveries. If this projects reveal successful, its easier to pitch them to other intermediaries, which will ultimately result in them saving money and improving their performance. Its important to notice that Olá constantly makes sure that their partners are gaining value, because if the business is not interesting for them, Olá also loses. GROP’s creation had yet another purpose: to give Olá a better understanding of the cost structure of their delivery partners. This way, the firm could perceive how could their products release more margins or what was the impact of events such as the rise in fuel costs or the increase in minimum wages, in order to give Olá better leverage in the annual negotiations it has with these partners.

Impact of COVID-19 on Olá’s business

The measures in detriment of COVID-19 led to the temporary closure of many establishments such as restaurants, cafes or quiosks. This caused, to some degree, a shift in ice cream consumption from the OOH channel towards consumer’s homes.

Modern retail capured almost all the value associated with the growth of IH consumption. With most establishments that made up the OOH channel closing, modern retail surged as the main marketplace where all the firms were able to still comercialize some of its products. Even though Olá experienced a jump in sales associated with its IH channels of 15%, during 2020 and 2021 compared to 2019, this also meant the firm partly lost key advantages such as the visibility, the proximity and, in many cases, the exclusivity which it boasted in the OOH channels towards its consumers when they craved for a refreshment or a snack. Moreover, the firm also doesn’t know to which degree this shift applies in the case of the impaired tourism that was registered in Portugal during 2020 and 2021.

On the upper hand, with the beginning of the end of the pandemic, the firm didn’t witnessed a regression of its sales for the IH channels. The habbit of buying ice cream for home consumption returned, but it didn’t wear off, and despite not growing as it was during the crisis, it has remained flat.

With respect to the sales of the OOH channels, Olá verified a drop of 54% during 2020 and 2021, compared to 2019, which was also associated with the decline of tourism.

Although the growth of the IH channels partially offset the drop in the OOH channels in terms of liters, the truth is that for Olá, 1L of ice cream sold through the IH channels does not have the same value of a 1L sold in the OOH channels, because consumers appreciate the effort that the firm makes in order to deliver their ice creams in most convenient way possible, thus are willing to pay more. Additionally, a significant amount of the indirect value that the firm creates for all of its partners was also lost.

The health crisis also caused an acceleration of the development of the digital tools used by the firm. Not only did it propelled a change in consumer's shopping habits, who would otherwise need much more convincing in order to buy an ice cream online, but also because the closure of the OOH segment freed up a lot of resources for the firm due to the lower need for investment. ICNOW sales jumped almost 500%, representing, in 2022, 5-6% of the firm's OOH total sales. For the Meu Mercado platform, orders made by establishments, specially the ones which were still open during lockdown (e.g., gas stations), jumped 150%, representing 20% of the total orders submitted to the concessionaires at the end of 2021.

Regarding the sourcing process, the import of raw materials or the production process during the pandemic, the firm felt virtually no impact, however it had to adjust its output to the new market needs. All mechanisms implemented in terms of supply chain risk management, even at European level, worked. The firm works with comfortable covers, taking into account the sales levels of each product, which foresee problems with supplies and the Portuguese factory in Santa Iria da Azóia was always operating. Nonetheless, at the beginning of 2022, there were some disturbances which had two origins. The main one was the disruption in the supply of some raw materials and the increase of fossil fuel prices resulting from the war in Ukraine, combined with, fortunately, somewhat of a sudden normalization of the pandemic situation, which meant that, when it was necessary for the factory to scale its production once again, it took a period of 3 to 4 months in order to adjust. Olá also reinforced its stock coverage at the end of 2021, ending up having only, at the peak of the summer of 2022, 10 out of 200 ice cream SKUs that experienced some breaks, although never jeopardizing the commercial execution.

Finally, with regard to the logistic chain from Olá onwards, the distribution of products was not disrupted either. However, GROU played an extremely important role here. One of the

distribution partners of Olá, which was assigned the areas of Oeiras, Cascais and Sintra, stopped, as a result of the pandemic and some internal issues, exploring the firm's products. These were areas that Olá thought had already been underused for some years, and with the departure of this concessionaire and the fact that no other found itself, at such a critical time, in the ideal conditions to absorb new challenges, Olá increased GROPS capacity, which began to include the new territories in its routes, working to extract from them the potential that until then had been somewhat neglected. Despite everything, all other independent concessionaires were always working and even in periods of confinement there were consistent telephone routines to collect orders for all customers who needed product. Despite the number of orders falling, as there were times when the OOH channel closed, and very few establishments continued to work during that turbulent period, both Olá and the network of dealerships that serve the market were always able to respond to the needs.

Olá's strategic changes in response to COVID-19

Olá, as a part of the prestigious Unilever-FIMA group, realized from an early stage that one of the keywords during the pandemic was uncertainty. If on one hand, ice cream consumption moments away from home had to move inside, and that would be something that the firm needed to address, on the other hand, no one knew how long this would be a reality. For that reason, the firm had to be always ready for a possible return to normality.

In that sense, the firm's strategy during the pandemic was based on simultaneously leveraging its IH and e-commerce channels, which were partially balancing the losses in the other sectors, while maintaining its OOH operation as adjusted as possible for the successive lifts of the COVID-19 restrictions that would eventually lead to the end of the pandemic situation.

In addition to the disinvestment in products from the scooping, monoportions and restaurant desserts segments, as a result of the complications experienced in the Horeca channel, the annual innovation of the impulse poster for the OOH channel was also very much a hostage of the health crisis. In 2019, the firm prepared and produced its poster for 2020, expecting a normal year and performing a sell-in to its dealers as expected, however it reached the end of 2020 with a large volume of unsold ice cream.

2021 was very much used by the firm to drain products that, under normal circumstances, would no longer be found in the price list and the innovations brought in 2021 were only

those that had the full confidence of the firm, such as the return of the iconic Super Maxi. The firm also took into account that the OOH channel establishments would still have their cabinets full of products that they were unable to sell during the pandemic, so even if there were more innovations in 2021, they would not be able to buy them. Despite everything, in 2021, Olá launched one of the most successful innovations of recent years – the Magnum Double Gold Billionaire. The role of innovations is above all to attract excitement to the impulse cardex, and it is rare for an innovation to enter and stay for the following year, however the success of the “Billionaire” was such that the firm kept it on its impulse poster in 2022.

Taking advantage of the success of the Billionaire in the stick format, and maintaining its strategy of replicating the products of the OOH channel in formats more suitable for IH consumption, Olá created a multipack version, which included 6 stick units in a smaller size and a pint version, whose crust on top of the package mirrored the traditional shell present in the stick version. In fact, it was precisely through the multipack and pint formats that Olá managed to boost its IH channels during the pandemic, and the highlight goes precisely to the Magnum sub-firm. According to Kantar, *“after a great 2020, Magnum didn’t slow down in 2021, with CRP growth accelerating from +16% to +27%. With higher demand from consumers spending more time at home and new additions to its already rich portfolio, the firm saw back-to-back penetration increases with a combined 5% increase over the two years. This was well above the average penetration gain for growing firms within Portugal. In 2021, Magnum was the Ice Cream firm that recruited the most buyers in Portugal, and with that, it became the number one firm in terms of overall purchasing households in its category. It was also, in 2021, the firm with the highest purchase frequency in the Ice Creams category, which has also grown 10.4% vs. 2020.”*

Pints also played a very important role in another channel, e-commerce. The range of products made available by the firm through ICNOW has not undergone significant changes during the pandemic, and the big bet has always remained the format of the pints. The entrance of Olá in the e-commerce channel coincided precisely with the beginning of the health crisis in Portugal and for this reason, the firm was not given the possibility of building a solid base of products that could later undergo eventual changes to adapt to the contours of the pandemic consumption. It was the beginning and the firm wasn't sure what the consumer's reaction would be. Therefore, it was always possible to find, both in Olá own digital stores and in those of other independent establishments, products from the traditional impulse menu,

multipacks and some types of snacks and frozen desserts, however the main focus was always on Magnum and Ben & Jerry's 465ml pints, because they better preserve their properties during the trip.

With regard to Olá's marketing strategies, the three pillars on which the firm has focused since the beginning of its activity in Portugal - excitement created through the innovation of its products, advertising support for them through different means of communication and investments in visibility at POS – were maintained, however there were adaptations in the face of the pandemic. Firstly, Olá increased its investment on the communication of its IH and e-commerce channels, via the different media platforms. Moreover, since orders for visibility items for the OOH channel are placed with suppliers at the end of each year, at the end of 2019 Olá made its usual purchase of materials for the year 2020, but as they were not used as much due to the pandemic, they also ended up serving for most of 2021. The firm's presence on social media was also heavily exploited, since consumers were, at that time, consuming more digital content than ever before. In 2021, with the aim of strengthening relations with its consumers, the firm launched a poll on its instagram page where the audience could decide which of the products, between Feast, Fizz and Pé, would return to the impulse poster in 2022. In order to advertise the campaign, Olá partnered with Rádio Comercial. Still in 2021, with the aim of appealing to the mass of Sporting Clube de Portugal fans, or anyone else who liked the combination of lime, vanilla and chocolate flavors, Olá launched Sporting's Perna de Pau. Already in 2022, with the aim of awakening the public to the return of a summer that would finally not be shaped by pandemic restrictions, the firm launched its advertising campaign “Olá, serei eu quem tu procuras?”. Several Portuguese artists gave voice to the ice creams that appeared singing a “sweeter version” of Lionel Richie's iconic song “Hello, is it me your looking for?”. The campaign was supported on social media by various digital influencers and continued the humorous, friendly and light tone that has characterized the status of Olá among the Portuguese people for so many years now.

Regarding the distribution chain, despite the pandemic never having compromised market supply, Olá has incurred in additional measures to ensure its distribution partners' salvageability in order to prevent potential bankruptcies, something which would constitute a serious problem for the firm. Furthermore, at the start of the pandemic, one of Olá's major customers in the modern retail channel was experiencing some problems due to scarce resources in its warehouses, the place where Olá normally makes its deliveries for this channel. Therefore, in July and August of 2020, the firm exceptionally had to deliver its

products directly to some of the largest stores of the chain. With regard to leveraging the “Meu Mercado” platform, Olá always sought to encourage its use by granting additional discounts if orders are placed through it, especially in the opening phase, between the beginning of February and the end of March. It has been through efforts like these that around 80% of the establishments in the OOH channel have, at least once, taken advantage of the platform, allowing Olá to capture some sales that otherwise would not happen and allowing orders placed through Meu Mercado to continue to show very interesting values, despite the apparent return to normality.

With regard to the human resources component, the firm was very well prepared internally to deal with movement restrictions and immediately adjusted to remote work through network connections and communication tools. Within the internal rules of risk management, the firm was always prepared for the eventuality of having to ask its workers to work from home and never resorted to lay-offs. Partners and customers have always experienced a continuous follow-up by the firm, even from home. In terms of training, the company maintained the initiatives it promotes annually, and returned to presencial work as soon as possible, always with adequate PPE and bi-weekly COVID-19 tests. As soon as possible, the firm personally visited all dealerships from North to South of the country to better assess the impacts of the crisis and respond to any additional needs.

In 2022, Olá’s OOH segment sales grew 63% compared to 2021, which is not surprising since sales in 2021 had been much lower than normal. In 2022, this channel's turnover is at 92-93% compared to 2019, also a result of the difficulties felt at the beginning of the year. 2023 is expected to be a stronger year than 2019. For sales in the OOH channel, the firm aims to maintain an annual growth of around 10% over the next 5 years, however, despite the performance of this channel being closely related to the efforts of Olá in opening new sales points and in the constant improvement of its cardex, if the weather does not help, the endeavors will always be insufficient. Regarding sales of the IH channel, they are, in 2022, at 115% compared to the values of 2019 and the intention would be to keep them at least flat in the years to come. The firm will end 2022 with the same sales volume as in 2019, in terms of joint sales across all channels.

Future scenario

After having already caused some disruptions in early 2022, the war currently taking place in Ukraine is one of the main concerns for Olá. Of all the undesirable consequences that a conflict of this magnitude gives rise to, the firm highlights three that have particularly negative effects on its operations. Firstly, there are rising energy costs. Olá is a manufacturer that operates in a category where electricity is absolutely critical, not only for the production of ice cream, but also for its storage. Second, the rising cost of fossil fuels, which mainly affects distribution routes. Finally, access to raw materials may be compromised in part, as not only does the increase in the prices of the two variables mentioned above make them more expensive, but the war has led to shortages of goods such as wheat, sugar, chocolate or aluminium. Olá expected a calmer year for 2023, however, due to the inflationary pressure that is felt all over the globe, the scenario of uncertainty does not seem to have come to an end yet.

Although various studies highlight the continued growth of the e-commerce channel the truth is that, at least with regard to the ice cream category, Olá believes there are still some aspects that can be substantially improved. In 2022, the firm does not yet have enough information to assess the ideal business model for this channel, and the proof is that its operation there is still somewhat fragmented. The market may reveal that the best strategy will be a smaller number of digital stores, which only offer the products most sought after by consumers, resulting in greater turnover and reducing the complexity of the operation as well as possible waste. The e-commerce channel is still a very expensive channel for virtual store operators, due to the high percentage of the amount charged to the final customer that delivery apps take.

The continuous growth of this channel also reflects that it has not yet reached its maturity stage, and as such there is still no consolidation on the part of a specific player with regard to delivery apps. However, there are some platforms that stand out and the evolution of this business model is closely related to consumers' perception of value, with the market itself taking charge of adjusting prices.

The firm envisions two paths, which are not mutually exclusive, for the evolution of this channel and which, despite both representing incremental sales, essentially differ in one factor – the urgency of the purchase. On the one hand, there will be a continued growth in orders via Uber Eats or Bolt Food, more spontaneous and satisfying a desire for pure indulgence at that very moment. On the other hand, the growth of orders via Getir or Bolt Market, which are

more planned and begin to partially replace the daily or weekly trip to the supermarket or grocery store by the final consumer. The goal is that by 2026, the e-commerce channel represents 20% of the total sales of the OOH channel.

With regard to the use of technology as an ally in the OOH channel sales, Olá has been investing in the creation of mechanisms that allow not only the headquarters, but also the distribution partners, remote access to the filling levels of the cabinets present in the establishments, which SKUs are inside or the operating status of the freezers. The salesteams would be able to follow up with their customers remotely, allowing them to visit hundreds of POS without leaving home, placing orders as necessary and being automatically notified each time a point of sale is in need of product.

TEACHING NOTES

The use of the case

The aim of this case study is to take the COVID-19 pandemic and, to some extent, its impacts, as an opportunity to identify and analyze the strategic management concepts and skills deployed by a real firm, Olá, in order to overcome the challenges that stemmed from a phenomenon that changed the dynamics of the market. Furthermore, the insights gathered through this study may be of relevance when the next shock takes place.

This section will provide the necessary materials to the professor for the analysis of the teaching case, including guidelines, suggestions on possible assignment questions as well as the respective solutions. The case is intended to stimulate student discussion and questions, so the answers given here are indicative and may differ from students' approaches. Different approaches and views to the events described are appreciated. This case was started in September 2022, and finished in December 2022. Despite the significant progress made by the firm in assessing the impact of the pandemic in its activity in Portugal, further discoveries are always a possibility and that is a factor that should be accounted for.

Synopsis

Olá, as part of the Unilever multinational, entered the Portuguese market in 1959 with the goal of democratizing ice cream. Currently, it is present both in the in-home and out-of-home segments. The firm's strategy is based on the value proposition to make quality ice cream assessable to everyone everywhere. Through a transversal distribution system, a diversified portfolio and a philosophy of continuous improvement, Olá was able to succeed, building not only a valuable reputation, but a competitive advantage along the way. Unfortunately, the COVID-19 outbreak and the social distancing measures to control it had a substantial negative influence in the firm's operation, essentially because it relies primarily in its activity away-from-home. The case study describes Olá's response to this challenge, which consisted in simultaneously adapting its OOH activity to the restrictions, while leveraging the segments which experienced a boost and ensuring that the firm was always ready for the return to normality.

Teaching Objectives

The purpose of this teaching note is to allow students to better understand the different strategies used by a real company, Olá, in order to face the challenges posed by the pandemic. The students will be able to address several frameworks and theories to the resolution of this case, such as: Bowman's Strategy Clock, Resource-Based view & VRIO analysis, SWOT analysis and Dynamic Capabilities.

The Olá case was assembled to create insights about:

1. The competitive positioning of the players in the Portuguese ice cream industry by using the Bowman's strategic clock;
2. What resources and capabilities provide Olá a sustained competitive advantage;
3. The identification of factors that compose the internal and external characterization of Olá through a SWOT analysis;
4. The adaptation to the pandemic situation by the firm in what concerns dynamic capabilities;
5. The strategic orientations for the upcoming years.

Suggested Assignment Questions

1. Describe the strategic competitive positioning of the firms inserted in the Portuguese ice cream industry.
2. How does Olá sustain a competitive advantage in its market?
3. Analyze internal strengths & weaknesses of Olá and extract potential threats & opportunities before and after COVID-19 crisis.
4. How did Olá's dynamic capabilities helped it react to the COVID-19 crisis?
5. How could the path for Olá's post-COVID-19 scenario be characterized? Provide future strategic recommendations for the upcoming years.

Analysis and discussion

1. *Describe the strategic competitive positioning of the firms inserted in the Portuguese ice cream industry.*

The main purpose of this question is to explore the external environment of the Portuguese ice cream market through Bowman's Strategic Clock framework. There are several competitors

in the market and Olá must take into consideration all of them in order to leverage its own performance.

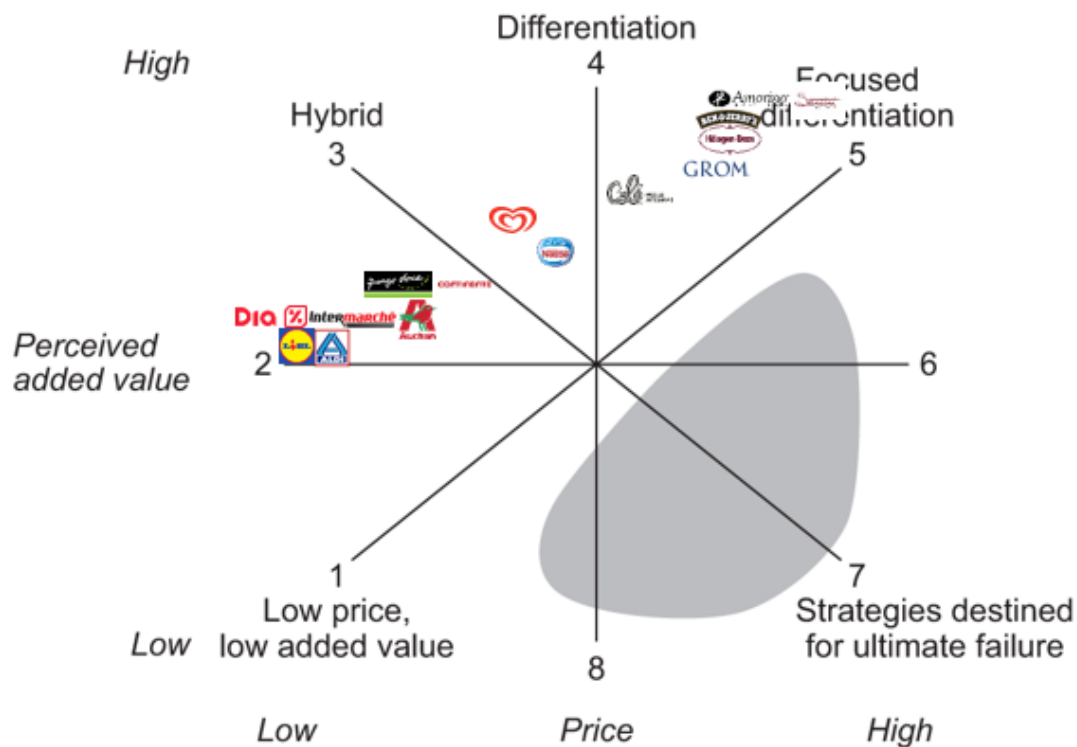


Figure 2: Application of Bowman's Strategy Clock to Olá – Own figure

- Low-Price

Retailers (Continente, Pingo Doce, Intermarché, Auchan and Dia) and discount retailers (Lidl and Aldi) are able to achieve a lower price than competitors whilst maintaining similar perceived product benefits to those offered by competitors. Although the products aren't perceived with the same quality as the remaining competitors, the value proposition created by the ability to practice the minimum prices possible is able to give them market share in the in-home segment.

- Hybrid

Olá opted for a hybrid position in the ice cream market, combining product differentiation with medium prices. The firm's goal was never to make the ultimate ice cream, but rather make quality ice cream accessible to everyone. The diversified, solid and innovative portfolio of products, presents something for everyone, from a simple tube of Carte d'Or vanilla ice

cream to a Magnum with an exotic ingredient combination. The proximity and convenience attained by the transversal distribution channel also mean that no matter the place, an Olá ice cream will most likely always be an option when consumers think of indulging in a snack/refreshment, if not the only. Both these factors play a crucial role in delivering the most well-rounded value proposition in the market, thus Olá is able to be not only the ice cream firm with the most market share, but the ice cream firm with the best reputation. Nestlé plays a similar role as Olá, however was only able to attain a much lower market share. It represents a competitor only in the OOH segment, but even there the presence is nowhere near the “heart-shaped firm”, and even though it presents a differentiated and quality product at a medium price, the firm, in what regards to ice cream, doesn’t have the same relationship with customers as Olá.

- Differentiation

Ben & Jerry’s, Häagen-Dazs, Colé, Amorino, GROM or Santinis, hold the same positioning path based on high quality products which enables them to charge higher prices. Ben & Jerry’s differentiation came from its unique recipe based on ice cream with chunks. Häagen-Dazs differentiation came from focusing on the adults segment, with a more “mature” perspective of ice cream, using only fine ingredients and paying close attention to the stir of its products, creating a velvety texture based on very-low air concentration. Regarding Amorino, Santinis or GROM, the main difference is in the production method, which is artisanal or semi-industrial, opposed to the industrial one practiced by the firms previously mentioned. Colé’s differentiation came from the fact that it tackles a very underserved segment: OOH fruit sticks. The recipe, uses only fresh fruit, no additives, and it is gluten free, making a very viable option for the vegan segment as well.

2. *How does Olá sustain a competitive advantage in its market?*

The purpose of this question is to explain Olá’s competitive advantage in the long-term from an internal perspective of the Resource-Based View and VRIO analysis.

Three main resources can be identified:

- Transversal distribution channel

Even though Olá’s core business resides in its activity in the OOH segment, the firm has an omnipresent approach regarding the sale of its products. OOH consumption value is captured across the horeca channel, kiosks, mall shops, mobile vending units, vending machines, gas

stations and some small traditional retail stores, as well as through its Ice Cream Now initiative, which tackles the e-commerce channel. In the IH segment, the firm is also heavily present both in the modern and traditional retail segments. Portugal is the country where the firm has the highest density of selling points per habitant.

- Diversified portfolio

Olá's portfolio has a wide diversity. The firm offers something for consumers of all ages, tastes and occasions. It is a multifaceted firm, with many personalities (sub-brands), each with a certain responsibility in fulfilling the different market needs. It is historic, but has great capacity for renewal, and has found a way for its products to play a synergetic role in keeping up with the market's most recent trends. Despite leveraging the fact that it is inserted in the Unilever group, which holds other ice cream firms such as GROM, Colé or Ben & Jerry's, that sometimes are able to address certain market needs that Olá wasn't initially tailored to tackle, the firm is always accounted for as a viable option in the purchase moment.

- Firm Reputation

Olá was responsible for the democratization of ice cream in Portugal, striving to provide a quality product at an assessable price to everyone. Leading firm and reference in the market, Olá is an almost palpable entity, known and recognized with a status analogous to that of a longtime friend. A pioneer in its activity in Portugal, the firm boast from a great cumulative experience due to its first-mover advantage, and consumers still draw parallels between the firm and the category - ice cream is Olá.

In order to organize and deploy the resources previously mentioned, the firm counts a major VRI capability (Valuable, Rare and Inimitable), inherent in its culture, that allows it to constantly sustain its leader position in the Portuguese ice cream market.

- Innovation DNA

The know-how built throughout the firm's 63-years of history in Portugal, plus the knowledge acumulated through the firm's operation in the remaining countries where it is established, has allow it to understand that a top position can only be sustained if resources are deployed in the most efficient way possible. In that sense, Olá has shown to work continuously in order to improve the efficiency of its distribution chain, so it can be even more present and bring more value not only to the consumers, but to its partners through, for example, the creation of GROOP, the implementation of Meu Mercado or Routyn and the expansion of the number of

Olá selling points. The continuous innovation of its product line allows the firm to keep the excitement and magic associated with its ice cream alive, while keeping up with the ever changing market trends. Finally, the continuous technological advances regarding its production lines or its freezer cabinets allow the company to maintain a rigorous level of cost efficiency which is reflected on the democratic prices practiced by the firm until this day, holding the firm's reputation on a very high level. Innovation, through the form of all of these measures, allows the firm to sustain a very hard to imitate value proposition, ultimately giving them a competitive advantage in the long-term.

3. Analyze internal strengths & weaknesses of Olá and extract potential threats & opportunities before and after COVID-19 crisis.

The goal of this question is to perform a SWOT analysis in order to get an overall picture of the main internal and external factors that affected Olá's business before and after the reality of COVID-19 crisis, which will help to start structuring the strategic planning throughout the pandemic.

Olá holds various strengths that have enabled the improvement of its market position and the conquer of competitive advantage: the firm's innovation DNA has positively impacted several aspects of its business, such as the automatization and technological enhancement of its production lines, the diversification of its portfolio, the continuous efforts to bring more value to its partners and customers through, for example, the creation of GROOP, Meu Mercado or the implementation of Routyn and the approach towards the firm's commitment to corporate and social responsibility, via the improvement of its freezer cabinets, the partnerships with small suppliers from impoverished regions and by setting guidelines in the composition of its products as a signal of its commitment to nutrition; the transversal distribution channel, which makes the firm present not only in the IH and OOH segments, but more recently in the e-commerce channel, just in time for the beginning of the pandemic; the support the firm has from being inserted in a giant multinational organization; the cumulative know-how gathered through the firm's history and presence in multiple countries; the firm's products great value proposition; the great reputation boasted by the firm, due to the proper leverage off all the strengths previously mentioned, which enabled the construction of strong relationships with consumers and partners. Finally, COVID-19 enabled the firm to take advantage of its products design for in-home consumption, which benefit from great diversity due to the firm's strategy

of replicating its OOH portfolio for the IH products as much as possible, and the broad distribution channel, leveraging in particular the e-commerce and modern trade channels.

It is also possible to identify some weaknesses in Olá: the extreme dependence on the OOH segment, which didn't pose as a problem before COVID-19, but the pandemic manage to expose it; the fact that the firm still hasn't figured out how to guarantee the availability of all of its products in every single point, thus Olá's portfolio may not have a fair chance of reaching its full potencial; lastly, the fact that the firm still has't discovered which business model works best for its e-commerce operation, with digital shops and product availability being still too fragmented.

From an external perspective, a market which was once dominated by only a few players, but which is clearly expanding due to its attractiveness, has brought several new threats to Olá, which join the ones faced by the firm for a long time: the seasonality and the high dependence on the summer days between June and August, which somewhat affects all the players in a similar manner, forcing them to innovate and find ways to counter it (e.g., home-delivery and formats more adequate for IH consumption); Olá's major rival for the IH segment, private labels, have been able to steal market share by upping the quality of its products, coupled with a great distribution capacity which enables them to practice lower prices. Although the differentiation level isn't quite the same, the low prices add a lot of value to the consumer; the premiumization of the market, which is also a consequence of the globalization phenomenon. New consumers arrive to the national market, who prefer premium ice cream with a higher perceived value rather than the more industrialized ones, and are willing to pay more, freeing share to players such as Santini or Amorino. On top of these, COVID-19 brought further threats to Olá: the inactivity of OOH physical POS highlighted even more the firm's dependence on this segment and the uncertainty associated with the pandemic meant when it was needed to revamp the production process, the company needed a period to adjust; the pandemic threatened not only the ability of many POS to continue to be able to help Olá sell its products, but the salvageability of some distribution partners. It held the innovative process hostage, since the firm can't drain its products, ultimately resulting in a loss of revenue; lastly, events such as the current war in Ukraine result in the rise of energetic and fuel costs, as well as possible disruptions in the supply of raw material. The first thing the firm can do is prevention, by working with suitable production margins and by having a solid risk management strategy.

Nevertheless, Olá's posture was always to try and see the underlying opportunities that could leverage its performance: regarding the seasonality challenge, the firm distanced itself from trying to find suitable ways for consumers to enjoy ice cream away from home during winter, since consumer's presence in this segment was substantially lower during this time of year, and instead created ICNOW as a way for consumers to spontaneously enjoy ice cream at home, as well as focused on the development of its portfolio directed to IH consumption, overcoming major constraints such as the weather or the freezer space; the firm has been dealing with low-price rivals in the modern trade channel, by stretching its portfolio with products that can be placed in lower price segments, without ever compromising quality, coupled with adequate activation, communication and promotional strategies; Olá opted to stay out of the premiumization tendency, at risk of distancing itself from its value proposition, leaving the trend to be tackled by firms such as Ben & Jerry's, Colé or GROM, which still provide value for the whole Unilever group; lastly, it took the fact that COVID-19 led to a desinvestment in the OOH segment, coupled with a change in consumer's consumption habits, as an opportunity to allocate such resources in the further development of its digital and IH segments. Through GROU, Olá was able to absorb the areas freed by the fall of one of the distribution partners, eventually extracting more value from them. With innovation held hostage, COVID-19 also forced Olá to be even more creative, leading to the creation of the very successful Magnum Billionaire and the change in consumer's habits allowed for the diversification and dinamization of the Pint and multipack range, both responsible for leveraging the growth in the IH and e-commerce channels.

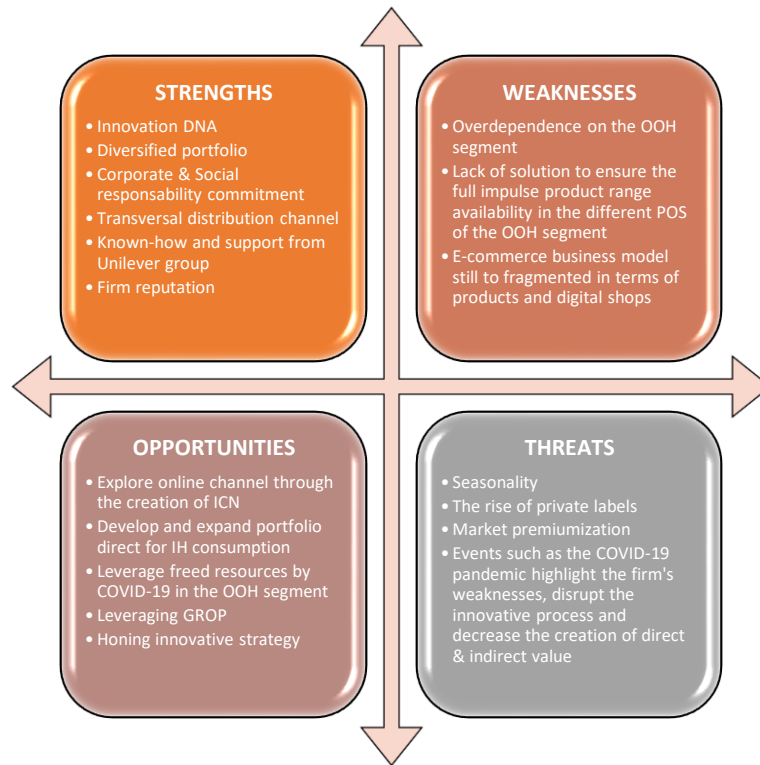


Figure 3: SWOT analysis applied to Olá – Own figure

4. How did Olá's dynamic capabilities helped it react to the COVID-19 crisis?

The COVID-19 outbreak and the social distancing measures adopted to control it shaped the unprecedented, unpredictable and extremely complex environment witnessed over the course of the last three years, highlighting the importance of the concept of dynamic capabilities. Resorting to Barreto's definition of DC, Olá adressed the pandemic challenges in a structured way by sensing and seizing external opportunities & threats, making timely and market-oriented decisions which enabled the firm to alter its resource base.

Starting with the propensity to sense/seize opportunities and threats, Olá was able to leverage the transition of OOH consumption moments towards IH by partially desinvesting in the production and visibility materials for the weakened segment while simultaneously reinforcing its position in the IH segment and e-commerce channel. The firm also honed its innovative focus, ensuring that new launches were especially successful and by extending its pints and multipacks portfolio to adressed the changes in consumer's consumption habits taking advantage of the great performance of the Magnum Double Gold Billionaire. Moreover, Olá was able to use its powerful and resourceful financial structure, much leveraged by the firm's inclusion in the Unilever group, to scale up GROP's capacity so that it

could not only absorb the areas dropped by the fallen distribution partner, but even improve them, despite the additional challenges posed by the crisis. Furthermore, the firm was able to recognize the potential harm that losing its distributions partners would constitute to its operation, hence it helped them by ensuring their salvageability.

With respect to the propensity to make timely and market oriented decisions, Olá was able to adapt very well to the movement restrictions, asking its workers to work from home and never resorting to layoffs. Partners and customers have always experienced a continuous follow-up by the firm, even from a distance and the production at the factory never stopped. In fact, the only production hick-up that Olá faced was not amidst the middle of the pandemic, but at the end of it, when production needed to be revamped and the firm was somewhat caught off-guard.

Lastly, the propensity to alter, extend or reconfigure the firm's resource base was shown through the development of the Meu Mercado platform by ensuring that it was properly communicated to clients and its use incentivized by conceding extra promotional conditions. Furthermore, the firm's additional investments in marketing campaigns through radio, social media, television, the partnership with Sporting football club were extremely important to maintain firm awareness in a period where the main source of visibility – the OOH segment – was compromised.

5. How could the path for Olá's post-COVID-19 scenario be characterized? Provide future strategic recommendations for the upcoming years.

Olá's objectives for the post-COVID-19 scenario focus on several business aspects. The OOH segment will remain the biggest focus of the firm's investments, as it is the one that brings the most revenue. E-commerce is forecasted to be the channel with the highest growth, despite slowing with the end of the pandemic. Since Olá's entrance in this channel coincided with the beginning of the crisis, and the channel itself still isn't matured, there's room for much improvement, which will be made by accessing what bundle of products works best, how should those products be made available to consumers (if through different digital stores with different products, or through one digital store with the most sought after ones) or how can the firm overcome the low margins imposed by third-party delivery apps in order to make the channel more attractive to the operators exploring it.

The omnipresence in the different existing channels will continue to be pursued through the diversified portfolio strategy and by increasing the presence in the different POS. The firm

will continue trying to improve the efficiency of its operation, as well as the one of its partners, by investing in technological advances and leveraging the growth of digitalization. Events such as the current war in Ukraine highlight the importance of cost savings and preemptive measures, so Olá will continue to bet on exploring further options to provide follow-up to its partners and consumers by distance, and to capture value in new ways. Finally, regarding corporate and social responsibility, the firm will continue its efforts in the work with smallholders on nutrition, empowering women, finance, and young agricultural entrepreneurs as well as sustainable agriculture practices. Based on the identified objectives, the following suggestions could be given, focusing on revenue generation and/or cost savings:

Areas	Potential Recommendations	Strategic Focus
OOH Segment	Creation of bundle-type offers which would benefit those establishments that chose to continuously keep every Olá product available to the final customer.	Revenue generation
	Since many school camps take place during the months of June and July in the beach, leverage this customer segment by developing specific initiatives through mobile vendors, backed by the surrounding POS.	Revenue generation
E-commerce	Through R&D, developing cooling motorcycle storage boxes for the delivery vehicles of the delivery apps. This technology could be sold to DA or used as leverage in the negotiation for better margins. Either way, Olá could expand the range of products sold through e-commerce and increase the trip's distance, possibly needing less pick-up points.	Revenue generation/Cost Savings
Portfolio	Leverage customer relationship by developing more initiatives such as polls or surveys to understand which innovations would generate more excitement or which returns are more desired.	Revenue generation
IH Segment	Marketing campaigns to spread brand awareness in terms of high-quality products and diversified portfolio	Revenue generation
Digital Tools	Developing a software for individual establishments that would help them track each product average rotativity and sales value, contributing for a better stock management by the POS. Moreover, it would give valuable insight about what products results better in different areas.	Revenue generation/Cost savings

Corporate & Social Responsibility	&	Analyze the possibility of converting the distribution partner's fleet of vehicles electric, considering the length of the daily routes.	Cost savings
-----------------------------------	---	--	--------------

Table 1: Possible future recommendations

CONCLUSION & LIMITATIONS

This dissertation gave me the chance to analyze a real business situation of a well-known company operating in the FMCG sector, more specifically within the snacks and non-alcoholic drinks segments, in the ice cream category, while applying strategic management concepts that I have learned throughout my master's degree and during the research process that stemmed from the elaboration of the thesis.

The case provides insights of how COVID-19 affected Olá's core business and the strategic adaptation process that took place in order to overcome the pandemic challenges. The demand shifts caused by the social distancing measures forced Olá to recalibrate several aspects of its business operation. The strategic adjustments implemented through the firm's resources and capabilities were made on the basis of essentially two premises: the pandemic situation was a temporary one, so despite the momentaneous slowdown in Olá's OOH activity, that would eventually become the focus again, so the firm needed to be ready for the return to normality, and the pandemic situation boosted the IH and online segments, which were developed and leveraged.

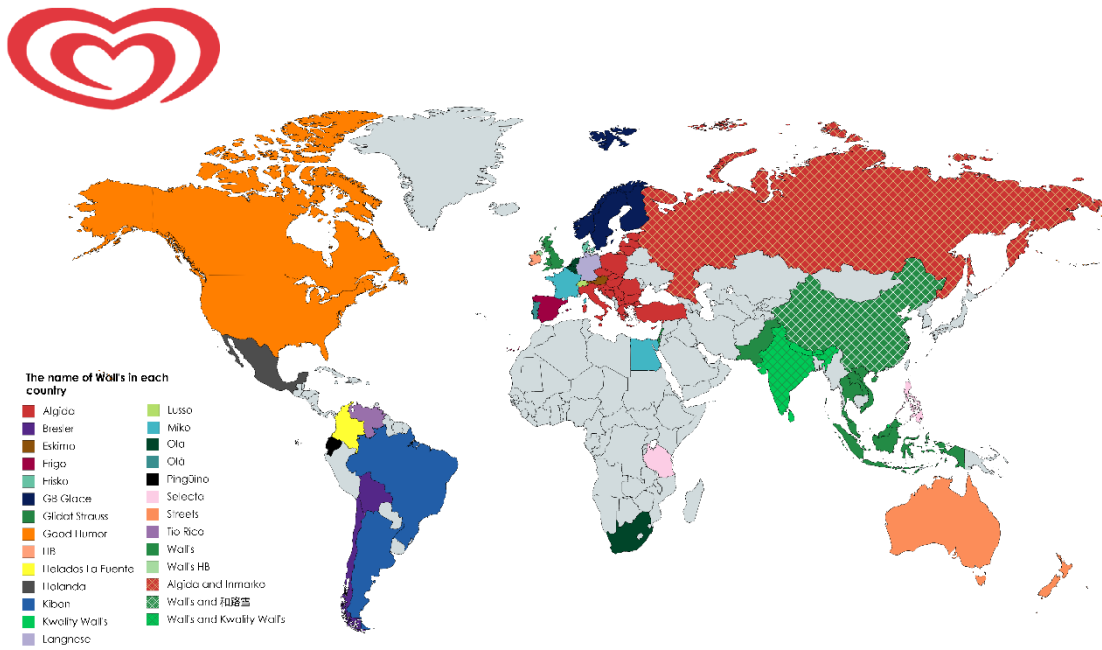
The transversal distribution, the diversified portfolio, the culture oriented to innovation and risk management, the firm's reputation and the privileged position of being inserted in a group such as Unilever were crucial in minimizing the impacts of the health crisis. However, due to the constraints surrounding the type of product that Olá commercializes and the firm's high dependence on its OOH activity, the power and duration of the pandemic had an overall negative impact on the firm's performance. Nonetheless, it also created the opportunity to develop quicker certain aspects of Olá's operation such as its digital channel.

Naturally, there are some limitations in this dissertation. Firstly, the lack of official documentation limits the possibility to fully understand the adaptive strategies. For example, it would be of the utmost relevance to have access to Olá's internal cost structure in order to

provide quantitative data on actual cost reduction and investments. Secondly, the nature of this crisis was unprecedented, and both managers and theorists didn't have suitable procedures to deal with a phenomenon that essentially put everyone's life on pause for two years. Ultimately, it was a period of great uncertainty, with the true extent of impacts still being evaluated, so new findings are always a possibility.

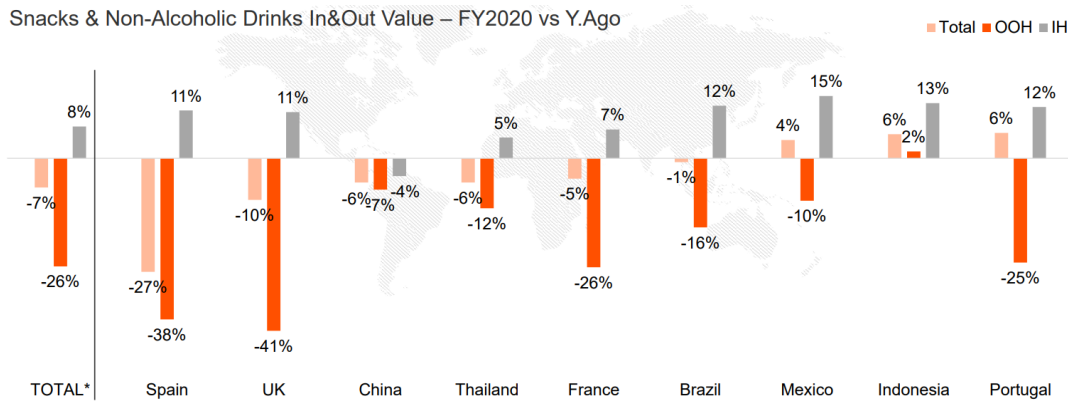
APPENDIX

Exhibit 1: Name of the Ice Cream Company Wall's by each country



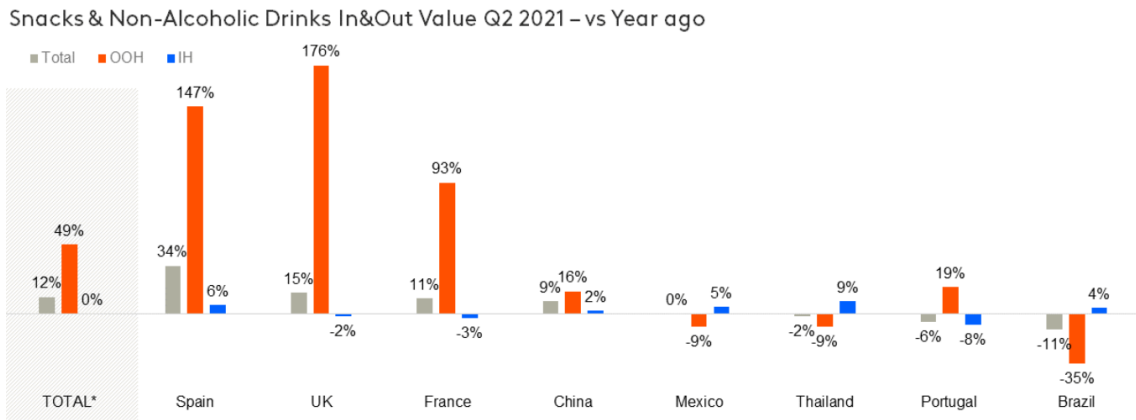
Source: Piputi, 2020

Exhibit 2: Snacks & Non-Alcoholic Drinks In&Out Value – final year 2020 vs final year 2019 – the total value considers the proportion of IH & OOH consumption value on total consumption value, %



Source: Winning Omnichannel by Kantar, 2021

Exhibit 3: Snacks & Non-Alcoholic Drinks In&Out Value – Q2 2021 vs Q2 2019 – the total value considers the proportion of IH & OOH consumption value on total consumption value, %



Source: Kantar, 2021

Exhibit 4: Meu Mercado homepage



Destques



Source: Meu Mercado App

Exhibit 5: Examples of Olá digital shops in a delivery app virtual marketplace

"gelados olá"

310+ Resultados

Ordenar

- Escolhido para si (predefinido)
- Mais populares
- Classificação
- Tempo de entrega

Do Uber Eats

- Ofertas
- Com as melhores classificações

Intervalo de preço

€ €€ €€€ €€€€

Taxa de entrega máxima



Gelados by Olá (Campo de Ourique) 4.4
Taxa de €0.90 • 10-20 min

Mais localizações



Gelados by Olá (Penha d... 4.8
Taxa de €1.40 • 15-25 min



Gelados by Olá (Alvalade) 4.7
Demasiado longe para fazer entregas



Gelados by Olá (Algés) 4.9
Demasiado longe para fazer entregas



Gelados by Olá (Benfica) 4.5
5.3 KM



NOVO Cornetto Tips
5,99 €



4 Pints – Quanto mais melhor!
19,24 € 27,40 €



3 Pints - Para Cookie Lovers 🍪
14,87 € 21,24 €



3 Pints – Para Chocolate Lovers 🍫
13,99 € 19,99 €



2 Pints – O Par Perfeito
13,74 €



Box Olá
Preço definido pelos suplementos

Source: Uber Eats, 2022

REFERENCES

- Barney, J., 1991. Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), pp. 99-120.
- Barney, J., 1995. Looking Inside for Competitive Advantage. *Academy of Management Executive*, Vol. 9, Issue 4, pp. 49-61.
- Barreto, L. (2010). Dynamic capabilities: a review of past research and an agenda for the future. *Journal of Management*, 36(1), 256-280.
- Cardeal, N. & António, N. (2012). Valuable, rare, inimitable resources and organization (VRIO) resources or valuable, rare, inimitable resources (VRI) capabilities: What leads to competitive advantage? *African Journal of Business Management*, 6(37), 10159-10170.
- D'Aveni, R. A. 1994. *Hypercompetition: Managing the dynamics of strategic maneuvering*. New York: Free Press.
- Dyson, R. G. (2002). Strategic development and SWOT analysis at the University of Warwick. *European Journal of operational research*, 152(3), 631-640.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21(1), 1105-1121.
- Farrell, T. (2017, April 17). *Ice to meat you: T Wall & Sons*. Retrieved November 17, 2022, from <http://letslookagain.com/tag/history-of-walls-ice-cream/>
- Faulkner, D. & Bowman, C. (1997). *The Essence of Competitive advantage*. Hemel Hempstead, Prentice Hall.
- Gordon, J. (2022, April 14). *Bowman's Clock – Strategy*. Retrieved December 13, 2022, from https://thebusinessprofessor.com/en_US/business-management-amp-operations-strategy-entrepreneurship-amp-innovation/bowmans-clock
- Grupo Marketest. (2020, July 28). *Mais de 5 milhões consomem gelados*. Retrieved October 28, 2022, from <https://www.marktest.com/wap/a/n/id~267d.aspx>
- Grupo Markttest. (2020). *Markttest Reputation Index 2020 – Ranking Marcas*. Retrieved December 10, 2022, from <https://www.briefing.pt/marketing/47949-delta-e-compal-dizem-ol%C3%A1-%C3%A0-reputa%C3%A7%C3%A3o.html>

- Grupo Marktest. (2021, September 7). *Mais de 5 milhões consomem gelados*. Retrieved November 19, 2022, from <https://www.marktest.com/wap/a/n/id~27d7.aspx>
- Gurel, E. & Tat, M., 2017. SWOT analysis: a theoretical review. *The Journal of International Social Research*, 10(51), pp. 994-1006.
- Johnson, G., Scholes, K., Whittington, R., 2006. *Exploring Corporate Strategy*, 8th edition, Prentice Hall, p. 224-237).
- Kantar. (2021, November). *Firm Footprint 2021*, pp 1-11. Retrieved October 20, 2022, from <https://kantar.turtl.co/story/firm-footprint-2021-p/page/1>
- Kantar. (2022, May 26). *Firm Footprint 2022*, pp 1-12. Retrieved October 23, 2022, from <https://kantar.turtl.co/story/firm-footprint-2022-p/page/1>
- Kantar. (2021, March 21). *Winning Omnichannel 2021*, pp 1-12. Retrieved October 20, 2022, from <https://kantar.turtl.co/story/omnichannel-2021-i/page/1>
- Kantar. (2022, May 5). *Winning Omnichannel 2022*, pp 1-12. Retrieved October 22, 2022, from <https://kantar.turtl.co/story/winning-omnichannel-2022-c/page/1>
- Moreno, N. (2021, March 25). *COVID-19 led to a \$22 billion fall in out-of-home food and drink sales*. Retrieved October 20, 2022, from [https://www.kantar.com/inspiration/consumer/covid-19-led-to-\\$22-billion-fall-in-out-of-home-sales](https://www.kantar.com/inspiration/consumer/covid-19-led-to-$22-billion-fall-in-out-of-home-sales)
- Moreno, N. (2021, September 9). *Out-of-home recovery puts snacks and drinks market back into growth*. Retrieved November 29, 2022 from <https://www.kantar.com/inspiration/fmcg/ooH-recovery-puts-snacks-and-drinks-market-back-into-growth>
- Pacheco, F. (2021, November 11). *FLEXITARIANOS CRESCEM EM PORTUGAL, MAS SEM GRANDE IMPACTO NA REDUÇÃO DE CONSUMO DE CARNE*. Retrieved December 11, 2022, from <https://www.hipersuper.pt/2021/11/11/flexitarianos-crescem-portugal-sem-grande-impacto-na-reducao-consumo-carne/>
- Peralta, H. C. (2022, August 16). *Já são mais de 700 as geladarias artesanais no país*. Diário de Notícias, sociedade. Retrieved November 19, 2022, from <https://www.dn.pt/sociedade/ja-sao-mais-de-700-as-geladarias-artesanais-no-pais-15093433.html>

Pordata. (2022, December 1). *Taxa de Inflação (Taxa de Variação do Índice de Preços no Consumidor): total e por consumo individual por objetivo*. Retrieved November 30, 2022, from

[https://www.pordata.pt/portugal/taxa+de+inflacao+\(taxa+de+variacao+do+indice+de+precos+no+consumidor\)+total+e+por+consumo+individual+por+objetivo-2315](https://www.pordata.pt/portugal/taxa+de+inflacao+(taxa+de+variacao+do+indice+de+precos+no+consumidor)+total+e+por+consumo+individual+por+objetivo-2315)

Porter, M., 1980. *Competitive strategy*. New York, Free Press.

Porter, M. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 24-41.

Reinders, P. (1999). *So, what's the scoop? A Wall's history over the last 100 Years...* Retrived November 14, 2022, from <https://www.wallsicecream.com/uk/about-walls/walls-history.html>

Santos, P. (2018, July 22). *Como os gigantes internacionais se adaptam ao gosto português*. Retrieved November 19, 2022, from <https://visao.sapo.pt/exame/2018-07-22-como-os-gigantes-internacionais-se-adaptam-ao-gosto-portugues/>

Silva, D. (2017, August 18). *O mundo dos gelados Olá*. Retrieved November 19, 2022, from <https://producaonacionalfazbem.blogs.sapo.pt/mundo-dos-gelados-ola-86926>

Superfirms (2003). *Portugal, volume 1, Ola*. Retrieved November 19, 2022, from Superfirms Portugal

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), 509-533.

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(1), 1319-1350.

Unilever Portugal (2022). *A parceria em Portugal*. Retrieved November 15, 2022, from <https://www.unilever-fima.com/our-company/a-parceria-em-portugal/>

Unilever. (2022). *Building a happier more inclusive world. One lick at the time*. Retrieved November 8, 2022, from <https://www.wallsicecream.com/uk/about-walls/purpose.html>

Wiggins, R. T., & Ruefli, T. W. 2005. Schumpeter's ghost: Is hyper competition making the best of times shorter? *Strategic Management Journal*, 26: 887-911.