MASTERS OF SCIENCE IN BUSINESS ADMINISTRATION

DELTA CAFÉS – A New Image to Conquer New Markets

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II. Abstract

Dissertation Title: DELTA CAFÉS – A New Image to Conquer New Markets

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The focus of thesis is to study Delta Cafés' rebranding. As it is a decision that falls far from a brand's day-to-day management, it is important to understand what were the reasons that motivated, how were the changes visible and what impact did they produce on consumers' perceptions.

Since its foundation, in 1961, to 1995, the Delta Cafes' image was, for most of it, unchanged. Since then Delta have change it have changed it four times, the most recent of them occurred in 2012. This rebranding did not only mean a change in the brand's aesthetics, but also a significant shift in their strategy.

In order to fully understand these rebranding two sources of data were needed. Firstly, there was the necessity to gather data from Delta, such allows to get to know the brand and its history, as well as that the reasons that motivated this change. Primary data had also to be collected, as it would be this one that would allow understanding the consumers' reactions. In the process of primary data collection different tools were used – a Focus Group, a Survey, and Individual Interviews, each with a different purpose.

Delta Cafés' rebranding was transversal to all of the brands marketing elements and done in order to respond to a new generation of consumers and to strengthen the brand's position both in the Portuguese market, as well as in foreign markets. The preliminary study presented on this paper indicates that, except for quality, which decreased, and social awareness, all of the brands desired associations were successfully met.

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1. Introduction

Created in 1961, Delta Café is one of the most well-known brands in Portugal. The coffee roasting and coffee packaging company headquartered in Campo Maior, Alentejo, has been long seen as representative of the Portuguese values and traditions. In fact, the brand is most commonly associated with such values.

From its foundation, in 1961, to 1995, the brand's image was, for most of it, unchanged. Since then, Delta have changed it four times, the most recent of them occurred in 2012. This rebranding did not only mean a change in the brand's aesthetics, but also a significant shift in their strategy.

Announced in October 17th, 2012, Delta's rebranding was done, as publicized, in order to built a more internationally-focused brand. Present in 34 countries spread across the five continents, which represent 20% of their revenues. Delta is aiming to increase this presence and the revenues coming from it up to 35% in the next few years.

Despite this, the Portuguese market is still accountable for the greatest stake of their revenues. Therefore, as Delta is trying to built a more modern and fresh brand with the hope of becoming stronger in foreign markets, it is important to maintain its leading position in the national territory. In the end, it is currently the Portuguese consumers that account for most of their revenues.

1.1 Problem Statement

To evaluate the impact of the of the Delta's rebranding and repositioning on Portuguese consumers by assessing how the change in consumers' perception have evolved and how they meet the brand's goals.

1.2 Key Research Questions

RQ1: What were the reasons that motivated the brand's rebranding?

The decision to develop a rebranding process is far from the brand's regular activities. In this sense, the first step is to comprehend the reasons behind such a decision.

RQ2: How the brand changes in image reflect the changes in strategy?

A brand's image creates a certain positioning in consumers' minds. Changing the way a brand is represented will affect its positioning. Therefore, it is necessary to comprehend how these changes are aligned with the company strategic changes and if the consumers understand them in the same way.

RQ3: How did consumers react to changes on the brand's image?

In order to understand how effective the rebranding were, it is necessary to comprehend how consumer perceptions have changed and if those changes were aligned with the company's expectations. It is also important to understand if the consumers' perceptions changed as a all, or if there is any differences between different consumer groups.

1.3 Methodology

In order to answer the research questions presented above there was the necessity of collecting further data than the one provided by the company. Hence, a market research study combining qualitative and quantitative methods was undertaken. Given the amount of information made available by the company, this study was meant to understand the consumers' side.

The first step of this process was a focus group[a], which was designed in order to provide a brief and detailed overview of the consumers' perceptions. This exploratory research method was chosen because it allows gathering data in a quick way and encourages discussing between participants who are able to respond and complement each other's commentary, enriching the discussion and therefore the conclusions to be drawn.

[a] The Focus Group guide is provided in appendix 1.

With the information obtained from the Focus Group, a survey[b] was designed with the intention of being distributed online using QuestionPro. This method was chosen as it is the best way of obtaining quantitative information. It allows for a large number of responses, while ensuring a high level of confidentiality and low levels of social pressure, when compared to other methods, thus leading to more trustworthy answers. Before making the survey available online, a pre-test was performed in order to evaluate whether the questions were clear or not and if the length of the survey was adequate.

For the analyses of the 110 completed surveys, several statistical methods were used in the SPSS software. Namely, there were used Frequencies, Descriptive Statistics, and a Paired Samples T-Test. This analysis is later presented in the chapter named Market Research.

In order to understand the effectiveness of the package changes 60 individual interviews[c] were conducted on three different days and locations. These interviews were deliberately done on off-trade point-of-sale locations in order to ensure that the respondents were coffee purchaser. These were designed in order to be as straight to the point as possible and not too time consuming.

In addition, in order to fulfil the requirement of this paper, a Literature Review was developed using secondary data collected in the form of Scientific Articles, which were meant to provide an overview of the most important concepts relevant to this study and complement the Teaching Note.

Also, Information from other sources, namely as websites, TV shows and company presentations was also gathered and used in the writing of the Case Study.

[b] The Survey is provided in appendix 2.
[c] The Individual Interviews guide is provided in appendix 3.

2. DELTA CAFÉS – A New Image to Conquer New Markets

2.1 Introduction

On October 17th, 2012, Delta Cafés made public its rebranding[d]. A change made, as it was announced, in order to make the brand more modern, innovative, and up-to-date.

With a 32% market share in the Portuguese market, Delta Cafés is now looking forward to increase its external presence, hoping to increase the importance of foreign markets on its revenues up to 35% in the next few years. Delta Cafés, a brand which have historically been linked to Portuguese values, is, with this rebranding, trying to present a more internationally-focused image. Such an example is the brand signature, «O Café da sua vida» (The Coffee of your live), which is translated in each of the markets the brand is present in.

Along with the changes made to the logo and signature, Delta Cafés also made an important change in the way their products are named. Delta's coffee lots maintain their identity, but are now named in English. In the words of João Manuel Nabeiro, one of the directors present, "We have for the first time a global brand with global products".

Delta's brand changes, as announced, are to be made progressively, both in Portugal and in foreign countries. As a result, for the first time in its history, Delta will communicate in the same tone to each market in which the brand is present, thus emphasizing the importance given to the international market.

2.2 Delta Cafés

Founded in 1961, by Rui Nabeiro, Delta Cafés is a Portuguese coffee roasting and coffee packaging company headquartered in Campo Maior, Alentejo. From a small company with only three employees operating in a 50-m² warehouse, which could only handle two 30 kg roasters, Delta has grown into one of the biggest companies in Portugal, with over 3.000

[d] Parts of the announcement can be seen on the "Imagens de Marca" show webpage: http://imagensdemarca.sapo.pt/miradouro-da-atualidade/delta-reinventa-se-para-conquistar-o-mundo/

employees, producing 100 tons of toasted coffee *per* day, and annual sales superior to 22.600 tons a year.

Delta, which have celebrated its 50th anniversary last year, in 2011, have diversified its activity over the years. Currently, the Nabeiro Group, created in 1979 under the name Manuel Rui Azinhais Nabeiro, Lda., holds a total of 23 companies and represents 180 different professions. Besides coffee roasting, packaging and distribution, which constitutes its core activity, the groups activity is developed in 6 other areas – Real State; Industry; Services; Hospitality; Agriculture; and, Distribution.

In 1984, a major change occurred in Delta's business model, with a clear distinction being made between the commercial and industrial sides of the business. The commercial activity of the group was under the wing of the Manuel Rui Azinhais Nabeiro, Lda., while the industrial activity was under responsibility of the newly created Novadelta, S.A.

Two years later, in 1986, Delta gave the first step towards internationalization with the creation of NOVADELTA Spain, located in Badajoz. Later steps occurred with the creation of NOVADELTA France, in 2008, and its subsidiary NOVADELTA Luxemburg, in 2011, and DELTA FOOD Brazil, in the same year.

1994 represented a special year for a Delta, as it was on that year that it has achieved for the first time market leadership, a position that the brand has hold till the day.

Delta's mission of meeting the real requirements of their clients and market, in order to fully satisfy and fidelize its customers, means that the company to the company to try and develop responsible business model, built upon common values with their stakeholders. Among the values that sustain Delta's activity there are: Integrity and Transparency; Loyalty; Quality; Sustainability; Solidarity; Innovation; Humbleness; and, Truthfulness.

2.3 Worldwide Coffee Market

According to the International Coffee Organization[e], the worldwide coffee production for the year of 2011/2012 was estimated be close to 128,6 thousand bags. A value under 2010/2011 production of 133,1 thousand bags[f]. Bad climatic conditions in some of the producing countries were pointed out as the main reason for this decrease.

The same organization estimates that, in 2010, worldwide consumption was close to 135 thousand bags. Such unbalance between offer and demand justifies the high prices in which this commodity is traded – the highest since 1977.

In 2011, Brazil was the number one coffee producer worldwide, with a crop of 43.484 thousand bags. Vietnam, with 20.000 thousand bags, and Indonesia, with 8.250 thousand bags, completed the top 3. The top 3 ranking of coffee producer have been still since 2008, the year in which Indonesia replaced Colombia in the third place.

It should be highlighted that the International Coffee Organization differentiates between two kinds of crops of coffee – *Arabica* and *Robusta*. While some countries produce both kinds, such as Brazil and Indonesia, others devote their production to only one of them. Colombia, Ethiopia and Peru represent the top 3 producers of the *Arabica* variety, while Vietnam, Cote d'Ivoire and Thailand stand for *Robusta*.

Naturally, with over two times the production of the second world producer, Brazil also stands on top of coffee exporting countries, with approximately three quarters of its production going to foreign markets. Vietnam, with 17.675 thousand bags exported in 2011, and Columbia, with 7.733 thousand bags, occupy the second and third place in the ranking.

As for imports goes, the United States of America, with 26.088 thousand bags, constitute the number one importing country in 2011. Germany close follows, with the 20.926 thousand bags imported, while the third place is occupied by Italy, with 8.362 thousand bags.

e The International Coffee Organization is a London-based intergovernmental body of coffee exporting and importing countries established in 1963 when the first International Coffee Agreement entered into force.
f Exhibit 3 presents the evolution of coffee production from 2006 to 2011. The difference numbers stated here correspond to a crop year, different from the time span reported in the exhibit (a civil year).

According to the *Associação Industrial e Comercial do Café*[g] data, the Portuguese coffee exports accounted for 10.099 tons, having had increased from 2005 to 2011. Roasted coffee represented the biggest share of those, with over 9.000 tons exported. Accountable for 5.374 tons of the Portuguese exports, Spain represented the countries biggest client, followed by Germany, Greece, France, Angola, Netherlands, Ukraine, United Kingdom, Luxemburg, and United States.

Portuguese coffee imports for later transformation had, according to the *Associação Industrial e Comercial do Café*, origin in three different continents. Vietnam, with 8,7 tons, Uganda, with 6,4, and Brazil, 6,2 tons, represented the top 3 Portuguese coffee suppliers.

2.4 Portuguese Coffee Market

Contrary to the popular belief that Portugal is among the top coffee consumers, the International Coffee Organization places Portuguese annual average consumption in 4,1 kg *per* person, while the European average is located in the 6 kg *per* person. Each Portuguese drinks, in average, two cup of coffee *per* day. And most of us do it out of home, the in-home consumption is becoming stronger and stronger.

According to Nielsen indexes, while the roasted coffee sales have decreased by 6% in 2009, the capsule and pods sales have risen by 123% in the same year. Nevertheless, the on-trade channel is still accountable for most of the coffee consumption – 85%.

The *Associação Industrial e Comercial do Café* indentifies a total of 31 companies operating in the Portuguese market. 16 of these are accountable for 85% of the market, representing 40 different brands. Furthermore, it is possible to indentify four different companies which encompass the bigger part of the market – Delta Cafés, which operates in every level from roasting to distribution and also represent the Camelo brand; Nestlé, which not only holds the Buondi, Sical, Christina and Tofa roasted coffee brands, but also the Nescafé, Dolce Gusto and Nespresso ones; Nutricafés, which represent Nicola and Chave

[g] The *Associação Industrial e Comercial do Café* is a Portuguese association founded in 1972 which goal is to promote the coffee consumption and support the companies operating in the sector.

D'Ouro; and, lastly, Newscoffe, a joint-venture of the Bogani, A Caféeira, Caffeccel, Lavazza and Sanzala brands.

In 2011, the coffee market in Portugal has faced a very small contraction comparing to 2010. This decrease has been pointed to be due to the macroeconomic context experienced. Such implies that most brands have observed their share decreasing, while private labels have been strengthening their position in the market. Nevertheless, Delta Cafés have been able to withhold its leadership with a 32,3% market share.

Besides its solid position in the market, the acknowledgment of Delta's strive for quality is perceivable in several other ways. For the 11th time in a row, Delta has been elected in the Reader's Digest Trusted Brands ranking, scoring 68%. Furthermore, Delta has emerged as being widely recommended, with 82% of the respondents claiming to be consumers of the brand. In 2011, Delta was also elected a Superbrand in Portugal, Spain and Angola, being associated to such values as pleasure, tradition and sophistication.

The Superbrand study also positions Delta as well-reputed, quality and trustworthy brand, strongly linked to social and environmental responsibility. Such claims are further reinforced by the Reputation Institute, which places Delta as the 4th most reputed Portuguese company. Such reputation is, according to the study, built upon the following attributes: Working Environment; Governance; Social Responsibility; Vision, and Leadership.

2.5 Delta Café Rebranding

More than meant to freshen up the brand's image, Delta Cafés rebranding had as its primary goal building a more internationally focused image. Delta's goal was, as announced, to increase the importance of foreign markets in the company revenues, from the current 20% to a total of 35%.

Delta's internationalization process begins in 1986 with the opening of the Spanish subsidiary. The brand is currently present in 34 countries, in five continents – either through direct investment or through local distributors. Spain, France, Luxemburg, Angola, and Brazil, countries where the company has directly invested are considered prime markets to the brand. The company's strategy involved both the consolidation of its presence in these markets, but also conquering new ones.

Besides the increase of the brand's international presence, Delta Cafés rebranding was also motivated by the emergence of new challenges brought by new generation. Such implied a greater effort for maintaining the market leadership conquered in domestic market. In order to do so, on pair with the rebranding, Delta introduced a number of new references into its portfolio. Such are the example of the Platinum 500gr Bean, Lote Chávena 125gr and 500gr, Gran Aroma 250gr, and Timor pods on the off-trade channel.

With its rebranding, Delta was hoping to find a new positioning in the market. Present in all market categories, Delta owns a global value proposition, deeply linked to Portuguese traditions and symbols. Therefore, it was necessary to increase the number of brand associations and reinforce the brands dynamism, so Delta can become a fresher and more modern brand, able to communicate a more universal value proposition to a more international audience.

Delta's new positioning results from three major driving forces – Tradition, Functionality and Emotion. Tradition results from the brand market longevity. Functionality is a result of the energy boost characteristic of the coffee proprieties. Lastly, Emotion derives from the coffee role as a social beverage. With such a positioning, the company wished to move from the origin and legitimacy associations towards performance, familiarity and socialization ones.

The brand's new signature, "*O café da sua vida*" (The coffee of your live), which is translated in each market, represents both an elastic statement and a call-to- action. It is an elastic statement as it can be applied in several different situations. It is also a call-to-action once it implies a certain level of intimacy with the brand

This new signature was designed in order to proclaim attributes of know-how and quality, sensorial comfort, youthfulness and complicity. With it, Delta aimed at defending its image of quality and legitimacy with an assertive, credible, timeless, institutional and international (once it is based on the coffee quality) statement.

With the rebranding, Delta's communication is built upon three distinctive elements – the coffee cup; the heart; and, the brand logo itself. Such elements translate into the brands packaging, which are perceived as a form of communication. Each package is designed in order to establish a relationship with the customer, providing every necessary in order to make a choice. Therefore, each package owns three distinctive devices. Visual Memory Devices provide brand elements that define the package. Emotional Memory Devices give a certain appeal to the package, such is the example of the image quality, the coffee sensations attribute or the metal look and feel. Lastly, the Product Quality Devices provide a sensation of quality, product appeal and technical information graphic quality.

The brand portfolio also adopts a more international identity, as each product is named in English. The brand built its portfolio with a solid family logic, with each product presenting common traces developed around the central brand triangle figure. Exceptions are made to the Diamond and Ruby premium on-trade variants, which are allowed to built their own graphical identity.

2.6 Marketing Research

An initial survey, done two and half months after the rebranding was announced, with 110 participants, with 63,6% of them under 25 years old, have put Delta as the most favourite brand. 80% of the respondents who claimed to drink coffee (74,5%), have considered Delta to be one of their favourite brands. While 87,8% have indicated that consume it.

When asked to confront it with a number of other brands in a number of attributes, the respondents have vastly preferred Delta. Most noticeably, they have considered Delta to be the brand that best represent the Portuguese values (58,5%) and authenticity (51,2%). When they ask to indicate whether or not the same attributes were present on the brand, being 1.

Not Present and 5. Extremely Present, the participants have considered that *Portugality* (3.96), quality (3.76) and tradition (3.74) were the ones most present on the brand.

The same studied have indicated that only 26,4% of the participants were able to recognize the current Delta logo. However, this was likely to be due to the small time window that have passed since it was announced, as 62,7% have indicated the previous logo. Also, only 26,4% was able to correctly identify the correct signature.

After being exposed to Delta's rebranding, 85,5% felt that it correctly represent the brand. Sociability (3.82), stimulus (3.73) and creativity (3.62) were then indicated as the most present attributes on this new image. With the rebranding, Delta saw the associations of creativity, stimulus, internationalization, sociability and universality increase, while familiarity, legitimacy, *Portugality*, quality and tradition have decreased.

Furthermore, individual interviews performed to a total of 60 shoppers, have indicated a major preference towards the new off-trade packages. Except for the Ouro reference (renamed as Platinum), which had the same amount of participants showing preference towards the old and new package, each of the references new package was preferred.

2.7 Evaluating the Rebranding

Evaluating the successfulness of Delta Café rebranding is not a straight forward task. First of all, it is necessary to fully understand the reasons behind it. A rebranding is a process that falls further from a company's day-to-day activities. Therefore, such ought to be a well-justified process.

- What are the reasons that motivated the Delta's rebranding?

After understanding which are the reasons that motivated them, it is necessary to comprehend how far does the changes go. What are the elements that change and which ones remain the same. Furthermore, it is necessary to comprehend how these changes translate the reasons that motivated them.

- How the brand changes in image reflect the changes in strategy?

Lastly, it is necessary to understand if the stakeholders to whom the changes are directed do in fact understand it in such a way. Do they react favourably towards the brand rebranding or not? Are their reactions consistent with the brands expectations?

- How did consumers react to changes on the brand images?

2.8 Case Study Exhibits

Exhibit 2.1.

<u>Nabeiro Group Organizational Chart</u>

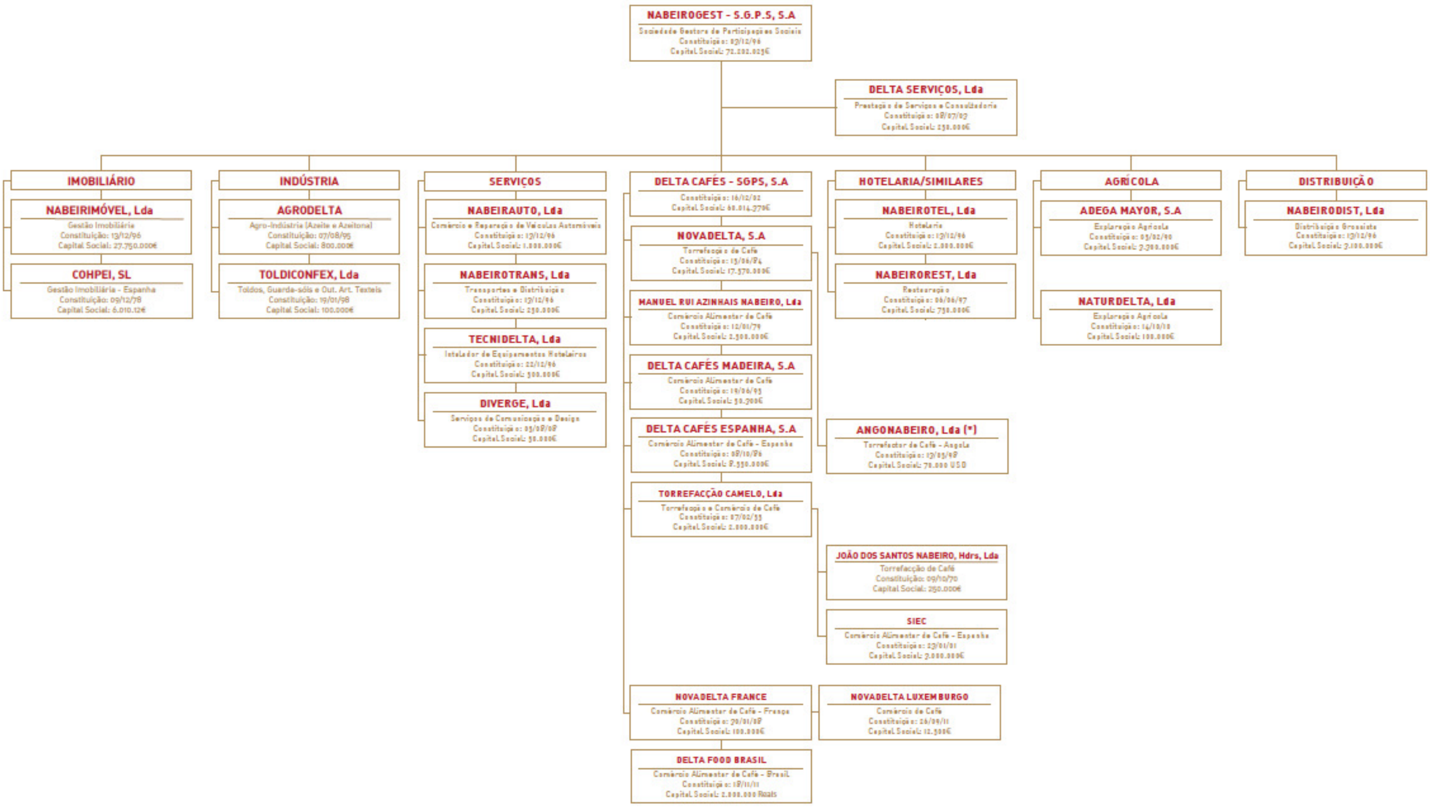

Exhibit 2.2.

<u>List of Company Values</u>

INTEGRIDADE E TRANSPARÊNCIA

Partilhamos os princípios explícitos no Pacto Global das Nações Unidas e pautamos o desenvolvimento da nossa actividade por práticas transparentes, íntegras e solidárias com todas as partes interessadas, esperando a mesma atitude dos nossos parceiros.

A publicação anual do Relatório de Contas assegura a divulgação a todas as partes interessadas de todas as informações relevantes relativas à nossa empresa, nomeadamente no que respeita à situação financeira, performance económica e investimentos.

A informação financeira disponibilizada é alvo de auditorias externas, por auditores independentes, de modo a oferecer garantias externas e objectivas a todas as partes interessadas de que as demonstrações financeiras reflectem correctamente a posição da empresa.

LEALDADE

A lealdade da Delta Cafés aos valores e à missão com que foi fundada manifesta-se na responsabilidade de criar produtos e serviços com valor acrescentado para as partes interessadas, minimizando os impactes ambientais e sociais nefastos.

QUALIDADE TOTAL

A Delta aposta em melhorar continuamente e de forma progressiva os seus produtos, serviços e desempenho, através de um Sistema de Gestão Integrado.

Garantimos a segurança alimentar em toda a cadeia de fornecimento para os produtos e serviços comercializados, assegurando a rastreabilidade, o controlo dos pontos críticos e o controlo dos pré-requisitos operacionais detectados na análise de perigos. Para o efeito, existe uma equipa multidisciplinar de Segurança Alimentar transversal a todas as áreas/sectores da empresa.

SUSTENTABILIDADE

Nós não somos partidários de benefícios imediatos que comprometam o desenvolvimento sustentável da empresa. Reconhecemos a necessidade de assegurar um retorno financeiro sustentável, a longo prazo, através de um processo de inovação e investimento responsável, de forma a manter a liderança do mercado nacional e progredir no processo de internacionalização da marca.

SOLIDARIEDADE

O desempenho da Delta pauta-se pela participação em diversas causas de cariz social, visando suprimir as necessidades das partes interessadas e contribuir para o desenvolvimento sustentável.

INOVAÇÃO RESPONSÁVEL

Temos como prioridade a implementação de uma cultura de inovação e conhecimento partilhado, assente nos príncipios de eco-design e eficiência energética, que potencie a competitividade e assegure a liderança de mercado.

O nosso modelo de gestão valoriza a capacidade empreendedora e o espírito de melhoria contínua. Trabalhamos frequentemente em rede com fornecedores, parceiros, universidades e organizações não governamentais, desenvolvendo tecnologias e procedimentos com o objectivo de aumentar a competitividade da cadeia e orientando a organização para a inovação responsável.

HUMILDADE

A humildade é inerente à forma de estar e reflecte-se na informalidade do ambiente de trabalho e do relacionamento entre os colaboradores no dia-a-dia.

VERDADE

Defendemos a divulgação de informação verosímil, que corresponde à realidade dos factos.

Exhibit 2.3.

Exporting Countries Coffee Production – 2010/2011 to 2012

TOTAL PRODUCTION OF EXPORTING COUNTRIES
CROP YEARS FROM 2006 T0 2011

(000 bags)

		Crop year	2006	2007	2008	2009	2010	2011
WORLD TOTAL			128 209	116 635	128 263	122 658	134 386	131 253
TOTAL			127 769	116 193	127 812	122 179	133 816	130 616
Angola	(R)	Apr/Mar	35	36	38	13	35	29
Benin	(R)	Oct/Sep	0	0	0	0	0	0
Bolivia, Plurinational St	(A)	Apr/Mar	164	133	135	142	130	147
Brazil	(A/R)	Apr/Mar	42 512	36 070	45 992	39 470	48 095	43 484
Burundi	(A)	Apr/Mar	499	133	412	112	352	187
Cameroon	(R/A)	Oct/Sep	818	795	750	750	608	1 083
Central African Republic	(R)	Oct/Sep	114	43	60	93	95	120
Colombia	(A)	Oct/Sep	11 775	12 515	8 664	8 098	8 523	7 800
Congo, Dem. Rep. of	(R/A)	Oct/Sep	378	416	422	346	300	1 056
Congo, Rep. of	(R)	Jul/Jun	3	3	3	3	3	3
Costa Rica	(A)	Oct/Sep	1 580	1 791	1 320	1 450	1 588	1 799
Côte d'Ivoire	(R)	Oct/Sep	2 177	2 317	2 397	1 795	982	1 600
Cuba	(A)	Jul/Jun	51	7	12	22	26	100
Dominican Republic	(A)	Jul/Jun	387	465	645	352	378	500
Ecuador	(A/R)	Apr/Mar	1 167	1 110	691	813	854	1 075
El Salvador	(A)	Oct/Sep	1 252	1 505	1 450	1 065	1 860	1 175
Ethiopia	(A)	Oct/Sep	5 551	5 967	4 949	6 931	7 500	6 500
Gabon	(R)	Oct/Sep	1	0	1	1	1	2
Ghana	(R)	Oct/Sep	29	31	27	33	52	35
Guatemala	(A/R)	Oct/Sep	3 950	4 100	3 785	3 835	3 950	3 750
Guinea	(R)	Oct/Sep	473	323	505	499	496	450
Haiti	(A)	Jul/Jun	362	359	359	351	350	300
Honduras	(A)	Oct/Sep	3 461	3 842	3 450	3 575	4 326	4 500
India	(R/A)	Oct/Sep	4 563	4 319	3 950	4 794	5 033	5 333
Indonesia	(R/A)	Apr/Mar	7 483	4 474	9 612	11 380	9 129	8 250
Jamaica	(A)	Oct/Sep	40	20	32	25	21	30
Kenya	(A)	Oct/Sep	826	652	541	630	658	680
Liberia	(R)	Oct/Sep	7	7	12	13	9	10
Madagascar	(R)	Apr/Mar	587	614	728	457	529	597
Malawi	(A)	Apr/Mar	17	19	21	17	17	21
Mexico	(A)	Oct/Sep	4 200	4 150	4 651	4 200	4 850	4 300
Nicaragua	(A)	Oct/Sep	1 428	1 905	1 445	1 871	1 669	2 100
Nigeria	(R)	Oct/Sep	51	42	50	34	42	50
Panama	(A)	Oct/Sep	173	176	149	138	114	120
Papua New Guinea	(A/R)	Apr/Mar	807	968	1 028	1 038	870	1 415
Paraguay	(A)	Apr/Mar	20	28	21	20	20	20
Peru	(A)	Apr/Mar	4 319	3 063	3 872	3 286	4 069	5 443
Philippines	(R/A)	Jul/Jun	441	446	587	730	189	350
Rwanda	(A)	Apr/Mar	351	224	369	258	319	230
Sierra Leone	(R)	Oct/Sep	31	40	86	91	33	70
Tanzania	(A/R)	Jul/Jun	822	810	1 186	709	800	534
Thailand	(R)	Oct/Sep	766	650	376	470	579	693
Timor-Leste	(A)	Apr/Mar	46	36	48	47	60	41
Togo	(R)	Oct/Sep	134	125	138	204	161	200
Uganda	(R/A)	Oct/Sep	2 700	3 250	3 197	2 797	3 290	3 212
Venezuela, Bol. Rep. of	(A)	Oct/Sep	1 571	1 520	932	1 214	1 202	1 000
Vietnam	(R)	Oct/Sep	19 340	16 405	18 438	17 825	19 467	20 000
Yemen	(A)	Oct/Sep	207	198	220	135	160	200
Zambia	(A)	Jul/Jun	56	61	35	28	13	13
Zimbabwe	(A)	Apr/Mar	45	31	24	21	10	9
Other producing countries			440	442	451	479	570	637

1/ Equatorial Guinea, Guyana, Lao (PDR of), Sri Lanka and Trinidad & Tobago

Exhibit 2.4.

Worldwide Coffee Export – 2010 to 2011

EXPORTING COUNTRIES
EXPORTS OF ALL FORMS OF COFFEE TO ALL DESTINATIONS
CALENDAR YEARS 2010 TO 2011
(000 BAGS)

	January-December	
Country of origin	2010	2011
Angola	4	8
Benin	0	0
Bolivia, Plurinational State of	78	76
Brazil	33 028	33 508
Burundi	307	211
Cameroon	794	477
Central African Republic	95	78
Colombia	7 822	7 733
Congo, Dem. Rep. of	162	130
Congo, Rep. of	0	0
Costa Rica	1 200	1 243
Côte d'Ivoire	1 912	772
Cuba	5	10
Dominican Republic	41	89
Ecuador	1 202	1 532
El Salvador	1 082	1 826
Equatorial Guinea	0	0
Ethiopia	3 324	2 675
Gabon	1	1
Ghana	34	70
Guatemala	3 468	3 697
Guinea	406	534
Guyana	1	1
Haiti	9	9
Honduras	3 349	3 947
India	4 631	5 840
Indonesia	5 489	6 159
Jamaica	15	16
Kenya	538	617
Lao, People's Dem. Rep. of	288	390
Liberia	7	3
Madagascar	74	143
Malawi	8	26
Mexico	2 498	2 895
Nepal	1	4
Nicaragua	1 712	1 468
Nigeria	3	7
Panama	65	53
Papua New Guinea	929	1 225
Paraguay	0	0
Peru	3 817	4 697
Philippines	6	10
Rwanda	296	255
Sierra Leone	58	37
Sri Lanka	2	2
Tanzania	564	746
Thailand	370	243
Timor-Leste	68	38
Togo	198	155
Trinidad & Tobago	1	0
Uganda	2 657	3 142
Venezuela, Bol. Rep. of	19	1
Vietnam	14 229	17 675
Yemen	44	33
Zambia	18	12
Zimbabwe	7	5
Total	**96 935**	**104 523**

 Statistics on coffee

Exhibit 2.5.

Worldwide Coffee Import – 2010 to 2011

IMPORTING COUNTRIES
IMPORTS OF ALL FORMS OF COFFEE FROM ALL SOURCES
CALENDAR YEARS 2010 TO 2011
(000 BAGS)

Country of origin	Calendar year 2010	Calendar year 2011
European Union	***67 985***	***66 794***
Austria	1 369	1 452
Belgium	5 924	5 828
Bulgaria	528	482
Cyprus	77	82
Czech Republic	951	951
Denmark	1 057	945
Estonia	263	167
Finland	1 274	1 287
France	6 717	6 990
Germany	20 603	20 926
Greece	1 061	1 155
Hungary	727	640
Ireland	165	210
Italy	8 236	8 362
Latvia	138	141
Lithuania	376	289
Luxembourg	349	324
Malta	12	17
Netherlands	2 583	2 775
Poland	3 279	3 397
Portugal	945	1 030
Romania	839	844
Slovakia	655	777
Slovenia	218	223
Spain	5 034	4 821
Sweden	1 727	1 647
United Kingdom	4 302	4 183
Japan	7 407	7 544
Norway	759	795
Switzerland	2 318	2 498
Tunisia	304	294
Turkey	625	656
USA	24 378	26 088
Total	**105 198**	**107 821**

 Statistics on coffee

Exhibit 2.6.

Worldwide Coffee Re-export – 2010 to 2011

IMPORTING COUNTRIES RE-EXPORTS OF ALL FORMS OF COFFEE TO ALL DESTINATIONS CALENDAR YEARS 2010 TO 2011 (000 BAGS)		
	Calendar year	
Country of origin	2010	2011
European Union	***28 904***	***29 698***
Austria	463	365
Belgium	5 053	4 894
Bulgaria	133	122
Cyprus	2	0
Czech Republic	481	380
Denmark	210	155
Estonia	158	100
Finland	193	194
France	1 060	1 042
Germany	11 542	11 683
Greece	68	132
Hungary	351	460
Ireland	8	30
Italy	2 446	2 669
Latvia	39	40
Lithuania	153	109
Luxembourg	117	111
Malta	0	1
Netherlands	1 236	1 751
Poland	1 123	1 356
Portugal	193	200
Romania	43	42
Slovakia	318	389
Slovenia	13	15
Spain	1 803	1 672
Sweden	505	522
United Kingdom	1 193	1 264
Japan	143	80
Norway	14	10
Switzerland	1 313	1 414
Tunisia	3	1
Turkey	16	23
USA	3 191	3 724
TOTAL	**33 583**	**34 950**

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Exhibit 2.7.

Importing Countries Coffee Retail Prices – 2010 to 2011

Importing countries
Retail prices of roasted coffee (in current terms)
Annual averages: 2010 to 2011
(US cents per lb)

Country	2010	2011
Austria	668.62	832.07
Belgium	518.02	648.21
Bulgaria	362.48	416.25
Cyprus	556.72	583.81
Czech Republic	501.14	658.49
Denmark	543.71	692.25
Finland	368.67	536.32
France	361.96	413.39
Germany	476.07	510.43
Hungary	502.28	607.59
Italy	733.98	852.30
Latvia	610.00	866.89
Lithuania	537.10	780.91
Luxembourg	707.99	822.33
Malta 1/	1 310.27	1 481.48
Netherlands	457.42	
Poland	363.98	414.35
Portugal	499.92	542.48
Slovakia	484.47	605.75
Slovenia	430.51	479.79
Spain	391.66	441.68
Sweden	399.23	558.43
United Kingdom 1/	1 570.02	1 902.18
Japan	638.76	735.21
Norway	447.78	578.47
Switzerland	659.20	
USA	390.57	519.08

1/ Soluble coffee

 Statistics on coffee - ICA 2007

Exhibit 2.8.

<u>Portugal Coffee Annual Sales – 2010 vs. 2011</u>

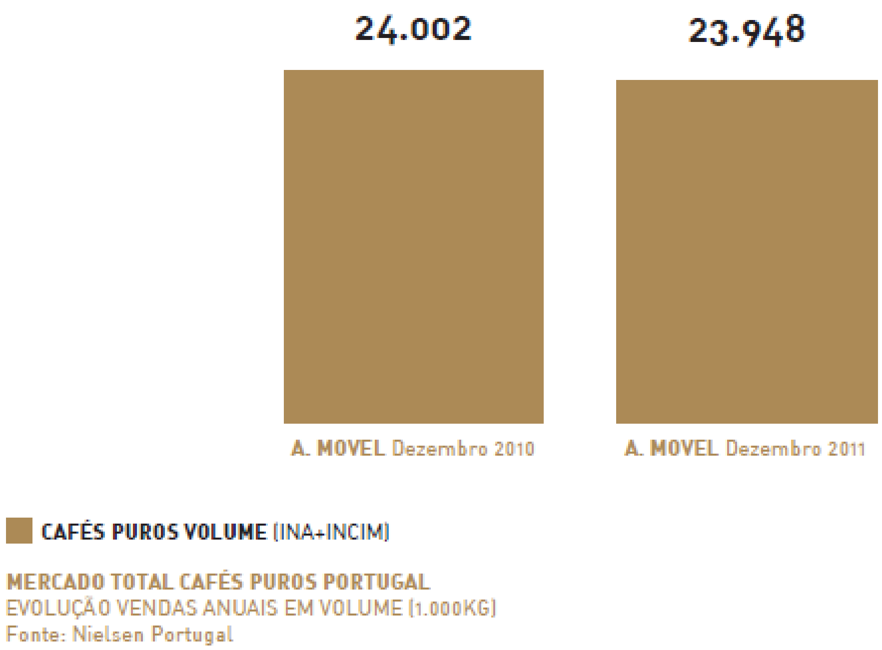


Exhibit 2.9.

<u>Market Share – 2011</u>

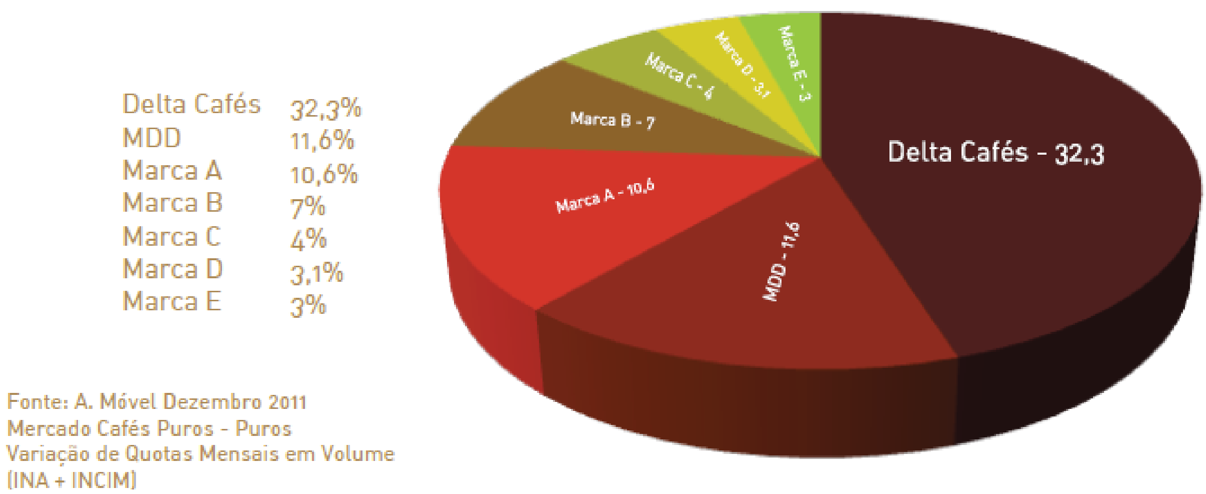


Exhibit 2.10.

Delta Worldwide

Exhibit 2.11.

Delta Logo

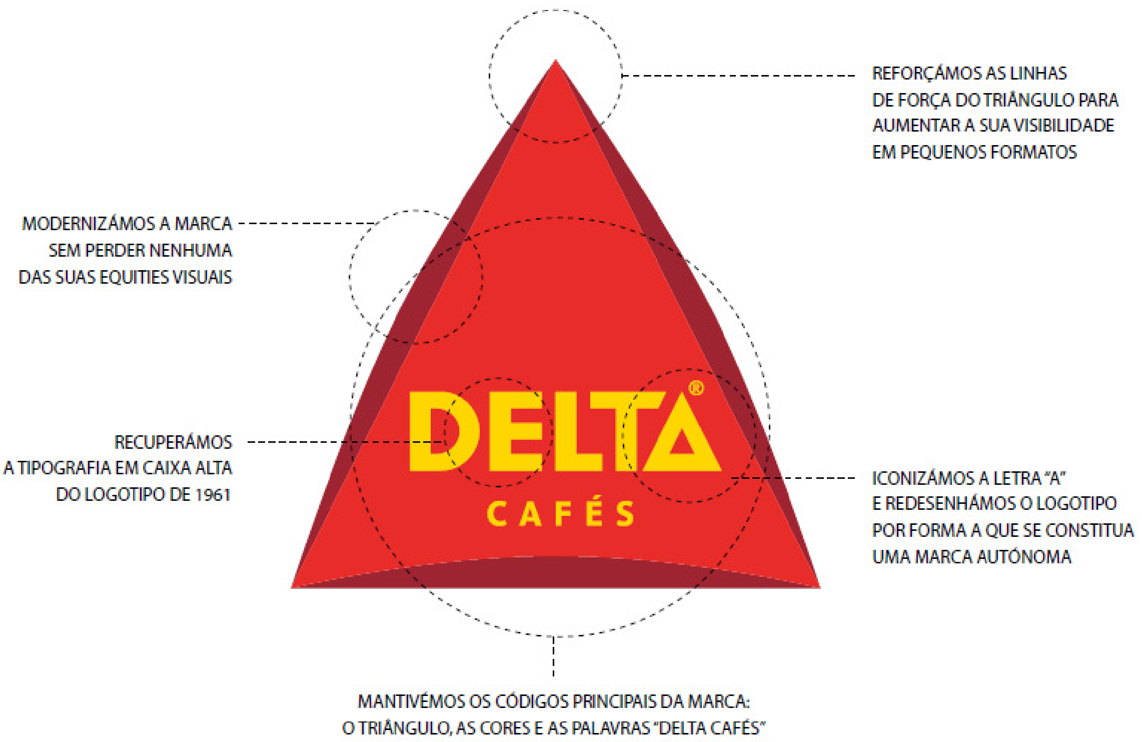


Exhibit 2.12.

<u>Delta Logo Evolution</u>

1961

1995

2000

2011

2012

Exhibit 2.13.

<u>Delta Elements of Communication</u>

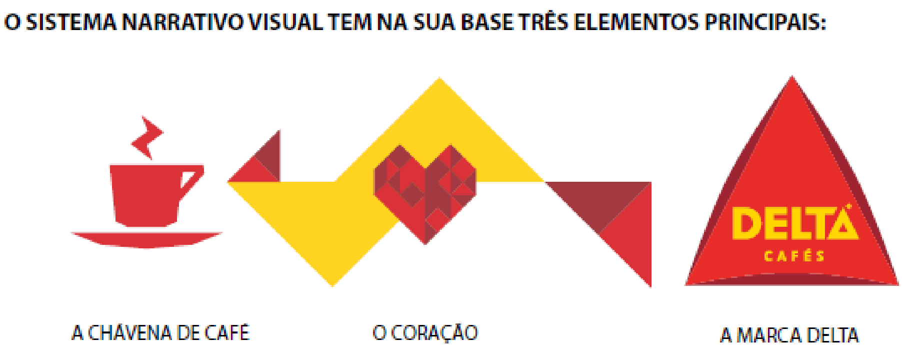


Exhibit 2.14.

Examples of Delta of Communication

Exhibit 2.15.

Delta Positioning

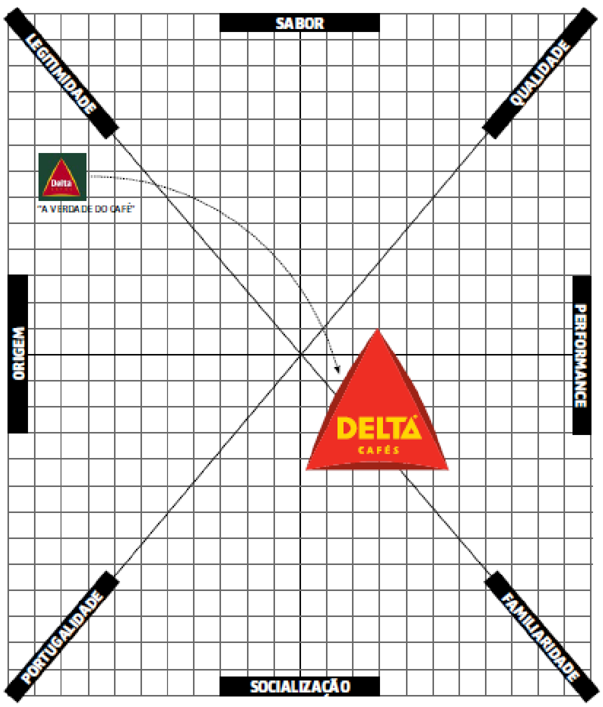


Exhibit 2.16.

Delta Portfolio - On-Trade

Exhibit 2.17.

Delta Portfolio - Off-Trade

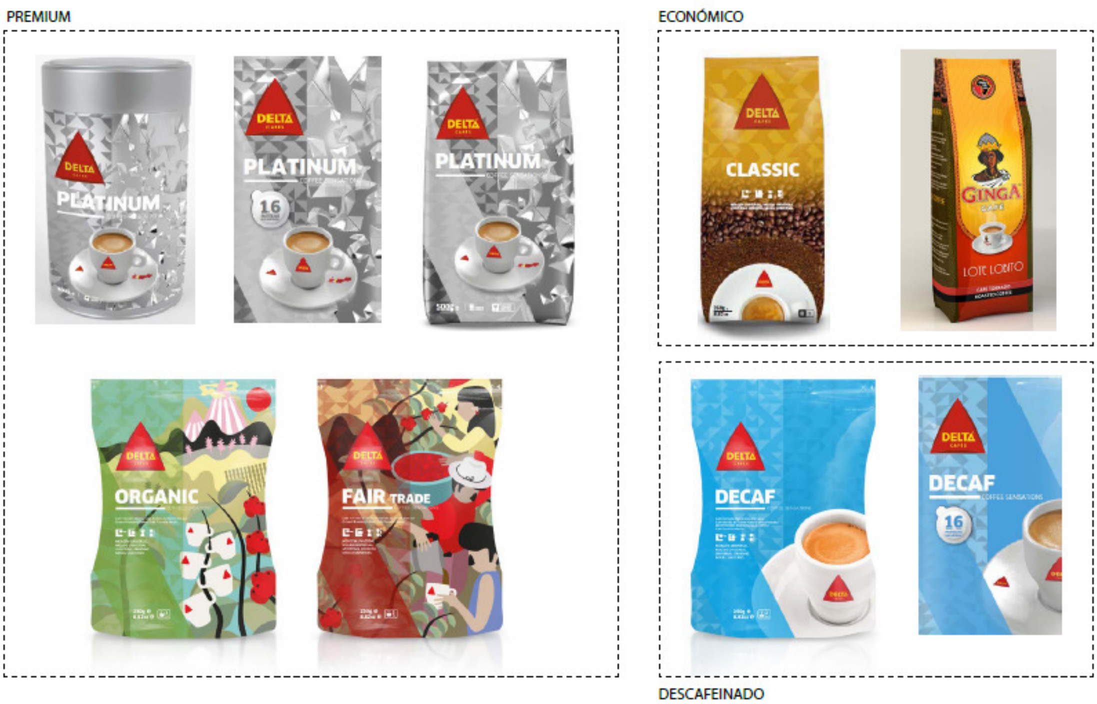
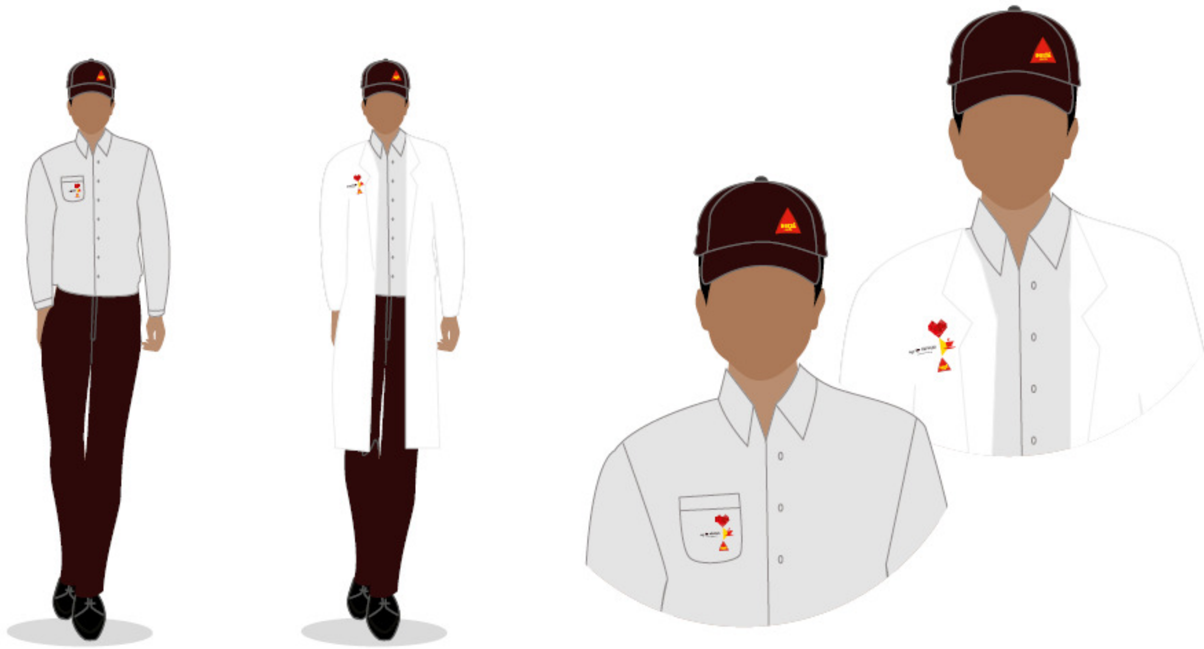


Exhibit 2.18.

<u>Delta Rebranding Applications</u>

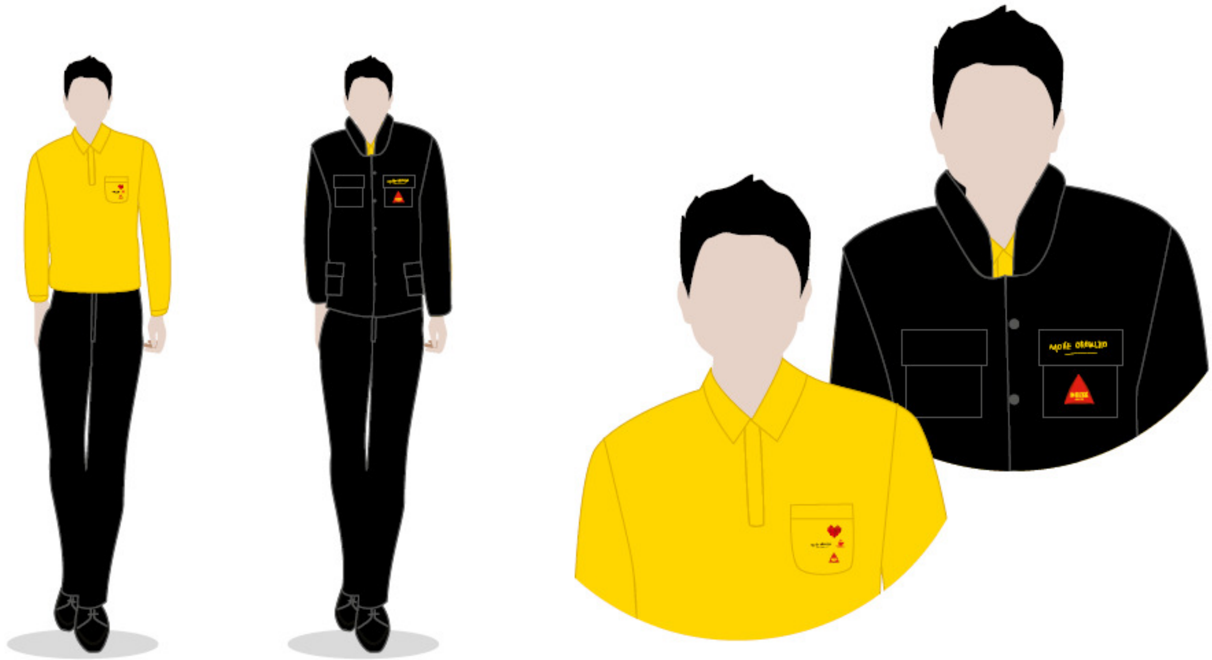
Stationaries

Vehicles



Factory Uniform - Men

Factory Uniform - Women



Technician Uniform - Men

Shop Attendant Apron

Shop Front I

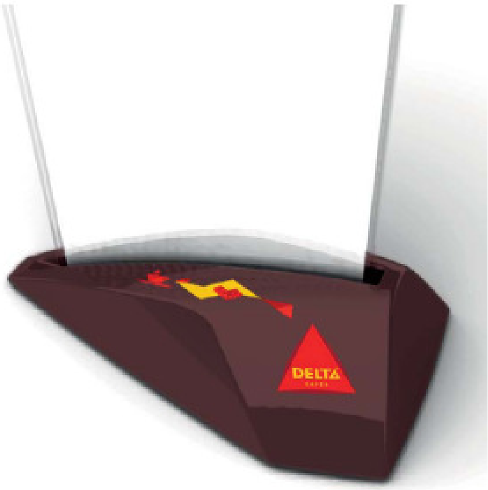
Shop Front II

Light Sign

Napkin Support

Sugar Package Support

Tray



Display Menu

Litter

Premium Cup

Mainstream Cup

Exhibit 2.19.

<u>Racing Sponsorship</u>

3. LITERATURE REVIEW

It is the aim of this chapter to analyze in depth the theoretical side of the themes approached on the case study. Bearing this in mind the chapter dedicated to the literature review will be divided in four main topics related to creating and recreating a branding strategy – the Brand itself, the Positioning of the brand, the Logos that identify it, and, lastly, the strategies that can be used in the process.

During the development of this literature review some limitations were found. Firstly, "the term "rebranding" has been widely used in the business press and scarcely at all in academic publications" (Muzellec and Lambkin, 2006). Furthermore, this type of literature is quite rare. Therefore it is difficult to come across relevant academic information, especially in top journals, concerning rebranding and repositioning (Jewell, 2007). As a result, some of the information presented in this chapter is taken from corporate rebranding articles and non-top journals.

3.1 Branding

"Branding is a strategic priority at every level of the organization."

(Schuiling, 2004)

In an increasingly competitive market, as it is the Consumer Packed Goods one, having a powerful brand with a strong presence in consumer's mind, accounts for one of the few reliable source of competitive advantage for the company (Johnson, 2009). Therefore, given its importance, a lot of effort must be dedicated to managing a brand. In the Fast Moving Consumer Goods market, companies devote a big proportion of their efforts into managing the brand, which becomes the main focus of the organization (Schuiling, 2004).

Research has confirmed that external product cues, such as branding, influence consumers' opinion relative to the quality of food products (Deliza and MacFie, 1996). In order to achieve the brand positioning the company has set and to build brand equity, a wide number of branding and marketing activities can be done (Keller and Lehmann, 2006).

3.2 Brands

"Brands constitute the largest asset for many firms"

(Raggio and Leone 2009)

Creating and maintaining a strong brand is the main objective of many companies. Such an achievement can provide various benefits to the organization that achieves it. Such is the "customer loyalty and less vulnerability to competitive marketing actions and marketing crises, larger margins as well as more favourable customer response to price increases and decreases, greater trade or intermediary cooperation and support, increased marketing communication effectiveness and brand-extension opportunities" (Keller, 2001).

They are these advantages, which a given brand adds to a certain product, that define the concept of Brand Equity, "the "added value" with which a given brand endows a product" (Jones, 1986; Leuthesser, 1988 cited in Farquhar, 1990). In other words, Brand Equity is the value of the product discarding its functional purpose (Farquhar, 1990).

Brand Equity can be evaluated from two different perspectives: the consumers' and the company's (Shocker & Weitz, 1988 cited in Erdem and Swait, 1998). Most research done tends to focus on the consumer's side, which is commonly referred to as Consumer-based Brand Equity (Keller, 1993). Consumer-based Brand Equity is endorsed by a number of concepts such as brand loyalty, brand awareness, brand associations, perceived quality and other proprietary assets such as patents.

"A brand is a name, symbol, design, or mark that enhances the value of a product beyond its functional purpose" (Farquhar, 1990), the extent to each it does it defines the Brand Equity. A brand can be used for a multitude of purposes, being one of the most important to help consumers during the decision-making process. Once the way information flows in the market is not perfect, consumers use the brand as a signal of credibility and quality in the decision-making process (Erdem and Swait, 1998).

Another way is which a brand is very significant concerns brand awareness. Brand awareness is often determinant in a choice, especially on low involvement purchases (Bettman and Park, 1980; Hoyer and Brown, 1990; Park and Lessig, 1981 cited in Bronnenberg, 2008). On the fast moving consumer goods' market, it is likely that consumers are unwilling to use a lot of effort on the quest for brand information. Therefore, they are expected to use a heuristic, as they are likely to make their purchase based on the first two or three brands they remembered (Vieceli and Shaw, 2010). Consumers tend to spend very little time on fast moving consumer goods purchase decision – usually less than one second (Ambler, et al., 2008 cited in Vieceli and Shaw, 2010), most frequently at point of purchase (Vieceli, 2011).

In an increasing number of markets, which hold a large number of brands in the same product category, consumers tend to perceive competing brands as basically the same (Aaker, 2003). Therefore, consumers are developing phased decision-making strategies in order to avoid over-choice and choice fatigue. An example of such, is restricting their purchasing choice to a small set of brands, the consideration set (Ballantyne, et al., 2006). As consequence, it is even more important for a brand to differentiate itself from its competitors, in order to create a competitive advantage and prevent having consumer making their decision solely based on price (Aaker, 2003). Brands ought to build a unique identity that reflects the company's goals, values and positions in a way that consumers would see it as of extreme valuable (Urde, 1999).

On fast moving consumer goods' market, it is the combination of marketing actions that together define the marketing strategy aiming at maximizing the long-term brand growth (Schuiling, 2004). It has been shown that promotions commonly observed on CPG brands have mostly a short-term effect (Assmus, et al., 1984; Sultan, et al., 1990 cited in Bronnenberg and Dhar, 2007). On the other hand, current advertisement actions are likely to have more lasting effect over-time (Assmus, et al., 1984; Lodish, et al., 1995 cited in Bronnenberg and Dhar, 2007). In some case, it is even possible that its effect becomes stronger in time (Dekimpe and Hanssens, 1995b cited in Bronnenberg and Dhar, 2007). It may even be accountable for the decreases the consumers' sensibility to price (Karla and Goodstein, 1998). The importance of communication becomes even more salient when one considers that consumers can recall more easily brand that they see more frequently, either physically or through marketing communication (Ballantyne, et al., 2006).

Packaging is also one of the marketing strategy variables that play a crucial role on differentiating a brand, especially in the fast moving consumer good' markets where, for low-involvement consumer goods, a wide number of decisions are taken at the point of purchase – "at the point of purchase, packaging is physically more accessible than other forms of marketing communication" (Spethmann, 1994; Markgraf, 1997; AMA, 1998; Doyle, 1999; Swientek, 2001; Bertrand, 2002; Doyle, 2002 cited in Underwood and Klein, 2002).

3.3 Logo

"Corporate identity, particularly when manifest in a symbol, gives tangibility to the communication strategy adopted by a corporation"

(Foo and Lowe, 1999 cited in Banerjee, 2008)

As a symbol, the logo plays a very important part in a company's marketing activities. The logo can express the brand's identity within the industry the company operates, serve as legal protection and even develop a holistic recognition of the company (Banerjee, 2008).

The logo is "the graphic design a company uses, with or without its name, to identify itself or its products" (Bennett, 1995; Giberson and Hulland, 1994 cited in Henderson and Cote, 1998). It is designed with the main goal of drawing attention and developing a positive image regarding the company or the brand (Banjeree, 2008). Additionally, the several design components that create a logo, such as image, shape, colour, style and size, should be closely linked to the brand they represent so they can become truly effective (Hynes, 2009).

Most companies devote a lot of time and financial resource to promote their logo(s) (Van Riel, et al., 2001 cited in Banerjee, 2008). It is a very important asset to the company which is present all over their communication – television and print advertisements; packaging letterhead; business cards and product designs (Henderson and Cote, 1998). In this sense, a logo can be used to build brand equity as it improves brand recognition and brand loyalty (Murphy, 1990 cited in Banerjee, 2008).

In many cases, the logo represents the first interaction between a brand and its consumers (Banerjee, 2008). Also, it plays "a critical in-store recognition aid, speeding selection of the preferred product" (Berry, 1989; Morrow, 1992 cited in Henderson and Cote, 1998). With an increasing number of competitors entering the market it is very important for a brand to develop a strong brand presence, which can be accomplished with a good logo that will act as a memorable signature. Such will help the company to stand out in the visual clutter (Banerjee, 2008). The logo may also play an important role in transferring the perceptions that a consumer has of a company into product perceptions (Janiszewski and Meyvis, 2001 cited in Banerjee, 2008).

During their lifetime, companies might feel that they have to change or refresh their logos. Such changes might be due to pursuing a new corporate image (Horsky and Swyngedouw, 1987 cited in Henderson and Cote, 1998), managerial or strategy changes (Spaeth, 1994 cited in Henderson and Cote, 1998) or simply to keep up-to-date with "fresh, modern look" (Morgan, 1986; Morgenson, 1992; Siegel, 1989 cited in Henderson and Cote, 1998).

The change of logo should be a rationale decision with a number of internal and external imperatives that justify a logo change (Banerjee, 2008). Among the external imperatives one can account legal disputes, changing consumers, exposure fatigue, competitive clutter, technological changes, and cultural mismatch. As for the internal imperatives the author refers change of name, re-branding, re-positioning, reinforce relationship, merger and acquisition, or an internal dispute (Banerjee, 2008).

3.4 Positioning

"A brand's position in the mind of the prospective consumer is likely to be determined by the combined total of a number of product characteristics, such as quality, durability, reliability, colour and flavour."

(Maggard, 1976)

In fast moving consumer goods' markets, brands are perceived as extremely important assets for the companies. Therefore, a lot of the investments made are done in order to create them. The brands' tangible and intangible benefits are chosen through a detailed analysis of the market, the consumers, the competition and other environmental factors. Such allows the identification of the right target group and the development of a unique brand identity (Schuiling, 2004).

Brand and logo are intrinsically connected to a positioning strategy. This concept appeared first in the packaged goods market under a way of comparing the products, package and price to the one of a competitive brand (Trout and Ries, 1972 cited in Maggard, 1976). This concept has evolved throughout the years. Currently, it goes further than merely the importance of the product and encompasses the importance of the company image and, perhaps even more importantly, "the need to create a position in the prospects mind". (Trout and Ries, 1972 cited in Maggard, 1976).

The positioning of a brand is quite frequently a very important strategic decision, once it can be central to customers' perception and choice decisions (Aaker and Shansby, 1982). For a marketing manager, the positioning strategy is used to distinguish their firm's offerings from those of their competitors and to create promotions that can communicate the desired positioning (Boone and Kurz, 2001).

A correct segmentation and targeting strategy are the basics of successful positioning (Ostasevičiūtė, 2008). Such, implies that the positioning of a brand should not result only from the managers' decision, but ought to be supported by careful research (Maggard, 1976). The achievement of desired position in the minds of consumers is the result of how successful positioning the positioning strategy is (Ostasevičiūtė, 2008).

Positioning can also be the "conceptual vehicle through which various marketing concepts (market segmentation, product differentiation, consumer preference, target market and the like) might be coordinated more effectively" (Maggard, 1976). Therefore, quite frequently it is required to use a positioning strategy as the core concept for developing a marketing program (Aaker and Shansby, 1982). Furthermore, a clear positioning strategy is able to guarantee that the elements composing the marketing program are consistent and support each other (Aaker and Shansby, 1982).

The Positioning is also considered the basis underneath the marketing communications plans created by the company (Fill, 1999; Ries and Trout, 1986; Rossiter and Percy, 1997 cited in Blankson and Kalafatis, 2007). Moreover, it can gain from the use of an Integrated Marketing Communications plan by improving the management and the integration of the marketing communication programs (Reid, et al., 2005). So as to put in practice positioning strategies with the goal of creating a position for the brand in the market, it is necessary to use a variety of marketing practices – advertising, public relations, promotion, sales inducing efforts, publicity, and so on; brand management, firm image and reputation, product development, and cost controls (Burton and Easingwood, 2006; Hooley, Mouer, and Broderick, 1998; Porter, 1996 cited in Blankson, et al., 2008).

The importance of the positioning strategy is further reinforced by the evidences of a positive relation between company performance, regarding profitability and/or efficiency, and well-defined positioning activities (Brookshank, 1994; Devlin, et al., 1995; Porter, 1996 cited in Kalafatis, et al., 2000). A clear positioning statement not only accounts for the link between the brand and the consumers' perception, but can also be important for other external stakeholders. Such is the example of advertising companies to which the positioning statement provide an important guidance for their work (Ostasevičiūtė, 2008). This becomes even more important when one considers that advertisement simplifies the understanding of what a brand means in a language that non-marketers can easily understand (Merrilees, 2005).

"A brand's position in the mind of the prospective consumer is likely to be determined by the combined total of a number of product characteristics, such as quality, durability, reliability, colour and flavour" (Maggard, 1976). The positioning decision means selecting the associations which are to be put emphasis on and the ones which are to be ignored (Aaker and Shansby, 1982). Therefore, positioning can be defined as "a complex multidimensional construct that attempts to positively adjust the tangible characteristics of the offering and the intangible perceptions of the offering in the marketplace" (Blankson, et al., 2008).

In some markets there are lot of "me too" products which are hard to differentiate and which brands do not own a "unique selling proposition" (Smith and Lusch, 1976). Once the brands present in the consumers' consideration set are expected to be very similar regarding their quality, it is the brand image that works as the differentiator. Thus, brands are responsible for creating an emotional and symbolic link to the consumers if they want to succeed (Ballantyne, et al., 2006). In this sense, it is mandatory to them to communicate their subjective attributes. Furthermore, CPG brands often lack relevant product attributes differentiation besides the brand itself, thus being difficult to properly identify on a taste test (Carpenter, et al., 1994; Trout and Rivkin, 2000 cited in Bronnenberg, 2008).

Nowadays, once consumers are becoming less and less confident in the future, brands tend to incorporate in their image and communication components of heritage and authenticity. Such derives from the fact that "the communication power of a brand is amplified by its history, its consumption meanings and its accessibility" (Ballantyne, et al., 2006).

3.5 Rebranding

"Within the consumer area, if brands are well managed, they should last forever."

(Schuiling, 2004)

Despite the fact that brands are built with the goal of lasting forever, every brands have to be revitalized in a frequent basis in order to be kept fresh, vital, and significant in the contemporary market (Merrilees, 2005). The concept of "revitalization", rather than an disruptive process, hold continuous sense of "brand evolution" (Merrilees, 2005). "Revitalizing and repositioning a brand through gradual, incremental modification of the brand proposition and marketing aesthetics can be considered a natural and necessary part of the task of brand management in response to changing market conditions" (Aaker, 1991; Kapferer, 1998 cited in Muzellec and Lambkin, 2006).

The concept of "rebranding" represents a "radical brand evolution", in other words a major form of "brand evolution" meant to take the brand forward, which results from a strategic imperative (Merrilees, 2005). The aim of a rebranding process is to update a company or its products by providing them with a new identity (Kaikati and Kaikatiti, 2003). Most frequently, it corresponds to a major change in the value proposition of the company as it is meant to change the targeted market segment(s) and/or the basis of differential advantage (Ryan, et al., 2007).

A rebranding process can be broadly described as the creation of a new name, term, symbol, design or a combination of this for an established brand with the objective of developing a new and differentiated position in the mind of the brand stakeholders (Muzellec and Lambkin, 2006). In some cases, such might be necessary for a brand to evolve, as a brand can only maintain its aspirational qualities if it is able to continuously change and reinvent itself (Kapefer, 2001).

When the managers want to communicate a brand repositioning, they ought to take into account the fact that consumers need to learn the new positioning. In the process they are also expected to weaken the strength of the brand's previous positioning (Jewell, 2007).

The evaluation of a rebranding process has two parts. When analyzing a rebranding, one ought to consider the level of aesthetic change, ranging from a simple logo change to a more complex name change, and the level of change in the positioning of the brand (Muzellec and Lambkin, 2006).

While a rebranding may be managed by the marketing department, such an initiative ought to hold the support of top management (Kaikati and Kaikati, 2003). Such might be difficult to achieve, especially as in a price-oriented marketplace, where marketers are widely pressured to justify the investments they perform to support the company brands (Hlavinka and Gomez, 2007). With this in mind, such a decision should be explained to the company and regular communication regarding the process should be maintained in order gain support from every employee (Kaikati and Kaikati, 2003).

Given the importance of brands to the owning companies, a process, such a rebranding, which changes them, should only be done after careful planning (Daly and Moloney, 2004). Simple and superficial changes in a brand's logo which does not hold a strong rationale behind it, may lead to negative criticism and resistance (Banerjee, 2008). Once such process is expensive and time consuming, companies pay special attention its creation, pre-test, and development (Kohli and Thakor, 1997). Furthermore, before the announcement of a new logo, companies should evaluate its strength under several parameters: design, consumer reaction, internal consensus, stakeholder communication, legal complexity and investment (Banerjee, 2008).

Stakeholders' perception of a company is built based on several signals emitted by the company (Bernstein, 1984; Dowling, 2001 cited in Muzellec and Lambkin 2006). In this sense, a rebranding may be perceived as a marketing transformation, a very strong signal to them that the company is changing (Muzellec and Lambkin, 2006).

4. Market Research

In order to answer the Research Question previously defined, there was the necessity of collecting some data besides the one provided by the company. Bearing this in mind, three different tools were used – a Focus Group; an Online Survey; and, some Individual Interviews.

4.1 Focus Group

The Focus Group constituted the first step in the process of primary data collection. The Focus Group was held with the aim of obtaining some general information about the perceptions of the brand. Such, would then enable to build the survey to be distributed online. The participants were selected through convenience sampling, as, due to the nature of this paper, it is quite hard to construct a more target sample. The Focus Group lasted around 50 minutes and was held in Portuguese[h].

This Focus Group was held with 8 participants with an age between 17 and 26 and an equal distribution between males and females. All of them were single and lived in Lisbon. Note that despite the existence of a heterogeneity regarding their social class, this did not interfere in the discussion. Such was due to the fact that they were all acquaintances, which was a deliberate decision as it would prevent the initial uncomfortable environment. Nevertheless, an initial presentation was asked. More than an ice-breaker, this presentation was meant to alert the participants that they were there to collaborate on an academic study, rather than a friends' hangout.

4.1.1 Consumption Habits and Preferences

The first part of the focus group regarded the individual's habits of consumption. Only one of the participants stated that he did not drink coffee. Although it was not a requirement for the constitution of the group, such was anticipated and welcomed as it

[h] The Focus Group Guide is provided in appendix 1.

allowed for the opinion of a non-drinker. As for the remaining elements of the group, three of them have admitted to drink at least two coffees *per* day and four stated drink only one *per* day.

The reasons for consumption were mostly linked to the energy boost provided by caffeine. Two of the elements that drink coffee once *per* day stated they did so in order to avoid the creation of a habit and eventual harms that could come from it. The non-drinker participant stated that coffee just did not appeal to him.

Most of the participants elected their own home as the main place of consumption, while the university bar come-up as the second best. In the morning, after or during breakfast, was the main occasion of consumption, followed by after-meals. A special remark was made regarding social consumption, occasion in which coffee is often a first choice.

Lastly, none of the participants have manifested any preference towards a certain brand. Nevertheless, they were able to identify between them over 20 brands of coffee, most of which were used on the survey. The participants' consumption decision was mostly motivated by price, this was appointed as the main decision orienting factor, except in cases that the flavour is too bad. An additional note should be added regarding the capsules system, namely Nespresso, which has gathered the participants' preference concerning in-home consumption.

4.1.2 Delta Café Rebranding

The second part of the focus group was concerned with Delta's rebranding. Firstly, without presenting them the rebranding itself, the consumers were asked to correctly identify the brand's current logo and signature, as well as the associations they have with the brand. The first two elements have identified the option B (2011's logo), as the newest Delta logo, the remaining six have identified option E (the correct one).

Although such cannot be stated with 100% confidence, chances are that the last five answers have been biased, as the first element to answer correctly has stated recalling a news piece regarding Delta's rebranding. However, when questioned about the current signature, none of the participants were able to identify it correctly.

Regarding the associations of the brand, first and foremost, the participants have identified it as a Portuguese brand, especially because the brands' colours (red, yellow and green), and as a brand largely associated with Portuguese recent history. They also have acknowledged Delta as a quality brand, due to the flavour of their coffee. The long lasting presence in the market was not, *per se*, a stamp of quality as the participants felt that there were not that many choices in the past.

Delta was also appointed as an old brand with an old target. However, they have acknowledged the brands effort to be seen as younger. One of the participants gave the example of the Delta Tejo Festival, which have been undermined by another participant who claimed that the bands brought were not for their target, but rather to person in their forties.

When questioned about the sociability of the brand, the participants stated that it was not the brand that was sociable, but the drink itself. Also, when questioned about the brand's social concern, none of the participants were able to make this connection. One of the participants even claimed that if she were to do this association, it would be with Sical, due to the brand's image.

The participants were then exposed to the Delta logo evolution and to their new signature and the fact that it was translated in which of the markets the brand was present in. Afterwards, they were asked about the associations that it transmits and the reasons that might have motivated such changes.

The first impression that the participants had, was concerned with the brand's youthfulness. They all agreed that the new logo transmitted a much younger brand. Also, except for one of the elements, they all agreed that such an image was consistent with a more international brand. Differences were also noted regarding the brand's sociability and quality, which, with the new logo, were more strongly transmitted.

The one of association which has been harmed by the new image was tradition. However, one of the elements has stated that Delta's signature conceives the idea of a long lasting relationship. She then provided her own example. As child, she recalls seeing the oldest logo on her grandmother house. For her, the logo did not stand for the brand, but rather for the coffee drink. For her, Delta and coffee are almost interchangeable.

Despite clearing stating that it an attempt to gain younger customers, the same participant also identified an attempt to bring old elements into the brand. Such examples are the use of capital letter and the fact that they no longer use green in the logo. After these were appointed out, the remaining elements agreed with her opinion.

As for the reasons behind such change, the participants consistently identified the attempt to appeal to a younger audience as the one reason for it. One of the elements also suggested that it may have been done with the solo purpose of refreshing and updating the brand's image.

In the final phase, the participants were presented to the brand's new elements of communication. Again, they were asked about the associations that they made with it and the reasons that might be behind it.

Overall, the participants liked the elements and examples of communication presented. In their opinion, it was obvious the attempt to communicate the brand is much younger way However, they felt that the brand do so by copycatting other campaigns. Among the examples named are Sumol's (note that 4 of the elements have participated in a similar study for Sumol) and Optimu's recent campaigns.

Regarding the associations made, the participants feel that this new communication by Delta allows for a younger and more universal message. Also, one of the elements stated that it conveys a very vibrant and stimulating depiction of the brand, which was backed by two other elements that highlighted one of the new communications (i.e. the jumping girl). As previously mentioned, the group felt that this new communication was far from creative lacking some of the brand own identity. As one of the participants pointed out, if one were the elements that clearly stated it is a Delta ad, the same pictures and messages could be used for a variety of brand and product categories.

In this sense, it was the group understanding that this new message lacks legitimacy and does not perform so well in values usually associated with Delta, such as tradition, familiarity or "Portugality". On the bright side, it was the overall opinion that, as it conveys a younger and more universal message, it was a more international form of communicating the brand, which is in line with the brand's objectives.

A side note should be made regarding the brand's social concerns, which represent a core value for the company, but none of the participants were able to recall. When the group was questioned about this aspect, one of the participants stated that such was not perceived through the Delta's communication. Nevertheless, she acknowledged that the third example provided, «A vida precisa de nós em todo mundo» (Live need us all around the world), could be interpreted in such a way.

4.2 Online Survey

With the aid of the qualitative insights obtained in the focus group, an online survey[i] was created to understand consumer's perceptions about Delta's rebranding. This step evolved a more significant population. As the survey was randomly distributed online and therefore without control of the sample, an effort was made to contradict the expected bias of the sample towards a younger population. However, it should be highlighted that such an effort was not necessarily bad as it is one of the brands goals to appeal to a younger target.

The survey was distributed online, both via social networks and through direct e-mail. The survey was available for two weeks. During this period regular efforts were made in order to increase the number of respondents. 143 individuals have initiated the survey. However, only 109 of those have completed it, representing a 76,92% completion rate. The analysis here presented includes only the answers of those respondents who have fully

[i] The Survey is provided in appendix 2.

completed the survey. The low number of respondents made it irrelevant to study differences in habits, preferences and perceptions between groups, once dividing the sample in sub-groups generate too small samples.

4.2.1 Sample Description

The age group between 18 and 24 years was the one with most respondents (52,7%). This group was followed by the one with the age gap between 25 and 34 years (17,3%) and the under 18 (10,9%). Such was expectable given the way the survey was distributed. Also it is consistent with the ages most desirable to be studied as it is part of Delta's strategy to appeal to younger target. As for the gender difference goes, a greater percentage of females (53,6%) have answered to the survey than males (46.4%) [Exhibit 4.1].

Consistent with the ages represented, 83,6% of the respondents have an undergraduate degree or less. 11,8% have completed a master degree while the remaining 4,5% have other form of post-graduation study [Exhibit 4.2].

25,5% of the people who have answered to the survey stated that do not consume coffee [Exhibit 4.4]. The respondents who have stated such were not required to answer the question concerning their consumption habits and preferences, thus being forwarded to question 13, which asked for Delta's logo identification.

From the 74,5% of respondents that stated drinking coffee, 81,7% percent of them do so daily – 34,1% drink once *per* day, while 47,6% drink more than one. 11% of these respondents drink coffee at least once *per* week, while the remaining 7,3% do so at least once *per* month. Overall, 35,5% of the respondents drink coffee more than once *per* day, 25,5% only once *per* day, 8,2% at least once *per* week, 5,5% at least once *per* month, and 25,5% do not drink coffee at all [Exhibit 4.5].

After the meals (61%) and in the morning (53,7%) were selected as the main occasions of consumption. Coffee consumption for social reasons were selected by 37,8% of the participants, while 12,2% of them have claimed to have an indifference towards the occasion of consumption [Exhibit 4.6]. As for the place in which it occurred, at-home consumption were selected by 68,3% of the respondents. 75,6% have claimed to do it in snack-bars and 34,1% at restaurants. 45,1% have their coffee on the work-place and 2,4% have stated to do it elsewhere [Exhibit 4.7].

When asked about their preferences, 73,2% of the respondents to the survey have claimed to have some favourite brand [Exhibit 4.8]. To them, Delta (80%), Nespresso (63,3%), Nicola (38,3%), Buondi (21,7%) and Sical (20%) represented the most favourite brands [Exhibit 4.9]. It should be noted that, in this question, some brands such as Nespresso or Nescafé were introduced, as this brands represents an alternative to Delta's product. As for the most important characteristics in a coffee, the participants have considered that its flavour (74,4%), quality (70,7%) and price (60,1%) were the three most important factors in their purchase decision [Exhibit 4.10].

The last question in this part of the survey asked respondents to, given a set of brands, to identify the one that they believe represented the best certain characteristics. As it was possible that they feel none represented the characteristic, a non-applicable option was given. Among the pre-selected brands, Delta was the one that obtain highest scores in all characteristics. Most noticeably in *Portugality* (58,5%) and authenticity (51,2%), which more than half of the people who have answered the survey have considered to be the one brand that represented it the best.

On the other side, creativity (29,3%), sociability (32,9%) and universality (32,9%) were the characteristics where the brand obtain lower scores. Overall, Nicola, and at times Buondi, have taken the second place. Social awareness (31,7%), universality (25,7%) and legitimacy (24,4%) were the characteristics that the respondents had the most difficult time associating to a brand [Exhibit 4.11].

4.2.2 Relationship with the Brand

The second part of the survey was meant to understand the relationship that consumers maintained with Delta. This was the first part of the survey who provided some clue of which brand it was about.

87,8% of the respondents who have stated to drink coffee claimed that they consume Delta [Exhibit 4.12]. From these, the majority have claimed to do either occasionally (48,6%) or rarely (12,5%). The remaining 38,9% have stated they do so daily – 27,8% two or more times *per* day and 11,1% only once.

When questioned about which particular reference did they consume, 43,1% of them stated that they did not know or had no particular preference. Delta Ouro, now named Delta Platinum, was selected by 29,2% of the respondents, while the corresponding reference in pods was by 15,3%. Delta Expresso (20,8%) and Delta Classic (19,4%) obtained a similar number of votes, while the remaining references had little or no expression at all [Exhibit 4.14].

Regarding the associations made with the brand, *Portugality* (3.96), quality (3.76) and tradition (3.74) were the values most associated with Delta, while stimulus (3.18), creativity (3.20) and social concern (3.27) stand on the opposite side [Exhibit 4.15].

4.2.3 The Rebranding

The following part of the survey was meant to evaluate the success of the rebranding, both through the logo and signature recognition and the perceptions regarding the new image. It should be noted that people who have answered that they did not drink coffee were directly forward to this part of the survey.

62,7% of the people who took this survey have identified the 2011 logo as the current Delta's, while only 26,4% have correctly identified the newest version. It should be noted that while it is the 2012 that currently represents the brand, it has been a slow and gradual process [Exhibit 4.16]. Three months after the rebranding was announced, aside for some of the package on supermarkets shelves, there is no evidence of it.

The same percentage of respondents has correctly identified the new signature, while «O verdadeiro sabor do café» (The true flavour of coffee) was selected by the highest percentage of respondents (30%). It should also be noted that a high number of respondents (19,1%) who have considered that none of the options given represented the current signature [Exhibit 4.17].

After the new Delta's identity has been revealed and the respondents were exposed to the new brand elements of communication and some examples of it, the respondents were asked if they feel that this new positioning correctly represented Delta, with 85,5% answering affirmatively [Exhibit 4.18].

The respondents were then questioned again regarding the associations they have with the brand. Sociability (3.82), stimulus (3.73) and creativity (3.62) were the characteristics mostly associated with the brand, while social concern (2.97), tradition (3.13) and familiarity (3.25) were the one least present in the new image [Exhibit 4.19]. In order to evaluate if this changes were statistically relevant a paired sample t-test was undertaken [Exhibit 4.20].

The test reveals that all of the associations, except for authenticity (p-value = 0.906) and social concern (p-value = 0.229), have changed. Hence, the new image have positively influenced consumers perception regarding creativity, stimulus, internationalization, sociability and universality, while negatively impacting the associations of familiarity, legitimacy, *Portugality*, quality and tradition.

4.3 Individual Interviews

Initially though to be a part of the survey, the evaluation of the new package layout was later separated from it. If it was to be included, not only the survey would become too extensive, which in turn could significantly decrease the rate of completed surveys, as there was considerable risk of people randomizing their answers to get done with it quicker.

With this in mind, it was established that the best way for this inquiry to be made was through individual interviews[j] done at the point-of-sale. The reason for such location was to guarantee that the persons answering to it were coffee purchasers. This task was performed with aid of a tablet which was used to show each pair of images (an old package and the correspondent new on), while the answers were registered on a sheet of paper.

The interviews were conducted on three different days and supermarkets – Pingo Doce on December 26th ,2012, Continente Telheiras on December 27th ,2012 and Pingo Doce Lumiar on December 28th ,2012. In each of the days, 20 questions were collected, performing a total of 60 respondents – 39 females and 21 males, with ages between 22 and 67.

Overall, the respondents have preferred the new packages. Except in the case of Delta Ouro, which besides the package change had a name change, in every other product the new package was preferred. In the case of the Delta Ouro to Delta Platinum change there was equal proportion or respondents who claimed to prefer the old package and the new one. The new Lote Chávena[k] package with a 58,(3)% preference, was the second worst scoring reference among the new packages. On the other hand, the new Colombia, Brazil and Timor (91,7%) were the one with highest score, with the new Angola package close behind (88,3%) [Exhibit 4.21]. The new deigns and shapes of the packages were the reasons indicated for such preferences.

[j] The Individual Interviews guide is provided in appendix 3.
[k] In order to calculate this percentage, an average between each of the references that have been renamed was calculated.

4.4 Market Research Exhibits

Exhibit 4.1

Qual o seu sexo * Qual a sua idade Crosstabulation

			Qual a sua idade						Total
			Menos de 18	18 a 24	25 a 34	35 a 44	45 a 54	55 a 64	
Qual o seu sexo	Masculino	Count	3	25	11	6	6	0	51
		% of Total	2.7%	22.7%	10.0%	5.5%	5.5%	.0%	46.4%
	Feminino	Count	9	33	8	5	3	1	59
		% of Total	8.2%	30.0%	7.3%	4.5%	2.7%	.9%	53.6%
Total		Count	12	58	19	11	9	1	110
		% of Total	10.9%	52.7%	17.3%	10.0%	8.2%	.9%	100.0%

Exhibit 4.2

Qual o seu nível de escolaridade

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ensino Básico	3	2.7	2.7	2.7
	Ensino Secundário	41	37.3	37.3	40.0
	Licenciatura	48	43.6	43.6	83.6
	Mestrado	13	11.8	11.8	95.5
	Pós-graduação	5	4.5	4.5	100.0
	Total	110	100.0	100.0	

Exhibit 4.3

Qual o rendimento mensal do seu agregado familiar

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 € - 1000 €	20	18.2	18.2	18.2
	1001 € - 2000 €	22	20.0	20.0	38.2
	2001 € - 3000 €	17	15.5	15.5	53.6
	3001 € - 4000 €	7	6.4	6.4	60.0
	4001 € - 5000 €	10	9.1	9.1	69.1
	5001 € - 6000 €	3	2.7	2.7	71.8
	6001 € - 7000 €	2	1.8	1.8	73.6
	7001 € - 8000 €	2	1.8	1.8	75.5
	Mais de 8000 €	3	2.7	2.7	78.2
	Não sei / Não respondo	24	21.8	21.8	100.0
	Total	110	100.0	100.0	

Exhibit 4.4

Costuma consumir café?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	82	74.5	74.5	74.5
	Não	28	25.5	25.5	100.0
	Total	110	100.0	100.0	

Exhibit 4.5

Com que frequência costuma beber café?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diariamente – dois ou mais por dia	39	35.5	47.6	47.6
	Diariamente – um por dia	28	25.5	34.1	81.7
	Ocasionalmente – pelo menos uma vez por semana	9	8.2	11.0	92.7
	Raramente – menos de uma vez por semana	6	5.5	7.3	100.0
	Total	82	74.5	100.0	
Não bebo café		28	25.5		
Total		110	100.0		

Exhibit 4.6

Em que ocasiões costuma beber café?

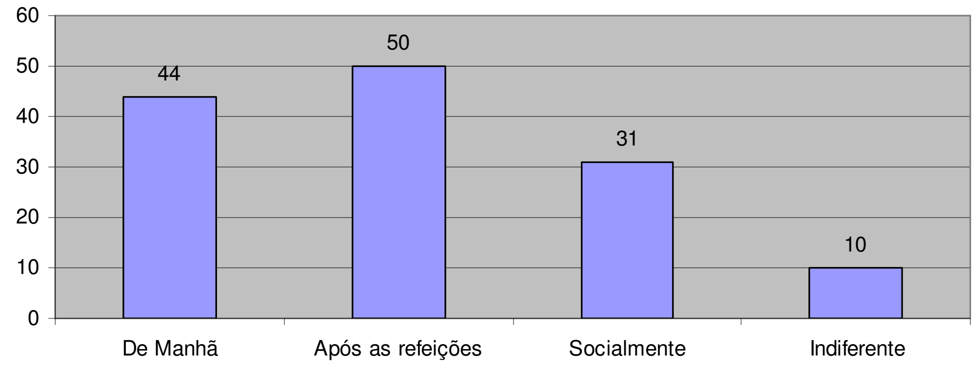


Exhibit 4.7

Onde costuma beber café?

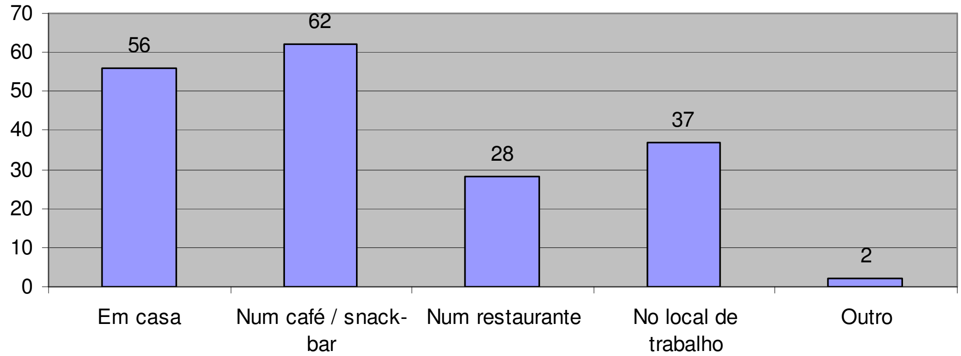


Exhibit 4.8

Das diferentes marcas presentes no mercado português tem preferência por alguma delas?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	60	73.2	73.2	73.2
	Não	22	26.8	26.8	100.0
	Total	82	100.0	100.0	

Exhibit 4.9

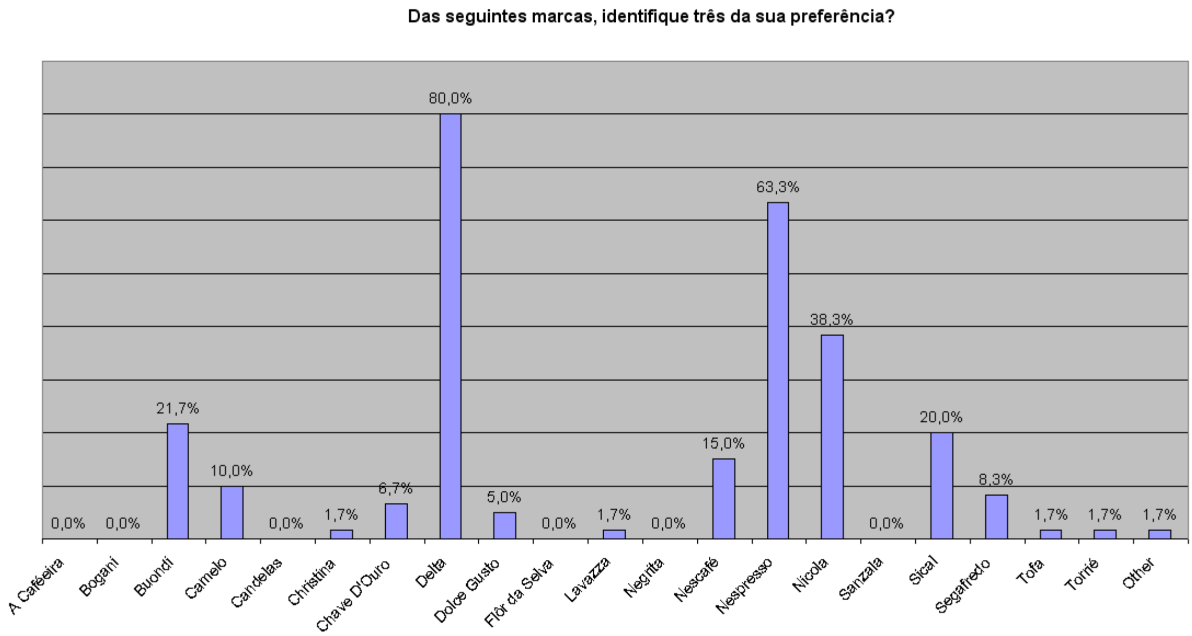


Exhibit 4.10

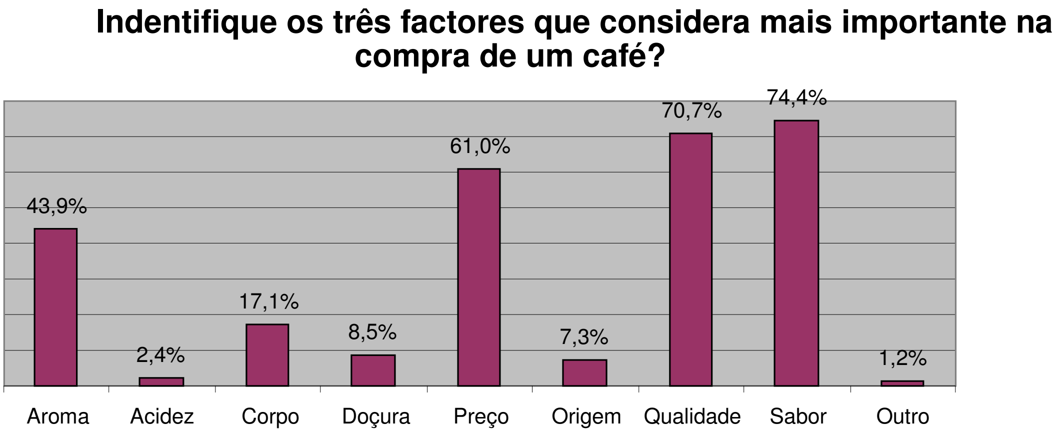


Exhibit 4.11

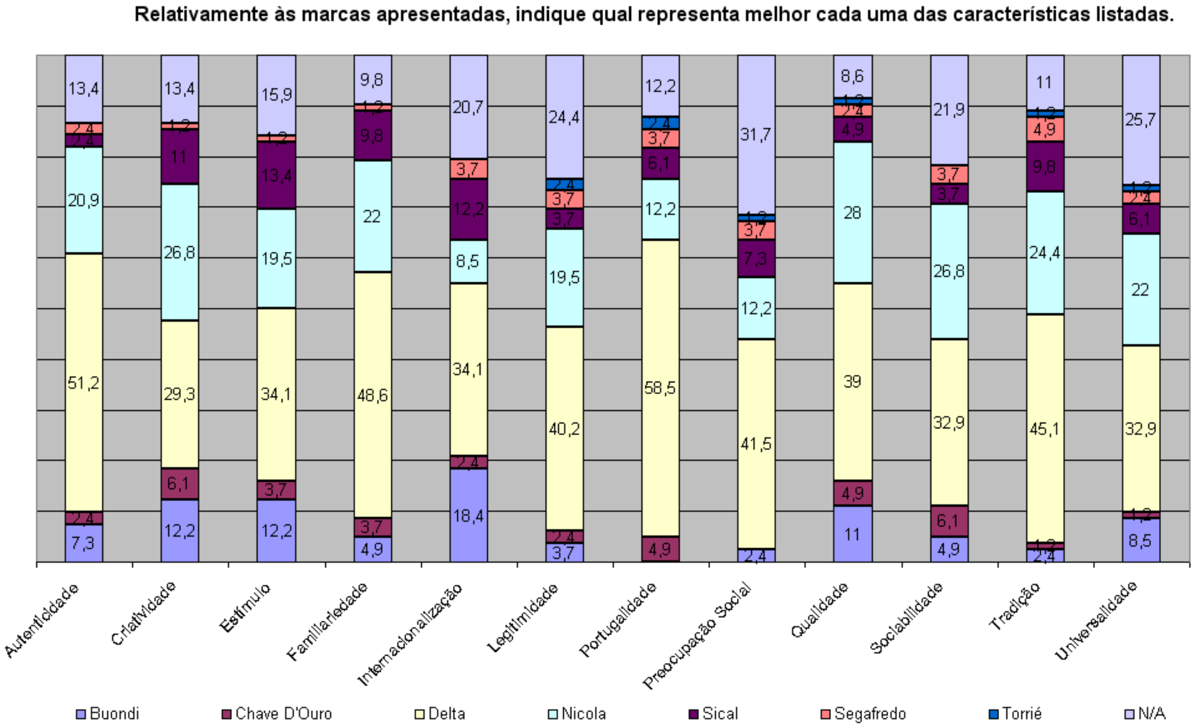


Exhibit 4.12

Costuma consumir a marca de café Delta?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	72	87,8	87,8	87,8
	Não	10	12,2	12,2	100.0
	Total	82	100.0	100.0	

Exhibit 4.13

Com que frequência o costuma fazer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diariamente – dois ou mais por dia	20	18.2	27.8	27.8
	Diariamente – um por dia	8	7.3	11.1	38.9
	Ocasionalmente – pelo menos uma vez por semana	35	31.8	48.6	87.5
	Raramente – menos de uma vez por semana	9	8.2	12.5	100.0
	Total	72	65.5	100.0	
Missing	0	38	34.5		
Total		110	100.0		

Exhibit 4.14

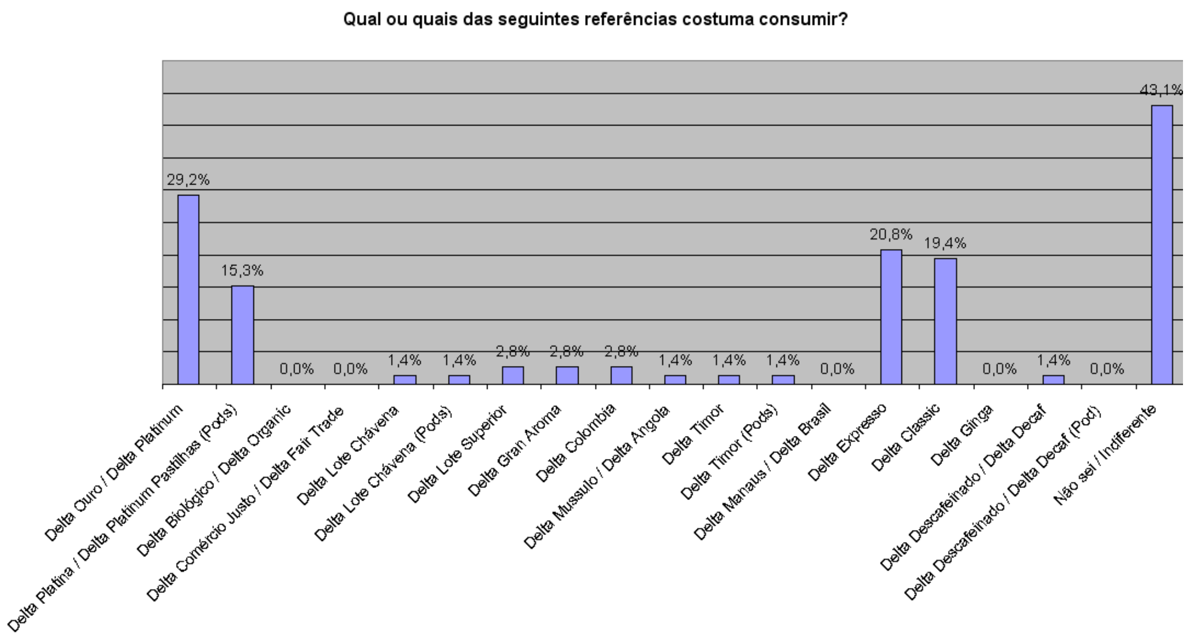


Exhibit 4.15

Relativamente, à marca Delta, indique quão presente considera que as seguintes características lhe estão associadas.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Autenticidade	82	1	5	3.39	.750
Criatividade	82	1	5	3.20	.838
Estmulo	82	1	5	3.18	.669
Familiaridade	82	1	5	3.61	.857
Internacionalizao	82	1	5	3.30	.870
Legitimidade	82	1	5	3.57	.786
Portugalidade	82	1	5	3.96	.909
Preocupao Social	82	1	5	3.27	1.031
Qualidade	82	1	5	3.76	.825
Sociabilidade	82	1	5	3.28	.758
Tradio	82	1	5	3.74	.858
Universalidade	82	1	5	3.32	.915
Valid N (listwise)	82				

Exhibit 4.16

Dos seguintes logtipos indique aquele que representa actualmente a marca Delta Cafés

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	(1995)	3	2.7	2.7	2.7
	(2011)	69	62.7	62.7	65.5
	(1961)	7	6.4	6.4	71.8
	(2000)	2	1.8	1.8	73.6
	(2012)	29	26.4	26.4	100.0
	Total	110	100.0	100.0	

Exhibit 4.17

Das seguintes assinaturas indique aquela que representa actualmente a marca Delta Cafés

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bons momentos pedem um bom café	18	16.4	16.4	16.4
	O café da sua vida	29	26.4	26.4	42.7
	O verdadeiro sabor do café	33	30.0	30.0	72.7
	O café português	9	8.2	8.2	80.9
	Nenhuma das anteriores	21	19.1	19.1	100.0
	Total	110	100.0	100.0	

Exhibit 4.18

No seu entender considera que a nova imagem da Delta Cafés reflecte correctamente os valores da marca

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim	94	85.5	85.5	85.5
	Não	16	14.5	14.5	100.0
	Total	110	100.0	100.0	

Exhibit 4.19

Relativamente à nova imagem da Delta Cafés, indique quão presente considera que as seguintes características lhe estão associadas.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Autenticidade	110	1	5	3.36	.926
Criatividade	110	1	5	3.62	.995
Estmulo	110	1	5	3.73	.887
Familiaridade	110	1	5	3.25	1.027
Internacionalizao	110	1	5	3.52	1.098
Legitimidade	110	1	5	3.30	.894
Portugalidade	110	1	5	3.27	1.149
Preocupao Social	110	1	5	2.97	1.177
Qualidade	110	1	5	3.51	.974
Sociabilidade	110	1	5	3.82	.900
Tradio	110	1	5	3.13	1.126
Universalidade	110	1	5	3.58	.971
Valid N (listwise)	110				

Exhibit 4.20

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Autenticidade	3.39	82	.750	.083
	Autenticidade	3.40	82	.941	.104
Pair 2	Criatividade	3.20	82	.838	.093
	Criatividade	3.71	82	.987	.109
Pair 3	Familiaridade	3.61	82	.857	.095
	Familiaridade	3.26	82	.979	.108
Pair 4	Estmulo	3.18	82	.669	.074
	Estmulo	3.79	82	.842	.093
Pair 5	Internacionalizao	3.30	82	.870	.096
	Internacionalizao	3.61	82	1.039	.115
Pair 6	Legitimidade	3.57	82	.786	.087
	Legitimidade	3.30	82	.912	.101
Pair 7	Portugalidade	3.96	82	.909	.100
	Portugalidade	3.26	82	1.098	.121
Pair 8	Preocupao Social	3.27	82	1.031	.114
	Preocupao Social	3.10	82	1.161	.128
Pair 9	Qualidade	3.76	82	.825	.091
	Qualidade	3.46	82	.971	.107
Pair 10	Sociabilidade	3.28	82	.758	.084
	Sociabilidade	3.79	82	.885	.098
Pair 11	Tradio	3.74	82	.858	.095
	Tradio	3.17	82	1.131	.125
Pair 12	Universalidade	3.32	82	.915	.101
	Universalidade	3.65	82	.998	.110

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Autenticidade - Autenticidade	-.012	.936	.103	-.218	.194	-.118	81	.906
Pair 2	Criatividade - Criatividade	-.512	1021	.113	-.737	-.288	-4541	81	.000
Pair 3	Familiaridade - Familiaridade	.354	1137	.126	.104	.604	2816	81	.006
Pair 4	Estímulo - Estímulo	-.610	.871	.096	-.801	-.418	-6336	81	.000
Pair 5	Internacionalização – Internacionalização	-.305	1141	.126	-.555	-.054	-2420	81	.018
Pair 6	Legitimidade - Legitimidade	.268	.903	.100	.070	.467	2689	81	.009
Pair 7	Portugalidade - Portugalidade	.707	1242	.137	.434	.980	5156	81	.000
Pair 8	Preocupação Social - Preocupação Social	.171	1275	.141	-.109	.451	1213	81	.229
Pair 9	Qualidade - Qualidade	.293	1012	.112	.070	.515	2619	81	.011
Pair 10	Sociabilidade - Sociabilidiade	-.512	.892	.099	-.708	-.316	-5198	81	.000
Pair 11	Tradição - Tradição	.573	1306	.144	.286	.860	3976	81	.000
Pair 12	Universaladidade - Universalidade	-.329	1101	.122	-.571	-.087	-2709	81	.008

Exhibit 4.21




50,0%	50,0%	40,0%	60,0%
16,7%	83,3%	38,3%	61,7%
38,3%	61,7%	8,3%	91,7%
31,7%	68,3%	11,7%	88,3%
41,7%	58,3%	8,3%	91,7%

	8,3%	—	91,7%			35,0%	—	65,0%	
	28,3%	—	71,7%			36,7%	—	63,3%	

5. Conclusions

Delta Cafés, the well-known Portuguese brand created in 1961, announced on October 17th, 2012, a rebranding process motivated by a strategically focus on foreign markets. Using the information presented on the Case Study, Literature Review and Market Research, this section will be aimed at answering the research questions previously defined on the introductory section.

RQ1: What were the reasons that motivated the brand's rebranding?

The rebranding which motivated this work represents the fifth change on Delta Cafés logo. The brand's first logo was active from 1961, the year of its foundation, to 1995. In 1995 a new logo was introduced, which would later be substituted, in 2000, in which represented the brands last "major" rebranding. In 2011, a commemorative logo was presented, which added the 50th anniversary mark and loose the green background colour in order to approach the brand to its original image.

Most recently, in 2012, the brand undertook radical evolution process in which a new logo, signature, packaging and communication elements were presented. Several were the reasons behind those changes, among them there were:

- an attempt to appeal to younger generations and consumer;
- an effort to strengthen the brand leadership in the Portuguese market and to answer the challenges presented by it;
- the desire to conquer new foreign markets and reinforce their presence in the ones in which the brand is already present.

RQ2: How the brand changes in image reflect the changes in strategy?

With this rebranding, there were four different elements that were modified – the brand's logo; the brand's signature; the brand's communication; and, the brand's packaging.

The new Delta Cafés' logo was designed to convey a more modern image, yet maintaining the associations of quality that existed with the brand. In this process of freshening-up the logo, some clues were included to respect the brand's history, as it is the example of the use of capital letters.

The new signature represents both an elastic statement and a call-to-action. This new signature, which is translated in each of the markets in which the brand is present, can be applied in multitude of situations, while tries and establish an intimate relationship with the brand.

The new communication of the brand revolves around three central elements – the cup of coffee; the heart; and, the logo itself. The combination of these functional and emotional elements is to be made in such a way that a new and original message is created. The brands communication tries to create a stimulating and emotional positioning which is able to respect Delta's tradition in the Portuguese market.

Lastly, the new packaging is developed as continuation of brand's communication. Each package is designed in order to establish a seductive relationship in the shopper, while being able to provide him or her with all the relevant elements. Every reference in Delta's portfolio was renamed in English and all, except for two references which will develop their own visual identity, had their package redesigned in a similar way in order to convey a message of belonging to the same "family". Furthermore, the brands packaging will be unchanged all over the world.

RQ3: How did consumers react to changes on the brand images?

Delta Cafés is a brand strongly associated with the Portuguese tradition. Its long presence in the Portuguese market has given the brand legitimacy next to the consumers. Associations which the brand has vastly explored and that are acknowledge by the consumers. On the opposite side, consumers did not perceive the brand as particularly stimulating or creative.

With the introduction of the new image, the brand tries to capitalize on its tradition, while increasing its functional and emotional aspects, respectively through stimulus and sociability. After the exposure to Delta's rebranding, consumers have mostly linked the brand to values of sociability, stimulus and creativity. On the other end, stood such attributes as social concern, tradition and familiarity.

It should be noted that with the rebranding, Delta have seen its association to the values of creativity, stimulus, internationalization, sociability and universality, while the ones concerning familiarity, legitimacy, *Portugality*, quality and tradition had decrease. Except for the decrease on quality association, it could be said that in general these changes meet the company expectations and desired.

Lastly, it should be noted that social awareness, a value that Delta's is largely proud of, is not vastly associated with it. Even after the rebranding, this association has not been benefited. In fact it even decreased.

6. Limitations and Future Research

Given the nature of this paper, there were several limitations faced. Some of each had a direct implication in the quality of the work presented. First and foremost, there is a big issue regarding the sample population of both the focus group and survey. With no other incentive that to help a friend it was very hard to constitute a focus group with a different population than the one presented or even a second one.

Regarding the survey, the sample issue concerns both its size and the population representativeness. On one hand, the sample size was too limitative to deepen the study made. Dividing the sample between coffee drinkers and non coffee drinker, age groups, or even males and females in order to study differences in habits, preferences and perceptions would imply working with too small groups, which would take way any relevance. On the other hand, there was a clear bias in the sample towards younger age groups. The respondents constitute, in its vast majority, acquaintances of myself, the author. Naturally, those are closer to my own age, which is represented in the respondents' age distribution.

Regarding the study itself, there were two major issues. Firstly, the analysis here presented was fully done after the announcement, such prevent that any comparison between after- and pos-exposition could be made. Secondly, the time spam since the announcement of Delta Café rebranding was too short. Such impacted the study as most people, either in the focus group, online survey, or individual interviews, were yet to be exposed to it. For many, the first contact with it was through this study.

It is my opinion that such a topic deserves a second follow-up study. Such should be made both with a more representative sample of individuals and after a greater period have passed since the rebranding announcement and implementation.

Lastly, there was a significant issue concerning the degree of adequacy of the academic literature available. The literature about rebranding is quite rare by itself, even more so is the one related to the field studied. Hence, some of the conclusions do not originate directly from academic literature on the field.

7. Teaching Notes

Founded in 1961, Delta Cafés is own of the main Portuguese brands. Its long-time presence in the market makes it difficult to disassociate its development from the development of Portuguese economy.

Committed to meet the needs and demands of their customers, Delta have developed an authentic brand based in a set of values, such as integrity and transparency, loyalty, quality sustainability, solidarity, innovation, humbleness, and truth.

The brand, which have started in a small 50 m^2 warehouse with only 3 employees, have grown into one of the major coffee roasting and distribution players in the Iberian Peninsula, employee over 3.000 people. Market leader in Portugal since 1994, Delta Cafés has also expanded its activity overseas.

The first step in this process was taken in 1986 with the creation of the Spanish subsidiary. France, Luxemburg, Angola, and, most recently, Brazil were the following countries. Delta Cafés is currently present in 35 countries in the five continents, either on its own or through local distributors.

7.1 What Happened

On October 17th, 2012, Delta Cafés has announced its most recent rebranding. It was the fifth time that the brand has changed its logo since its foundation, but this time this change represented a major shit for Delta. With this rebranding, Delta was no longer only focused on increasing its share on the national market, but rather making a deliberate effort towards reinforcing its presence on foreign ones.

The rebranding of Delta Cafés was made in order to make the brand more modern, innovative, and up-to-date. Such change was motivated by three main challenges:

- to appeal to younger generations and consumer;
- to strengthen the brand leadership in the Portuguese market and to answer the challenges presented by it;

· to conquer new foreign markets and reinforce their presence in the ones in which the brand is already present.

This change occurred across all over Deltas' brand elements. A new logo was presented which aimed at bringing the brand into the future, while providing some hints of the brand history. The new signature, which was translated in each of the markets Delta was present at, represented a call-to-action applicable to multitude of situations. The brand communication have radically changed and become more vibrant and young. The packaging has been designed with "big family" rationale and the entire portfolio renamed in English.

Delta's brand changes were to be made progressively, both in Portugal and in foreign countries. As a result, for the first time in its history, Delta would communicate in the same tone to each market in which the brand is present at. In the words of João Manuel Nabeiro, one of the directors present at the announcement, "We have for the first time a global brand with global products".

7.2 Target Audience

This case study was thought in order to be used as a teaching aid in Marketing courses. It is most for suitable for undergraduate degrees, as it provides a first time overview of the topics. The case contains basic and intermediary marketing concepts, hence the students should be able to answer to the questions asked.

7.3 Teaching Objectives

The objective of this case study is to present students with relevant and contemporary marketing situation. With it, they should be able to apply their theoretical knowledge and analytical skills to comprehend the situation and the steps involved in it. The reading and comprehension of both the case study and its exhibits should allow the students to have a first glimpse at the challenges that managers have to face in situations such as the one depicted.

Knowledge about specific theoretical marketing concepts and their application to real situations should be developed in accordance with the main topic of the course in which the case study is applied. The main themes of the case are:

- the importance of the brand;
- Rebranding and Repositioning;
- Internationalization;
- Marketing Research Methodologies.

7.4 Teaching Plan

Before class discussion, students should be awarded with a week to prepare the case study. Such may include, but is not limited to, reading the case, related articles and textbook. Individual assignment questions should be distributed for report delivery at the beginning of the class and for in-class discussion. One group should prepare a presentation, which is to be done in the class prior to the discussion (Groups of 4 are recommended).

After the presentations, a discussion should take place between the students in order to stimulate their thought and the development of their own ideas. At the end the teacher should present a wrap-up of the case, highlighting the most important topics.

The discussion and presentation should revolve around the three research question presented. Further questions may be added, if the lecturer responsible for the class feels it will be helpful for the discussion.

In accordance with the class level, some of the articles presented in the literature review may be recommended for either preparatory or further reading.

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• International Coffee Organization Statistics.

IV. Appendix

Appendix 1 – Focus Group Guide

(5 Minutos) Introdução:

- Apresentação;
- Explicação do contexto e objectivos por trás da realização do *Focus Group*;
- Apresentação das regras:
    - Papel do moderador;
    - Gravação através de câmara de filmar;
    - Inexistência de respostas certas ou erradas;
    - Importância da opinião pessoal de cada um;
    - Confidencialidade das respostas dadas;
    - Falar de forma clara e audível, sem interromper os outros participantes.
- Apresentação pessoal de cada um dos participantes.

(5 Minutos) Hábitos e Preferências de Consumo:

- Costuma beber café? Se sim, com que frequência e porquê?
- Em que ocasiões e locais costuma beber café?
- Para si, quais são as características mais importantes no café?
- Tem preferência por alguma marca de café?

(20 Minutos) Rebranding da Delta Cafés:

(A) (B) (C) (D) (E)

- Dos logotipos apresentados, qual representa actualmente a marca de café Delta?
- Na sua opinião, qual dos logotipos apresentados transmite melhor os seguintes valores?
  - Autenticidade;
  - Estímulo;
  - Criatividade;
  - Tradição;
  - Cariz social;
  - Universalidade;
  - Sociabilidade;
  - Legitimidade;
  - Qualidade;
  - Portugalidade;
  - Familiaridade;
  - Internacionalização.
- Qual a assinatura que representa actualmente a marca de café Delta?

Apresentação do rebranding da marca Delta Cafés.

1961 1995 2000

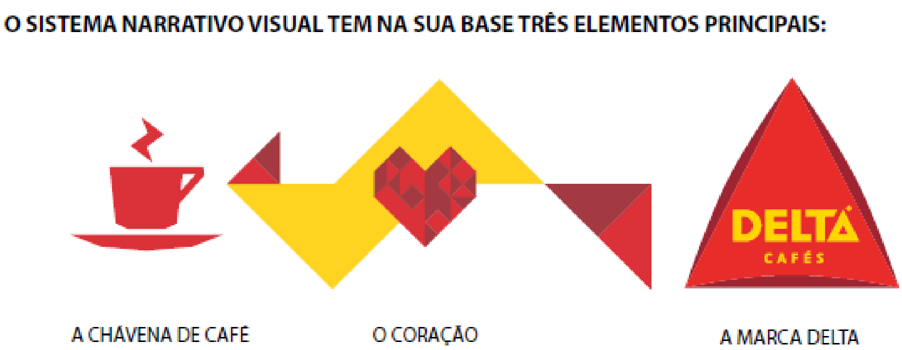
2011 2012

- Qual a sua opinião relativamente à nova imagem da Delta Cafés? Quais os valores que este lhe transmite?

- Na sua opinião, quais dos seguintes valores se encontram mais salientes no logotipo da Delta Cafés?
  - Autenticidade;
  - Estímulo;
  - Criatividade;
  - Tradição;
  - Cariz social;
  - Universalidade;
  - Sociabilidade;
  - Legitimidade;
  - Qualidade;
  - Portugalidade;
  - Familiaridade;
  - Internacionalização.

- Na sua opinião, quais os objectivos que motivaram a mudança de imagem da Delta Cafés?

Apresentação dos novos elementos de comunicação da marca Delta Cafés.



- Qual a sua opinião relativamente aos novos elementos de comunicação da Delta Cafés?

- Na sua opinião, quais os objectivos que motivaram a introdução destes novos elementos de comunicação da Delta Cafés?

- Na sua opinião, quais dos seguintes valores se encontram mais salientes na nova comunicação da Delta Cafés?
  - Autenticidade;
  - Estímulo;
  - Criatividade;
  - Tradição;
  - Cariz social;
  - Universalidade;
  - Sociabilidade;
  - Legitimidade;
  - Qualidade;
  - Portugalidade;
  - Familiaridade;
  - Internacionalização.

(3 Minutos) Comentários Finais:

- Perguntar se existem alguns comentários adicionais a fazer.

Agradecer a participação e contributo dos participantes.

Appendix 2 – Online Survey

Caro Participante,

Este questionário faz parte de uma pesquisa no âmbito de uma tese de mestrado da Católica-Lisbon School of Business and Economics.

Não existem respostas certas ou erradas, o questionário é anónimo e todas as respostas serão confidenciais.

O questionário não durará mais de 10 minutos.

Agradeço desde já o seu tempo.

Portugal é um país consumidor de café por excelência. Segundo dados relativos a 2010, cada português consumia em média 4,1 quilos de café.

Embora o seu consumo esteja mais comummente associado à bebida quente, o uso dos grãos de café pode assumir diversas formas, estando presente, por exemplo, na culinária.

I. Hábitos de Consumo

1. Costuma consumir café?

   - ☐ Sim
   - ☐ Não

2. Com que frequência costuma beber café?
   - ☐ Dois ou mais por dia
   - ☐ Um por dia
   - ☐ Ocasionalmente – pelo menos uma vez por semana
   - ☐ Raramente – menos de uma vez por semana
   - ☐ Muito raramente – menos de uma vez por mês
   - ☐ Não bebo café.

3. Em que ocasiões costuma beber café?
   - o De manhã
   - o Após as refeições
   - o Socialmente
   - o Indiferente

4. Onde costuma beber café?
   - o Em casa
   - o Num café / snack-bar
   - o Num restaurante
   - o Outro: ____________

II. Preferências de Consumo

5. Das diferentes marcas presentes no mercado português, tem preferência por alguma delas?
   - ☐ Sim
   - ☐ Não

6. Das seguintes marcas, identifique as três marcas da sua preferência.
    - A Caféeira
    - Bogani
    - Buondi
    - Camelo
    - Candelas
    - Christina
    - Chave D'Ouro
    - Delta
    - Dolce Gusto
    - Flor da Selva
    - Lavazza
    - Negrita
    - Nescafé
    - Nespresso
    - Nicola
    - Sanzala
    - Sical
    - Segafredo
    - Tofa
    - Torrié
    - Outra: ____________

7. Considerando somente a compra de café para consumo em casa, identifique os três factores que considera mais importante na sua decisão.
    - Aroma
    - Acidez
    - Corpo
    - Disponibilidade
    - Doçura
    - Preço
    - Origem
    - Qualidade
    - Sabor
    - Outro: _____________

8. Relativamente às marcas apresentadas, indique qual representa melhor cada uma das as características listadas.

	Autenticidade	Criatividade	Estímulo	Familiaridade	Internacionalização	Legitimidade	Portugalidade	Preocupação social	Qualidade	Sociabilidade	Tradição	Universalidade
Buondi												
Chave d'Ouro												
Delta												
Nicola												
Sical												
Segafredo												
Torrié												
N/A												

III. Relação com a marca Delta

9. Costuma consumir a marca de cafés Delta?
   - ☐ Sim
   - ☐ Não

10. Se sim, com que frequência o costuma fazer?
   - ☐ Dois ou mais por dia
   - ☐ Um por dia
   - ☐ Ocasionalmente – pelo menos uma vez por semana
   - ☐ Raramente – menos de uma vez por semana
   - ☐ Muito raramente – menos de uma vez por mês
   - ☐ Não bebo café.

11. Se sim, qual ou quais das seguintes referências costuma consumir?

- Delta Ouro / Delta Platinum
- Delta Platina / Delta Platinum (Pastilhas)
- Delta Biológico / Delta Organic
- Delta Comércio Justo / Delta Fair Trade
- Delta Lote Chávena
- Delta Lote Chávena (Pastilhas)
- Delta Lote Superior
- Delta Gran Aroma
- Delta Colombia
- Delta Mussulo / Delta Angola
- Delta Timor
- Delta Timor (Pastilhas)
- Delta Manaus / Delta Brasil
- Delta Expresso
- Delta Classic
- Delta Ginga
- Delta Descafeinado / Delta Decaf
- Delta Descafeinado / Delta Decaf (Pastilhas)
- Não sei / Indiferente

12. Relativamente à Delta Cafés, indique quão presente considera que as seguintes características lhe estão associadas.

Autenticidade

Não está presente O O O O O Muito Presente

Criatividade

Não está presente O O O O O Muito Presente

Familiaridade

Não está presente O O O O O Muito Presente

Estímulo

Não está presente O O O O O Muito Presente

Internacionalização

Não está presente O O O O O Muito Presente

Legitimidade

Não está presente O O O O O Muito Presente

Portugalidade

Não está presente O O O O O Muito Presente

Preocupação Social

Não está presente O O O O O Muito Presente

Qualidade

Não está presente O O O O O Muito Presente

Sociabilidade

Não está presente O O O O O Muito Presente

Tradição

Não está presente O O O O O Muito Presente

Universalidade

Não está presente O O O O O Muito Presente

IV. Rebranding da Delta Cafés

13. Dos seguintes logótipos, indique aquele que representa actualmente a marca Delta Cafés.

(A) (B) (C) (D) (E)

14. Das seguintes assinaturas, indique aquela que representa actualmente a marca Delta Cafés.

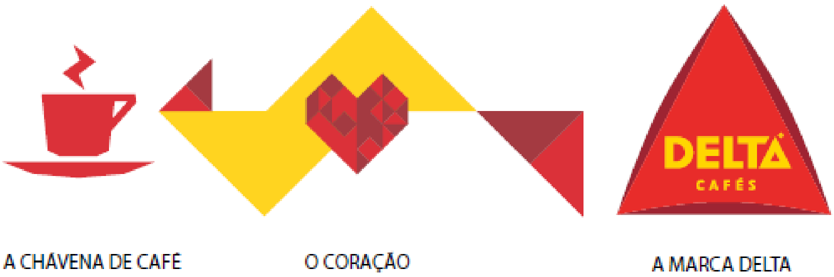
- ☐ Bons momentos pedem um bom café.
- ☐ O café da sua vida.
- ☐ O verdadeiro sabor do café.
- ☐ O café português.
- ☐ Nenhuma das anteriores

Apresentação da nova imagem da Delta Cafés
(Logótipo, Assinatura e Principais elementos de comunicação).

1961 1995 2000

2011 2012

O SISTEMA NARRATIVO VISUAL TEM NA SUA BASE TRÊS ELEMENTOS PRINCIPAIS:



15. No seu entender, considera que a nova imagem da Delta Cafés reflecte correctamente os valores da marca?
    - ☐ Sim
    - ☐ Não

16. Relativamente à nova imagem da Delta Cafés, indique quão presente considera que as seguintes características lhe estão associadas.

Autenticidade

Não está presente O O O O O Muito Presente

Criatividade

Não está presente O O O O O Muito Presente

Familiaridade

Não está presente O O O O O Muito Presente

Estímulo

Não está presente O O O O O Muito Presente

Internacionalização

Não está presente O O O O O Muito Presente

Legitimidade

Não está presente O O O O O Muito Presente

Portugalidade

Não está presente O O O O O Muito Presente

Preocupação Social

Não está presente O O O O O Muito Presente

Qualidade

Não está presente O O O O O Muito Presente

Sociabilidade

Não está presente O O O O O Muito Presente

Tradição

Não está presente O O O O O Muito Presente

Universalidade

Não está presente O O O O O Muito Presente

V. Dados Pessoais

17. Qual a sua idade? ____________

18. Qual o seu sexo?

a. Masculino
b. Feminino

19. Qual o seu nível de escolaridade?

a. Ensino Básico
b. Ensino Secundário
c. Licenciatura
d. Mestrado
e. Pós-graduação
f. Outro: ____________

20. Qual o rendimento mensal do seu agregado familiar?

a. 0 € - 1.000 €
b. 1.001 € - 2.000 €
c. 2.001 € - 3.000 €
d. 3.001 € - 4.000 €
e. 4.001 € - 5.000 €
f. 5.001 € - 6.000 €
g. 6.001 € - 7.000 €
h. 7.001 € - 8.000 €
i. Mais de 8.000€
j. Não sei / Não respondo

Appendix 3 – Individual Interviews

Caro Participante,

Este questionário faz parte de uma pesquisa no âmbito de uma tese de mestrado da Católica-Lisbon School of Business and Economics.

Não existem respostas certas ou erradas, o questionário é anónimo e todas as respostas serão confidenciais.

O questionário não durará mais de 3 minutos.

Agradeço desde já o seu tempo.

I. Novas Embalagens Delta

Relativamente a cada par de embalagens apresentados, qual delas considera mais atractiva?

(A)

(B)

(A) 
Delta
Café Comércio Justo

(B) 
DELTA
FAIR TRADE

(A) 
DELTA CHÁVENA
CAFÉ TORRADO MOÍDO
Delta
20

(B) 
DELTA
16
LOTE CHÁVENA
CAFÉ TORRADO MOÍDO

(A) 
Delta
PLATINA
20

(B) 
DELTA
PLATINUM
16

(A) 
Delta
CAFÉ AGRICULTURA BIOLÓGICA

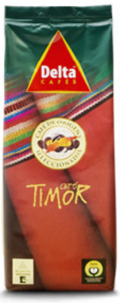
(B) 
DELTA
ORGANIC

(A) 
Delta
Mussulo

(B) 
DELTA
ANGOLA


CAFÉ TORRADO
EM GRÃO
(A)


DELTA
LOTE
CHÁVENA
250g
(B)


Delta
TIMOR
(A)


DELTA
TIMOR
(B)


Delta
(A)


DELTA
CLASSIC
(B)


Delta
(A)


DELTA
BRASIL
(B)


CAFÉ TORRADO
DESCAFEINADO
Delta
(A)


DELTA
DECAF
(B)

(A) 
MISTURA DE CAFÉ TORRADO
COM CAFÉ TORREFACTO
Delta

(B) 
DELTA
LOTE
SUPERIOR
MISTURA DE CAFÉ TORRADO
COM CAFÉ TORREFACTO
1kg

(A) 
Delta

(B) 
DELTA
COLOMBIA

(A) 
Delta

(B) 
GINGA
CAFÉ
LOTE LOBITO

(A) 
Delta
DESCAFEINADO
20

(B) 
DELTA
DECAF
COFFEE SENSATIONS
16

(A) 
CAFÉ TORRADO
MOIDO
Delta

(B) 
DELTA
LOTE
CHÁVENA
CAFÉ TORRADO
250g

II. Dados Pessoais

21. Qual a sua idade? _____________

22. Qual o seu sexo?
    a. Masculino
    b. Feminino

23. Qual o seu nível de escolaridade?
    a. Ensino Básico
    b. Ensino Secundário
    c. Licenciatura
    d. Mestrado
    e. Pós-graduação
    f. Outro: _____________

24. Qual o rendimento mensal do seu agregado familiar?
    a. 0 € - 1.000 €
    b. 1.001 € - 2.000 €
    c. 2.001 € - 3.000 €
    d. 3.001 € - 4.000 €
    e. 4.001 € - 5.000 €
    f. 5.001 € - 6.000 €
    g. 6.001 € - 7.000 €
    h. 7.001 € - 8.000 €
    i. Mais de 8.000€
    j. Não sei / Não respondo