



UNIVERSIDADE CATÓLICA PORTUGUESA

Communication assessment of Portuguese footwear industry: web content analysis

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Católica Porto Business School

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by

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Resumo

O objetivo desta tese assenta na análise dos conteúdos de comunicação via web apresentados por empresas portuguesas de calçado. Mais precisamente, o principal objetivo é perceber como estes negócios comunicam aspetos envolvidos na sua marca – especificamente, focados na sua história e legado familiar -, a sua abordagem estratégica, como abordam temas de marketing e também como os seus produtos e serviços podem ser caracterizados, juntamente com como todos estes estão correlacionados por meio da narrativa implementada. O estudo compreende dados recolhidos junto de 142 empresas portuguesas pertencentes ao setor do calçado, posteriormente analisados através do método de Análise de Correspondência Múltipla (MCA) a par da análise de homogeneidade por mínimos quadrados alternados (HOMALS). Os resultados revelam que a imagem da marca, a estrutura da empresa, as informações sobre o produto e a experiência do cliente estão entre os principais temas aos quais os websites das empresas de calçado se referem. Além disso, temas relacionados à cadeia de produção e questões de gestão empresarial mostraram ser os que apresentam maior associação nos websites.

Palavras-chave: análise de conteúdos web, indústria portuguesa de calçado, comunicação, website

Abstract

The aim of this thesis lays on the analysis of the web-based communication content presented on Portuguese footwear companies. More precisely, the main goal is to understand how these businesses communicate aspects involved in their brand - specifically focused on their history and family legacy -, their strategic approach, how they tackle marketing topics and also how their products and services can be characterized as, together with how these are all correlated through the implemented narrative. The study comprises data collected from 142 Portuguese companies belonging to the footwear sector, which was then analysed by means of the Multiple Correspondence Analysis (MCA) method along with the homogeneity analysis by alternating least squares (HOMALS). Findings reveal that brand image, company's structure, product information and customer experience are among the main themes to which Portuguese footwear companies' websites refer to. Furthermore, topics related to the production chain and company management issues showed to be the ones linked the most across websites.

Keywords: web content analysis, Portuguese footwear industry, communication, website

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1. Introduction

With exports growing by 29% over the past decade, the Portuguese footwear industry continues its growth at an encouraging pace - standing sector even after the impact of the COVID-19 on the global economy (APICCAPS, 2021). Therefore, its main goal has been to continue gaining a market and obtain revenue from customers on the long tail, through permanent innovation and exports to less traditional markets such as China, New Zealand and the United States (UITIC, 2017). Adding this to the fact that we are witnessing a general increase in companies' vulnerability due to market saturation, it is crucial that new information and communication approaches are adopted so that brand differentiation can be attained (Wardati & Er, 2019). In this sense, APPICAPS¹ has included Projeto Âncora ("Anchor Project") in its 2030 Strategic Planning, whose purpose is to develop an online web platform where users are able to find content related to several aspects about the sector (APPICAPS, 2022).

Moreover, "the expansion of the World Wide Web (Web) already has a huge impact on the way we carry out everyday life both in private and at the workplace" (Kim & Kuljis, 2010). Because digital tools have been undergoing significant development, a paradigm shift on how companies communicate and sell their products has been observed. In this context, web pages are now presented as an abundant field, described as very diverse in form and function, and for that, worthy of providing limitless opportunities for research (Herring, 2009).

As a consequence of this new reality, marketing and sales experts are now more aware of their customers' preferences. Additionally, by following a digital media approach, besides being capable of lowering costs and increasing revenue

¹ *Associação Portuguesa dos Industriais de Calçado, Componentes, Artigos de Pele e seus Sucedâneos* (Portuguese Footwear, Components, Leather Goods Manufacturers' Association)

growth, firms are also capable of considerably reducing geographical barriers and shortening international distance (Fraccastoro et al., 2021). The importance of website effectiveness has long been recognized by academics due to its proven role in strengthening customer relationships and expanding target markets (Law et al., 2010). Therefore, evaluating such effectiveness can facilitate the continuous improvement of the website as well as judge its performance against key industry contenders, playing a big influential step when it comes to setup and maintenance costs (Morrison et al., 2004). In spite of the large amount of information available about the impact of adopting a digital presence online on brands' performance, little has been studied about how this can affect the footwear industry specifically. Hence, the aim of this thesis is to identify the representations of Portuguese footwear manufacturers by analyzing the contents of a variety of web information sources.

In an attempt to come to a substantial conclusion on the existing issue, an analysis was conducted among 142 Portuguese companies belonging to the footwear sector, through Multiple Correspondence Analysis (MCA) (Greenacre & Blasius, 2006; Hoffman & De Leeuw, 1992). To do so, several footwear firms were selected using SABI database and considering a few key characteristics, whose textual content used in each company's website was then ordered in terms of frequency and assembled in topics.

The findings of this study revealed the high importance firms give to communicating their strategy, services and products. Even so, results show that companies still have a lot of room in what comes to a possible website communication development, since they are not taking special advantage of their digital platforms as themes that could prove to be crucial in order to communicate an effective brand message are being disregarded.

This being said, by displaying what are the current main gaps in the Portuguese footwear industry's website communication, contributions of this

thesis promise to be very useful for companies in this sector. By serving how website communication and storytelling should be approached and what specific topics should be mentioned, entrepreneurs are now able to employ a more adequate and complete communication strategy.

The following section is directed towards gathering information established to this date around the topic in question, considering specially the most recent studies and those touching on the concepts of storytelling and website communication applied to the fashion industry. After that, methodology is exhaustively explained in section 3, followed by an analysis of the results found (section 4) and consequent discussion of study's contributions and implications (section 5). Finally, overall main findings are stated, along with study limitations and avenues for future research in section 6.

2. Literature Review

2.1. Foundations of online communication in the footwear industry

2.1.1. Emerging relevance of Website Communication

Brand communication through digital solutions is key to maintaining a stable company-consumer relationship - as such relationship is now not only limited to the single onsite purchase experience, but continuously strengthened by an increasing online dialogue between company and consumers/users, also facilitated by social media platforms that introduced and enabled new touchpoints for such real time and continuous exchange. This opens a space for entrepreneurs to understand how they can influence customer behavior by using web platforms and how they can benefit from it (Grąbczewska, 2021).

Bearing this in mind, organizations' websites are one of the most important parts of the information and communication technology (ICT) universe of a company, being presented as one of the fundamental processes of a company's

presence on the Internet – together with social media -, leading to enhanced brand image, performance and increase in market shares (Porter, 2001; Rizov et al., 2022). When considering all the advantages corporate websites present to companies, cost-efficiency in reaching customers around the world, improvement of relationships with customers and its important role as a transaction platform, are considered key. Moreover, websites – as digital platforms where stakeholders interact with representatives of the organization as well as other stakeholders – encourage the promotion of a strong spirit of cooperation and belonging characterized by a social support that benefits the community (Pang et al., 2018; Shin & Huh, 2009). Besides all this, two major effects can arise from a company's online presence, which can be achieved through website adoption. Firstly, an increase in the company's productivity and secondly, the promising impact it can have on market structure through reallocation of market shares by entering the e-commerce market (Rizov et al., 2022). In recent years, corporate social responsibility (CSR) has become increasingly relevant as it pertains to organizations and stakeholder relationships. However, the effectiveness of corporate communication for sustainability on companies' websites is not always an easy procedure and should, therefore, consider four main dimensions. Primarily, a proper definition of corporate orientation should be ensured, which includes the organization's values, mission and vision. Then, stakeholder engagement and governance tools, part of the website's structure, should be presented as adequate in order to create value to the company. The context in which the website occurs is also an important dimension, that regards seeing the system as a dynamic structure where interactions emerge systemically. Finally, the website must present its content in a way that communication for sustainability is correctly implemented and intended messages are passed on successfully. It is only by ensuring all these dimensions are considered that an organization and its stakeholders can achieve

a meaningful dialogue leading to long-term relationships (Mazur-Wierzbicka, 2021; Siano et al., 2015).

Although websites have shown themselves to be valuable for companies in various ways, corporate online communications must be strategic and aligned with business goals, for which website creation is required to be very well planned. Given this, two main factors can essentially affect the strategic value of a certain corporate's communication, namely, usability and content. In order for a firm to transmit precise information to attain stakeholders' recognition and instigate a positive response action (PRA) to their website, the two must be combined and well-articulated since they are dependent on one another. In this sense, if a firm lack will and resources and, at the same time, focuses solely on constructing a relatively usable website without paying particular attention to the displayed content, strategic communication can become negatively affected. For this reason, websites are not perceived only as a technicality but rather as a strategic instrument (García et al., 2017; Sharp, 2001) (see Table 1).

2.1.2. The role of Storytelling in Website Communication

From a content strategy perspective, storytelling can be seen as a key activity for people to better understand the world and be able to communicate with others about their experiences, while playing an important role in persuasion when a compelling story is told (Delgado-Ballester & Fernández-Sabiote, 2016). Although this concept can be applied to many study fields, "storytelling", also referred to as narrative content in many cases, is a word that has been gaining special buzz around the business communications practice as a way of marketing and branding a company, recognizing its power in providing meaning to a brand and enhancing brand-consumer connections (Aimé, 2021; Canziani et al., 2020). Generally speaking, stories are perceived as important symbols for organizations involving a plot with "three time-based structural components—beginning, middle, and end—with transitions and event sequences propelled by plot lines

and twists and shaped by defining characters” (Lounsbury & Glynn, 2001). In the context of brand communication, a good story should present authenticity, conciseness, reversal, and humor as the four main elements (Delgado-Ballester & Fernández-Sabiote, 2016). Moreover, its pattern should follow the company’s objectives and include archetypes so that consumers can connect with the story and are able to define the brand’s personality (Delgado-Ballester & Fernández-Sabiote, 2016; Woodside, 2010).

When it comes to the persuasive effects that stories have on cognitive and affective responses of the receiver, the “narrative transportation theory” (Green & Brock, 2000) can be introduced as a good explanation. According to this theory, the transportation process consists of three components: cognitive attention, mental imagery and emotional involvement (Oh et al., 2020). This being said, the theory supports that consumers are immersed in the story being told and are able to easily empathize with the characters as well as activate their imagination. Consequently, this will lead to a predominance of narrative processing over analytical processing which, in turn, will result in fewer negative thoughts on the brand and in enhanced persuasion (Cassar et al., 2022; Delgado-Ballester & Fernández-Sabiote, 2016). Nevertheless, as media platforms evolve, narrative content is no longer seen as a creator-only curated experience but also one controlled by the audience introducing the idea of interactive storytelling that can be translated into a two-way communicative occurrence. By adding interactive features to the narrative, this newer concept allows users to explore multiple paths they can choose from while navigating a website, resulting in an increased perceived contingency, characterized by intensified perceptions of dialogue, reciprocity and threadiness of communication (ability to intelligently group communication events). Due to this, greater user engagement with website’s content is observed leading to better website response and intention of revisiting the latter (Oh et al., 2020).

Overall, storytelling can present itself as very beneficial to a brand in two main aspects. First, it helps strengthen an organization from an internal point of view by engaging employees. Second, by humanizing brands and integrating an emotional component into their marketing, brands can distinguish themselves from their competition and establish their position in the market. As a result, the brand will also become externally strengthened due to increased brand awareness, recognition, and recall, among many other factors, leading to positive brand equity which, in the long term, could potentially financially benefit the company (Aimé, 2021; Cassar et al., 2022; Delgado-Ballester & Fernández-Sabiote, 2016; Du Plessis, 2015). In order to succeed in this matter, the brand needs to develop a good storytelling strategy that starts with making sure consistent brand content is displayed; this is especially important when content brand strategies need to be adapted across different channels, while still maintaining their unique, recognizable tone of voice. Quality storytelling ensures a better engagement with the consumer, guaranteeing an effective reaction to customer's co-creation of the story and, finally, a brand storytelling based on sincerity and transparency (Aimé, 2021).

2.1.3. Importance of Website Communication in the footwear industry

Today's path in respect to marketing strategies passes by focusing on both interactivity and connectivity aspects of communication that can promote a better brand-consumer relationship. In this sense - particularly now that we are witnessing the peak of the digital branding era - brands are forced to adopt new approaches on how to reach their niche audience, as well as add value to their products and actual brand (Hermanaviciute & Dinis, 2016). The reason why niche consumption is becoming more relevant and worthier of being given attention comes from globalization, particularly, as well as the rise of e-commerce, which have both led to an increase in product variety and, consequently, a rise in niche products (Yeo, 2022). Especially in the footwear

industry, developing a cultural niche is a necessity in order to create a brand characterized by a unique style, attitude, aesthetic and set of values (Brent James, 2017). Keeping that in mind, storytelling can be very useful in creating a narrative that mirrors the beliefs of both the target audience and the brand and that can source a sense of community between the parties involved (Gale, 2021). Thus, the consequent implementation of online, long-tail marketing and communication techniques via websites represent one of a focal point for customer attraction and helps differentiate firms from their competitors (Woodside, 2010).

The footwear industry can be placed into the fashion category, which has not only proved to be one of the most highly saturated markets in the world but also one given special attention to due to recent concerns on its environmental impact (Marques, 2016; Wennberg et al., 2015). This is why companies must rethink their strategy and adapt to the competitive conditions presently faced, along with the consequent consumption behavior changes (Marques, 2016). Having already touched on the topic of sustainability communication from brands, this gains special relevance when considering the footwear industry - as it is often seen as an industry that has an overall bad reputation when it comes to sustainability, environmental and social problems (Wennberg et al., 2015). Adding to the fact that new consumers, especially younger generations, are now more demanding of firms being ethically responsible for their actions in different ways, information about corporate responsibility (e.g., social and labour conditions, materials and components, strategies for recycling) is crucial to gain consumers' trust (Bernardes et al., 2018). Therefore, companies can benefit from having a place where they can showcase their actions towards sustainability, and a corporate website can be (part of) the solution (Wennberg et al., 2015).

On another note, there is also the fact that when shopping for shoes there are two main processes involved, the first being searching for products' attributes

and the second being experiencing the attributes. It is in the latter that lays the challenge since this “experience” cannot be attained through online shopping. The concept of “need for touch” (“preference for the extraction and utilization of information obtained through the haptic system”) (Peck & Childers, 2003) when applied to footwear is therefore crucial to consider since this comprises a high involvement type of product category that can be associated with a lower intention to buy online (Monteiro, 2016). In order to get around this problem, interaction provided to customers through website communication is crucial so that customer satisfaction is guaranteed and the process of decision-making becomes easier (Moctezuma, 2017).

2.2. Overview of the footwear industry in Portugal

The footwear sector can be described as a quite diverse industry covering an extensive variety of materials and end products. When it comes to European footwear, this is characterized by its overall high quality, design and unique style, being that majority of its production is concentrated in three countries, one of which Portugal (European Commission, n.d.).

The Portuguese footwear industry ranks second within the EU and has seen a rapid, intensive and tangible modernization in terms of production methods, which has provided it with an advantage against competitors (UITIC, 2017; *Why*, 2022). According to INESCTEC (2017) information, this country’s industry is considered to be the second most expensive in the world, having the average prices suffered a double rise since 2009, when exports started to exponentially grow having reached the current point where 95% of total production is exported. Consequently, this has led to a 20% increase in employment levels reinforcing the sector’s workforce. Characterized by its elevated quality, ability to deliver small series and quick response, the Portuguese footwear industry distinguishes itself by combining some of the features most demanded by current

markets – modern technology, flexibility, and top-level design – with those accumulated over generations of know-how and, more specifically, the tradition associated with the practice of footwear making. This is essentially the biggest challenge faced by the industry (UITIC, 2017). On the same note, by constantly reinventing itself into becoming more and more flexible and effective in responding to the masses, the footwear industry in Portugal is today seen as one of the most advanced around the globe giving special importance to the development of new equipment, the use of information and communication techniques (ICT) and the demand for active management tools (INESCTEC, 2017).

As such, the next step for positioning the Portuguese footwear industry at the top of EU's biggest competitors (i.e., Italy and Spain) is that of establishing a core identity to be leveraged from a communicative standpoint. In this sense, the message conveyed by the brand should be aligned with the actual brand story, including its voice, personality and even its heritage, which can be achievable through the construction of a storytelling narrative that helps define the brand's identity (Gale, 2021). The 2019 APICCAPS international communication campaign proved to be effective in that sense, having resulted in the "Made in Portugal" footwear tag to increase its value by 28%, which had not happened before (*Etiqueta*, 2019).

Studies	Term of the concept	Measurement	Sample	Variable	Method of analysis	Findings or outcome about website communication
Grąbczewska (2021)	Relationship of marketing communication and customer behaviour in the online store industry.	Investigate the relationship between the frequency of seeing marketing messages by respondents and their market behaviour.	461 respondents with access to the Internet.	Customer behaviour (<i>Dependent variable</i>); Marketing communication (<i>Independent variable</i>).	Survey; Analysis of empirical data using Spearman's correlation coefficient -Microsoft Excel.	The frequency of seeing marketing content by respondents has an impact on the Spontaneous Brand Awareness Rate, the Aided Brand Awareness Rate, the frequency of store website visits, the propensity to repurchase, and online store reviews; Strong relationship between the quantity and the variety of online marketing messages broadcasted by an online store and the engagement of customers in the digital activity of the online store.
García (2017)	Website usability and content of online corporate communications.	Establish a categorization of corporate websites as tools of online communication and to determine the indicators of the content and usability variables which mark the differences between each group of websites.	754 SMEs located in Badajoz (Spain).	Websites' usability and content (<i>Independent variable</i>).	Cluster analysis – to distinguish the types of firms according to the usability and content of their websites; Discriminant analysis - to determine which variables differentiate the groups.	List of the indicators considered to be determinant aspects of firms' use of their websites for corporate strategic communications: <ul style="list-style-type: none"> - "Dynamic elements" - the presence or absence of elements that hinder navigation - "URL" - coincidence or not of the firm's brand name or trade name and the website address.

Siano (2015)	Effectiveness of sustainability communications through corporate websites.	Highlight the most significant principles, tools and content of communication for sustainability through corporate websites in order to create a successful value-proposition.	<i>n.a.</i>	<i>n.a.</i>	Service Science Management; Engineering + Design and Viable Systems Approach.	<p>Framework including four main dimensions containing measurable sub-items focused on:</p> <ul style="list-style-type: none"> - orientation (to sustainability); - structure (related to stakeholder engagement and CS governance tools); - content (in terms of its impact on the core business and adherence to communication principles); - and process.
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Table 1 - Measurements and findings on website communication (studies organized by year of publication from newest to oldest)

Source: Own draft

3. Methodology

In order to comprehend the communication of the footwear industry implemented by companies' websites, this thesis combines content analysis techniques with Multiple Correspondence Analysis (MCA) (Hoffman & De Leeuw, 1992). This approach is based on the summarization numerous variables enclosed in a specific domain, through which main descriptors are identified so that associations between constituents can be observed (Saura et al., 2023). In addition, the Homogeneity Analysis by Means of Alternating Least Squares (HOMALS) procedure is used as a complement to the previous, enabling the creation of a visual representation through a two-dimensional proximity map with descriptors appearing in the matrix. Thus, it is possible to understand the relevance of such descriptors, in this case those used in Portuguese footwear companies' websites (Barbosa et al., 2022; Vlačić et al., 2021).

3.1. Case Selection

To identify Portuguese footwear companies, selection of the cases was conducted through the SABI platform according to the following criteria: companies located in Portugal; active companies; firms with a website; companies integrated in NACE Rev.2 code 152 - Manufacture of footwear. After selection criteria was applied, resulting in a total of 248 firms, it was required that all of those that did not have a website available in English, those with no information displayed on the website and those whose website was not available at the moment or was under construction, were rejected. This led to a final case sample of 142 companies, all of which met the requirements needed to proceed with the study (see Figure 1).

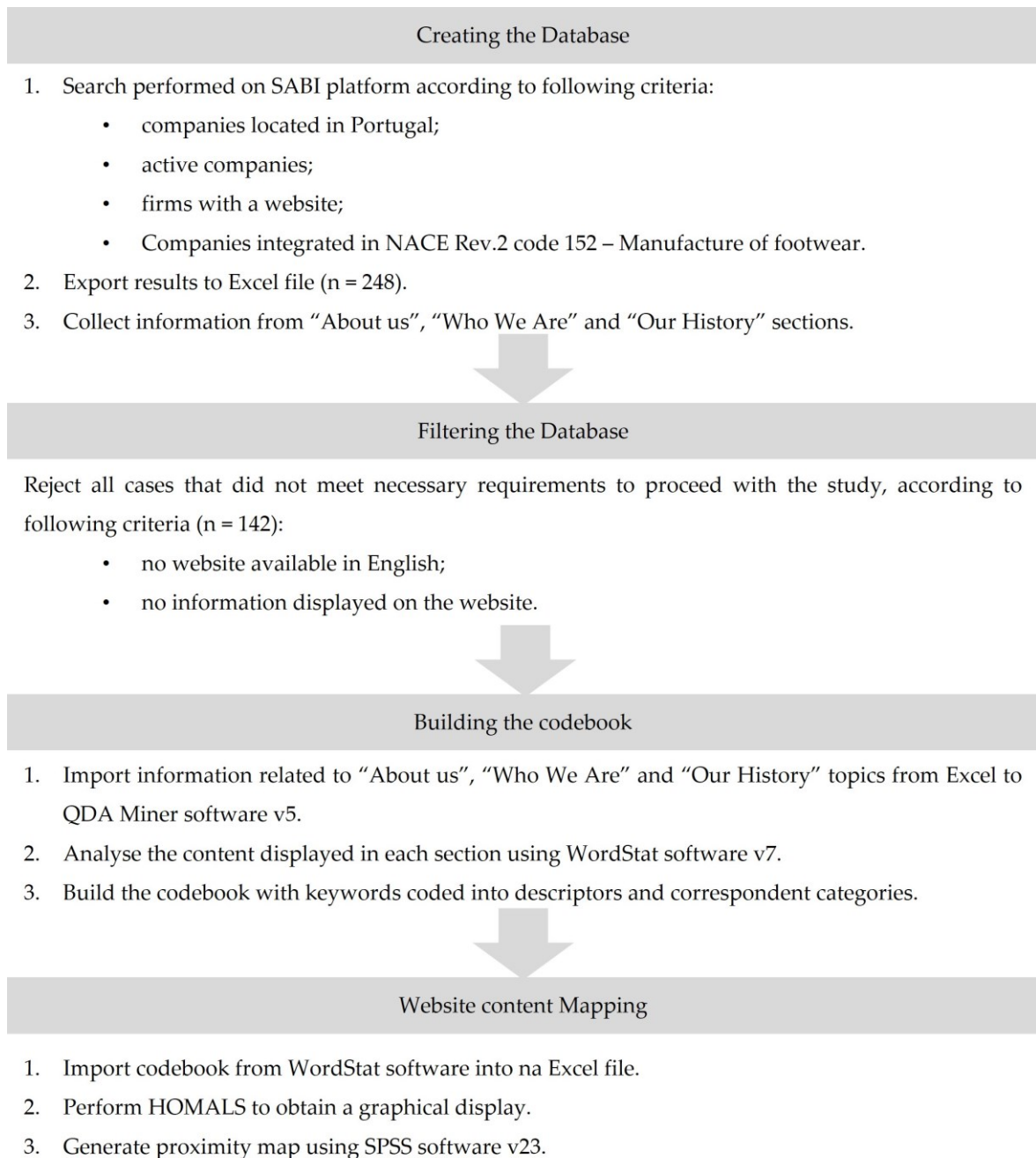


Figure 1 - Methodological Protocol

Source: Own draft

3.2. Data Collection

The data collection process was conducted on the selected firms’ websites, being that certain conditions had to be met, such as availability of website information in English as well as information concerning the “About us”, “Who We Are” and “Our History” topics. After data was collected, it proceeded to be analysed using the

QDA Miner (v5) and WordStat (v7) software platforms, enabling information retrieved from the websites to be organized into categories and subcategories descending into individual keywords.

So that a multiple correspondence analysis can be run, a codebook needs to first be built (Dabić et al., 2020). To do so, several keywords present in the various companies' websites were coded into identified descriptors encompassed in broader categories. Such descriptors resulted from the scrutiny of the data recovered from the considered websites according to the type of content it embraced. This being said, a total of 1767 keywords were selected and distributed into 18 subcategories, all of which were clustered into four main categories: family, strategy, marketing and footwear characteristics.

3.3. Data Analysis

For the purpose of studying the qualitative data previously collected, a Multiple Correspondence Analysis was conducted, as it has proven to be a valuable technique for the mapping of categorical information, in this case referring to the footwear industry in Portugal, and therefore for the identification of relationships between variables (Hoffman & De Leeuw, 1992; Kiessling et al., 2021).

In addition to MCA, the homogeneity analysis by alternating least squares (HOMALS), which was applied using SPSS software (v23), makes it possible to perceive descriptors in terms of distance explaining the linkages among the variables and considering the collection of keywords found in the sections of "About us", "Who We Are" and "Our History" (Barbosa et al., 2022; Kiessling et al., 2021). As so, a value of "1" is entered when a keyword is found to be related to a subject, or descriptor, or "0" when such is not observed. This leads to the creation of a two-dimensional proximity map where descriptors are represented along the two axes, being that the closer the descriptors are, the larger the proportion of articles within the sample that treated them together. On the contrary, if distance among descriptors is greater, it translates into a small portion of articles within the

sample to treat these together. Moreover, the map's center corresponds to the average position of all selected firms within the field. Accordingly, when a descriptor is close to the middle of the map, it denotes that more companies mention it on their websites (Bendixen, 1995; Kiessling et al., 2021).

To determine the actual distance between descriptors, coordinates corresponding to each one of them ($x_i, y_i; x_q, y_q$) are obtained and applied in a formula, presented below, expressing that as distance increases, the lesser descriptors are associated with one another.

$$d_{iq} = \sqrt{(x_q - x_i)^2 + (y_q - y_i)^2} \quad (\text{González-Loureiro et al., 2015})$$

3. Results

The obtained two-dimensional graphical representation of the map (see Figure 2) shows the position of the several descriptors along the two axes, in which the distance between them communicates the shared substance. This means that descriptors are closer to each other when a higher number of companies' websites treat them together and, opposing, distant from one another when less companies treat them together on their websites. Additionally, if a descriptor appears closer to the center of the map, it can be understood as an existing greater number of companies' websites referring to it.

By analyzing the represented map, the variance explained by the two dimensions can be realized to account for 25,285% of the variance. Also, the global mean of keywords per case, which should be larger than 1, is in this situation 3,5.

As keywords were allocated into 18 different descriptors that better represent websites' displayed content, which, in turn, are grouped into four major categories (see Appendix - Tables 4, 5,6 and 7), the map allows for a deeper understanding of how Portuguese footwear companies communicate their intended message on their websites.

Considering this, the descriptors “Generation” and “Kinship”, created under the category of “Family”, describe all keywords related to *familiness*. So, keywords included in the “Generation” descriptor relate to the family legacy within the enterprise (e.g., familiar, family owned, generation). As for the “Kinship” descriptor, it encompasses all keywords related to family members relations to each other (e.g., brother, father, son).

For the category of “Strategy”, this includes every keyword linked to a company’s long-term plan to reach a desired position and envisioned future state. Because this is a subject comprising many topics and player elements, this is the category where most descriptors were fit into. Starting with “Demographics”, this represents keywords related to the audience companies are focusing on (e.g., adult, cosmopolitan women, children), followed by the “End Customer Experience” descriptor which relates to how companies intend to ensure positive and high-quality client experiences (e.g., assistance, customer service, respect). In what comes to the people management aspect of companies’ strategy, this is represented by the “Human Resources” descriptor (e.g., artisan, company employs, professional training). “Innovation” (e.g., advanced, constant research, modernization) and “Internationalization” (e.g., international market, worldwide, exporters), include keywords related to two distinctive approaches of how companies reinvent and direct themselves in order to deliver value and build competitive advantage in the long run. As to “Management” and “Performance”, in the first, keywords included convey everything related to the coordination of businesses’ activities (e.g., collaborators, producers, logistics), while in the second, they relate to their ability to profit and achieve objectives (e.g., acquire, capital, delivery times). “Production Chain”, as self-explanatory as it is, refers to all terminologies involved in the production process of the products (e.g., batch, cut, industrial) and “Social Responsibility”, to the way companies operate in order to benefit the society (e.g., awareness, conscious, eco-friendly). Finally, the descriptor of “Strategic Planning”

refers to all aspects related to companies' overall implemented strategies (e.g., acquisition, approach, investment).

As for the descriptors of "Brand Image", "Company" and "Product", these all fit under the broader category of "Marketing". The first relates to what companies aim to represent and how they want the audience to perceive their brand (e.g., adventurous, DNA, transparent). In the second, keywords characterize the company and its services as a whole (e.g., ambassadors, catalogue, footwear brand). Lastly, in "Product", categorization was made based on information related to the products manufactured by the companies (e.g., accessories, heels, wide range).

Finally, the two descriptors of "Sensorial Characteristics" and "Technical Characteristics", assigned to the category of "Footwear Characteristics", respectively account for the shapes, colours and sense of touch related to footwear (e.g., comfort, lightness, soft) and for the intrinsic and extrinsic properties of the products along with the materials used in its composition (e.g., breathable, cushioned, flexible). "General Characteristics", also part of this category, refers to every other product feature that would not necessarily go in the previous subcategories (e.g., footwear for men, shoes for women, shoes for men).

Through the analysis of the map represented in Figure 2 and sustained by the values of power distance presented in Table 2, it is possible to affirm that the descriptor of "General Characteristics" is the one where the range of values of power distance is represented by higher values, between 2,36 and 3,81, meaning that most companies don't refer to these features alongside other descriptors. Although not as significant as in the previous, the same can be observed for the "Kinship" subcategory. In fact, these two descriptors can be treated as outliers, as represented in the map, since they are not only in majority of cases used as stand-alones but also because only a small percentage of companies' websites refer to them at all, specifically 15,49% in the case of "Kinship" and 9,86% in the case of "General Characteristics". Apart from these, the descriptors of "Social Responsibility" and "Sensorial Characteristics", as represented, respectively, in the

textual samples “HUGAL is committed to meeting or exceeding **environmental** regulations and other requirements through **environmental improvement** and **pollution prevention**” (HUGAL - INDÚSTRIA DE CALÇADO, LDA) and “A shoe is only **comfortable** if it is not too loose or too tight (...) by adjusting to the shape and contours of the feet, providing **comfort** throughout the day (...)” (ACO - FÁBRICA DE CALÇADO, S.A.), are the ones with the next lower percentage of case frequency (36,62%). Given that the Portuguese footwear industry is globally renowned for its high-quality products, from the craftsmanship to the materials used in their production, companies might not feel the primordial necessity to communicate such sensorial characteristics on their websites, even though these are probably some of the most important factors one might consider when buying a pair of shoes. Similarly, when it comes to social responsibility, this is a topic that has been gaining special attention in the past few years and that only recently has begun to be considered by consumers when buying products. This might be the reason why many companies still don’t feel the need to convey the message of how they intend to act towards becoming a more responsible business on their websites in order to validate the quality of their services and products or gain competitive advantage across the market.

Overall, the remaining descriptors share a low power distance between them, especially the descriptors belonging to the “Marketing” category, as well as the majority of descriptors from the “Strategy” category, in which proximity is evidently higher. This, therefore, leads to the conclusion that textual content presented on companies’ websites usually refers to these in association, so that a message referent to the brand’s image, core business, products’ offer, and general strategy is endorsed.

Along with all of these, the descriptor of “Technical Characteristics” can also be perceived as one with a low power distance in relation to the previously mentioned, which might be caused by the fact that footwear is an industry with a wide variety

of construction possibilities, mainly in what concerns the type of materials used. A very good example of how a website links all these descriptors is the case of SOJOR - FÁBRICA DE CALÇADO, UNIPESSOAL, LDA, whose “About us” section contains the following information: “Sojor offers exceptional quality footwear (...). From the meticulously thought-out designs, to the care in **customer service**, (...). At Sojor you will find class, **comfort and durability**, (...). Sojor is a Portuguese brand that develops and manufactures footwear for several **international brands**. (...) **daily production** of 1.400 pairs of shoes. (...) To be the market reference in terms of quality, **innovation**, and **satisfaction**. (...) Our team is made up of specialists in this industry, who have extensive **experience** in footwear manufacturing. (...) These are values that guide the way to success and the achievement of our **goals** and **objectives**. (...) Our facilities are equipped with **state-of-the-art machinery**, tools and equipment. (...), we are committed to creating a safe, productive, and stimulating **work environment**. (...) We are well aware of our **social responsibilities** (...). Our **customers** are our main **partners**, with whom we work for mutual benefit.” In this last case, the company’s website even makes a reference to the topics of social responsibility and sensorial characteristics, which are some of the descriptors least mentioned on the studied websites. Nevertheless, the category of “Marketing” is the one with an overall lower power distance between its descriptors and the one that, as a whole, is closer to the centre of the map, as can be observed in Figure 2, proving to be a subject that most companies’ websites refer to. Even so, if we look into descriptors individually, the ones closer to the centre are “Production Chain” and “Product”, both with a power distance to the centre of 0,05 (see Table 2)

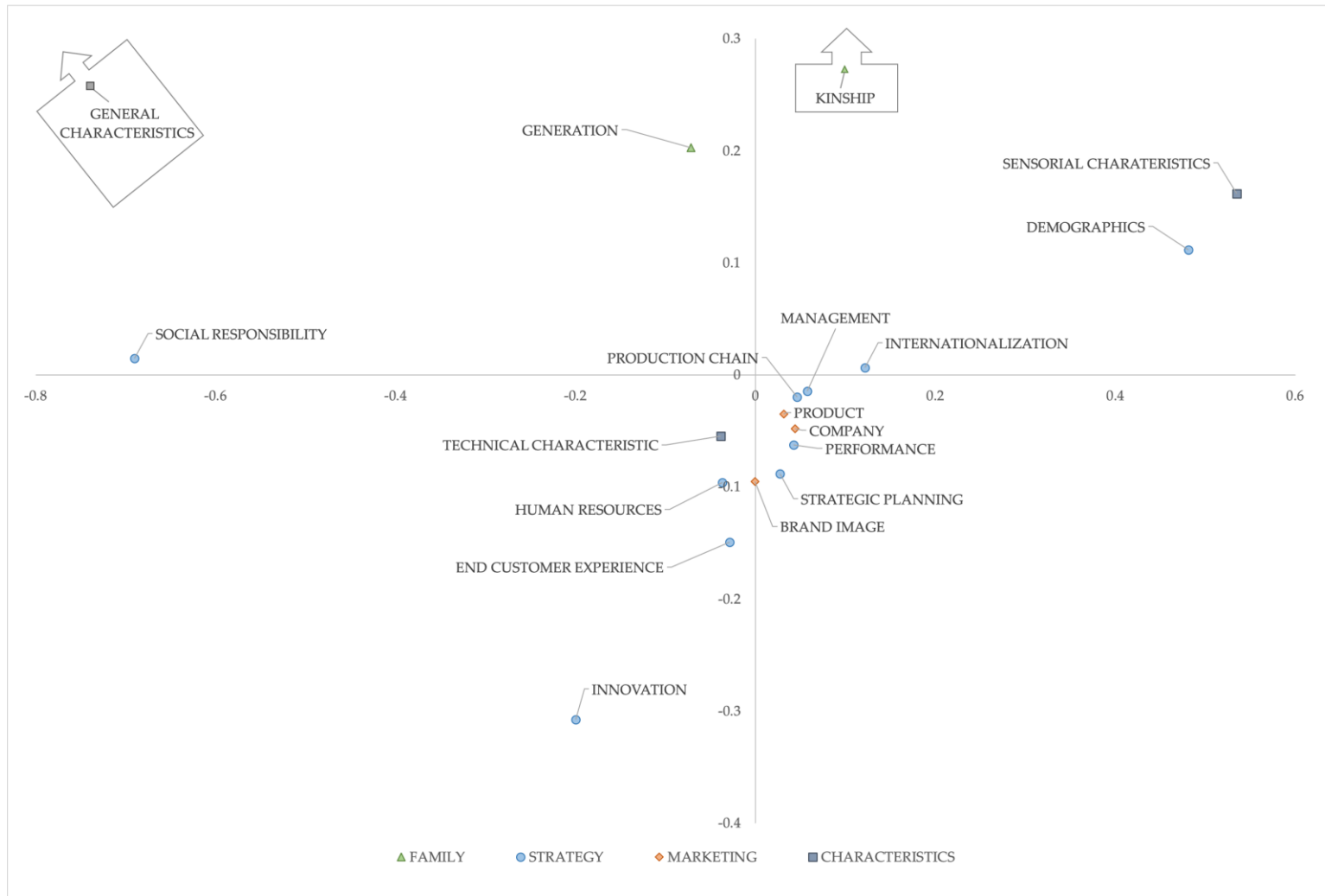


Figure 2 - Map of descriptors used in the footwear companies' websites

Source: Own draft

Category	Descriptor	Gen	Kin	Dem	End	Hum	Inn	Int	Man	Per	Pro	Soc	Str	Bra	Com	Pro	GenC	Sen	Tec	Cen
Family	Generation	0,00																		
	Kinship	2,39	0,00																	
Strategy	Demographics	0,56	2,49	0,00																
	End Customer Experience	0,35	2,73	0,57	0,00															
	Human Resources	0,30	2,68	0,56	0,05	0,00														
	Innovation	0,53	2,91	0,80	0,23	0,27	0,00													
	Internationalization	0,28	2,57	0,37	0,22	0,19	0,45	0,00												
	Management	0,25	2,60	0,44	0,16	0,12	0,39	0,07	0,00											
	Performance	0,29	2,64	0,47	0,11	0,09	0,34	0,10	0,05	0,00	0,04									
	Production Chain	0,25	2,60	0,45	0,15	0,11	0,38	0,08	0,01	0,04	0,00									
	Social Responsibility	0,65	2,69	1,18	0,68	0,66	0,59	0,81	0,75	0,74	0,74	0,00								
	Strategic Planning	0,31	2,67	0,50	0,08	0,06	0,32	0,13	0,08	0,03	0,07	0,72	0,00							
Marketing	Brand Image	0,31	2,68	0,52	0,06	0,04	0,29	0,16	0,10	0,05	0,09	0,70	0,03	0,00						
	Company	0,28	2,63	0,47	0,12	0,09	0,36	0,09	0,04	0,01	0,03	0,74	0,04	0,06	0,00					
	Product	0,26	2,62	0,47	0,13	0,09	0,36	0,10	0,03	0,03	0,02	0,72	0,05	0,07	0,02	0,00				
Footwear Characteristics	General Characteristics	2,95	3,81	3,51	3,04	3,02	2,91	3,16	3,10	3,10	3,09	2,36	3,09	3,06	3,09	3,08	0,00			
	Sensorial Characteristics	0,61	2,45	0,07	0,64	0,63	0,87	0,44	0,51	0,54	0,52	1,23	0,57	0,59	0,53	0,54	3,56	0,00		
	Technical Characteristics	0,26	2,64	0,55	0,10	0,04	0,30	0,17	0,10	0,08	0,09	0,66	0,07	0,06	0,08	0,07	3,01	0,61	0,00	
	Centre	0,22	2,58	0,49	0,15	0,10	0,37	0,12	0,06	0,08	0,05	0,69	0,09	0,10	0,07	0,05	3,04	0,56	0,07	0,00

Table 2 - Computation of power distances

Source: Own draft

Therefore, these two separate topics can be seen as the ones most companies consider when communicating a message on their websites as can be observed in the following case: “At ACO SHOES, 90% of the cut is automatic, being 10% conventional. (...) Sewing is the most critical part of the production process of footwear, given that it is time consuming. (..) We have our own components production (insoles and soles), (...)” (ACO - FÁBRICA DE CALÇADO, S.A.). Moreover, by observing Table 2, we conclude that the two descriptors with a lower power distance (0,01) between them are “Production Chain” and “Management”, which can be interpreted as these being the ones companies tend to link the most on their websites. An example showing this association is the case of JOSÉ BASTOS DA SILVA & FILHOS, LDA company, as can be realized in the following statement: “Design, develop, produce and market, are the premises to create value for customers, employees, suppliers, communities with which it interacts and contributes to improving the environment and quality of life in general. (...) With the central premise of a rapid production capacity, (...). The Company is specialized in the production of soles with turn to, as well as TR and PVC soles combined with various materials (leather, etc.), with most types of finishes. (...) The performance of the Company reflects its core values: cooperation and partnership, (...). (...) People are a fundamental reference of the management staff, (...).”

The collection and study of the information retrieved from the “About us”, “Who we are” and “Our history” sections of the various Portuguese footwear companies’ websites enabled a deeper understanding of the relationship among the established descriptors. The outcomes of this web content analysis then provide clear insights into the marketing and communication strategy adopted by such enterprises.

4. Discussion and Future Research

Previous studies have touched on the importance of digital communication performed by companies, especially websites, on establishing a stronger

relationship with the audience and other stakeholders (Pang et al., 2018; Shin & Huh, 2009). Furthermore, represented as a complementary significant player in this matter is storytelling, which has also proven to be valuable in many aspects, either for internal or external organizational strengthening (Delgado-Ballester & Fernández-Sabiote, 2016).

The outcomes of this thesis uncover additional information on this subject. Given the fact that footwear is a product whose quality perception and purchase can become highly influenced by the way it looks, feels and what properties and materials it carries, it would be expected that information on sensorial product characteristics was prioritized. Instead, website textual content presented by the considered companies revealed to be mainly focused on the strategy and marketing elements of the business, with “Human Resources”, “Internationalization”, “Management”, “Performance”, “Production Chain”, “Strategic Planning”, “Brand Image”, “Company” and “Product” descriptors being the most frequently talked about.

According to these results, companies appear to attribute more weight to these topics rather than to information related to family or product characteristics, as one would expect from a sector usually looked at as traditional. One of the reasons this is observed may be due to a current focus on targeting a niche audience. As globalization becomes a reality, making it harder to attain a sustainable competitive advantage, companies feel the need to reconsider how they approach the market and its audience (Monteiro et al., 2023). By conveying a message focused on the technological improvements the Portuguese footwear industry has undergone in the recent years, companies are able to create a culture of innovation, highlighting them from other players. This then translates into websites giving more emphasis to topics such as production chain, product information or even technical characteristics. Furthermore, by approaching website communication from a marketing point of view, namely in what concerns brand image and company’s structure, firms are able to reposition themselves and build a new brand perspective

that changes how the industry is perceived in the global market. As a result, the outcome will navigate towards an added value not only to the products but also to the actual brand.

The information provided by this thesis anticipates promising growth for Portuguese footwear companies in the sense of developing a more detailed and broader communication strategy. This being said, it adds value to previous research, showing the impact websites can have on consumers' behaviors (Grąbczewska, 2021), by helping understand how companies can use these digital communication platforms and take full advantage of it. Similarly, it helps firms by presenting how a good storytelling communication strategy should be approached and what topics to touch on, since it is already known this can prove to be crucial in empowering a brand and its relationship with customers (Aimé, 2021; Canziani et al., 2020). Results gain special importance by focusing solely on the footwear industry, given the lack of specific research about how online communication should be conveyed in this sector. As such and considering that corporate online communications will only prove to be valuable if well planned, practitioners should employ communication strategies that touch on less frequently mentioned matters, usually disregarded on companies' websites, if they intend for a firm to differentiate itself from competitors. This will not only ensure added advantage on the market in what comes to the adopted narrative approach but also help the company to communicate a message that is aligned with its established business objectives. Alongside this, it is crucial that such businesses pay closer attention to topics with extra importance when considering the industry, they operate in, as is the case of product characteristics.

5. Conclusion

The aim of this thesis was to assess the website content of footwear companies in Portugal in order to better understand the communication strategy adopted on this

specific digital platform. By analyzing data from 142 Portuguese footwear firms, it was possible to construct a map presenting the main topics mentioned on the websites, as well as to determine the proximity between these so that a proper conclusion could be drawn.

Even though, generally, companies have shown to portray a good contextualization of their business on their websites, being able to establish good linkage between the topics represented by each descriptor, two core categories were identified, namely “Strategy” and “Marketing”.

Reflecting on the potential reasons why Portuguese footwear companies choose to approach these topics rather than any other of those considered in this study, one can envision that “traditional” might not be enough anymore for companies to conquer the global and already considerably saturated market. Alternatively, they are challenged to build a stronger brand identity centered on the industry’s more differentiating features that came with its evolution in the last years. In addition, the sector’s self-establishment as the “sexiest industry in Europe” (Portuguese Shoes, 2020) along with the growth of the “Made in Portugal” tag value across the world comes, once more, to confirm this new attempt into communicating a more modern image of the Portuguese footwear industry.

5.1. Limitations and Avenues for Future Research

The presented review allowed for an in-depth analysis of the communication approach implemented by Portuguese footwear companies’ websites. By applying the MCA and HOMALS methods, it was possible to identify the more current trends within the field and how strategy is often conducted and applied in this area, as well as to recognize possible gaps in the research.

Nonetheless, the conducted study still presents some limitations. First, reviewed websites included exclusively those in which information was displayed and also presented in English, having resulted in a limited number of cases being analysed. Another limitation, and one important to consider, is that employed methodological

approach, namely the development of the codebook, is, to a certain extent, subject to author subjectivity.

Considering this, for future research, it would be beneficial to also include those cases with information presented only in Portuguese. This would not only account for a larger sample and, inherently, a greater amount of content under analysis, but additionally allow for more consistent results and, consequently, a more thorough conclusion about the subject. Apart from the stated, it would be interesting to assess how information communicated by a company's website would impact consumers' behavior leading to their choices when considering buying a product.

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Appendixes

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
RODIRO - FÁBRICA DE CALÇADO, S.A.	152	46340,6416	371	www.rodiero.com
MARI-SPORT CALÇADO, LDA	152	30266,10042	193	www.marisport.pt
CARITE - CALÇADOS, LDA	152	27148,8108	185	www.carite.pt
DONAIRE PORTUGAL - MANUFACTURAS DE CALÇADO, S.A.	152	26298,5756	123	www.donaireportugal.pt
ACO - FÁBRICA DE CALÇADO, S.A.	152	21974,65109	325	www.acoshoes.pt
RILIX - INDÚSTRIA DE CALÇADO, LDA	152	19498,91348	147	www.rilix.pt
ICC - INDÚSTRIAS E COMÉRCIO DE CALÇADO, S.A.	152	17192,03931	203	www.lavoro.pt
AMF, LDA	152	17127,21626	144	www.amfshoes.com
MARTIAPE - CALÇADO, S.A.	152	14055,72154	135	www.martiape.com
CLAUDIFEL - INDÚSTRIA DE CALÇADO, LDA	152	13001,11611	204	https://www.claudifelshoes.com
JOSÉLI CALÇADOS, UNIPESSOAL, LDA	152	12882,13328	169	http://joseli.pt

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
VITORINO DA SILVA COELHO, S.A.	152	12385,17765	124	www.vitorinocoelho.com
MACOSMI - FÁBRICA DE CALÇADO, LDA	152	12126,7722	117	www.macosmi.com
ALOFT, LDA	152	11014,87836	112	https://we-aloft.com/
VERCESA - COMÉRCIO E FABRICO DE CALÇADO, LDA	152	10554,37014	74	www.vercesa.com
ABILIO P. CARNEIRO & FILHOS, S.A.	152	10377,31083	56	www.apcarneiro.pt
JOSÉ ANTÓNIO SAMPAIO TEIXEIRA & COMPANHIA, LDA	152	9896,49799	98	www.urbanfly.pt
CALÇADO ALBANO PEREIRA, LDA	152	9173,73265	101	www.albanopereira.com
LUSOCAL - ARTIGOS PARA CALÇADO, S.A.	152	9083,532139	80	www.lusocal.com
CALÇADO EUROVILDE-DE PEREIRA & IRMÃOS, LDA	152	8840,47884	89	www.eurovilde.pt
LIAGO - COMÉRCIO E INDÚSTRIA DE CALÇADO, LDA	152	8673,07294	13	www.liago.pt
LG - INDÚSTRIA DE CALÇADO, LDA	152	8644,282548	60	www.lgshoes.pt
SAVANA - CALÇADOS, S.A.	152	8579,621359	153	www.savanashoes.com
EURODAVIL - INDÚSTRIA DE CALÇADO, LDA	152	8521,19744	127	www.valuni.com

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
ANTÁRTICA - EMPRESA PRODUTORA DE CALÇADOS, S.A.	152	8358,7571	107	www.antartica.com.pt
SILVA E SOUSA & IRMÃOS, LDA	152	8090,546819	98	www.filipeshoes.com
JÓIA - CALÇADO, S.A.	152	7914,58303	158	www.cloud-footwear.com
DIKAMAR - INDÚSTRIA DE PROTECÇÃO DE CALÇADO S.A.	152	7739,589049	98	www.dikamar.com
ASIAL - INDÚSTRIA DE CALÇADO, LDA	152	7685,64835	142	www.asial.pt
CALSUAVE - INDUSTRIA DE CALÇADO, LDA	152	7669,0525	192	www.suave.pt
SOJOR - FÁBRICA DE CALÇADO, UNIPessoal, LDA	152	7563,00947	111	www.sojor-shoes.com
FERNANDES & SAMPAIO, LDA	152	7353,889539	71	fernandesesampaio.com
TAKE A WALK - INDÚSTRIA DE CALÇADO, S.A.	152	6909,93359	112	www.takeawalk.pt
SOLPRÉ - COMPONENTES PARA CALÇADO, LDA	152	6616,1185	82	www.solpre.pt
EXPORSOLA - COMPONENTES PARA CALÇADO, LDA	152	6496,04615	61	www.exporsola.pt

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
ROPAR - FABRICO DE CALÇADO ORTOPÉDICO, S.A.	152	6362,75289	82	www.arcopedico.com
BF SHOES, UNIPessoal, LDA	152	6362,42096	45	www.bfshoes.pt
J.MOREIRA, S.A.	152	6291,05831	132	www.felmini.com
RICARDO & JOÃO - CALÇADOS, LDA	152	5944,97702	77	http://ricardoejoao.com
JOVAN - INDÚSTRIA DE CALÇADO, UNIPessoal, LDA	152	5877,95277	97	www.wolfandson.net
HUGAL - INDÚSTRIA DE CALÇADO, LDA	152	5870,44307	109	www.hugal.com
ANTÓNIO CORREIA ALVES & FILHO, S.A.	152	5640,03195	90	www.ginita.com
BRAGANÇA, FREITAS E BRAGANÇA, LDA	152	5573,069489	74	www.facobil.com
JOAQUIM JOSÉ HEITOR, S.A.	152	5439,083939	79	www.jjheitor.pt
FÁBRICA DE CALÇADO ATRAI, LDA	152	5412,73064	102	www.atrai.com
FERREIRA AVELAR & IRMÃO, LDA	152	5373,871529	62	www.professionbottier.com
VEGA INDUSTRIES - COMPONENTES PARA CALÇADO, S.A.	152	5360,29712	101	www.vega-industries.pt
DUARTE MESQUITA & FILHOS, LDA	152	5350,05113	91	www.dumaboos.com

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
MÁXIMO INTERNACIONAL - IMPORTAÇÃO E EXPORTAÇÃO, S.A.	152	5317,13672	72	www.nobrand.pt
JOAQUIM LUÍS LOBO FÉLIX & FILHAS, LDA	152	5253,27336	104	www.felfishoes.com
MAZONI - INDÚSTRIA DE CALÇADO, S.A.	152	5248,03827	87	www.mazoni.pt
GOLD SHOES, LDA	152	5094,02425	38	www.gold-shoes.net
PARADIGMA FOOTWEAR, LDA	152	4947,99088	92	www.paradigmafootwear.com
FÁBRICA DE CALÇADO DURA, LDA	152	4912,50687	116	www.dura.pt
POLEVA - TERMOCONFORMADOS, S.A.	152	4849,36553	74	www.poleva.com
REVE DE FLO - SHOES, S.A.	152	4813,34739	48	www.revedeflo.pt
MANUEL LEITE DE MELO, LDA	152	4770,039329	88	www.kiarte.pt
FÁBRICA DE CALÇADO DA MATA, LDA	152	4682,33243	81	matashoes.com
L.COSTA, LDA	152	4526,81429	79	sofiacostashoes.pt
ARTUR VIEIRA - COMÉRCIO E FABRICAÇÃO DE COMPONENTES PARA CALÇADO, LDA	152	4425,78528	98	www.arturvieira.eu

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
DIEBA - FÁBRICA DE CALÇADO, LDA	152	4379,93348	48	www.diebashoes.net
COINCAL, LDA	152	4359,0822	97	www.coincalshoes.com
SLATEL - COMPONENTES PARA A INDÚSTRIA DE CALÇADO, LDA	152	4224,700229	61	www.slatel.com
ROLANDO DA CUNHA MELO, S.A.	152	3991,26651	88	www.rcm.pt
SOARES & FONSECA, S.A.	152	3886,43501	52	www.solesf.com
ZARCO - FÁBRICA DE CALÇADO, LDA	152	3855,22187	41	www.santosshoes.com
ALABAMA - INDÚSTRIA DE CALÇADO, S.A.	152	3803,86289	61	https://alabamasa.pt
JOSÉ MARIA PEREIRA PONTES, LDA	152	3735,60146	75	www.cruzdepedrashoes.com
AMISHOES - CALÇADOS, LDA	152	3725,44313	81	www.amishoes.pt
FÁBRICA DE CALÇADO PENHA, S.A.	152	3723,068329	112	www.penha.pt
SIACO - SOCIEDADE INDUSTRIAL E COMERCIAL DE ARTIGOS PARA CALÇADO, S.A.	152	3689,414659	122	www.siacop.pt
BARROS, LDA	152	3667,502199	63	www.clayshoes.com
FÁBRICA DE CALÇADO SOFISAR, LDA	152	3515,80886	72	www.sofisar.pt

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
FLAJ - CALÇADO, LDA	152	3512,831959	76	www.flaj.pt
3DC - INTELLIGENT NATURE, LDA	152	3495,31299	39	www.3dcork.com
SERFICAL - FABRICO DE CALÇADO, LDA	152	3474,218519	49	http://www.serfical.pt
STEP5, LDA	152	3456,03379	3	www.step5.pt
TATUAGGI - INDÚSTRIA DE CALÇADO, LDA	152	3427,2138	76	www.tatuaggi.pt
MANUEL LOPES & LOPES, S.A.	152	3325,98448	55	www.amundial.pt
ARTSHOES - INDÚSTRIA DE CALÇADO, LDA	152	3150,70134	33	http://artshoes.pt
GUILHERME DA SILVA ALMEIDA & FILHOS, S.A.	152	3122,995329	98	www.ricap.pt
MYORTHOPEDECS, LDA	152	3108,58191	65	www.myorthopedics.eu
JOMARPI - SOCIEDADE DE FABRICO E REPRESENTAÇÕES DE CALÇADO, LDA	152	3073,06951	65	www.jomarpi.pt
VIAGO SHOES - INDÚSTRIA DE CALÇADO, LDA	152	3067,22904	41	www.viago.pt
NETOS - FÁBRICA DE CALÇADO, LDA	152	3055,065789	80	www.netosshoes.pt
CARLOS FREITAS & CA., S.A.	152	2998,90155	97	www.jovita.pt

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
SAMPLEITE - CALÇADO, LDA	152	2988,46388	44	http://sampleite.pt
LUÍS NUNES DA SILVA, LDA	152	2768,75895	57	www.luissilva.pt
ANTÓNIO DE ALMEIDA, LDA	152	2760,32936	66	www.sonia-patricio.com
LUCÍLIA, VIEIRA & LIMA, LDA	152	2717,83737	50	www.kayakstorm.com
COOL GRAY, LDA	152	2625,13946	54	www.coolgray.eu
ALFA - CALÇADOS, LDA	152	2596,197559	44	www.alfacalçados.pt
FERNANDA OLIVEIRA II - INDÚSTRIA DE CALÇADO, S.A.	152	2552,06083	15	www.foliveira.pt
PORTSIDE WORKSHOP, LDA	152	2446,54787	16	www.portside.pt
ASM - INDÚSTRIA E COMÉRCIO INTERNACIONAL, S.A.	152	2378,39256	55	www.asm-sa.com
ARTUR PINHO VINTAGE SHOEMAKERS, LDA	152	2255,77667	35	www.arturpinho.com
SOCIEDADE DE CALÇADO PILAR, UNIPessoal, LDA	152	2251,07459	48	www.pilarshoes.com
HOUSPRING, LDA	152	2178,09497	30	www.yum-gum.com
NESTOR AMORIM, LDA	152	2112,54087	29	www.nestoramorim.pt
VALMONTE - CALÇADOS, LDA	152	2072,06257	37	www.valmonte.pt

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
SÓVIRAS - COMPONENTES PARA CALÇADO, LDA	152	2001,29799	30	www.soviras.pt
CONCEIÇÃO ROSA PEREIRA & CA., LDA	152	1941,215069	42	www.luisonofre.com
ARTEPEDIK - CALÇADO DE CRIANÇA, LDA	152	1931,21746	34	www.artepedik.pt
ANONIMANYA, S.A.	152	1907,27746	40	www.anonimanya.com
JOSÉ FERNANDES CARDOSO, S.A.	152	1687,92205	51	www.jobel.com.pt
FABINCAL - FÁBRICA INDUSTRIAL DE CALÇADO LDA	152	1679,48702	76	www.fabincal.com
JOGRAL - COMPONENTES PARA CALÇADO, LDA	152	1672,83216	41	www.jogral.pt
CINDICALFE - INDÚSTRIA DE CALÇADO, LDA	152	1618,339099	70	www.cindicalfe.com
TAMANCÃO - FABRICO, COMERCIALIZAÇÃO E DISTRIBUIÇÃO DE CALÇADO, LDA	152	1594,82553	24	www.plumex.pt
BRANDÃO, SILVA & BRANDÃO, LDA	152	1559,1952	35	www.brandaosilvabrandao.pt
RELANCE - CALÇADOS, LDA	152	1555,88895	40	www.relanceveryme.com
FERNANDO, LIMA & CA., LDA	152	1488,06466	31	www.bo-bell.pt

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
JOSÉ OLIVEIRA MOURA COSTA & CA, LDA	152	1393,8005	54	http://pontual.eu
COSTA, COSTA & OLIVEIRA, LDA	152	1332,20833	57	www.pintodiblu.com
A.HERNANI, LDA	152	1281,163089	24	https://nanoshoes.pt/pt/nanoshoes-pt/
CORTIPAR - COMPONENTES PARA CALÇADO, LDA	152	1233,721569	27	www.cortipar.com
MIRAZE - INDÚSTRIA DE COMPONENTES PARA CALÇADO E TÊXTIL, LDA	152	1168,10786	23	www.miraze.pt
NEWCOMP - COMPONENTES PARA CALÇADO, LDA	152	1126,988369	20	www.newcomp.com.pt
FERNANDO J.HENRIQUES, LDA	152	1051,09909	43	www.degier1935.com
FARIAS - FORMAS E COMPONENTES PARA CALÇADO, LDA	152	1008,04136	24	www.grupo-fil.com
DANIELA & FERNANDES - CALÇADOS, LDA	152	1005,7996	24	http://www.danielashoes.com
PECAFI SHOES - CALÇADO, S.A.	152	944,74524	55	www.pecafishoes.com
VIRNOR - COMPONENTES PARA CALÇADO, LDA	152	910,81425	13	www.virnor.pt

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
RUDIS - CALÇADOS, INDÚSTRIA E COMÉRCIO, LDA	152	904,339289	27	https://rudisfootwear.com/pt/
SEGURA - SOCIEDADE INDUSTRIAL DE CALÇADO LDA	152	858,332299	33	segura-shoes.pt
MARCAPEX SHOES, UNIPessoal, LDA	152	653,4504	36	www.marcapex.pt
HUPA SHOES, LDA	152	631,71426	6	www.hupashoes.com
UEDAMA, LDA	152	624,24962	18	salgadoguimaraes.pt
TROFAL - FÁBRICA DE CALÇADO, S.A.	152	592,300169	22	www.trofal.com
JOSÉ BASTOS DA SILVA & FILHOS, LDA	152	547,66295	8	http://www.silvinhas.com
CAMBIARESTA - PRODUÇÕES EM PELE, LDA	152	517,42664	11	www.cambiaresta.com
CALÇADO SANTA CRUZ, LDA	152	473,58093	18	http://calcadosantacruz.com/
ALLAROUND SHOES, CALÇADO, LDA	152	464,81763	30	www.marianoshoes.com
SANBRUSAPATOS - INDÚSTRIA DE CALÇADO, LDA	152	447,05217	36	http://sanbrusapatos.com
BOA FÉ - SOLAS E COMPONENTES PARA CALÇADO, UNIPessoal, LDA	152	441,85432	10	www.boa-fe.pt

Legal Name	Industry According to Nace Rev.2	Revenue (Last Year Available) Th Eur	Number of employees (Last Year Available)	Website
FOOTURE, UNIPESOAL, LDA	152	379,54142	6	https://footure.pt
ALPHA BOOTS - INDÚSTRIA DE CALÇADO DE PROTECÇÃO, LDA	152	378,928599	1	https://www.dikamar.com
SOCIEDADE DE CALÇADO SAMI, LDA	152	338,41314	8	www.raquelcamino.com
FELKAGIL - CALÇADOS, UNIPESOAL LDA	152	312,96553	23	http://felkagil.pt/
MESTRA - SOCIEDADE DE CALÇADO, LDA	152	202,36979	1	www.pupilo.pt
NEW CONCEPT SHOES, LDA	152	180,6158	5	www.newconceptshoes.com
AG - INDÚSTRIA & COMÉRCIO DE CALÇADO, LDA	152	176,774979	5	www.anagabi.com

Table 3 - List of selected companies

Source: Own draft

Descriptor	Keywords
Generation	Ancestral; Ancestry; Ancient; Art of Shoemaking; Brand was created; Company started; Decades; Familiar; Family; Family Based; Family Business; Family Footwear Company with a History; Family owned; Family owned and operated business;

	Generation; Generation of The Family; Generation to Generation; Generations; Heritage; History; History Of Knowledge And Dedication; Legacy; Origin Of The Company; Origins; Roots; State Of The Art; Tradition; Traditions; Years; Years Of History.
Kinship	Brother; Brothers; Daughter; Daughters; Father; Grandfather; Grandmother; Grandsons; Husband; Mother; Parent; Relations; Son.

Table 4 - Dictionary: Family Category

Source: Own draft

Descriptor	Keywords
Demographics	Adult; Baby; Boy; Child; Children; Cosmopolitan Women; Countrymen; Dedicated to All Men; Female; Female Footwear Market; Girl; Independent Woman; Kid; Kids; Ladies; Lady; Male; Man; Man and Woman; Men; Men and Women; Mens; Segment; Specializing in Children; Unique and Special; Woman; Woman and Children; Women; Women and Children; Womens; Young People.
End Customer Experience	Adapt; Answers; Assistance; Bond; Client; Complete Satisfaction; Complete Service; Complicity; Consumer; Consumers; Costumers; Customer; Customer Satisfaction; Customer Service; Customers Expectations; Differences; Empathy; End Customer; Exceed The Expectations Of our Customers; Excellent Service; Expectations; Expectations Of Customers; Friends; Friendship; Happiness; Health; High Quality And Reliability; Maximum Satisfaction; Meet Customer; Meet The Needs Of Our Customers; Memories; Motivating; Offer our Customers; Order To Satisfy; Particularities; Personalization; Pleasure; Priority; Products That Satisfy our Customers; Proximity; Quality of Service; Quality of the Service Provided; Quality Service; Relationship; Relationship of Trust; Relationship With Our Customers; Relationships; Respect; Respond; Satisfaction; Satisfaction Of Our Customers; Satisfy; Satisfying; Security; Service; Service And Customer Satisfaction; Service To Its Customers; Special; Successful Business; Support; Treated As A Friend; Trust; Trust And Respect of our Customers; Trusting; Valuable; Welfare Of People.

<p>Human Resources</p>	<p>Activity Areas And Work Environments; Apprentices; Artisan; Artisans; Capabilities; Cobbler; Cohesive; Collators; Committed And Highly Qualified Team; Company Employs; Competence; Competent; Conditions; Courage; Craftmanship; Crafts; Craftsman; Craftmanship; Craftsmen; Criteria; Decades Of Experience; Design And Production Team; Designer; Devotion; Divisions; Duties; Dynamic Team; Dynamics; Education; Elaboration; Employ; Employees; Employing; Employment; Employs; Enthusiasm; Enthusiastic; Equipped; Ethical; Ethics; Experienced Team; Expertise; Facilities; Facilities And Equipment; Facility; Good Practices; Good Working Environment; Great Experience; Groundwork; Handcraft; Hardworking; Headquatered; Headquarters; Headquater; Healthy And Proactive; Highly Motivated; Highly Qualified; HQ Facilities; Human Resources; Individuality; Infrastructure; Installations; Involvement; Job; Jobs; Knowledge; Knowledge And Experience; Labor; Laboratories; Labour; Learn; Makers; Manufacturers; Masters; Mastery; Members Of Staff; Meticulous; Modeler; Modern Facilities; Motivated; Multidisciplinary; Number Of Employees; Offices; Operators; Outstanding; People; Personnel; Positive; Profession; Professional Ethics; Professional Training; Professionalism; Professionalism And Dedication; Professionals; Protection; Qualification Of Human Resources; Qualified; Quality Of Life; Recruitment; Sellers; Shoemaker; Shoemakers; Skill; Skilled; Small Team; Sophisticated Industrial Unit; Specialization; Specialized Staff; Staff; Talented; Team Spirit; Teams; Teamwork; Technical Expertise; Technical Know-How; Technicians; Technique And Knowledge; Train; Training; Training Human Resources; Union; Unit; Unity; Valorization; Vast Experience; Wisdom; Work Environment; Worker; Workers; Workforce; Working Environment; Working Practices; Workmanship; Workstations; Years Experience; Years Of Experience; Years Of Experience In Goodyear.</p>
<p>Innovation</p>	<p>Advanced; Advanced Industries; Advanced Technology; Breakthrough; Constant Innovation; Constant Research; Continuously Improve; Daily Improvement Of Our Manufacturing Processes; Design Innovation; Development And Innovation; Equipped With The Latest Technology; Hightech; Innovate; Innovating; Innovation; Innovation And Design; Innovative; Innovative Concepts; Innovative Products; Innovative Solutions; Inovation; Invention; Modernization; Permanent; Research And Development Of New Solutions; Sector; Software; Solutions And Innovative Answers; Technological Innovation; Technological Modernization; Twin Arch Support System; Updated; Updating; Vanguard.</p>

<p>Internationalization</p>	<p>Abroad; Africa; Alabama; America; Angola; Asia; Australia; Austria; Barcelona; Belgian; Belgium; Bologna; Borders; Canada; China; Clients Abroad; Colombia; Communicate; Contact; Continents; Countries; Countries In The World; Cultural; Customers Worldwide; Denmark; Destinations; Distant; Dubai; England; Entity; EU; EUA; Europe; European; European Community; European Countries; European Directives; European Market; European Markets; European Union; Expand; Export; Exportation; Exported; Exporter; Exporters; Exporters Of Comfort Knitted Shoes; Exporting; Exports; Exports Reference Technical Footwear; External Market; Externally; Fairs; Focus Mainly On The European Market; Footwear For Different And Prestigious International; Foreign; Foreign Market; Foreign Markets; France; French; German; Germany; Global; Global Market And Producing Worldwide; Globalization; Globalized; Globally; Globe; Groups; Guinea; Holland; Household; Hungary; Iceland; Imported; Importer; Importers; Increasingly Demanding; International; International Brands; International Clients; International Events; International Fairs; International Footwear; International Level; International Market; International Markets; International Reference; International Standards; Internationalisation; Internationalization; Internationalization Process; Internationally; Internationally Recognized; Internationally Renowned Brands; Ireland; Italian; Italy; Japan; Madrid; Major International; Milan; Mozambique; Mundial; National And International; National And International Market; Nationally; Netherlands; Network; Nordic; Norway; Oceania; Operating In The Global Market; Overseas; Paris; Poland; Presence; Presence In The International Market; Present; Prestigious International Brands; Reputable; Retail Chains; Russia; Scandinavia; Scandinavian; Significant; Slovenia; Sourcing; Spain; Spanish; Strong Export Orientation; Sweden; Switzerland; Technical Footwear For The Whole World; Universal; Usa; Vast; Venture; World; Worldwide.</p>
<p>Management</p>	<p>Accordance; Adapted; Administrative; Administrator; Administrators; Agreement; Bonds; Bosses; Business; Business Partners; Collaborate; Collaboration; Collaborations; Collaborative; Collaborators; Commerce; Commercialization; Connection; Connections; Corporate; Corporate Management; Creator; Creators; Customers; Decline; Department; Departments; Distributors; Economy; Effective; Effectiveness; Efficient; Efficiently; Entrepreneur; Entrepreneurial; Entrepreneurs; Entrepreneurship; Establish; Establishing; Expanding; Experience; Experience In Design And Development; Experience In The</p>

	<p>Footwear Industry; Experience In The Manufacture; Experience Operating In The National; Firm; Founder; Founders; Guidelines; Guides; Industries; Internal Organization; Internal Policies; Leader; Leaders; Leadership; Legislation; Logistics; Manage; Management; Managers; Managing Partner; Managment; Master; Member; Members; Obligations; Organization; Owner; Owners; Parties; Partner; Partners; Partners And Employees; Partners And Suppliers; Partners And Their Customers; Partnership; Partnerships; Policies; Policy Of Continuous Improvement; President; Producer; Producers; Promote; Retailers; Sectors; Specialist; Standard Applicable To Our Quality Management; Strong; Subcontracting; Suppliers; Suppliers And Clients; Suppliers And Employees; Suppliers And Other Partners; Trade; Trader; Universities.</p>
<p>Performance</p>	<p>Ability; Accomplish; Accomplished; Accuracy; Achieved; Acquire; Acquired; Appeared; Arduous; Attentive; Average Daily Production; Average Production; Bet; Billing; Boost; Capability; Capable; Capacity; Capacity To Produce; Capital; Certification; Certified; Challenges And Demands Of The Market; Compliance With Delivery Deadlines; Compliance With Delivery Deadlines For Orders; Constantly Evolving; Continuous Growth; Continuous Improvement; Crucial; Cycle; Deadline; Deadlines; Decisive; Deliveries; Delivery; Delivery Dates; Delivery Deadlines; Delivery Meeting Deadlines; Delivery Times; Demand; Demanding; Demanding Market; Demands; Demands Of The Market; Desire; Develop; Developed; Developing; Development And Growth; Developments; Dimension; Distribution; Economic; Economic And Financial; Efficacy; Efficiency; Efficiency And Delivery; Ensured; Equity; Escalating; Evaluation; Evolution; Excellence; Execution; Expedition; Fashion Trends; Fast; Faultless; Financial; Financial Performance; Generate; Grow; Growing; Grown; Growth; Growth And Development; Growth Over The Years; Guarantee; Hard Work; Healthy And Safe Environment; High Demands; High Performance; High Quality Standards; Highest Standards; Improve; Improvement; Improves; Improving; Initiative; Invest; Invested; Investments; ISO; Latest Trends; Lifestyles; Market Demands; Market Expectations; Market Requirements; Market Trends; Maturity; Maximization; Monetary; Net; Novelties; Optimization; Optimize; Orders; Parameters; Perfectionism; Performance; Personalized; Personalized Service; Pioneered; Policy; Portfolio Of Customers; Preserving; Production Area; Production Capacity And Polyvalence; Productivity; Productivity And Quality; Profiles; Profitability; Progress; Progressing; Progression; Progressive; Proliferate; Proof; Quality And</p>

	<p>Efficiency; Quality Control And Shipping; Quantities; Quantity; Received; Reinforcement; Requirements; Research; Respond To Small And Large Orders; Response; Results; Safe; Sales; Shipping; Small And Large Orders; Small And Large Orders Quickly; Speed; Standard; Strict Compliance; Success; Successful; Targets; Technical And Quality; Technical Team Analyzes Your Projects; Technological Development; Technological Developments; Total Satisfaction; Trajectory; Transformation; Transformations; Treading; Trend; Trends; Trends In Fashion; Trends In The Sector; Turnover; Updates; Versatile; Willingness.</p>
<p>Production Chain</p>	<p>Areas Of Footwear Production; Art; Assemblies; Assembling; Assembly; Automated; Automatic; Batch; Brogues; Careful; Careful Selection; Carefully; Cemented; Combinations; Components; Components For Footwear; Compounds; Concept And Design; Conception; Construction; Constructions; Contemporary Design; Control; Conventional; Craft; Crafting; Create; Creation And Development; Cultivation; Cut; Cutters; Cutting; Daily Output; Daily Production; Daily Production Capacity; Design Accessories; Design And Develop; Design And Manufacturing; Design And Produce; Design To Manufacturing; Designed And Manufactured; Developing Products; Development And Design; Development And Manufacture; Development And Production; Equipment; Equipment And Technology; Equipments; Execute; Experts; Fabrics; Factories; Factory; Fibers; Final; Final Product; Final Result; Finalization; Finished Product; Finishes; Finishing; Finishing Touches; Foothills; Footwear Components; Footwear Design; Footwear Production; Formula; Formulation; Glued; Handcrafting; Handicraft; Handmade; High Quality Materials; High Technology; Illustrations; Individualized; Industrial; Industrial Process; Industrialized; Infrastructures; Inspected; Inspection; Laboratory; Latest Technologies; Latest Technology; Layout; Leathers; Lining; Linings; Machine; Machinery; Machines; Manual; Manual Operations; Manual Work; Manually; Manually Inspected By Our People; Manufactory; Manufactured; Manufacturing Process; Manufacturing Processes; Manufacturing Techniques; Material; Materials And Methods; Mechanic; Mechanized; Metalworking; Methodologies; Methods; Methods Of Production; Mindcad; Model; Modeling; Models; Modern Design; Mold; Molds; Moulds; Natural Materials; Operation; Operations; Output; Packaging; Packing; Pair Of Shoes; Pairs; Pairs A Day; Pairs Of Shoes; Pairs Of Shoes A Day; Pairs Of Shoes Per Day; Pairs Per Day; Patterns; Phase; Phases; Polish; Precision; Prefabricated; Preparation; Procedure; Procedures; Process; Processes; Processing; Produced;</p>

	<p>Produced Piece Is Manually Inspected; Produces; Producing Footwear; Producing Shoes; Product Design; Product Development; Production; Production Capacity; Production Equipment; Production Lines; Production Methods; Production Of Each Shoe; Production Of Footwear; Production Of Footwear For Men; Production Of Soles; Production Quality; Production Schedules; Production Unit; Productions; Productive; Productive Capacity; Quality Assurance; Quality Assurance Is Held; Quality Control; Quality Of Raw Materials; Raw Material; Raw Materials; Refinement; Research And Development; Resources; Rigorous; Rigorous Selection Of Raw Materials; Sample; Seam; Selection Of Raw Materials; Sewing; Shoe Components; Shoe Is Checked Multiple Times; Shoe Production; Sketches; Skins; Stage; Stages; Stages Of Production; State Of The Art Machinery; State Of The Art Machines; State Of The Art Technology; Step By Step; Stitch; Stitching; Storage; Strict Quality Control; Structures; Supplier; System; Systems; Tanning; Tasks; Technical; Technique; Techniques; Technological; Technological Equipment; Technologies; Technology; Technology And Production; Technology Incorporated; Tool; Tools; Top Quality Materials; Traditional; Traditional Methods; Traditional Processes; Transport; Types Of Construction; Types Of Finishes; Units; Upgrading; Virgin Raw Materials From Certified Suppliers; Warehouse.</p>
<p>Social Responsibility</p>	<p>Awareness; Biodegradable; Circular; Concern; Conscious; Corporate Social Responsibility Policy; Crisis; Eco; Eco Friendly; Ecological; Energy; Environment; Environmental; Environmental And Social; Environmental Impact; Environmental Protection; Environmental Responsibility; Environmentally; Environmentally Friendly; Environmentally Sustainable; Harmless; Impact; Impacts; Minimal; Natural Resources; Planet; Pollution; Practices; Preservation; Prevention; Projects For Both Viability And Sustainability; Rational; Recycled; Recycled Materials; Recycling; Reduce Pollution; Reduce The Use Of Resources; Respect To The People And Environment; Responsibility; Responsibilities; Responsibility; Responsible; Savings; Sense Of Responsibility; Social; Social And Environmental; Social Responsibility; Social Responsibility; Society; Sustainability; Sustainable; Sustainable Development; Sustainable Growth; Treatment; Upcycled; Vegan; Vegetable.</p>
<p>Strategic Planning</p>	<p>Acquisition; Adaptability; Adaptation; Adequate Cost Benefit Ratio; Advantages; Agility; Analysis; Approach; Attract; Audience; Audiences; Benchmark; Benchmark For The Quality; Business Relationships; Business Strategy; Challenge;</p>

	<p>Challenges; Channels; Choice For The Most Demanding Customer; Clients; Close Relationship; Cluster; Clusters; Commercializing; Communities; Company Grew; Company Invests; Company Specialized In The Production; Company That Invests; Competition; Competitive; Competitive Market; Competitive Prices; Competitiveness; Competitors; Compromises; Concerns; Consistency; Consistent; Constant Investment; Constant Research And Development; Continuity; Continuous Investment In Technology; Continuous Research; Customers And New Markets; Customization; Cutting Edge; Decisions; Development; Development Of The Sector; Differentiating; Differentiation; Differentiators; Difficulties; Digital; Distinguished Brands; Diversification; Domestic; Dynamic; Dynamism; Expansion; Focus; Focusing On Quality And Comfort; Footwear Market; Friendly; Future; Goal; Guarantee That Our Partnership Will Thrive; Hub; Hubs; Implementation; Incomparable; Industrialization; Initiatives; Interfaces; Investing; Investment; Investment In Machinery; Invests; Invests In The Modernization; Issues; Local; Long Term; Market; Marketability; Markets; Meaningful Shared Experiences; Medium; Monitoring; Motivation; National; National And International Markets; National Market; Negotiation; Objectives; Office; Online; Operate In A Medium High Market; Operates; Operating In The National And International; Opportunities; Organisation; Oriented; Outsourcing; Pattern; Pioneers; Placement; Planned; Planning; Political; Portuguese Market; Position; Position In The Market; Positioning; Possibilities; Premises; Price; Pricing; Priorities; Problems; Profitable; Proposal; Purchase; Quality And An Adequate Cost Benefit; Quality In Terms Of The Materials; Ratio; Registered; Reinterpretation; Reinventing; Renewal; Renovation; Rules; Satisfaction And Comfort Of Our Partners; Segments; Sell; Selling; Services; Solid; Solutions; Strategic; Strategies; Strategy; Strengthen; Strengthen Our Relationship; Strive Daily; Sustained; Sustained Growth And Modernization; Target; Targeted; Unconventional; Unify Bonds; Variety; Vertical.</p>
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Table 5 - Dictionary: Strategy Category

Source: Own draft

Descriptor	Keywords
Brand Image	Adventurous; Aesthetic; Aesthetics; Alternative; Ambition; Attitude; Authentic; Authenticity; Avantgarde; Based On Trust; Beliefs; Boldness; Brand; Celebration; Chic; Coherence; Coherent; Committed; Communication; Community; Confidence; Confident; Core Values; Cosmopolitan; Creative; Creativity; Dedication; Difference; Distinctive; Diverse; Diversity; DNA; Edgy; Elegance; Empower; Fair; Fame; Freedom; Fun; Glamour; Gothics; Guided By The Respect; Guided By These Values; Happy; Honesty; Humility; Ideals; Identities; Image; Independence; Inspiration; Intact; Integrity; Intelligent; Intense Passion; Irresistible; Irreverence; Joy; Keywords; Logo; Loyal; Loyalty; Main Values; Mature; Minimalist; Mission; Modern; Modernity; Motto; Nature; Noble; Nomad; Original; Originality; Passion; Passion For Footwear; Passion For Shoes; Passionate; Passionate About Shoes; Passioned; Patronage; Perfection; Personality; Playfulness; Preference; Pride; Proactive; Quality And Excellence; Recognition; Reliability; Reliable; Renowned Brands; Reputation; Resilience; Respect And Commitment; Respected; Rigour; Set Of Values; Sophisticated; Sophistication; Statement; Strength; Strong Commitment; Strong Presence; Symbol; Territory; Timeless Brand; Transmit; Transparent; Urban; Values; Values And Mission; Versatility; Vision.
Company	Access; Activities; Activity; Aim; Ambassador; Ambassadors; Ambition To Create; Anniversary; App; Attention To Detail; Attitude; Award; Awarded; Awards; Behaviour; Bold; Brands; Catalogue; Celebrated; Commercialize; Commitment; Commitment And Family; Commitment To Innovation And Quality; Companies; Company; Company Aims; Company With A History Of Knowledge; Company's Values; Compliance; Compliance With The Regulations; Comply; Complying; Confidentiality; Continuous Commitment; Cooperation; Corporate Culture; Created; Creation; Creations; Culture; Dedicated To The Manufacture; Dedicated To The Manufacture Of Footwear; Dedicated To The Production; Dedicated To The Production Of Footwear; Design; Design And Innovation; Determination; Devoted; Differentiated; Differently; Distinction; Distinguished; Dynamic Company; Elite; Enterprise; Established; Exemplary; Experience In Footwear; Experiences; Extremely Competitive; Factories Of Reference In The Footwear; Fashion Footwear; Footwear Brand; Footwear Brands; Footwear Companies; Footwear

Company; Footwear Development; Footwear Factory; Footwear For Other Brands; Footwear Industry In Portugal; Footwear Manufacturer; Footwear Manufacturers; Footwear Manufacturing; Footwear Manufacturing Company; Footwear Manufacturing In The North; Footwear Produced; Footwear Sector; Footwear Segment; Footwear Solutions; Footwear Under Their Own Brand; Foundation; Founded; Funded; Goals; Goals And Objectives; Headquartered; Heterogeneous; High End; High Quality Footwear; High Quality Products; High Quality Shoes; Identity; Inaugurated; Inauguration; Industry; Installed Capacity; Institutional; Integrated; Journey; Label; Labels; Large Company; Launched; Leading Company; Located; Location; Lookbooks; Main Focus; Main Goal; Manufacture; Manufacture And Supply; Manufacture High Quality; Manufacture Of Footwear; Manufacture Of Shoes; Manufacture Of Soles; Manufacture Of Welts; Manufacturer; Manufacturers And Exporters Of Comfort Knitted; Manufactures; Manufactures Footwear; Manufacturing; Manufacturing High Quality; Marketing; Marketing Of Footwear; Medal; Medium High End; Medium High Market Segment; Medium High Quality; Mentioned; Merit; Milestone; Milestones; Mottos; North Of Portugal; Northern Portugal; Objective; Paths; Philosophy; Pioneer; Portfolio; Portuguese; Portuguese Brand; Portuguese Company; Portuguese Footwear; Portuguese Footwear Industry; Potential; Preserve; Prestigious; Prestigious Brands; Principles; Priority To Quality; Private Label; Private Label Collections; Private Labels; Prizes; Procurement; Produce; Produce Footwear; Produce Quality; Produce Unique; Produces Footwear; Producing High Quality; Producing Quality; Production Is Manufactured At Our Factory; Products Manufactured; Profile; Projects; Quality; Quality Certificate; Quality Footwear; Quality Of Its Products; Quality Of Our Products; Quality Of Our Products And Services; Quality Product; Quality Products; Quality Shoes; Quality Standard; Quality Work; Recognized; Recognized Footwear Factory; Recognizes; Reference; Reference Company; Reference In The Footwear Industry; Regulations; Relationship Driven Company; Relationship With Suppliers; Relevant; Representative; Responsiveness; Safety And Health; Shoe Cluster In Portugal; Shoe Components Industry; Shoe Factory; Shoe Industry; Shoe Manufacturers; Shoe Manufacturing; Shoes Brand; Shoes In Portugal; Slogan; Specialists; Specialized; Specialized Company; Specialized In The Manufacture; Specialized In The Production; Specializes; Spirit; Stakeholders; Status; Store; Stores; Story; Strives; Structure; Sustained Growth; Team; Textil; Textile; Total Flexibility;

	Trademark; Transparency; Vocation; Website; Webstore; Welt Company; Welts Production; Wholesale; Work; Working Conditions; Years Of Activity; Years Of Experience Operating.
Product	Accessories; Adaptable; Adapts; Agriculture; Amazing; Artisanal; Attractive; Ballerinas; Boat Shoes; Boot; Boots; Breathtaking; Care; Casual; Classic; Classics; Collection; Collections; Comfort Footwear; Comfort Knitted Shoes In Europe; Comfort Shoes; Commercialized; Concept; Counters; Counters And Reinforcements; Cover Heels; Custom; Customized; Designed; Designs; Detail; Details; Edition; Elegant; Endurance; Espadrille; Essence; Excellent; Exceptional; Exclusivity; Eyelets; Fashionable; Feminine; Finished Product Of Excellent Quality; Footbeds; Footwear; Functionality; Gardening; Genuine; Gloves; Grace; Great Quality; Handcrafted; Handmade Shoes; Heel; Heels; High Quality; High Quality And Comfortable; High Quality Product; High Range; Highest Levels Of Quality; Highest Quality; Innovation And Comfort; Insole; Insoles; Items; Laces; Launch; Level Of Quality; Line; Line Of Footwear; Lines; Long Lasting; Luxury; Luxury Shoes; Maintenance; Marketed; Masterpiece; Masterpieces; Medium High; Merchandise; Mid To High; Midsole; Military; Mocassins; Moccasin; Occupational And Safety; Oldschool; Origin; Orthopedics; Outdoor; Outsoles; Platforms; Practical; Premium; Prime; Produce Insoles; Product; Product Of Excellence; Product Of High Quality; Production Process; Products; Products And Services; Products Of Excellence; Professional; Quality And Comfort; Quality And Durability; Quality Of The Finished Product; Quality Of The Product; Quality Of The Products; Range; Range Of Products; Saddlebags; Safety; Samples; Sandals; Seaboots; Shoe; Shoelaces; Shoes; Slippers; Sneakers; Soles; Soles For Footwear; Soles For The Footwear Industry; Soles With Quality; Specific Requirements; Sportive; Sports; Sportswear; Sporty; Style; Superior Quality; Timeless; Toe Puffs; Toe Puffs And Counters; Toepuffs And Counters; Top Quality; Top Quality Shoes; Transgression; Trendy; Types; Types Of Footwear; Unique; Unique And Exclusive; Unique Shoes; Uniqueness; Welts; Wide Range; Wide Range Of Products; Wide Variety; Work Boots.

Table 6 - Dictionary: Marketing Category

Source: Own draft

Descriptor	Keywords
General Characteristics	Footwear for Man; Footwear for Men; Footwear for Men and Women; Footwear Industry for Men and Women; Male and Female Footwear; Men Footwear; Shoes for Men; Shoes for Women; TR.
Sensorial Characteristics	Color; Colorful; Colors; Comfort; Comfort and Durability; Comfort and Quality; Comfortable; Comfortable and Long Lasting; Comfortable Shoes; Cosy; Delicate; Elegant and Comfortable; Elegant Design; Harmony; Intense; Lightness; Lightweight; Malleability; Malleable; Maximum Comfort; Soft; Touch.
Technical Characteristics	Brass; Breathability; Breathable; Carbon; Compact; Complex; Cork; Cotton; Crafted; Cushioned; Densities; Design And Functionality; Durability; Durable; Dyed; Endurance And Ergonomics; Ergonomic; Ergonomic Features; Film; Flexibility; Flexible; Fringes; Functional; Glued And Injection Lines; Gold; Hardness; High Quality Leather; Implants; Industrial Footwear; Injected; Injection; Insulated; Invisible; Knit; Knitted; Latex; Leather; Leather And Wooden Heels; Leather Shoes; Longevity; Marked; Materials; Membranes; Mesh; Metal; Natural; Natural Cork; Neolite; Nitrile; Nylon; Orthopedic; Plastic; Plastic Heels; Polyester; Polyurethane; Polyurethane Boots; Product Quality; Production Of Polyurethane; PU; PVC; PVC Soles; Quality Management System; Quality Materials; Quality Policy; Quality Standards; Raffia; Resistant; Rope; Rubber; Rubber Soles; Safety And Non Safety; Safety And Occupational Footwear; Safety Boot; Safety Footwear; Sheepskin; Sizes; Specifications; Specificities; Steel; Strict Quality; Strobel; Strobel Construction; Synthetic; Technical Footwear; Thermoforming Solutions; TPU; Warm; Water Proof; Water Repellant; Wooden Soles.

Table 7 - Dictionary: Footwear Characteristics Category

Source: Own draft

Category	Descriptor	Frequency	No. Cases	% Cases
Family	Generation	270	101	71,13%
	Kinship	53	22	15,49%
Strategy	Demographics	196	70	49,30%
	End Customer Experience	329	98	69,01%
	Human Resources	546	121	85,21%
	Innovation	147	74	52,11%
	Internationalization	535	115	80,99%
	Management	509	119	83,80%
	Performance	747	129	90,85%
	Production Chain	1107	135	95,07%
	Social Responsibility	186	52	36,62%
	Strategic Planning	674	132	92,96%
Marketing	Brand Image	592	120	84,51%
	Company	1361	140	98,59%
	Product	1153	135	95,07%
Characteristics	General Characteristic	18	14	9,86%
	Sensorial Characteristics	107	52	36,62%
	Technical Characteristic	326	97	68,31%

Table 8 - Frequency of descriptors

Source: Own draft