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THE IMPACT OF A REBRANDING IN CONTINENTE'S PRIVATE LABEL

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ABSTRACT (ENGLISH)

Title: The impact of a rebranding in Continente's Private Label

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Since the birth of Sonae MC, in 1985, the opening of Continente first supermarket and the creation of their private label in 1991, the brand suffered four rebranding. In 2017, to celebrate the 25th anniversary of the private label, Continente decided to change the image and communication of the products, with the purpose of increasing the perception of the quality and keep their position as market leaders in the sector.

By focusing in the last rebranding, the aim of this study is to analyze the strategies used during the process, as the challenges faced. To do it, a market research was conducted with the purpose of analyzing the perception of the customers about the products and to understand if the rebranding would change their perception about the brand and affect their decisions when buying it.

The findings indicated an increase in the perception of the brand, mainly regarding the quality of the products, as it insinuates a direct relationship between the brand image and the packaging with the quality. Moreover, there was an improvement in the organization of the brand, becoming easier to identify. Regardless all the positive arguments, it was not possible to conclude the existence of an increase in sales.

Therefore, it would be important in the future to maintain a monitorization of the sales and loyalty cards, in order to understand the direct influence of the rebranding in the profits of the company.

Key words: Rebranding, Private Label Brand, Communication, Image of the products, Supermarkets

ABSTRACT (PORTUGUESE)

Título: O impacto de um Rebranding na Marca Própria Continente

Autor: Inês Rato

Desde o nascimento da Sonae MC, em 1985, da abertura do primeiro supermercado Continente e da criação da sua Marca Própria em 1991, a marca sofreu quatro *rebranding*. Em 2017, para celebrar o aniversário dos 25 anos de Marca Própria, o Continente decidiu novamente alterar a imagem e comunicação dos seus produtos, para aumentar a perceção de qualidade e manter a sua posição como líderes de mercado no sector.

Tendo como foco este último *rebranding*, o principal objetivo deste estudo é analisar as estratégias utilizadas durante todo o processo, bem como os desafios enfrentados. Para o fazer, foi realizado um estudo de mercado, com o objetivo de analisar a perceção atual dos consumidores acerca dos produtos marca própria e perceber se as mudanças na imagem e comunicação alteram essa perceção e afetam o seu processo de decisão de compra dos mesmos.

Os resultados do estudo indicam um aumento na perceção da marca, principalmente no que diz respeito à qualidade dos produtos, pois sugerem uma relação direta entre a imagem da marca e da embalagem com a perceção da qualidade. Para além disso, deu-se uma melhoria na organização da marca, tornando-se mais fácil de identificar. No entanto, apesar dos argumentos positivos, não foi possível concluir um aumento nas vendas.

Desta forma, seria importante manter uma monitorização, no futuro, das vendas e dos Cartões Cliente, de forma a perceber a influência direta do *rebranding* nos lucros da empresa.

Palavras-chave: *Rebranding*, Marca Própria, Comunicação, Imagem dos produtos, Supermercados

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I. INTRODUCTION

1.1. RELEVANCE TO STUDY

According to the basis of strategic Marketing, the image of a brand is one of the many factors that influences the consumer decision-making process. It is important because it contributes to the consumer's decision on whether the brand is good or not for him or her (Dolich, 1969) and consequently, the decision will influence the consumers' buying behavior (Johnson and Puto, 1987; Fishbein, 1967).

The retail sector is very competitive since there are plenty of players in the market. Nevertheless, private labels have been growing considerable in the past few years, where they can contribute around 17% of retail sales with a growth of 5% per annum, globally (Satish Chandra, 2014). Using this growing opportunity, Continente decided to change and improve the image of their private label products. The marketing director of Continente, Tiago Simões, explained that these changes are related with the need of enhancing the image in accordance with the quality of their products¹. By studying this case study, students will better understand what kind of changes in a brand create an impact in the consumers behavior, and it will be useful for them if they face a challenge with a private label image in the future.

Important topics studied by all marketers, as Consumer behavior, Brand image, communication and decision-making process are going to be studied in-depth and related with a case of a big company, being therefore a good example.

¹ Source: Markeeter, 2017. Available at:
<https://marketeer.pt/2017/07/27/marca-propria-do-continente-tem-nova-imagem-e-divisao/>

1.2. RESEARCH PROBLEM

Therefore, the main purpose of this study is to try to understand if these changes will change the way of the consumers' perception about Continente's brand. Thus, the key research questions are:

RQ#1: What is the actual perception of the consumers about Continente products?

RQ#2: Is the image of the products related with the perception of quality?

RQ#3: Will the change in the image of the private label of Continente products change the perception of the consumers about the label?

RQ#4: Are the sub brands Continente, Continente Equilibrio and Continente Seleção more defined and perceptible after the changes?

RQ#5: Are the consumers more willing to buy Continente products after these changes?

RQ#6: Will the consumers become more loyal to the brand now?

In order to study these questions, some hypotheses are going to be tested:

H#1: Consumers think Continente products don't have much quality.

H#2: The image of the private label changes the perception of the consumers, and so the willingness to buy these products is going to increase.

1.3. METHODOLOGY

In order to better understand the topic proposed, primary and secondary data were used. Regarding the primary data, relevant information and studies were collected through to the company, that provided some internal information necessary to the study of this case. Then an online questionnaire, via social media, was conducted to analyze quantitatively and qualitatively the opinion of the consumers regarding the changes of the image of Continente products'. The survey was online for a two-week period, in December of 2017 and its analysis was done by using different tools, as SPSS and Excel.

Concerning the secondary data, several documents were accessed, as previous studies regarding private labels and consumer behavior and information about SONAE and their main competitors that were available through their websites.

II. LITERATURE REVIEW

1. THE IMPORTANCE OF BRAND IMAGE IN CONSUMER BEHAVIOR

“*The field of consumer behavior is the study of how the world is influenced by the action of marketers*” (Solomon, M., Bamossy G., Askegaard S. & Hogg M., 2006). This field is important since, based on the basic marketing concept that firms only exist to satisfy consumers’ needs, that can only be satisfied if marketers understand the consumers’ needs and desires, that will affect their decision-making process. (Solomon, M., Bamossy G., Askegaard S. & Hogg M., 2006).

By analyzing the consumers’ buying process, it can be concluded that there are several issues that affect it, making a person’s buying decision process different from others, in accordance with its own personality and self-experiences. One reason that may explain this is the extension of the products and services that are offered in the market and that consumers can buy, with a big range, from expensive and complex products to very cheap and simple ones (Olariu, I., 2016). As Zekiri, J. & Hasani V. (2015) stated, in a 30 minutes shopping session a consumer can be introduced to more than 20,000 different products, making the buying decision process more complex and important to study.

Also, and as stated by Hendra and Lusiah (2017), consumers can buy a product because of a need or just do it spontaneously, without consideration about the purchase. Therefore, the best strategy to “*influence the purchase decision is to establish a brand image within the consumer*” (Hendra and Lusiah, 2017).

Therefore, and according to the basis of strategic Marketing, the image of a brand is one of the many factors that influences the consumer decision-making process. It is important because it contributes to the consumer’s decision on whether the brand is good or not for him or her (Dolich, 1969) and consequently, the decision will influence the consumers’ buying behavior (Johnson & Puto, 1987; Fishbein, 1967).

“*Image is represented by the way in which consumers think, understand and feel (...) contributing to its perception*” (Gherghina, L. 2014). According to this, if the brand image is the perception that the consumer has about a brand, then the creation of a strong and positive

brand image will increase the willingness of the customers to purchase the products from that brand (Rehman, H. & Ishaq, Z., 2017).

1.1. PACKAGING AND AESTHETICS AS A MARKETING TOOL

According to Zekiri, J. & Hasani, V., (2015) packaging also plays an important role on the consumer buying process and the many elements of packaging, as the non-verbal, the verbal and the features, have different types of significance. Underwood, R., & Klein, N. (2015) also state that the package is the first contact that the consumer has with the product. Therefore, it will make some projections about the brand, the quality of the product and its value.

In accordance with Butkevičienė, V., Stravinskienė J. & Rūtelionė A. (2008), the non-verbal package components are more important at the stage of perception of the need, since it will get consumers attention, especially in case of impulsive purchase. These components, as the colors of the packaging, the form, the size and the image will affect the emotions and the attention of the consumers.

For example, “*the color is used to differentiate a product from its competitors*” (Zekiri, J. & Hasani, V., 2015) and it emphasizes a specific idea, mood or meaning. As an illustration, black can be used to emphasize power and green to organic and fresh. Nevertheless, is important to understand that in some cases, the meaning of the colors varies, in accordance with the consumers perception and with their culture. (Zekiri, J. & Hasani, V., 2015).

Regarding the verbal components, they will be important when the consumer is searching for information and when doing an evaluation of the alternatives in order to decide. These components, that are characterized by the name and the brand, the producer and the country of origin, the information available and the special offers, “*will affect the cognitive orientation of the consumer*” (Butkevičienė, V., Stravinskienė J. & Rūtelionė A., 2008) and consequently will help positioning the product and make a more accurate decision.

Lastly, the authors above referred mention that the package features, as the innovation of the product, its ergonomic and simplicity, will create value to the product itself and at the same time will give information about it to the consumer, helping him /her to better search for information, to evaluate the alternatives and to make a good decision.

1.2. COMMUNICATION ROLE IN CONSUMER BEHAVIOR

“Advertising is a fundamental form of communication between firms and their customers that must be precisely managed maximizing the sale amount” (Sameti & Khalili, 2017). Thus, it can be concluded that communication plays a very important role when studying the purchase behavior of consumers.

Nevertheless, according to Zenetti, G. & Klapper D., (2016) it is a very difficult task to measure the effects of advertising on consumer’s behavior regarding purchasing, since there are several factors, such as past brand experiences, that can change and distort the idea that a consumer has about a specific product or brand.

Yet, in order to correctly study the importance of advertising, is important to understand the relevance of creativity regarding this matter. As Smith, R. & Yang, X. (2004) stated, creativity, that can be defined as *“The use of imagination or original ideas to create something; inventiveness”* by the Oxford Dictionaries, is recognized to be one of the determinants of advertisement effectiveness.

Creativity, according to the same authors, has two main characteristics: divergence and relevance/effectiveness. Regarding the first characteristic, the concept of divergence is related with the type of elements that are present in an ad, that must be original and unusual in some way. Moreover, the study reveals that there are several factors related with divergence, that must be present in any model of creativity in advertisement, since *“together, these factors are conceived of as defining characteristics of creativity rather than as reflections of it.”* (Smith, R. & Yang, X., 2004). An example of these factors is originality, that can be defined as *“Ideas that are rare, surprising, or move away from the obvious and commonplace. The ability to break away from habit-bound and stereotypical thinking.”* (Smith, R. & Yang, X., 2004).

Concerning to the second characteristic, relevance can be described as *“a stimulus property where some aspect of an advertisement is important, meaningful, or valuable to the consumer.”* (Smith, R. & Yang, X., 2004). Hence, as referred by the authors, it can be associated with the properties of an ad or it can be created by performance elements like music. As also stated by them, there are two types of relevance that can be implemented in advertisement, the Ad-consumer relevance and the Brand-consumer relevance. The first one materializes when the stimulus properties of an ad generate a significant link with the consumer. On the other hand,

the second one occurs when the ad generate a significant link between the brand itself and the consumer.

Therefore, and with the recognition of creativity being one of the most important concepts in the development of effective advertising (Baack, D.W., Wilson, R.T., Van Dessel, M.M., & Patti, C.H. (2016), it was stated by (Sameti & Khalili, 2017) that the creativity of an ad is defined by relevance and divergence, and that these two factors increase the effectiveness of the ad.

To conclude, and according to the authors referred above, if an advertisement is creative, it will become more effective. Thus, the probability of purchasing will increase.

1.2.1 TRENDS ON COMMUNICATION STRATEGIES

With the development of the Marketing strategies and of the advertising media, various types of advertising media have been used by companies to try to increase the purchasing of their products and services. Today advertising can be divided in in-store and out-store. The out-store advertising can be defined by outdoor ads, as posters, billboards, newspapers and magazines and the indoor ones, as radio, internet and television.

Considering the study of Jurca and Madlberger (2014), the outdoor advertising is “*a creative form of out-of-home advertising that conveys direct and contextual messages by using or altering existing elements of the environment in a way that is not expected and therefore surprises the target audience*” (Jurca, M. & Madlberger, M., 2014). This type of advertising has become more important in the last few years, and according to the authors, periodic reports from PQ Media showed that the digital and alternative share, including ambient advertising, grew from 13,3% in 2007 to 32,7% by 2017 and the traditional advertising share decreased about 9,4% from 2007 to 2012. A possible reason for this issue is that, since today the consumers are more exposed to advertising, are becoming more dissatisfied with the current marketers’ persuasion techniques. Thus, is important to create new creative strategies to reinforce the advertising effectiveness (Sameti & Khalili, 2017).

As stated by Fam, et al., (2011), about 66,7% of brand decisions for supermarkets items are made in the store. Hence, several components as the store environment, the spatial stock management and the packaging of the products must be taken in consideration when studying in-store marketing. Additionally, the price-promotions will also influence in-store marketing,

since in-store promotion will be appealing to the impulsive buyer and price markdowns will be perceived as a good deal to the customers.

1.3. HOW EXTERNAL FACTORS INFLUENCE THE CONSUMER BUYING PROCESS

Some studies state that culture has a big impact in consumer behavior and consequently in the consumer buying process, since it “*influence individual preferences, how decisions are made (Ford et al., 1995; McDonald, 1994), what actions are taken based on those decisions and how the world is perceived (McCort and Malhotra, 1993)*” (Teimourpour & Hanzae, 2011).

According to Hofstede & Mooji (2010), cultural values will define the self and the personality of the consumers, and according to Hofstede model, there are five dimensions that distinguishes culture: power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance and long/short-term orientation. Regarding power distance, it can be defined as “*the extent to which less powerful members of a society accept and expect that power is distributed unequally*” (Hofstede & Mooji, 2010). For example, in large power distance cultures, there is a social hierarchy where each member belongs to a specific place, and shows respect to other’s status, and so global brands will serve that purpose.

Individualism/collectivism can be defined as “*people looking after themselves and their immediate family only, versus people belonging to in-groups that look after them in exchange for loyalty*” (Hofstede & Mooji, 2010). In this case and in sales process, individualistic people want to get to the point fast, and are more willing to be persuaded, while collectivistic people first need to build a relationship and trust with the other parties.

Regarding masculinity/femininity, data shows that there are two types of cultures, the masculine and the feminine, and that there are plenty of differences between them, since in feminine cultures, men do more household than in masculine ones, doing more shopping activities, as stated by the authors.

On the other hand, the authors refer that uncertainty avoidance is related to the extent to which people try to avoid uncertainty. This measure helps companies to understand the willingness of consumer to change and try innovative products, since cultures with high uncertainty avoidance are less attracted to change and innovation than cultures with low uncertainty avoidance.

Social class and references groups also play an important role in consumers' buying process. Some authors stated that the price of a product will help determining the perception of quality of that product, and that higher prices will give higher status to the consumers. Nevertheless, it was observed that this attribute was more important in collective cultures than in individual ones (Teimourpour & Hanzaee; 2011).

2. BRAND IMAGE IMPACT ON PRIVATE LABEL PROBLEMS

2.1 THE GROWTH AND IMPORTANCE OF PRIVATE LABEL BRANDS

In order to better understand and study the phenomenon of Private labels grown, is important to know its meaning. Thus, and according to Dive & Ambade (2016), a private label brand is a retailer's brand, developed by the retailer. Hence, it can have the store's own label, or a name generated entirely by that store. On the contrary, a national brand is owned and promoted by a large manufacturer, where its products and services can be promoted nationally or globally, focusing on brand differentiation.

Nowadays, Private labels are gaining importance in the retailing business, and according to some reports, more than 60% of U.S.A customers buy at least half of their groceries with private label products and in western Europe, the percentage was about 49%, in 2013 (Keller, Dekimpe & Geyskens, 2016). Hence, the market share of private label has been growing substantially in the last few years, and according to a report from 2009, it accounts more than 20% of the global grocery sales (Lamey, Deleersnyder, Steenkamp & Dekimpe, 2012). A reason for this is that, according to (Girard, Trapp, Pinar, Gulsoy, & Boyt, 2017), a private label brand delivers benefits for the consumers and for the retailers, since this type of brands offer good quality products at a very good price and help build store loyalty.

Also, according to Martos-Pardal (2012), consumers are more willing to buy products from private labels during economic downturns, and once they try a private label product, they will keep buying it, even when the economy raises.

2.2. BRAND AND STORE IMAGE IMPACT ON PRIVATE LABELS

Private Label Brands have become very important to the retailers, since they "*result in higher margins, stronger negotiation power with the national manufacturers and higher consumer store loyalty*" (Gendel-Guterman, H. & Levy, S., 2017). According to this research, there is a

positive relationship between the store image and the PLB's image, since PLB are seen as “*extensions of the store image*” (Gendel-Guterman, H. & Levy, S., 2017).

Also, and according to Nenycz-Thiel, M. and Romaniuk, J. (2014), the consumers use extrinsic cues of a brand to judge its quality, such as the price, the brand name and the packaging. However, it is referred that PLBs' quality is normally perceived as worse than a NB, as the extrinsic brand cues of PLBs' are generally inferior.

According to the same study, although the retailers have been increasing the marketing of their PLBs', there is still a low level of advertising, that is generally related with just specific products. Thus, there is a negative impact in the perceptions of the consumers and non-consumers about the PL brands. (Butkevičienė, Stravinskienė, & Rūtelionė, 2008)

Consequently, and in spite of the importance that private labels are gaining since the past few years, there is still a lack of the retailers regarding advertisement and marketing of PLBs. Furthermore, the industry growing is starting to stagnant, due to excess supply, lower demand and low energy prices. Therefore, it is important to understand what the best path will be to follow next. The first phase will be understanding where the losses are coming from. According to MMR² report from 2017, the next steps will be diversification and premiumization, in order to add value to the products and to change the perception of inferiority and poor quality that consumers currently have about PLBs. This perception can be changed by improving the image of the brand, since this feature is considered to be a “*fundamental requirement for a successful differentiation strategy.*” (Fam, et al., 2011) Thus, the intrinsic characteristics of a product, such as texture, style and fitting, and the extrinsic characteristics as the price, the packaging and the brand name, play an important role and define the purchasing of these type of products.

² Source: (IRI- Growth Delivered, 2017), Wall Street Journal.

III. CASE STUDY

3.1. SONAE GROUP

SONAE (Sociedade Nacional de Estratificados) was founded in August 1959 and its core business at the time was focused on the production of wood processed materials, more exactly, decorative laminated panels. By 1965, Belmiro de Avezedo is admitted in the group, and by the 1970's the company broadens its range of products, through the acquisition of Novopan, a wood factory that allowed the entrance of SONAE's group in the chemistry industry.

In the beginning of the 1980's, everything started to change. The company constituted the holding Sonae Investimentos SGPS and due to this, it started to be quoted in capital markets. During these years, SONAE decided to enter in the retailing market by doing a joint venture with the French company "Promodès". This partnership with Promodès enabled the creation of a network regarding the retailing and distribution market, giving the company the necessary requisites to open its first hypermarket in Matosinhos, in 1985. This moment marked the beginning of SONAE in the distribution channel, that nowadays is responsible for 67%³ of the group's turnover.

Between the 1980's and the 1990's, Sonae's group was focused mainly in the developing of its business and the acquisition of new businesses. Thus, during the following years, the group entered in the hospitality market by opening Sheraton Porto Hotel, in the real estate market by opening its two first shopping centers, in the media market by starting radio broadcast with Radio Nova and creating the newspaper Público, in Fashion and sports goods with the clothes' store Modalfa and Sport Zone and in technologies and telecommunications with Worten and Optimus. **(Exhibit 1.1)**

With the new century, the company suffered some changes regarding its organizational structure⁴ and its business portfolio. Firstly, in 2007, Belmiro de Avezedo became the chairman

³ Source: Sonae Website. Available at:
https://www.sonae.pt/fotos/apresentacoes_investidoresanceiro/investorpresentation_sept17_47875371959d21849ce052.pdf

⁴ Source: *Ibidem*

of the company and his son, Paulo de Azevedo took the position of CEO. In 2009, the company decided to reorganize the business unit areas, that lead to a new corporative identity presented in 2010.

3.2. SONAE IN 2017

Nowadays, SONAE is the number one retail group in Portugal with a turnover of 4.115M€ in the first nine months of 2017⁵. The company has a strong presence in several markets and has a very diversified portfolio of business areas. Its core businesses are: Sonae SR, specialized in the retail business focusing in the sports and clothing market and that includes Worten, the retailer for the electronic market and Sonae MC, that owns the food retailing business of Sonae and currently the market leader of the sector.

Sonae also have related businesses, with Sonae RP, created in 2009 and which mission is to optimize retail real estate management, in total alignment with the main strategic goals assumed by Sonae, facilitating the growth of its retail business and with Sonae IM, which main objective is to create and manage technologic companies. Sonae FS, that takes care of the financial services of the group, as Cartão Universo, Cartão Dá and credit services also plays an important role in the related businesses.

Lastly, the group have some core partnerships: Sonae Sierra, that is responsible for the commercialization and management of more than 64 shopping centers in eleven countries and Sonaecom, who currently owns about 25% of the Telecommunications group NOS.

⁵ Source: *Ibidem*

3.3. SONAE MC

Sonae MC, the core insignia of food retail, was founded in 1985, when it opened its first Continente hypermarket in Matosinhos. This event created a revolution in the Portuguese society and consumers habits since at the time the retail market was not developed in the country and the consumers were used to purchase their groceries in small grocery stores.

Nowadays the hypermarkets' and supermarkets' chain are the market leader of this sector, and for the last 14 years, Continente has been selected by the consumers as one of the most trusted brands. The chain counts with more than 255 Continente stores all over the country, with 17% of Continente hypermarkets, 52% of Continente Modelo supermarkets and 31% of Continente Bom Dia convenience stores. The company also owns the parapharmacies Well's, with about 200 stores, 260 Meu Super franchises and Bagga cafetarias, present in the supermarkets.⁶

In the first 9 months of 2017, Sonae MC turnover increased 4,8%, reaching 2,814M and surpassed one billion in sales on the quarter, due to a Like4Like⁷ growth of 0,5% and due to the expansion of some stores, since 10 Continente Bom Dia opened in the 9M17. This turnover growth was higher than the rest of the market, allowing Sonae MC to strengthen the leadership of the market, with a benchmark profitability.

This leadership is due to several factors that can be translated in competitive advantages. Firstly, the creation and implementation of Continente's Card in 2006, that was replaced by Universo's Card in 2016. The Card consists in a free charge loyalty card that gives discounts not only in Continente's stores but also in several brands, such as Galp, some restaurants and clothes' stores. Recently, this card allowed its customers to use a credit service to pay their purchases. Presently, around 90% of the sales in Continente are associated with the loyalty card.

Secondly, the variety of products displayed and available for the customers, with around 70.000 SKU's, a number much above its competitors. In addition, the quality of Continente's Private Label is well accepted and recognized by the consumers, representing approximately 30% of FMCG⁸ sales.

⁶ Source: Sonae Financial Report' 16. Available at: <http://web3.cmvm.pt/sdi/emitentes/docs/PC63600.pdf>

⁷ Note: Compare sales or financial results in one period with those from the previous period.

⁸ Note: Fast-moving Consumer Goods

The company is also leader in E-commerce, with new and innovative services, and an exponential growth. Nevertheless, this success would not be possible without a high efficiency by the stores, that implemented the system IOW⁹, awarded by Sonae because of its constantly improvement.¹⁰

In order to maintain its position as market leader, Sonae MC is focusing much in innovation, being capable of anticipating and creating market trends and entering in new segments that show growth potential. One example of this is the recent partnership in Health & Wellness sector, that has shown a huge growth in the past few years, by acquisitioning Go Natural, a chain of biological and natural supermarkets and restaurants.¹¹

3.3.1 CONTINENTE'S PRIVATE LABEL

“Continente’s Private Label has managed to establish its space in the market and win the preference of the Portuguese customers. Today represents 25 years of work in an attempt to respond in the best way to the needs of the Portuguese. In a first phase, the objective was to constitute a competitive offer, based on essential products for Portuguese families, but as the years went by and the needs of the Portuguese evolved, the brand was adjusted, widening the range and now is much more focused on product quality, diversity and innovation.” - Pedro Bruno, Commercial Director of Continente’s Private Label.¹²

As Bruno stated, the Private Label was created in 1991 with the main purpose of having enough offers to fulfill the different needs of the Portuguese market, by showing commitment and building a strong and recognized brand. Today it counts with more than 4.000 SKU’s¹³ with around 30% of the sales of Sonae MC. Around 96,4% of Continente’s consumers bought at least one time one product of Continente’s Private Label being that, in the food area, four in ten products sold were PL’s.¹⁴

⁹ Note: Improving Our Work

¹⁰ Source: Sonae Website. Available at:

https://www.sonae.pt/fotos/apresentacoes_investidoresanceiro/investorpresentation_sept17_47875371959d21849ce052.pdf

¹¹ Source: Sonae Financial Report’16. Available at:

<http://web3.cmvm.pt/sdi/emitentes/docs/PC63600.pdf>

¹² Source: HiperSuper. Available at:

http://www.centromarca.pt/folder/noticia/ficheiro/5179_4_20171017hipersuper2.pdf

¹³Note: Store Keeping Unit is an identification code for a product

¹⁴ Source: Grande Consumo. Available at:

<http://www.grandeconsumo.com/noticia/17904/marca-propria-do-continente-muda-visual>

The brand main focus now is quality and innovation. Therefore, only in last year (2016), more than 250 products were launched, passing through a rigorous quality evaluation, with more than 25 thousand of individual sensory tests per year.

Additionally, the brand privileges national production, having more than 70% of produced products being fabricated in Portugal and some products as tuna, rice, fried potatoes and eggs are 100% Portuguese.¹⁵ where until September of 2017, more than 255 millions of products made in Portugal were sold.¹⁶

One of the competitive advantages referred by Bruno is related with the nutritional traffic light that was implemented in the packaging of all products. According to the Commercial Director, it is very beneficial since it permits a higher awareness of the customers about adopting a more healthy and nutritional nourishment.

Continente's Private label is gaining share in the market, currently representing 26,7% of the market share in the Private Label market, more 0,7% than in 2016. Yet, it is the second large private label retailer, with Pingo Doce, that is losing share, with less 0,9% than last year, being the leader with 27,5%. Nevertheless, there are other players in the market that are gaining share, as Lidl, that currently owns 19.4%, Mini Preço with 11.8% and Auchan and Intermaché with less than 10%.¹⁷

Nevertheless, the private labels as we are used to were not always the same. In the last years of the 90's, when Private Labels started to appear, their market share in Portugal was very low, with just 9,5%¹⁸, as the brands were perceived as low-quality brands, since the price of their products was very low, and a lower price was synonym of low quality, add with a poor variety of products and packaging not very appealing.¹⁹

¹⁵ Source: Dinheiro Vivo. Available at:
<https://www.dinheirovivo.pt/empresas/mais-de-70-dos-produtos-da-marca-continente-sao-produzidos-em-portugal/>

¹⁶ Source: Distribuição Hoje. Available at:

<http://www.distribuicaoohoje.com/retalho/conheca-os-numeros-da-marca-propria-do-continente/>

¹⁷ Source: Internal information collected in Private Label's department [Accessed at October 2017]

¹⁸ Source: Internal information collected in Private Label's department [Accessed at October 2017]

¹⁹ Source: Jornal Expresso. Available at:

<http://expresso.sapo.pt/economia/sonae-e-jeronimo-martins-apostam-na-expansao-da-marca-propria=f629656>

After some years, and with the beginning of a huge economic crisis, in the last years of 00's, the necessity of buying cheaper products led to a raise in the market share of Private Labels, reaching its peak in 2012 with 37% of market share.

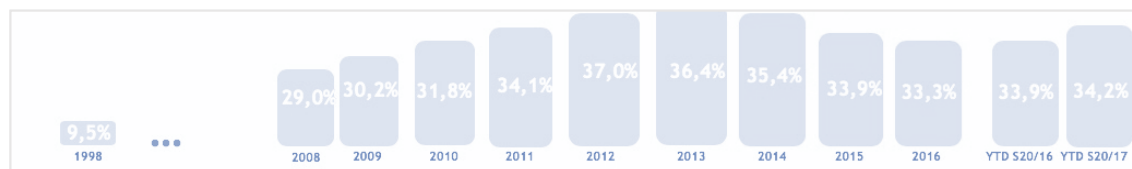


Figure 1. *Market growth of Private Labels in Portugal since 1998*

None the less, the supplier brands started to respond to this increase in the market and began to perform more promotions in their products. Thus, the market share of the private labels decreased to 33,3% in 2016. Currently, PLs are starting to grow again, with 34,5% in the first trimester of this present year (2017), and the perception of the consumers regarding these brands is becoming better, since the quality of the products is increasing, becoming comparable to supplier brands' and with this the quality/price ratio is increasing.

Also, the packaging of the products is becoming more attractive and the brands are focusing more in innovative products, as a line for healthy products. According to the president of CentroMarca²⁰, this growing can be explained by the preparation that the brands are doing in order to respond to the entrance of a new player in the Portuguese market, Mercadona.²¹

3.4. REBRANDING OF CONTINENTE'S PRIVATE LABEL

Since the birth of Sonae MC supermarkets' chain, and in order to follow the market trends and to innovate and improve the image of the brand, Continente did four big rebranding.

In 2017, in order to celebrate the 25th year of Continente's Private Label, the brand decided to create a new look, more "funny and bold", by changing the packaging and the communication of more than the 4.000 SKU's available.

²⁰ Note: CentroMarca is a Portuguese Association of branded products companies.

²¹ Note: Mercadona is the biggest retailer in Spain.

“Sonae continues to dominate retailing in Portugal. For every €100 spend by Portuguese consumers on grocery and non-grocery goods, 14% is spent in Sonae owned stores.” In order to keep our position as a leader, our goal is to increase the qualitative perception of the Continente brand and overtake Pingo Doce as the “best private label products”. Our blind tests already show that we have better products, therefore the new identity needs to communicate our quality value.”²²

Thus, the challenge was to change the design of 4200 SKU’s in 12 months, ending in August of 2017. The change of each SKU should go through some steps until entering in the stores. Firstly, the design and development of the new packaging, that then should be approved by the agency and by the Marketing department. Then, the final art was sent to the suppliers, and if everything was in accordance, they could start with the production. Finally, after being produced, the products would be sent to the warehouse and then to the stores.

Therefore, the company hired a brand design consultancy, *bluemarlin*, to redesign the image of Continente’s products. Firstly, the agency did specific analysis and collected several data in order to better understand the consumers opinions and the Portuguese grocery market, by doing a sector analysis, collecting commercial data, doing audits to Continente and its competitors’ stores, doing a brand and consumer trends review and by collecting some insights of the consumers.

The insights of the consumers showed that the brand is very well recognized by its value, high quality and an enjoyable and pleasant in-store experience, but shows little differentiation when compared with other brands, since the relationship and the connection with the customers is merely functional, being perceived as a generic solution when the consumer needs determined outcome, creating a lack of everyday proximity.²³

The market audit made to Continente products and to the other players in the market showed that Sonae’s brand has a complicated brand architecture, since each type of products has a brand

²² Source: Internal information taken from BlueMarlin Report about the rebranding of Continente brand’s Products. [Accessed at November 2017]

²³ Source: Internal information taken from BlueMarlin Report about the rebranding of Continente brand’s Products. [Accessed at November 2017]

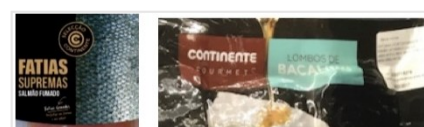
image totally different from the others, making it more difficult to characterize the brand **(Exhibit 1.2.)**

Also, the packaging tiering was very confusing, since there was the first price brand *É* Continente, with a wide range of products, with a very low price and with the most basic technical features **(Exhibit 1.3.)**; Continente Eco, that emerged with the principle of sustainability **(Exhibit 1.4.)**; Continente Equilíbrio, that has a range of products based on “Triple Zero” concept, with 0% artificial sweeteners, 0% sugars and 0% fat **(Exhibit 1.5.)**; Continente Infantil, designed for the youngest **(Exhibit 1.6.)**; Continente Gourmet, where the products are top-quality, with specific features **(Exhibit 1.7.)** and Continente Fácil & Bom, that offers ready-to-eat meals **(Exhibit 1.8.)**. The fact that there were so many sub-brands led to a more difficult differentiation between the different products, bringing more confusion to the consumers.

This difficult to distinguish the different master-brands was also due to a lack of consistency between them. In figure 2, it can be seen that the same brand, Continente, have different packaging with a different label. Also, in Figure 3, is possible to conclude that, in spite of the two products being considered Continente Gourmet, are labeled as different brands, since the first one has the label of Continente Seleção and the second one is labeled as Continente Gourmet.



*Figure 2. Two products from the brand Continente
Continente Gourmet*



*Figure 3. Two products from the Sub-Brand
Continente Gourmet*

Another important issue was that the main competitors are emotionally flat, having the same logo in all the products, in spite of the different type of products, making it easier to identify and to create an emotional relationship **(Exhibit 1.9.)**.

By understanding the bigger issues that the brand was facing, *bluemarlin* developed a strategy that would help Continente’s PL to become the most successful in Portugal. The agency concluded that it was important to create an emotional connection with the consumers, “*that*

would make them to feel something more towards the brand and what it stands for” - David Hodgson, bluemarlin Founder and Creative Director, and to give the clients a real human benefit of value, not only the functional and transactional ones.

“As a brand, Continente has a solid reputation in providing its consumers with both value and quality. However, the expression of these attributes was functional and disjointed across its portfolio. We sought to create connection by expanding the definition of value beyond the transactional to encapsulate the real human benefit – that co-mingling of trust and joy – to make consumers feel rewarded for their investment in the brand.”” - David Hodgson, bluemarlin Founder and Creative Director.

In order to create an emotional relationship between the consumers and the brand, the agency believed that it would be essential to repositioning it. By analyzing in-depth the brand, they considered that its main’s ambition was to make a real difference in the consumers life, with the providing of a trust already recognized.

According to the agency, this trust could only be increased with a consolidation of the tiering. Therefore, the first step was to change the naming of the sub-brands, by reorganizing the already existent sub-brands in just three, Continente, Continente Equilíbrio and Continente Seleção and maintaining the first price brand É Continente. The name Seleção was also chosen because it is easily understandable in other languages, since the translation for English is Selection. Continente Equilíbrio is the range of products that conveys a healthy lifestyle, with products with less sugar, less fat and healthier. **(Exhibit 1.10.)**

3.4.1 CREATION OF A NEW PACKAGING

In order to create a visual line with the flexibility, relevance and simplification necessary to ensure the aesthetic consistency of all the products, it was created a brand architecture system, where all the products have one or two letterforms of the word “Continente” **(Exhibit 1.11.)**, the logo of the sub-brand, a photography and the product description. All products should have specific information that their packaging needs to communicate.

Firstly, the packaging should include the product category and the product type, where the consumer should understand what category and what type of product he/she would be shopping. Then, the product tier, where the consumer should understand if the product he/she would buy is a premium one or an everyday product. Also, it should show the emotional benefits or origin of the product, in order to enhance the experience. Finally, it should have the functional information.

For this reason, the brand decided to differentiate the sub-brands by the colors of its packaging.



The sub-brand Continente has a colored background and a contrasting colored letterform, e.g., blue background with a yellow letterform. Also, the Continente logotype has to be always white and be inside the letterform, as it can be seen in Figure 4.

Figure 4. Continente's product with the new image

On the other hand, as it is shown in Figure 5, the logo of Continente Seleção has to be always gold and outside of the letterform. The background is a deep rich color, e.g., bordeaux, brown or dark blue and it should have a texture overlay the background that is related to the product itself. Regarding the photography, it should be mood lit, emotive and highly finished.



Figure 5. Continente Seleção's product with the new image

Lastly, concerning Continente Equilíbrio, packaging has to be built in two colors, that meet each other in the center of the letterform O. The logo Equilíbrio has to be slightly larger than Continente, that remains in white and outside the letterform. Regarding the photography, it



should reflect balance using food positioning and should create appeal, in order to create the idea of “wellbeing and joy of life, bringing a positivity and taste to the consumers”.²⁴

Figure 6. Continente Equilíbrio's product with the new image

²⁴ Source: Internal information taken from BlueMarlin Report about the rebranding of Continente brand's Products. [Accessed at November 2017]

3.4.2 IMPLEMENTATION OF A NEW COMMUNICATION

This design transition was communicated through different channels. Firstly, in store, with some stoppers in the linear and posters with the changes of the week that were going to enter in the store. Then, online, with banners and in the weekly brochures, where the new products were announced. Also, the image of the new products has been changed in the online store, in order to the consumers to know the new packaging. However, these changes have been taking a long time, and are not finished yet.

Also, on TV and Radio, there was a campaign, that was on air from 05/08/2017 to 23/08/2017, which motto was *“Trust is gained product by product”*. This campaign main purpose was to show to the consumers that Continente products are trustful. Thus, the two advertisements describe the daily life of the Portuguese, using Continente products.

The first ad is established in a kitchen, where a Portuguese customer explains that she first tried Continente Yogurts and since she enjoyed them, she realized that if they have quality and are tasty, all the other Continente’s products should be too. During the ad, the new packaging is shown in several products. **(Exhibit 1.12)**

The same happens in the second ad, where a male customer, while is showering and shaving before starting his day, explains that he is loyal to Continente’s products since they have high quality, have a very good price and are “great”. Both ads end up with the motto of the new communication *“A confiança conquista-se produto a produto”* and showing some of the brand products with the new packaging and label. **(Exhibit 1.13)**

3.5. FIRST PERCEPTIONS OF THE CUSTOMERS AFTER THE REBRANDING

After the release of the new products, Continente did some market research in order to understand the first perceptions of the consumers regarding the changes.

Around 100 customers gave their opinions regarding Continente’s products and regarding the new packaging and communication.²⁵

²⁵ Source: Internal Information from Comunidade Marca Própria [Accessed at December 2017]

The key strengths mentioned by the customers were the large variety of products, bigger than the main competitors, creating diversity of levels of prices, neutralizing the idea of “high prices”. This diversity brought an image of a good relationship between price and the quality of the products, since most of them are certificated. The brand was also been focusing on bio and healthy products and always being aware of the consumers’ needs.

The sub-brand gourmet, Continente Seleção, created the idea of prestigious, bringing good solutions for special occasions. Nevertheless, the idea of gourmet can also be considered as a weakness since the consumers most sensitive to price changes will not buy those products.

In spite of having, generally, a good evaluation, the customers referred a lack of some “*star products*”, that would contribute to a higher differentiation of the brand.

Regarding the rebranding, the first impressions were mostly based on the colors. The non-regular customers referred that there was a gentle perception of most attractive packages, since the colors are more alive, but there was a certain difficulty in identifying the usual products. Furthermore, the first impression of the regular customers was a more imponent use of the color blue, that, according to them, brought more tranquility, softness and trust. One of the customers stated that the new products “*are more colorful, more modern, with a more visible writing. They motive you to buy! They’ve been choosing the color blue in many of their products, which I also consider attractive. Makes a color game “interesting”. I don’t know if I’m the only one feeling it, but I believe that, through the game I referred, Continente is trying to bring some ‘fun’ to their products, motivating the clients to consume!*”.

After a deeper analysis, it was possible to conclude that the new packaging potentialize the perception of variety, innovation and attractivity, since it emphasizes the diversity of the line of products and the strength of the brand. Some of the products were positively evaluated, being considered more sophisticated and easier to identify. Nonetheless, some of the products were considered to be ‘copies’ of the national brand leaders of that range of products and some of the colors used were considered too garish, creating the idea of poor quality. According to Continente’s research, the Continente brand has been more dynamic than their competitors. Nevertheless, Pingo Doce has also been changing their packaging, but they have not been communicating it.

Regarding Continente's Communication, 26.2% of the 282 respondents saw and remember the Yogurts' ad and 23.8% saw and remembered the Bath products' ad. This percentage was the lowest of the 8 ads evaluated during 2017. Concerning the ranking of satisfaction, in a range from 0 = didn't like to 10 = liked it very much, the Yogurts' ad had 6.36 points and Bath products' ad had 6.22 points, being in 6th and 7th position in a ranking of 8 positions.

The Yogurts' ad had a better evaluation regarding the product itself, with 6.84 points and the Bath one had a better evaluation regarding the images and the scenario. Both ads were considered clear, easy to understand, credible, trustful and showing variety, quality and a good price range of the products.

3.6. DISCUSSION

After collecting all the information, and data about the first impressions of the consumers about the rebranding, it was possible to conclude that Continente's efforts to maintain the first place in the retailing business has been successful, however it is not possible to conclude how vast was the impact in the consumers perceptions.

Since the main purpose of this dissertation is to evaluate more in dept the perception of the consumers about the private label and in which way it changed with the rebranding, there was a necessity of doing a market research.

IV. MARKET RESEARCH

4.1 OBJETIVES AND DATA

For the market research an online survey was conducted, between 30th of November of 2017 and 12th of December of 2017, in order to gather the information needed to better evaluate the consequences of the rebranding and to understand and assess the consumers opinions. The method used for data collection was an online questionnaire by Qualtrics. The inquiry was divided in eight sections and aimed to all Portuguese customers that buy their groceries and goods in supermarkets and hypermarkets. It was distributed on social media platforms, in order to collect as much information as possible while reaching consumers with different income levels, gender and age.

Throughout the questionnaire, the respondents were asked about their groceries shopping habits, in order to get a greater knowledge about the sampling, then about their opinion and knowledge about Continente chain, and finally about the changes made during the rebranding, regarding the positivity of the changes, the easiness, the appealing and quality of the products. Some of the questions were measured using statements with 7-point Likert type scales, from “not satisfied/positive” to “very satisfied/positive”.

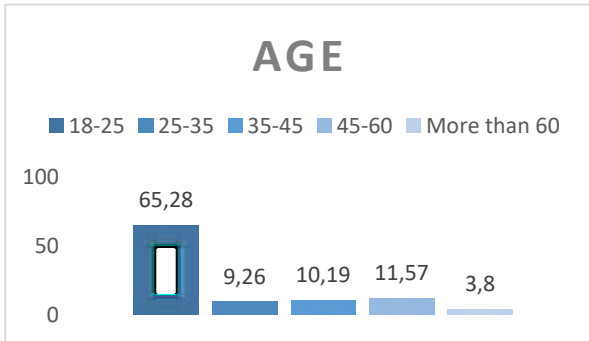
Regarding the analysis of the survey, the answers were analyzed by using SPSSStatistics, through descriptive analysis, through the comparison of means and by implementation of a T-Test, that will be further explained.

4.2 SAMPLING

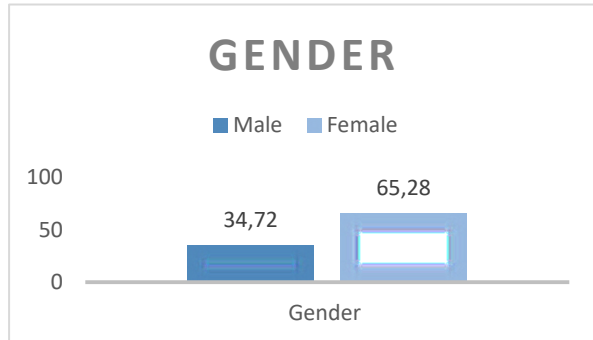
Concerning the sampling, 216 respondents (N=216) answered the questionnaire, that was available for a two weeks period. About 65.28% of the respondents were Female and 34.72% were Male (**Graph 1.**), with a percentage of 98.61% being Portuguese. 82.41% were residing in Lisbon, 1.85% were from Porto and the other 15,74% were from other Portuguese cities Leiria, Coimbra, Aveiro and Setúbal. Considering the age, 65.28% have between 18-25 years old, 9.26% between 25-35, 10.19% between 35-45, 11.57% between 45-60 (**Graph 2.**) and

occupation, 115 respondents were employed, 89 were students, 6 were unemployed and 6 were retired.

Finally, concerning the family monthly income, 32.87% have remunerations higher than 2.000€, 18.06% between 1500€-2000€, 23.15% between 1000€-1500€, 20.83% between 500€-1000€ and 5.09% have salaries below 500€.



Graph 1. Age of the respondents

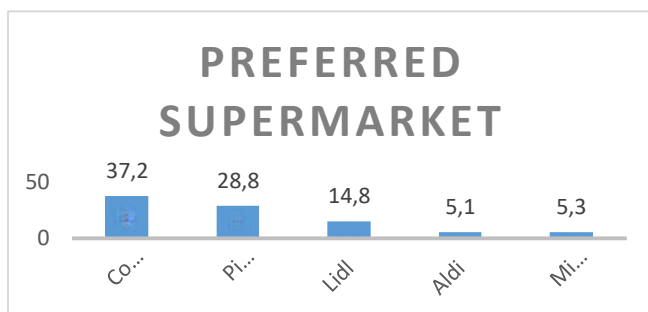


Graph 2. Gender of the respondents

4.3 ANALYSIS

In the first part of the questionnaire regarding consumers’ general shopping habits, the answers were analyzed by using the descriptive analysis method of SPSS.

When asked about how often they shop for groceries and goods, 38.00% of the respondents claim they go shopping for goods once a week, 20.40% say they go twice a week, 16.20% go three times a week and only 6.50% claim they go every day, which means that the majority of the respondents go shopping at least once a week. Concerning the other 18.90%, they only go shopping twice a month or less (**Exhibit 2.1.**) Regarding the main supermarkets chosen when shopping, since the majority of the consumers do not choose just one supermarket to purchase their goods and groceries, there were 393 responses to this question. Thus, 37.2% of the respondents answered Continente/Modelo, 28.8% said they usually go to Pingo Doce, 14.8%



of the participants shop at Lidl, 5.1% shop at Aldi and 5.3% shop at Mini-Preço.

Graph 3. Preferred supermarkets to shop for groceries in Portuguese Market

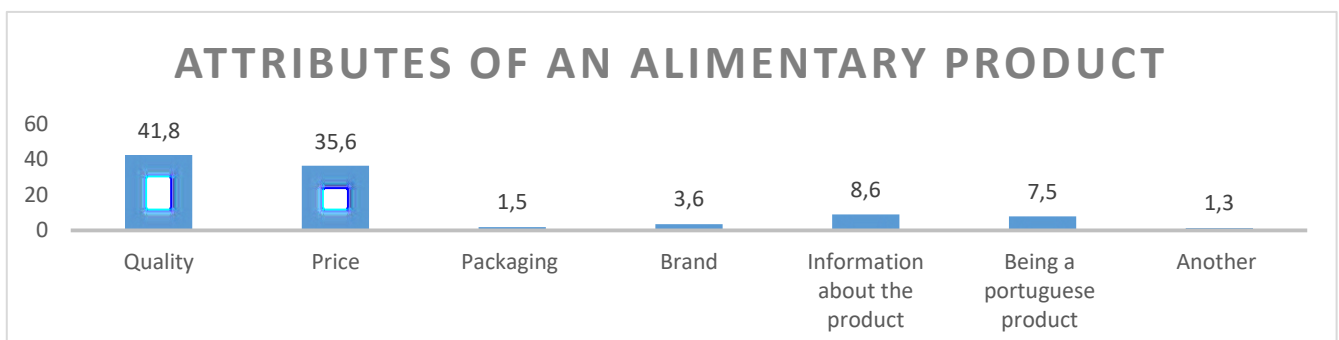
The main reasons to select these supermarkets are mainly the distance of the supermarket to the respondents' house, since, with 496 responses, 28.2% chose this option as one of the reasons to choose the supermarket. The quality of the products, with 23.2% and the accessible prices, with 20.4%, are also important factors when choosing the place to shop. It can be seen that discounts and promotions are also an important factor when choosing where to shop, with 16.3% and the loyalty card with 9.5%. **(Graph 4.)**



Graph 4. *Reasons to shop in preferred supermarkets in Portuguese Market*

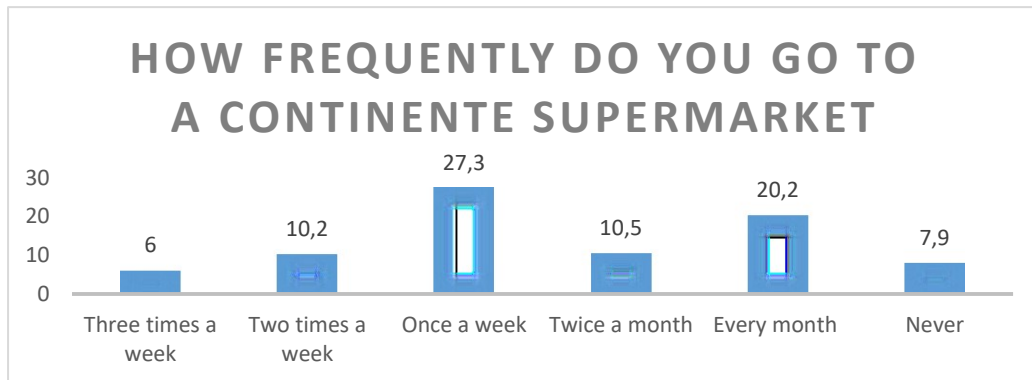
When asked about shopping groceries online, only 6.5% of the inquired answered yes. Of these, 75.00% shop at Continente online and 12.5% shop at Pingo Doce. **(Exhibit 2.2)** and regarding the monthly value spent in groceries, 38.0% of the respondents spend more than 200€, 25.9% spend between 150€-200€, 18.5% spend between 100€-150€, 10.2% spend between 75€-100€ and 7.4% spend less than 75€. **(Exhibit 2.3)**

Finally, concerning the most important attributes when buying a food product, the most important ones are the quality and the price, with 41.8% and 35.6% respectively, in a total of 466 responses. The other attributes, as the information of the product, the packaging, the brand and being Portuguese are not as important, with less than 10% each one. **(Graph 5.)**



Graph 5. *Most important attributes when buying an alimentary product*

Later, in the second part of the questionnaire, some questions about Continente and the loyalty to a brand were made. Firstly, it was asked how often the respondents visit Continente, and 29.2% claim they go there every month. Also, 18.5% says they go twice a month, 27.3% claim they go at least once a week, 10.2% go there twice a week, 6.0% go there three times a week and only 0.9% go there every day. **(Graph 6.)**

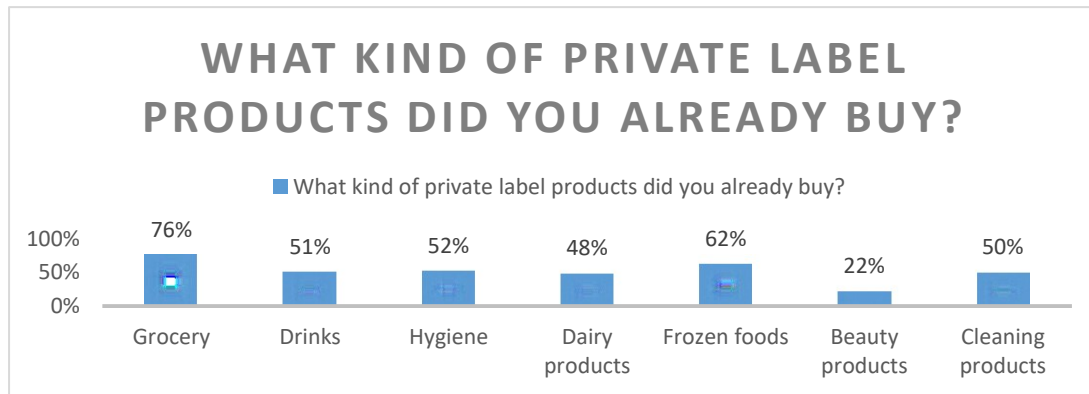


Graph 6. *Frequency of shopping in Continente*

When asked about which type of brand the clients buy at Continente, 56.0% say they buy private label products and 33.8% buy national brand products, which makes sense since one of the most valued attributes is the price range of a product, and the private labels practice lower prices than the national ones **(Exhibit 2.4.)**

Similarly, when asked about being loyal to a specific brand, 70.8% of the respondents claimed they are not loyal to any brand. The main reasons for the other 29.2% being loyal to some brands are the price and the quality of the products of that specific brand. **(Exhibit 2.5. and Exhibit 2.6.)** Moreover, 79.6% stated that the type of the product will influence the choose of the brand, as the quality and the trust of certain products varies in function to their brand. **(Exhibit 2.7. and Exhibit 2.8.)**

Regarding the familiarity with the private label brand, the mean is 5.25 out of 7, which demonstrates a good familiarization with the brand, that is also proved with the percentage of 98.1% of the respondents that already bought at least one product (**Exhibit 2.9.**). From the range of products offered by Continente, only the beauty products showed to be less sought, as private label beauty products are perceived with less quality. (**Graph 7.**)



Graph 7. Type of Continente’s Private Label products bought

About the perception of the quality of Continente products, the mean is 4.92 out of 7, and the perception of the quality of their main competitor, Pingo Doce, is 5.04 out of 7. (**Exhibit 2.10.**) A T-Test was made, in order to test the hypothesis of having a significant difference of the perception of the quality of the two brands. As showed below in **Graph 8.**, the P-Value is 0.129, which leads to the conclusion that there is no relevant significance between the perception of quality of the two brands.

Teste de amostras emparelhadas									
		Diferenças emparelhadas							Sig. (2 extremidades)
		Média	Erro Desvio	Erro padrão da média	95% Intervalo de Confiança da Diferença		t	df	
					Inferior	Superior			
Par 1	Numa escala de 1 a 7, em que 1 significa "Pouca Qualidade" e 7 "Muita Qualidade", o que pensa sobre a qualidade dos produtos de Marca Própria do Continente? - Pouca qualidade:Muita qualidade - E dos produtos de Marca Própria Pingo Doce? - Pouca qualidade:Muita qualidade	-,116	1,117	,076	-,266	,034	-1,523	215	,129

Graph 8. T-Test made regarding significance of perception of quality between Pingo Doce and Continente products

To conclude, regarding the level of satisfaction of the respondents with the Private Label of Continente, the mean is 5.05 out of 7, showing a good level of satisfaction with the brand. (**Exhibit 2.11.**)

In the fourth part of the questionnaire, some questions regarding the packaging of the products were made and it was analyzed by using the descriptive method of SPSS and graphic analysis.

Firstly, three old products' images were presented, and it was asked to the participants, in a scale from 1 "Not appealing" to 7 "Very appealing", to rate the images. The results presented a mean of 4.31, showing that the images are considered appealing, as the mean is superior to 3.5 but since there is a small deviation, it is possible to conclude that it cannot be considered very appealing. **(Exhibit 2.12.)**

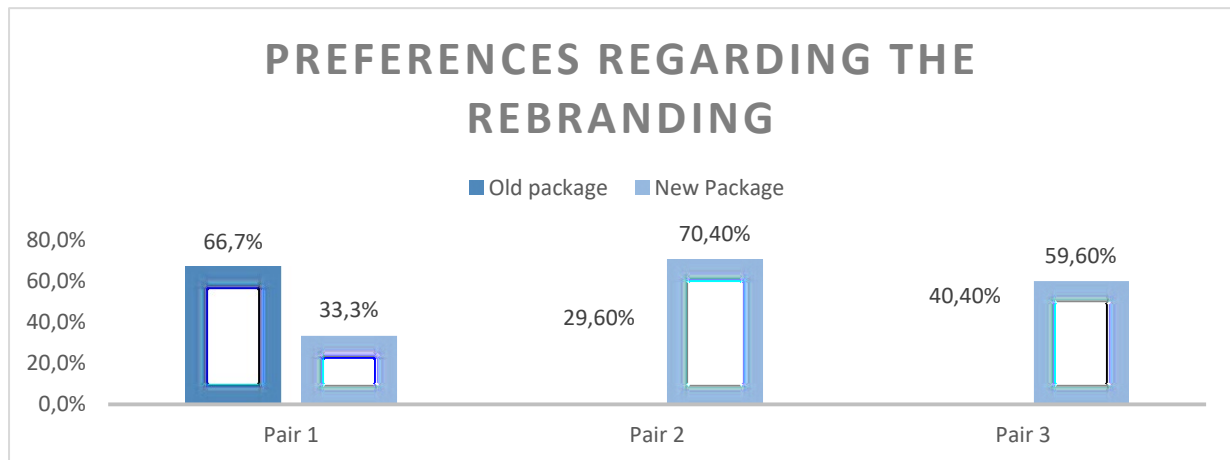
Then, two images of the same product, a yogurt, were presented, with one of them being from Continente's private label and the other one being from Danone. **(Exhibit 2.13)**. Then it was asked what price the customers would be willing to pay, knowing that Danone's yogurt costs 2,19€. By analyzing the mean of 1.46€ displayed in **Graph 9**, it is possible to conclude that consumers perceive private label products as cheaper products, since their image and quality are perceived as weaker than national brand products and are willing to pay less for them.

Mean	N	Std. Deviation
1,4592	216	,47258

Graph 9. *Mean of prices customers are willing to pay for a Private Label's Yogurt*

Then, it was presented a question with three pairs of images. Each pair had two pictures of the same Continente's private label product, with one of them having the package before the rebranding and the other having the new package, with none of them being identified. Then, it was asked to the respondents which packaging they liked the most of each pair. In pair 1, 66.7% of the inquiries preferred the old package. However, in pair 2 and pair 3, 70.4% and 59.6%, respectively preferred the new package, showing a preference regarding the new packing when compared with the old one. **(Graph 10.)** Subsequently, it was asked if the sub brands were

more perceptible with the new packaging and 67.6% of the inquiries answered yes (**Exhibit 2.14.**).



Graph 10. “Considering the appearance of the packaging, which of the products in the pair you think is more appealing?”

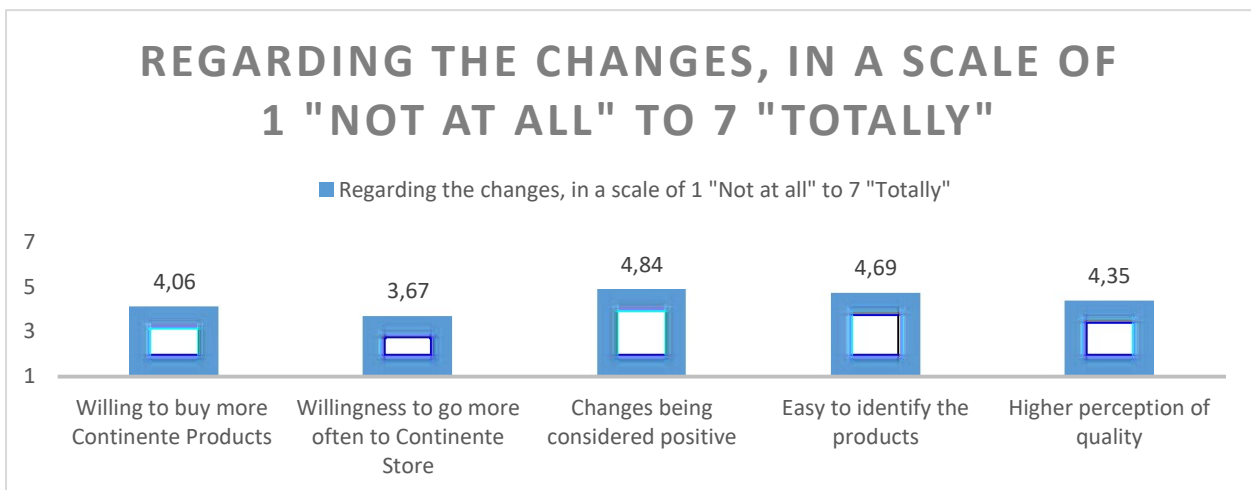
Regarding the association between the perception of quality and the image of a product, it was asked, in a scale from 1 to 7, how related are the image and packaging of a product with the perception of its quality and a mean of 4.87 was obtained, showing that there is a positive correlation between both parameters (**Exhibit 2.15.**).

Also, 149 of the 216 respondents, 69.0% claim they changed their perception about the Continente products after the changes, explaining that the products are much more appealing than they were before, having a better image and communication, with more quality. The remain 31.0% of the respondents claim that the image does not matter, as the only matter is the product itself, that must have quality. (**Exhibit 2.16.**).

The next part of the questionnaire was related with the online store, where two questions were made and analyzed by using the descriptive analysis method of SPSS. Therefore, the respondents were asked if they recently visited the online store of Continente, with 23.1% answering yes and 76.9% answering no (**Exhibit 2.17.**).

From the 23.1%, 34.0% noticed the changes related with the image of the products and their communication, and 66.0% claimed they didn’t notice anything new in the online store (**Exhibit 2.18.**)

Lastly, five statements regarding the changes were asked, where in a scale of 1 to 7, 1 means “Not at all” and 7 means “Totally”. About the willing to buy more Continente products after the changes, it can be seen that it will be significant affected, since this value was evaluated with a mean of 4.06. Also, the willingness of the consumers to go more to the store will be also affected but less significantly, as the mean is 3.67. Regarding the changes being considered positive, the mean was 4.84 and regarding the easier identification of the products, the mean was 4.69. If the products were now giving the perception of an increase in the quality, obtaining a mean of 4.35. All these results show that, since all means are higher than the average mean of 3.5, the changes regarding the rebranding affect significantly positively the way the consumers perceive Continente Private Label’s products and that now are more willing to buy these products. **(Exhibit 2.19.)**



Graph 11. “Regarding the changes, in a scale of 1 “Not at all” to 7 “Totally”, answer the following statements, having in account the recent changes in the image of Continente Products”

V. CONCLUSIONS

Since its foundation in 1959, SONAE has been growing and it became the number one in the retailing sector in Portugal. In order to fulfill the needs of the Portuguese, SONAE created a Continente Private Label, that firstly had the main objective to give a competitive offer, with a better price than a National Brand.

Nevertheless, the sector has evolved through the years, the market share of private labels has been growing faster than expected and the consumers' needs and concerns have becoming more specific, forcing the main retailers to change their objectives and adapt their brands to the market.

Consequently, Continente changed their main focus to a more innovation-driven approach through the quality of their products, diversity, image and communication. Hence, and since Continente's Private Label represents more than 30% of their profits, SONAE started a process to reorganize the brand, by developing a new image and a new plan of communication.

Thus, the main purpose of this research was to understand what the main effects in the brand were and after a market research and the analysis of all the information collected, some conclusions were made, giving the possibility to answer the Research Questions:

RQ#1: What was the perception of the consumers about Continente products before the rebranding?

According to the market research, Continente is the preferred supermarket to shop groceries in Portugal (37.2%), in comparison with its main competitor Pingo Doce (28.8%), mostly because of the good location of the stores, the good quality and price of the products.

The market research also showed that consumers are buying more private label products than national ones, since it has a bigger variety of products that consequently creates a higher price range. Since most of them have a certificate of quality, the consumers are gaining trust in these kinds of products, with the exception of beauty ones, as they are still considered as poor in quality compared to the branded ones.

However, the perception of quality of Continente Products is still below Pingo Doce, with 4.92 points out of 7, in comparison with 5.04 out of 7 and some consumers think that there is still a lack of “star products”. To prove this, a T-Test was made, and the results presented $p=0.129$. Since $p>0.05$, it was possible to settle that there is no significant difference between the quality of the two brands. Taking in consideration these conclusions, “*H1: Consumers think Continente products don't have much quality*” can be considered rejected.

Furthermore, the level of satisfaction with the brand is 5.05 out of 7, showing a good perception of the consumers regarding these products.

RQ#2: Is the image of the products related with the perception of quality?

According to Underwood, R., (2015), the packaging plays an important role in the perception of the quality of a product, since is the first contact that the consumer has with it. Furthermore, according to the participants of the questionnaire, there is a positive correlation between the image of the products and the perception of quality, with a mean of 4.87.

As an example, PLB's quality is perceived as worse than a National Brand, since their brand image is worse, so the price range will be inferior, and customers are less willing to pay for those brands, as stated in the Market Research.

Therefore, it is possible to conclude that the image and the brand image that are conceived about a determined product will be relatable with their perception of quality and then affect their decision-making process.

RQ#3: Will the change in the image of the private label of Continente products change the perception of the consumers about the brand?

So as to be analyzed, the consumers were given three pairs of images, being the first pair two packages of fries, one with the old packaging and the other with the new one, the second pair being two packages of ham and the third one being two packages of Ice Tea. When inquired about which image of each pair was better for the product in question, customers claimed that the new packaging of the Ham and the Ice tea was better than the old one, with 70.40% and 59.60%, respectively. However, the old package of the fries was chosen as the favorite one, with 66.7%. One of the reasons for this result is the fact that the choice of a packaging depends

on the product itself, and in this case, customers believed the old packaging was more accurate for the product than the new one.

Additionally, participants considered the products in general more appealing with the new packaging (69.0%), since they have a better image and a better communication, giving the perception of more quality.

As stated before, an improved brand image conveys in an enhanced perception of quality of the brand. Hence, it is possible to conclude that the rebranding created a positive impact in the perceptions about the brand itself.

RQ#4: Are the sub brands Continente, Continente Equilibrio and Continente Seleção more defined and perceptible after the changes?

As the colors of the packaging of each of the three sub brands are very different, with sub brand Continente being more colorful, Continente Equilibrio having always two colors, one of them usually blue and Continente Seleção being more gourmet and having always a letterform in gold, is easier to differentiate them. As analyzed in the market research, 67.6% of the participants agree that with the changes, the sub brands are more perceptible and easier to define than before.

RQ#5: Are the consumers more willing to buy Continente products after these changes?

In spite of considering the changes positive (4.84 out of 7), finding it easier to identify the different products (4.69 out of 7) and having a higher perception of quality (4.35 out of 7), consumers' mean (4.06 out of 7) related with willingness to buy more Continente products is not significantly high, leading to the conclusion that the changes had a positive impact in the consumers perceptions but will not have a significant impact in sales. Considering all these facts, the H2: *“The image of the private label changes the perception of the consumers, and so the willingness to buy these products is going to increase.”* should not be rejected. However, the willingness will not increase significantly.

RQ#6: Will the consumers become more loyal to the brand now?

Taking in consideration the fact that these changes will not have a significant impact in sales,

by contemplating the answers of the participants to the statement related with the willingness to frequent more often Continente Stores (3.67 out of 7), it can be settled that there is no significant increase in the desire of the customers to buy more and to become more loyal to the brand, despite all the changes. Hence, the rebranding will not create more loyalty through the consumers.

Decisively, the Rebranding of Continente's Private Label had a very positive impact in the perception of the consumers about the brand, as the products express more quality, innovation and diversity, giving the sense of being better products. Nevertheless, and in spite having a better perception about the brand, consumers didn't demonstrate more willingness to buy Continente products just because of the change of the packaging, as regarding the consumer buying process hangs on several aspects.

After answering the Research Questions, it is then possible to conclude that the rebranding the consumers perceive the brand as with better quality, more innovative developed, leading to the conclusion that the changes had a positive impact in the brand.

VI. LIST OF EXHIBITS

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- Exhibit 2.11.* Level of satisfaction with the brand
- Exhibit 2.12.* Level of appearance of the packaging and products of Private Label's brand
- Exhibit 2.13.* Image of one Continente Product and one National Brand product used in the survey
- Exhibit 2.14.* Do you consider that the sub-brands are more perceptible now?

Exhibit 2.15. *In a scale from 1 to 7, how related is the perception of quality with the image and the packaging?*

Exhibit 2.16. *Do you consider that the new packaging changes the perception of products of Continente's Private Label?*

Exhibit 2.17. *Did you visit recently Continente's Online store?*

Exhibit 2.18. *Did you notice any change relatively to the appearance and the communication of the products in the website?*

Exhibit 2.19. *“Regarding the changes, in a scale of 1 “Not at all” to 7 “Totally”, answer the following statements, having in account the recent changes in the image of Continente Products”.*

VII. LIMITATIONS AND FURTHER RESEARCH

During the execution of this dissertation, several limitations were found, mainly related with the lack of information need and the quality of information acquired. Regarding the primary data necessary to write the case study, it was difficult to get all the information from the company, as most of the valuable data was considered confidential and it could not be shared. Also, the fact that the author started the research while the rebranding was still happening, made it harder to get more accurate information as the process was not finished yet.

Concerning secondary data, there is still a lack of information regarding the brand image of private labels since they've only been growing in the past few years, so there were some limitations regarding getting enough data from studies that support the research.

About the market research, as the survey was also prepared during the process of rebranding, there were several stores that still didn't have the new packaging, creating some difficulties for participants to notice those changes. Also, a sampling of 216 responses is not well representative of the all Portuguese population, and since it was made through Facebook, the majority of respondents had the same demographic characteristics. While more than 65% of the participants were aged between 18-25 years and a percentage of them usually don't go shopping for groceries, the way they perceived the questions asked created a negative impact in the research.

For further research, it would be relevant to do a monitorization of the sales and loyalty cards after the rebranding and compare it with the ones before, in order to understand if there was an increasement related with it or not. It would also be important to study the perceptions of the consumers one year after the end of the process, to understand if their opinion changed or not.

VIII. TEACHING NOTES

8.1 SYNOPSIS

Continente opened its first store in 1985 in Matosinhos and since then there was a big revolution in the retailing business, with Continente being nowadays considered the most trusted brand for the Portuguese Consumers. Nevertheless, the brand and its image have been suffering several changes, since it was created, in order to follow the market trends and the changes related to it.

As a result, in the beginning of 2017, the brand decided to create a new “look”, by changing the communication and the packaging of more than 4.000 private label SKU’s.

Afterwards, this case study covers the rebranding process regarding Continente Private Label products and the subsequently consequences and results.

8.2 TARGET AUDIENCE

The main topics covered by this case study are related to Marketing, Brand Management, Consumer Behavior and Retailing. Thus, the target audience is composed by students of either undergraduate or master level that are taking courses related with these subjects.

Also, depending on the objective of the courses, the teacher can use this case in different approaches. Firstly, it can be used in a more Consumer Behavior study point of view, by understanding the behavior of the consumers when faced with several brands and rebranding of one of their most known brands, and also to explore the decision making of purchasing process.

Secondly, it can be used more in a marketing and brand management point of view, by studying the strategies used to successfully rebrand the company private label products. It can also be studied as a case of success and growth of retailing in Portugal.

8.3 TEACHING OBJECTIVES

With the study of this case, students will have the opportunity to know a real case of the rebranding in a big company in Portugal. Thus, it will allow them to understand the main concepts regarding Consumer Behavior, Brand Management and specially Retailing, by studying the case of a real company and one of the biggest retailers in Portugal. Also, it will allow them to analyze in depth the behavior of the Portuguese consumers.

To conclude, it will give the students some insights about the usage of image in communication and its importance when building a brand, as some notes about strategies used by the main brands.

It is important that the teacher share the case study with the students in the previous class and each student must read it and prepare the questions for class discussion.

8.4 RELEVANT THEORY

To better analyze the case, students must take in consideration some bibliography, as all the information present in the Case Study:

- Archana Vahie, Audhesh Paswan, (2006) "Private label brand image: its relationship with store image and national brand", *International Journal of Retail & Distribution Management*, Vol. 34 Issue: 1, pp.67-84, <https://doi.org/10.1108/09590550610642828>
- Zekiri, J., & Hasani , V. V. (2015). "The Role and Impact of the Packaging Effect on Consumer Buying Behaviour". *Ecoforum*, Vol. 4 Issue: 1, pp. 232-241.
- Olariu, I. (2016). " The influence of Retail Store Image and Individual Factors on Consumer Buying Decisions". *Studies and Scientific Researches. Economics Edition* , Vol. 23, pp. 54-59.

8.5. TEACHING PLAN

The analysis of the case study should be done firstly individually, by reading the case and preparing it for the class and during the class should be done in groups of 3-4. The answers provided to the assignment questions are only suggested guidelines for what students should mention during the discussion of the case.

Q#1. Explain the importance of packaging in the Consumer Buying process.

In order to answer this question, the students must read carefully the Literature Review, as the assigned relevant theory.

According to Zekiri, J., & Hasani, V. V. (2015), the main purpose of the packaging is to protect the product. However, it can be used as a tool to promote the marketing of the product and to boost the sales, since customers will respond to packaging based on the previous information and individual preferences. Thus, elements as the color, size, shape or label of a packaging will influence the responses of the customers.

It was also stated by Underwood, R., (2015) that the first contact that the consumer has with the product is through the package. Consequently, the first impressions will be related to it, and if the package does not have the best image or the right information, the customer will create the wrong idea about the product.

Concluding, the packaging is very important, as it communicates with the consumer, by giving the idea of the product itself, explaining the main informations about the product and influence the buying process.

Q#2. Characterize the evolution of the Private Label Market in Portugal, including the main key success factors and the main difficulties that the market is facing nowadays.

When Private Labels emerged in Portugal, in the 90's, their market share was very low, with 9,8%, since Private Label products, as the price was very low, were perceived as with very low quality.

However, since the crisis, customers started buying products less expensive and Private Label products became more popular. Since then, this market has been growing and nowadays is more than 30% of the retailing market.

The main key success factors:

- Improvement in the advertising and communication of these products
- Increase of the quality of the products
- Improvement of the packaging
- Economic crisis forced customers to start buying these products, that nowadays want to keep buying them, since they liked it.

Main Difficulties:

- Competition with national brands, that are still being perceived as the best quality products
- There is still a lack in advertising and marketing
- The market is starting to stagnate, since there is excessive supply and low demand.

Q#3. Describe the key advantages of a rebranding.

Doing a rebranding in a known brand is a risky movement, since it may confunde the customers and consequently it can lead to an decrease in sales. However, there are several advantages when choosing to rebranding. As the customers needs are more driven to innovation and diversification in the past few years, a rebranding will help the brand to be considered more innovative and diverse.

Also, if the consumers perceptions are considered negative about a brand, a rebranding can change those perceptions since it will be seen as a new one. It is also a good way to create more distance from the main competitors by positioning the brand in a different level. Hence, the key advantages are:

- Change the perceptions of the consumers to better ones
- Create a new positioning
- Create distance from the competitors
- Give the possibility to innovate and diversificate

Q#4. Taking in consideration the results of the market research, comment the challenges faced by Continente during the Rebranding, referring further recommendations.

One of the main challenges during the process was the implementation of the new image in time. As it wouldn't be possible to change the package of all the products at the same time, it became confusing for the consumers, as there were different images for the same product. Hence, it was not as effective as if all the products changed at the same time.

Moreover, Pingo Doce was also doing a makeover in their image, so it became a challenge to create a better image, more innovative and appealing, in order to get a better perception of the brand and increase the market share.

Regarding further recommendations, it is important that the students discuss and brainstorm about this topic, as there is no right answer to this question. Nonetheless, some insights will be given about the path of the answers.

- The brand should become more active in the Marketing and Advertising area, as it is one of the main lacks of Private Labels brands nowadays.
- The brand should focus on the quality of the products and keep doing research about consumers concerns and needs, in order to keep innovating.
- The online website should be improved.

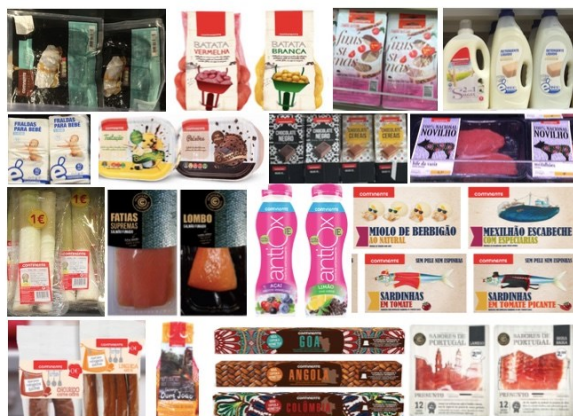
IX. EXHIBITS

Exhibit 1. Case Study

Exhibit 1.1. History timeline of Sonae Group²⁶

1959	• Foundation of Sonae - Sociedade Nacional de Estratificados
1965	• Hiring of Belmiro de Azevedo
1971	• Acquisition of NOVOPAN (Particle Board Manufacturing Unit)
1983	• Sonae and Promodès make a joint venture to renovate the business of retailing and distribution • Constitution of Sonae Investimentos Holding, SGPS and entrance of Sonae in Capital Market
1985	• Opening of the first Hypermarket in Portugal, in Matosionhos
1989	• Opening of the first two Shopping Centers, in Portimão and Albufeira
1990	• Launch of Público, the first Nationwide daily Newspaper
1990-99	• Launch of Modalfa, MaxMat, Worten, Sport Zone
1997	• Opening of Colombo Shopping Centre, the biggest in the Iberian Peninsula
1998	• Launch of Optimus
2005	• Sonae Imobiliária renamed Sonae Sierra
2007	• Belmiro de Azevedo becomes Chairman of Sonae and Paulo Azevedo becomes Executive Chairman
2009	• Introduction of Sonae's new corporate strategy and reorganization of business areas
2013	• Merger between Zon and Optimus gives rise to the NOS brand
2015	• Belmiro de Azevedo announces his decision not to run as candidate to be a member of Sonae's Board of Directors. • Election of Paulo de Azevedo as Sonae Chairman and Co-CEO and Ângelo Paupério as Co-CEO of Sonae. • Sonae Fs launches Universo Card.

Exhibit 1.2. Continente products before the rebranding



²⁶ Source: Sonae's Website. Available at: <https://www.sonae.pt/en/sonae/history/>

Exhibit 1.3. É Continte’s product ²⁷



Exhibit 1.4. Eco Continte’s product ²⁸



²⁷ Source: Continte’s Website. Available at: [https://www.continente.pt/stores/continente/pt-pt/public/Pages/ProductDetail.aspx?ProductId=5253945\(eCsf_RetekProductCatalog_MegastoreContinenteOnline_Continente\)](https://www.continente.pt/stores/continente/pt-pt/public/Pages/ProductDetail.aspx?ProductId=5253945(eCsf_RetekProductCatalog_MegastoreContinenteOnline_Continente))

²⁸ Source: Internal information taken from Continte’s Report about the rebranding of Continte brand’s Products.

Exhibit 1.5. Continente Equilíbrio's product ²⁹



Exhibit 1.6. Continente Infantil's product ³⁰



Exhibit 1.7. Continente Gourmet's product ³¹



²⁹ Source: Open Food Facts. Available at: <https://pt.openfoodfacts.org/produto/5601312043447/cereais-especial-silhueta-continente-equilibrio>

³⁰ Source: Continente's website. Available at: [https://www.continente.pt/stores/continente/pt-pt/public/Pages/ProductDetail.aspx?ProductId=2202128\(eCsf_RetekProductCatalog_MegastoreContinenteOnline_Continente\)](https://www.continente.pt/stores/continente/pt-pt/public/Pages/ProductDetail.aspx?ProductId=2202128(eCsf_RetekProductCatalog_MegastoreContinenteOnline_Continente))

³¹ Source: Meu Super website. Available at: <https://www.meusuper.pt/pt/item/14-produtos/7-continente-gourmet>

Exhibit 1.8. Continente Fácil e Bom's product³²



Exhibit 1.9. Pingo Doce's Private Label products³³



Exhibit 1.10. Logotypes of the three sub-brands



Exhibit 1.11. Brand architecture system of Continente³⁴



³² Source: Continente Website. Available at: <https://www.meusuper.pt/pt/item/14-produtos/7-continente-gourmet>

³³ Source: Internal information taken from Continente's Report about the rebranding of Continente brand's Products.

³⁴ Source: Internal information taken from Continente's Report about the rebranding of Continente brand's Products.

Exhibit 1.12. Ad 1 of Campaign “Trust is gained product by product”



Exhibit 1.13. Ad 2 of Campaign “Trust is gained product by product”



Exhibit 2. Market Research

Exhibit 2.1. How frequently do you go shop for groceries?

Frequências

Estatísticas

Com que frequência faz compras de bens para casa? - Selected Choice

N	Válido	216
	Omisso	0

Com que frequência faz compras de bens para casa? - Selected Choice

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Todos os dias	14	6,5	6,5	6,5
	Três vezes por semana	35	16,2	16,2	22,7
	Duas vezes por semana	44	20,4	20,4	43,1
	Uma vez por semana	82	38,0	38,0	81,0
	Duas vezes por mês	26	12,0	12,0	93,1
	Uma vez por mês	13	6,0	6,0	99,1
	Outro	2	,9	,9	100,0
	Total	216	100,0	100,0	

Exhibit 2.2. Which supermarket do you usually go to?

➔ **Múltiplas respostas**

Resumo de caso						
	Válido		Casos Omisso		Total	
	N	Porcentagem	N	Porcentagem	N	Porcentagem
\$Q7 ^a	14	6,5%	202	93,5%	216	100,0%

a. Grupo de dicotomia tabulado no valor 1.

\$Q7 Frequências

	Respostas	Porcentagem de casos		
		N	Porcentagem	Porcentagem de casos
\$Q7 ^a	Em que cadeia de supermercados? – Selected Choice Continente	12	75,0%	85,7%
	Em que cadeia de supermercados? – Selected Choice Pingo Doce	2	12,5%	14,3%
	Em que cadeia de supermercados? – Selected Choice Outro	2	12,5%	14,3%
Total		16	100,0%	114,3%

a. Grupo de dicotomia tabulado no valor 1.

Exhibit 2.3. How much do you spend monthly on groceries?

➔ **Frequências**

Estatísticas			
Em média, qual o valor mensal gasto pelo seu agregado familiar em compras de supermercado?			
N	Válido	216	
	Omisso	0	

Em média, qual o valor mensal gasto pelo seu agregado familiar em compras de supermercado?

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	0€ – 50 €	7	3,2	3,2
	50€ – 75€	9	4,2	7,4
	75€ – 100€	22	10,2	17,6
	100€ – 150€	40	18,5	36,1
	150€ – 200€	56	25,9	62,0
	> 200€	82	38,0	100,0
Total		216	100,0	100,0

Exhibit 2.4. Which brand do you usually buy in a supermarket?

Resumo de caso						
	Válido		Casos Omisso		Total	
	N	Porcentagem	N	Porcentagem	N	Porcentagem
\$Q12 ^a	216	100,0%	0	0,0%	216	100,0%

a. Grupo de dicotomia tabulado no valor 1.

\$Q12 Frequências

	Respostas	Porcentagem de casos		
		N	Porcentagem	Porcentagem de casos
\$Q12 ^a	Que tipo de marcas costuma comprar? – Selected Choice Marca Própria Continente	169	56,0%	78,2%
	Que tipo de marcas costuma comprar? – Selected Choice Marca Fornecedor	102	33,8%	47,2%
	Que tipo de marcas costuma comprar? – Selected Choice Outras marcas	31	10,3%	14,4%
Total		302	100,0%	139,8%

a. Grupo de dicotomia tabulado no valor 1.

Exhibit 2.5. Which brand do you usually buy in a supermarket?

É leal a alguma marca?

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido Sim	63	29,2	29,2	29,2
Não	153	70,8	70,8	100,0
Total	216	100,0	100,0	

Exhibit 2.6. Reasons of customers loyalty to a brand

Qual? E porquê?

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Pingo doce	1	,5	,5	93,1
Pingo Doce marca propria, milka, ferrero, nacional	1	,5	,5	93,5
Pingo Doce. ? barato e tem qualidade	1	,5	,5	94,0
Qualidade	2	,9	,9	94,9
Qualidade dos produtos	1	,5	,5	95,4
Qualidade e confian?na na marca	1	,5	,5	95,8
Qualidade/preço	1	,5	,5	96,3
skip	1	,5	,5	96,8
Sonazol	2	,9	,9	97,7
Sun	1	,5	,5	98,1
Tresseme devido à qualidade do produto	1	,5	,5	98,6
V?rias marcas, devido ? confian?na nessas marcas	1	,5	,5	99,1
Varias	1	,5	,5	99,5
Vigor	1	,5	,5	100,0
Total	216	100,0	100,0	

Qual? E porquê?

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
diese	1	,5	,5	81,5
Dodot, compal	1	,5	,5	81,9
evax, nestle, nobre	1	,5	,5	82,4
Fairy, as marcas brancas n?o est?o ao seu n?vel.	1	,5	,5	82,9
Fairy, realmente penso que funciona melhor que os produtos de marca própria	1	,5	,5	83,3
Fairy. Porque tem uma efic?cia muito superior aos restantes.	1	,5	,5	83,8
Kallogs k. Me amos cereais de pequeno almo?o ha mais de 10 anos. Sao os melhores para mim.	1	,5	,5	84,3
Lays Gourmet por exemplo pela qualidade do produto quando est? em desconto.	1	,5	,5	84,7
Leite Mimos a e iogurte Danone, pela qualidade/Sabor	1	,5	,5	85,2
Milanesa	1	,5	,5	85,6
Milanesa, qualidade	1	,5	,5	86,1
Mimos a	2	,9	,9	87,0
Mimos a, grande qualidade	1	,5	,5	87,5
Mimos a, melhores produtos	1	,5	,5	88,0
Mimos a. Perfil nutricional	1	,5	,5	88,4
Nacional	1	,5	,5	88,9
nao sei	1	,5	,5	89,4
Nesquik. ? incompar?vel.	1	,5	,5	89,8
Nestlé	2	,9	,9	90,7
NESTLÉ, RENOVA, DANONE	1	,5	,5	91,2
Nivea. Desde sempre	1	,5	,5	91,7
Oreo por exemplo porque sinto que bolachas marca branca nunca s?o iguais	1	,5	,5	92,1
Oreos, não gosto das de marca branca	1	,5	,5	92,6

Qual? E porquê?

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	153	70,8	70,8	70,8
A V?rias. Regra geral, pela qualidade dos produtos que vendem.	1	,5	,5	71,3
Alpro	1	,5	,5	71,8
Arroz. Marca continente não presta	1	,5	,5	72,2
Atum ten?rio pela qualidade	1	,5	,5	72,7
Azeite Galo, porque a qualidade ? muito elevada e o azeite e um dos ingredientes mais importantes na confec?o de refei?es	1	,5	,5	73,1
Bolachas. Barato.	1	,5	,5	73,6
Bom Petisco	1	,5	,5	74,1
Bom Petisco, etc	1	,5	,5	74,5
Coca Cola	1	,5	,5	75,0
Coca cola. Pq ? unica.	1	,5	,5	75,5
Coca cola. Única no mundo.	1	,5	,5	75,9
Colgate / gosto da qualidade.	1	,5	,5	76,4
Colgate, pela qualidade (compro independentemente do pre?o a que esteja ? venda)	1	,5	,5	76,9
Compal, porque ? o melhor produto de longe de sumos	1	,5	,5	77,3
Compal. N?o existe nenhum n?ctar com a qualidade e garantia que oferece a Compal.	1	,5	,5	77,8
Continente	1	,5	,5	78,2
Continente pela proposta de valor	1	,5	,5	78,7
danone	1	,5	,5	79,2
Depende do produto quando gosto fico fiel	1	,5	,5	79,6
Depende do produto. Mas gosto da marca continente	1	,5	,5	80,1
Depende dos produtores mas fairy por exemplo	1	,5	,5	80,6
Dis. Rela??o Qualidade / Pre?o	1	,5	,5	81,0

Exhibit 2.7. Is the type of brand influenced by the type of product?

Estatísticas

O tipo de marca que compra é influenciado pelo tipo de produto que está à procura?

N	Válido	216
	Omisso	0

O tipo de marca que compra é influenciado pelo tipo de produto que está à procura?

		Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Válido	Sim	172	79,6	79,6	79,6
	Não	44	20,4	20,4	100,0
	Total	216	100,0	100,0	

Exhibit 2.8. Reasons of the influence of the type of product when choosing a brand

Quais os motivos para esta influência?

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa	
Válido	44	20,4	20,4	20,4	
	Qualidade	1	,5	,5	20,8
	-	1	,5	,5	21,3
	? assim.	1	,5	,5	21,8
	A importância que dou ? qualidade de determinados produtos ? diferente	1	,5	,5	22,2
	A marca é um factor importante porque muitas das vezes compramos determinada marca por que temos confiança e é mais seguro	1	,5	,5	22,7
	A qualidade	1	,5	,5	23,1
	A qualidade do produto em específico associado a determinada marca	1	,5	,5	23,6
	a qualidade é o mais importante	1	,5	,5	24,1
	A relação preço/qualidade/produto	1	,5	,5	24,5
	Algumas marcas se preocupam com a qualidade dos produtos, em especial pela não utilização de ingredientes que não são saudáveis. Mas varia muito.	1	,5	,5	25,0
	Alguns produtos têm melhor qualidade em certas marcas.	1	,5	,5	25,5
	Alguns produtos têm melhor qualidade numa determinada marca	1	,5	,5	25,9
	As políticas da empresa as fazem para isso ? que depende mesmo de produto para produto	1	,5	,5	26,4
	Cada marca tem as suas próprias fortas	1	,5	,5	27,3
	Cada produto tem a sua melhor marca	1	,5	,5	27,8
	Características e qualidade	1	,5	,5	28,2

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
	1	,5	,5	38,0
Existem marcas que praticam preços acessíveis e de boa qualidade, que compensam a compra do produto de marca	1	,5	,5	38,4
Existem produtos apenas disponíveis em algumas marcas	1	,5	,5	38,9
Existir grande diferença de qualidade entre as marcas	1	,5	,5	39,4
Família	1	,5	,5	39,8
fiabilidade	1	,5	,5	40,3
G	1	,5	,5	40,7
Gostar do produto	1	,5	,5	41,2
gosto pessoal	1	,5	,5	41,7
Gosto pessoal	1	,5	,5	42,1
Gostos	1	,5	,5	42,6
H? determinados produtos que, pela sua natureza, transmitem mais segurança se forem comprados numa marca especializada e não numa marca branca.	1	,5	,5	43,1
H? marcas mais especializadas em determinado tipo de produto que outras. Logo, vou sempre preferir aquelas que acho que têm melhor "performance".	1	,5	,5	43,5
H? produtos que só compro de uma determinada marca, outros que não a minha marca própria, outros que não mudo de marca.	1	,5	,5	44,0
H?bito	1	,5	,5	44,4
H?bito de comprar certos produtos	1	,5	,5	

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Ha certos produtos dos quais so uma marca ? realmente boa. Seja pela qualidade ou pelo cuidado com certas questoes, como o oleo de palma, que tem que ser certificado para sabermos que nao contribui para nenhum tipo de exploracao e nem todos nao.	1	,5	,5	44,9
Ha certos produtos que s? goste de algumas marcas.	1	,5	,5	45,4
Há produtos de marca que são únicos, pelo seu sabor, composição ou performance	1	,5	,5	45,8
Hábito	2	,9	,9	46,8
Hábito , Gosto , Satisfacao ,	1	,5	,5	47,2
Historia da marca/ prefer?ncia	1	,5	,5	47,7
Imagem/packaging e qualidade	1	,5	,5	48,1
Impacto na qualidade do produto, prefer?ncia pelo sabor	1	,5	,5	48,6
Import?ncia da qualidade em alguns produtos (champ? por exemplo)	1	,5	,5	49,1
Import?ncia do produto para mim	1	,5	,5	49,5
Inova??o	1	,5	,5	50,0
Interessa-me o produto a marca é secundária	1	,5	,5	50,5
J? reconhecer a qualidade do produto.	1	,5	,5	50,9
Marcas de Comercio Justo	1	,5	,5	51,4
Marcas reconhecidas nesse leque de produtos	1	,5	,5	51,9
Melhor preço/qualidade	1	,5	,5	52,3
Melhor qualidade	1	,5	,5	52,6
modo de fabrico	1	,5	,5	53,2
N?o percebo a pergunta	1	,5	,5	53,7

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Prefiro a marca que tiver melhor qualidade. Apesar dos preços, por vezes compensa pagar mais por melhor qualidade. Mas isto n?o ? uma condi??o necess?ria para a decisa??o de gastar mais ou menos. Simplemente as marcas s?o tidas como preferidas conforme a q	1	,5	,5	64,4
Procura de uma melhor qualidade	1	,5	,5	64,8
Procura do produto especifico	1	,5	,5	65,3
procuro o produto depois a marca	1	,5	,5	65,7
qualidade	6	2,8	2,8	68,5
Qualidade	33	15,3	15,3	83,8
qualidade do produto	1	,5	,5	84,3
Qualidade do produto	1	,5	,5	84,7
Qualidade do Produto	1	,5	,5	85,2
Qualidade do produto em especifico	1	,5	,5	85,6
Qualidade dos produtos	1	,5	,5	86,1
Qualidade e confian?a	1	,5	,5	86,6
Qualidade e confian?a	1	,5	,5	87,0
Qualidade e ingredientes do produto	1	,5	,5	87,5
Qualidade e preço	2	,9	,9	88,4
Qualidade e preço.	1	,5	,5	88,9
Qualidade ou h?bito	1	,5	,5	89,4
Qualidade preço	1	,5	,5	89,8
Qualidade, preço, origem, ingredientes	1	,5	,5	90,3
Qualidade, receita espec?fica de um produto (ex: coca cola, nutella, leite ucalatic)	1	,5	,5	90,7
Qualidade, reconhecimento	1	,5	,5	91,2
Qualidade/costume	1	,5	,5	91,7
qualidade/preço	2	,9	,9	92,6
Qualidade/preço	2	,9	,9	93,5
Qualidade/Preço	1	,5	,5	94,0

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
N?o procuro propriamente por uma marca	1	,5	,5	54,2
N?o sei	1	,5	,5	54,6
nao sei	1	,5	,5	55,6
Não sei	1	,5	,5	55,1
Nenhum em especifico	1	,5	,5	56,0
O preço e qualidade da marca para o produto que procuro	1	,5	,5	56,5
Particularidades do produto	1	,5	,5	56,9
Perce??o de qualidade	1	,5	,5	57,4
Percepção da qualidade dos produtos da marca	1	,5	,5	57,9
Porque alguns produtos s?o melhores e a marca fica valorizada	1	,5	,5	58,3
porque ao querer um produto vejo nas embalagens as que me agradam mais (independente da marca)	1	,5	,5	58,8
Porque ha marcas que tem muitos produtos que não são os seus mais conhecidos, nao tem tanto reconhecimento no mercado relativamente a esse produto	1	,5	,5	59,3
Porque sim	1	,5	,5	59,7
Preço	2	,9	,9	60,6
Preço e qualidade	1	,5	,5	61,1
Preço	1	,5	,5	61,6
Preço e qualidade	1	,5	,5	62,0
Preço/Qualidade	2	,9	,9	63,0
Prefer?ncia, qualidade j? reconhecida, preço	1	,5	,5	63,4
PREFERENCIA ADQUIRIDA ATRAVES DA EXPERIENCIA	1	,5	,5	63,9

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
certos produtos sei que a melhor marca e sempre x logo cada vez que compro vou directamente a essas marcas	1	,5	,5	28,7
Compara??o de qualidade	1	,5	,5	29,2
confian?a	1	,5	,5	29,6
Confian?a	1	,5	,5	30,1
confianca	1	,5	,5	30,6
Confio mais nesta marca do nas restantes. Acho que ? um produto com maior qualidade	1	,5	,5	31,0
Conhecimento da qualidade do produto sendo daquela marca	1	,5	,5	31,5
Conhecimento do produto	1	,5	,5	31,9
Conhecimento pr?vio da qualidade	1	,5	,5	32,4
Costume	1	,5	,5	32,9
Credibilidade	1	,5	,5	33,3
Depende do tipo de produto que adquiro	1	,5	,5	33,8
Devido ? sua qualidade	1	,5	,5	34,3
Diferen?a de qualidade para as marcas proprias	1	,5	,5	34,7
Diferentes marcas s?o melhores em diferentes produtos.	1	,5	,5	35,2
Diferentes produtos requerem diferentes n?veis de aten??o em rela??o ? marca e qualidade que lhes est? associada.	1	,5	,5	35,6
Disponibilidade	1	,5	,5	36,1
Dou mais import?ncia ? qualidade de certos produtos	1	,5	,5	36,6
É produto nacional e de qualidade	1	,5	,5	37,0
Existem categorias onde ainda n?o reconheci na marca pe??o a qualidade que procuro.	1	,5	,5	37,5

	Frequência	Porcentagem	Porcentagem válida	Porcentagem acumulativa
Que tenham productos biológicos	1	,5	,5	94,4
Querer um bom produto	1	,5	,5	94,9
Razo qualidade pre 7o	1	,5	,5	95,4
rela 7o qualidade pre 7o	1	,5	,5	95,8
S 7 tenho prefer 7ncia por uma marca no caso de alguns produtos.	1	,5	,5	96,3
S 7o produtos espec 7ficos.	1	,5	,5	96,8
Saber a qualidade da marca	1	,5	,5	97,2
Se o produto 7 para consumo pr 7prio ou para oferecer.	1	,5	,5	97,7
Seguran 7a	1	,5	,5	98,1
Seguran 7a na qualidade	1	,5	,5	98,6
Só uso produtos biológicos, integrais e vegan.	1	,5	,5	99,1
Sobretudo a qualidade e confian 7a. Por norma s 7o marcas antigas em que sei que os produtos s 7o realmente bons e que n 7o mudaram ao longo dos anos	1	,5	,5	99,5
Variedade	1	,5	,5	100,0
Total	216	100,0	100,0	

Exhibit 2.9. How familiarized are you with Continente’s Brand?

Resumo de processamento do caso

	Incluídos		Casos Excluídos		Total	
	N	Porcentagem	N	Porcentagem	N	Porcentagem
Numa escala de 1 a 7, em que 1 significa "Nada familiarizado" e 7 "Totalmente familiarizado", quão familiarizado está com a marca própria do Continente? - Nada familiarizado: Totalmente familiarizado	216	100,0%	0	0,0%	216	100,0%

Relatório

Numa escala de 1 a 7, em que 1 significa "Nada familiarizado" e 7 "Totalmente familiarizado", quão familiarizado está com a marca própria do Continente? - Nada familiarizado: Totalmente familiarizado

Média	N	Erro Desvio
5,25	216	1,649

Exhibit 2.10. Quality of Continente’s and Pingo Doce’s products

Estatísticas de amostras emparelhadas

	Média	N	Erro Desvio	Erro padrão da média
Par 1 Numa escala de 1 a 7, em que 1 significa "Pouca Qualidade" e 7 "Muita Qualidade", o que pensa sobre a qualidade dos produtos de Marca Própria do Continente? - Pouca qualidade: Muita qualidade	4,92	216	1,242	,085
E dos produtos de Marca Própria Pingo Doce? - Pouca qualidade: Muita qualidade	5,04	216	1,246	,085

Exhibit 2.11. Level of satisfaction with the brand

De uma forma geral, numa escala de 1 a 7, em que 1 significa "Nada satisfeito" e 7 "Totalmente satisfeito",

Mean	N	Std. Deviation
5,05	216	1,284

Exhibit 2.12. Level of appearance of the packaging and products of Private Label's brand

Numa escala de 1 a 7, em que 1 significa "Nada apelativo" e 7 significa "Muito apelativo", o que pensa do packaging e imagem dos produtos de marca própria Continente? - Nada apelativo:Muito apelati

Mean	N	Std. Deviation
4,31	216	1,395

Exhibit 2.13. Image of one Continente Product and one National Brand product used in the survey



Exhibit 2.14. Do you consider that the sub-brands are more perceptible now?

Considera que com este novo packaging, presente no primeiro bloco de imagens, as sub-marcas ficaram mais perceptíveis?

N	Valid	Missing
	216	0

Considera que com este novo packaging, presente no primeiro bloco de imagens, as sub-marcas ficaram mais perceptíveis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	146	67,6	67,6	67,6
	Não	70	32,4	32,4	100,0
Total		216	100,0	100,0	

Exhibit 2.15. In a scale from 1 to 7, how related is the perception of quality with the image and the packaging?

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Numa escala de 1 a 7, em que 1 significa " Não penso que esteja nada relacionado" e 7 " Está totalmente relacionado", qual pensa ser a relação entre a imagem e o packaging de um produto com a percepção da sua qualidade? - Nada relacionado: Totalmente relacionado	216	100,0%	0	0,0%	216	100,0%

Report

Numa escala de 1 a 7, em que 1 significa " Não penso que esteja nada relacionado" e 7 " Está totalmente relacionado",

Mean	N	Std. Deviation
4,87	216	1,664

Exhibit 2.16. Do you consider that the new packaging changes the perception of products of Continente’s Private Label?

Considera que esta nova imagem e packaging apresentados alteram a sua perceção dos produtos de marca própria do Continente?

N	Valid	216
	Missing	0

Considera que esta nova imagem e packaging apresentados alteram a sua perceção dos produtos de marca própria do Continente?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	149	69,0	69,0	69,0
	Não	67	31,0	31,0	100,0
Total		216	100,0	100,0	

Exhibit 2.17. Did you visit recently Continente’s Online store?

Statistics

Visitou recentemente a loja on-line do Continente?

N	Valid	216
	Missing	0

Visitou recentemente a loja on-line do Continente?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	50	23,1	23,1	23,1
	Não	166	76,9	76,9	100,0
Total		216	100,0	100,0	

Exhibit 2.18. Did you notice any change relatively to the appearance and the communication of the products in the website?

Reparou em alguma mudança relativamente à aparência dos produtos da marca própria do Continente e relativamente à sua comunicação?

N	Valid	50
	Missing	166

Reparou em alguma mudança relativamente à aparência dos produtos da marca própria do Continente e relativamente à sua comunicação?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	17	7,9	34,0	34,0
	Não	33	15,3	66,0	100,0
	Total	50	23,1	100,0	
Missing	System	166	76,9		
Total		216	100,0		

Exhibit 2.19. “Regarding the changes, in a scale of 1 “Not at all” to 7 “Totally”, answer the following statements, having in account the recent changes in the image of Continente Products”

Report

	Numa escala de 1 a 7, onde 1 significa "Nem um pouco" e 7 significa "Totalmente", responda às seguintes questões, tendo em conta as novas alterações na imagem e packaging dos produtos Continente. – Compraria mais produtos de marca própria depois destas alterações	Numa escala de 1 a 7, onde 1 significa "Nem um pouco" e 7 significa "Totalmente", responda às seguintes questões, tendo em conta as novas alterações na imagem e packaging dos produtos Continente. – Considerarei esta mudança positiva	Numa escala de 1 a 7, onde 1 significa "Nem um pouco" e 7 significa "Totalmente", responda às seguintes questões, tendo em conta as novas alterações na imagem e packaging dos produtos Continente. – Os produtos são mais fáceis de identificar	Numa escala de 1 a 7, onde 1 significa "Nem um pouco" e 7 significa "Totalmente", responda às seguintes questões, tendo em conta as novas alterações na imagem e packaging dos produtos Continente. – Estou disposto/a a ir mais vezes ao Continente	Numa escala de 1 a 7, onde 1 significa "Nem um pouco" e 7 significa "Totalmente", responda às seguintes questões, tendo em conta as novas alterações na imagem e packaging dos produtos Continente. – Os produtos percecionam agora um incremento na qualidade
Mean	4,06	4,84	4,69	3,67	4,35
N	216	216	216	216	216
Std. Deviation	1,805	1,672	1,660	1,768	1,761

X. APPENDICES

APPENDIX 1. QUESTIONNAIRE CONDUCTED IN PORTUGUESE

Q1. How frequently do you buy groceries?

- Every day
- Three times a week
- Two times a week
- Once a week
- Twice a month
- Once a month
- Other

Q2. Which supermarket do you usually go?

- Continente/Modelo
- Pingo Doce
- Lidl
- Aldi
- Mini Preço
- Other

Q3. What are the main reasons for you to go to this supermarket?

- Quality of the products
- Accessible price
- Distance
- Discounts and promotions
- Loyal Card
- Other

Q4. Do you usually shop online?

- Yes
- No

Q5. In which one? (Only if answered yes in Q4.)

- Continente/Modelo
- Pingo Doce
- Lidl
- Aldi
- Mini Preço
- Other

Q6. In average, how much do you/family spend monthly in groceries?

- 0€-50€
- 50€-75€
- 75€-100€
- 100€-150€
- 150€-200€
- >200€

Q7. What attributes do you value the most when buying a product?

- Price
- Quality
- Packaging
- Brand
- Information about the product
- Being a Portuguese Product
- Other

Second part of the Questionnaire – Questions about Continente’s Chain**Q8. How frequently do you go to a Continente’s Supermarket?**

- Every day
- Three times a week
- Two times a week
- Once a week
- Twice a month
- Once a month
- Other

Q9. Which type of brand do you buy?

- Private Label
- National Brand

Q10. Are you loyal to any brand?

- Yes
- No

Q11. Which one? Why? (Only if answered yes in Q10.)**Q12. Does the type of product influence when choosing the brand?**

- Yes
- No

Q13. What are the reasons for that influence? (Only if answered yes in Q12.)**Third part of the Questionnaire – Questions about Continente’s Private Label****Q14. In a scale of 1 to 7, where 1 means “Not familiarized at all” and 7 means “Totally familiarized”, how familiarized are you with Continente’s Private Label?****Q15. Have you ever bought any products of the brand?****Q16. Which type of products? (Only if answered yes in Q15.)**

- Grocery products
- Beverage
- Hygiene
- Cleaning products
- Dairy products

- Frozen products
- Beauty

Q17. In a scale of 1 to 7, where 1 means “Without quality” and 7 means “A lot of quality”, what do you think about Continente’s products quality?

Q18. And what about Pingo Doce products?

Q19. In a scale of 1 to 7, where 1 means “ Not appealing at all” and 7 means “Totally appealing”, what do you think about the packaging of these products?



Q20. In a general way, in a scale of 1 to 7, where 1 means “Not satisfied at all” and 7 means “Totally satisfied”, how satisfied are you with Continente products?

Q21. How much would you be willing to pay for a package of 4 strawberry yogurts of Continente’s brand, knowing that the same product from Danone costs 2,19€?



Q22. Considering the appearance of the package, which of the products in each pair do you consider more appealing?



Q23. Do you consider that, with the new packaging, the sub-brands are more perceptible than before?

- Yes
- No

Q24. In a scale of 1 to 7, where 1 means “I don’t think that it is related” and 7 means “It is totally related”, what relationship do you believe the packaging and the perception of quality has?

Q25. Do you believe that this new packaging changes your perception of Continente’s products quality? Why?

Q26. Did you recently visit a Continente Online Store?

Q27. Did you notice any change in the communication or in the products? (Only if answered yes in Q26.)

Q28. In a scale of 1 to 7, where 1 means “Not at all” and 7 means “Totally”, rate the following statements, taking in consideration the rebranding of the brand.

- I will buy more products after the rebranding
- I considered the rebranding positive
- The products are easier to identify
- I am willing to go more often to a Continente Store
- Continente’s products perception of quality increased with the rebranding

Q29. Sex

- Male
- Female

Q30. Age

- < 18
- 18-25
- 25-35
- 35-45
- 45-60
- > 60

Q31. Nationality

- Portuguese
- Other

Q32. Occupation

Q33. Residence City

- Lisbon
- Porto
- Faro
- Coimbra
- Other

Q34. Monthly Income of the household

- < 500€
- 500€-1000€
- 1000€-1500€
- 1500€-2000€
- 2000€-2500€
- > 2000€

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Internal Information:

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