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MASTER´S FINAL WORK

PROJECT

MARKETING PLAN FOR SICAL: A ROASTED COFFEE BRAND BY NESTLÉ

MARIA QUINTANILHA MEDEIROS PAPOULA RESENDES

FEBRUARY 2025

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ABSTRACT

The main objective of this project is to develop a Marketing Plan for Nestlé, specifically for a major brand in the roasted coffee segment, Sical, with the aim of boosting the competitiveness of the Sical brand in the portuguese market and making it a national leader.

Coffee is one of the most consumed beverages in the world, and its raw material is one of the most traded commodities in the world. Coffee is a drink much loved by the portuguese and each portuguese person consumes around 2.5 cups of coffee a day.

To draw up this Marketing Plan, an Action Research methodology was used with the aim of directly analysing the variables related to this business segment, including the collection of primary and secondary data. Qualitative and quantitative data was obtained through a semi-structured interviews and an online survey. The interviews were conducted with the aim of gaining a better understanding of the company and the particularities of the roasted coffee segment. In order to broaden our knowledge of the market's perception of roasted coffee and the Sical brand, an online questionnaire was carried out and the results analysed, and it was concluded that most of the participants are coffee consumers and are familiar with the Sical brand, but do not buy coffee from Sical.

The marketing-mix strategies, which include product, price, distribution, communication, people, process and physical evidence, were developed considering internal and external analyses and the information obtained from the interview and online questionnaire. The final aim of these strategies is to increase the brand's awareness among Portuguese coffee drinkers and increase its sales volume, allowing the brand to position itself in a more competitive position on the market.

Keywords: Marketing Plan, Leading Brand, Action Research, Marketing Mix Strategies; Awareness; Coffee

RESUMO

Este projeto tem com principal objetivo o desenvolvimento de um Plano de Maketing para a Nestlé, especificamente para uma grande marca do segmento de café torrado, a Sical, com o objetivo de de potenciar a competitividade da marca Sical no mercado português e tornar esta marca líder a nível nacional.

O café é uma das bebidas mais consumidas em todo o mundo, e a sua matéria-prima uma das commodity mais transacionadas no mundo. O café é uma bebida muito acarinhada pelos portugueses e cada português consome cerca de 2,5 chávenas de café por dia.

Para a elaboração deste Plano de Marketing, foi aplicada a metodologia de Action Research, com o objetivo de analisar de forma direta as variáveis relacionadas com este segmento de negócio, incluindo a recolha de dados primários e secundários. Dados qualitativos e quantitativos foram obtidos por meio de uma entrevista semiestruturada e de um questionário online. A entrevista foi realizada com o objetivo de conhecer melhor a empresa e as particularidades do segmento do café torrado. De forma a ampliar o conhecimento sobre a perceção do mercado e a perceção do mesmo em relação ao café torrado e à marca Sical, foi realizado um questionário online, e posteriormente os resultados foram analisados e conclui-se que a maior parte dos participantes são consumidores de café e conhecem a marca Sical, mas não compram café da Sical.

As estratégias de marketing-mix que englobam o produto, preço, distribuição, comunicação, pessoas, processo e evidencia física foram desenvolvidas considerando a analise interna e externa e a informação obtida através da entrevista e do questionário online. Estas estratégias têm como objetivo final aumentar a notoriedade da marca junto dos consumidores de café portugueses, aumentar o seu volume de vendas permitindo à marca que se posicione numa posição mais competitiva no mercado.

Palavras-Chave: Plano de Marketing, Marca Líder, Action Research, Estratégias de Marketing- Mix; Notoriedade; Café

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1. INTRODUCTION

As part of the Master's programme in Management at ISEG - Instituto Superior de Economia e Gestão of the University of Lisbon, this project was developed, which consists of creating a Marketing Plan for for the Sical brand of the Nestlé group. The main objective of this Master Final Work is to increase the awareness of the Sical brand in the Portuguese coffee market to increase the number of sales of the brand.

Coffee, a word that comes from the Arabic qahwah, is native from Ethiopia according to etymologists (Associação Industrial e Comercial do Café, n.d.). Coffee beans reached Europe when they arrived in Venice via traders on the Spice Route, and coffee as a beverage became a social drink. In the XVIII century, the portuguese brought coffee plants from French Guiana to Brazil and created the first coffee plantation in Brazil. Following on from this, during this century the powers of Europe began cultivating coffee in their colonies due to favourable climatic conditions. During the XVIII century, the first public cafés appeared in Portugal, which were of great social importance (Associação Industrial e Comercial do Café, n.d.). Today, with globalisation, coffee is one of the most widely consumed drinks in the world.

Nestlé, the world's largest food and beverage group and a leader in nutrition, wellness and health, was founded more than 150 years ago in Switzerland, but established itself in Portugal in 1927, initially with a small team of employees. Sical, the Nestlé group's portuguese coffee brand, is one of the oldest coffee brands in Portugal. It was founded in Porto on 25 April 1947 by a coffee lover, Vicente Peres, and is one of the most iconic portuguese coffee brands to this day (Nestlé, n.d.).

The roasted coffee segment, in particular coffee beans, has seen continued growth in consumption and value, driven by consumer demand for quality and a differentiating experience. However, the coffee sector is facing some challenges and external threats, such as the exponential increase in the price of raw materials and intense competition from strong local players and private labels. In this sense, the development of a marketing plan would be a useful tool for Sical to increase its awareness among portuguese coffee consumers, consequently increasing its sales volume and positioning itself in a more competitive position in relation to its competitors.

The marketing plan was drawn up based on the following questions: How can the brand increase its awareness among the portuguese? What target audience does it want to reach? What are the trends in the coffee market? What marketing strategies should the brand adopt?

2. LITERATURE REVIEW

2.1 Marketing Plan

Marketing is a "set of strategies and activities by which companies acquire and engage customers, build strong customer relationships, and create superior customer value in order to capture value from customers in return" (Kotler et al., 2024, p. 27).

Marketing planning encompasses marketing strategies in a plan that help the company to successfully execute its strategies and achieve its objectives. A marketing plan presents a structured analysis for identifying target markets, analysing market trends, understanding customer needs and positioning products or brands effectively (McDonald & Wilson, 2016). In addition to the various phases that go into drawing up a plan, Westwood (2019) emphasises that the final evaluation of performance, by reviewing and analysing the results, is fundamental to identifying opportunities for growth and improvement.

A more in-depth understanding of customer demands, expectations and satisfaction levels provides a competitive advantage as it allows well-founded segmentation, differentiation and positioning decisions to be made (Kotler et al., 2024). Kotler et al. (2024) advocate that a marketing plan "shapes a number of internal and external relationships" (p.638), because it influences personal management in the marketing department and between the marketing department and other departments, the relationship with suppliers, distributors and partners, as well as with government organizations, the media and society in general.

2.2. Product Marketing

Kotler et al., 2024, define product as "anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need" (p. 248) and states that "products include more than just tangible objects" (p. 248).

Products are the main element in the market offer, and creating an offer that adds value to target customers is the start of marketing mix planning. In this way, the offer is the basis of the profitable relationship between the company and its customers (Kotler et al., 2024).

According to Product Marketing Alliance (PMA), “Product marketing is the driving force behind getting products to market - and keeping them there”.

According to Kotler et al., (2024), product planners have to think of products on three levels, and each level provides greater value for the customer. The first level refers to core customer value and asks, “What is the buyer really buying?”, so at this level, marketers must identify the core customer value that consumers are looking for in a product. At the second level, product planners must create the product and at the last level they must improve the product to increase the value for the customer and create a complete brand experience that meets their needs and expectations (Kotler et al., 2024).

2.3. The origins of Coffee and Coffee Consumption

Coffee is one of the most popular drinks in the world and “one of the world’s most valuable agricultural export commodities” (Lashermes et al., 2008). For many, coffee is more than just a drink, it's an excuse to socialise and is seen as an alternative to alcoholic beverages when socialising (Cristovam et al., 2000).

Coffee is produced mainly in tropical and subtropical developing countries and is the main export crop, having a major positive impact on the social and economic environment of these countries. Around 30% of the world's coffee production is grown on extensive plantations, while 70 % is cultivated by small farmers (North, 2003). The process of obtaining coffee as a final product consists of several phases: cultivation, harvesting, processing, roasting, packaging and finally consumption (National Coffee Association, n.d.).

Coffee species belong to the Rubiaceae family, but two species are mainly produced and commercialised, Coffea Arabica L. e Coffea canephora Pierre, more commonly known as Robusta (Lashermes et al., 2008). The Coffea Arabica cultivation species originated in south-west Ethiopia more than 1,500 years ago (Wellman, 1961) and during the XVIII and XIX centuries this was the only species produced. The Coffea Arabica species, characterised by its subtle aroma and low caffeine content, is considered the most important species and accounts for around 65% of the world's coffee production. The C. canephora species was cultivated during the XIX century in Africa, as the Arabica species was very sensitive to threats from parasites (Lashermes et. al, 2008).

Coffee is recognised as a healthy drink, when consumed in moderate doses, and is a very rich source of biologically active natural metabolites such as caffeine and chlorogenic acids. Coffee has several positive impacts on health, such as cardioprotective, neuroprotective (Tenore et. al, 2015). There are various coffee products on the market that differ in terms of their origin, grinding methods, packaging formats and preparation methods (Carvalho, 2022).

2.4. Sustainable Coffee Production

Sustainable development is based on three pillars: economic growth, social well-being and respect for the environment (Sachs, 1976 cited by Coutinho et al., 2016).

Sustainable coffee production refers to the production of coffee as a raw material, but sustainability is also addressed in the process of roasting, grinding, packaging and selling coffee.

The United Nations (UN) has defined the 2030 Agenda, made up of 17 Sustainable Development Goals (SDGs) (UN, 2015). Sustainable coffee production can make a major contribution to achieving the SDGs by implementing sustainable measures in production processes and company activities, as well as by promoting thinking and behaviour aligned with sustainability.

Of the 17 SDGs, goals 1, 8, 9, 12 and 13 are the goals where sustainable production can create the most value. Goal 1 “No poverty” aims to eradicate poverty. Coffee production represents the main source of income for millions of people, especially in developing countries, and in this sense, it is important to guarantee fair prices for the commercialisation of coffee and invest in the training of farmers to provide a good standard of living. “Decent work and economic growth”, goal 8, is based on promoting inclusive and sustainable economic growth and productive, equal and decent employment. Goal 9, “Industry, Innovation and Infrastructure”, consists of promoting inclusive and sustainable industrialisation and boosting innovation by modernising industries so that they are more resource-efficient and adopt cleaner and more sustainable processes. “Sustainable production and consumption”, goal 12, focuses on ensuring sustainable consumption and production practices (UN, 2015). Finally, goal 13, "Climate action", is related to sustainable coffee production in the sense that unsustainable coffee plantations can cause deforestation, reduce biodiversity and increase greenhouse gas emissions, and in this sense the adoption of appropriate and environmentally friendly cultivation practices has a positive impact on reducing the coffee industry's environmental footprint (UN, 2015).

2.5. Brand Equity

Brands are key elements in the relationship between companies and consumers because "Brands represent consumers' perceptions and feelings about a product and its performance—everything that the product or the service means to consumers." (Kotler et al. 2024).

Brand equity is the impact that awareness of the brand name has on a consumer's emotions, attitudes and behaviour, i.e. it is a measure that assesses the brand's ability to attract the preference and loyalty of its consumers. Thus, a brand has positive brand equity when consumers have a more positive reaction to the brand's product compared to generic or unbranded products (Kotler et al., 2024).

A positive brand value gives companies a competitive advantage. Yoo et al., 2000, define brand equity as the difference in consumer choice between a branded product and an unbranded product, given that they have identical characteristics. The concept of brand equity is of great value to companies because "is the knowledge that has been created about the brand in consumers' minds from the firm's investment in previous marketing programs" (Keller, 1993).

2.6. Brand Awareness

Aaker (1996) define Brand Awareness as "an important and sometimes undervalued component of brand equity" and states that awareness can have an impact on perception and attitudes. Brand awareness represents the relevance of a brand in the minds of customers, and awareness has several levels: 1) Recognition; 2) Recall; 3) Top-of-Mind (the first brand that comes to mind in a recall task); 4) Brand Dominance (when only one brand is remembered); 5) Brand Knowledge (they know what the brand means and what it represents); 6) Brand Opinion (the customer has an opinion about the brand) (Aaker, 1996).

According to Keller's (1993) perspective "Brand awareness relates to brand recall and recognition performance by consumers" (p.2). Strong brand awareness has three benefits: learning advantages, consideration advantages and choice advantages (Keller, 2013). With regard to learning advantages, brand awareness influences the creation and power of the associations that form the brand image. Consideration Advantages refers to the fact that consumers should consider the brand when making a purchase for which the brand is acceptable or fulfils needs. Lastly, Choice Advantages emphasises the impact that a high level of brand awareness has on consumer choices between brands, even if consumers don't have a well-formed idea about the brand.

3. REFERENCE FRAMEWORK FOR THE MARKETING PLAN FOR SICAL-NESTLÉ

Table I - Theoretical Framework

Structure	**Authors**
History, Mission, Vision, Values	(Kotler et al., 2024), (Westwood, 2019)
Current Marketing Situation	(Kotler et al., 2024), (Wood, 2017)
Internal Audit Human Resources, Financial Resources, Partnerships, Product, Price, Promotion, Place.	(Kotler et al., 2024), (Wood, 2017)
External Audit Macro Analysis: PEST (Political Factors, Economic Factors, Socio-cultural Factors, Technological Factors, Legal Factors, Environmental Factors).	(Kotler et al., 2024), (McDonald et al., 2016)
Micro Analysis: Competitive Analysis, Michael Porter's Five Forces Model, Critical Success Factors & Competitive Advantages	(Kotler et al., 2024), (Westwood, 2019), (Keller, 1993), (Aaker, 1996)
SWOT/TOWS Analysis	(Kotler et al., 2024), (Westwood, 2019)
Marketing Strategies	(Kotler et al., 2024), (Westwood, 2019), (Yoo et al., 2000)
Segmentation, Targeting & Positioning	(Kotler et al., 2024), (Westwood, 2019), (Wood, 2017)

Marketing Objectives	(Kotler et al., 2024), (Westwood, 2019), (Wood, 2017)
Marketing Mix: Product, Price, Promotion, Place, Process, Physical Evidence	(Kotler et al., 2024), (Westwood, 2019)
Planning, Implementation, and Control	(Kotler et al., 2024), (Westwood, 2019), (Wood, 2017)

source: own elaboration

4. METHODOLOGY

4.1 Objectives and Types of Study

The Marketing Plan for the Sical brand, owned by Nestlé, aims to increase the brand's positioning in the roasted coffee market, raise awareness and ultimately increase sales volume. The research strategy used to create the Marketing Plan was Action Research.

Action Research is an interactive research process designed to develop solutions to business problems through a communicative and collaborative approach, which utilizes various forms of knowledge and which will have consequences for both the participants and the company (Coghlan 2011; Coghlan and Brannick 2014). According to Saunders et al., (2019), "The purpose of an Action Research strategy is to promote organizational learning to produce practical outcomes through identifying issues, planning action, taking action and evaluating action".

Participation is an essential element in Action Research, and Greenwood e Levin (2007) emphasises that Action Research is a social process where the researcher works with the members of a company to improve the company's situation. Greenwood e Levin (2007) emphasise that a process is called Action Research only if research, action and participation are present.

4.2 Approach

A deductive approach was used to draw up the marketing plan. This approach involves testing a theoretical proposition, which is carried out through the application of a research strategy, particularly created for this purpose (Saunders et al., 2019).

The marketing plan methodology involved collecting primary and secondary data, and mixed methods were used as quantitative and qualitative data were obtained and analysed. Primary data, according to Hox and Boeije (2005), is original data obtained for a specific research problem through procedures that are more appropriate to the research. When primary data is made available by the research community, it becomes secondary data, and this data is used for research questions other than the original question (Hox & Boeije, 2005).

To develop the marketing project, quantitative data was collected through an online survey, using a questionnaire form, with the aim of obtaining data and analysing brand awareness, consumer preferences and consumption habits, considering their profile. The qualitative data was obtained through meetings and an informal semi-structured interview with Rui Duarte, Iberia Marketing Manager for Coffee, and Tania Jorge, Senior Brand Manager at Nestlé, where questions relating to the Nestlé group and specifically the SICAL brand were addressed.

4.3 Analysis and Discussion of Results

4.3.1 Qualitative Analysis

The information obtained in the interview was transcribed and analysed using MAXQDA software. The data was analysed using Content Analysis. Content Analysis is a particular analytical technique for categorising and coding data using a systematic coding scheme that enables quantitative analysis (Saunders et al., 2019). In this way, qualitative data is transformed into quantitative data. In Appendix IV, we can see a word cloud formed by the interview responses to Rui Duarte and Tania Jorge, where the words stand out "café" (coffee), "consumo" (consumption), "marca" (brand), "mercado" (market), "qualidade" (quality).

Appendix V shows the codes and frequencies of the codes created to analyse the interview. The coding was based on the main themes present in the interview, Nestlé and Sical, Customers, Competitors and Marketing-Mix.

During the interview, the interviewees mentioned the challenges that the Sical brand is currently facing and emphasised that the increase in the price of the raw material, green coffee, is one of the challenges “Green coffee, the raw material, represents a major challenge and it has to do with the fact that the price of green coffee is increasing exponentially, Arabica and Robusta coffee, and they are in a phase of major cost increases. Due to the increase in consumption and on the other hand there is no great increase in coffee production.” This interview was essential to gain a better understanding of the Nestlé group and the Sical brand, its strategies, the profile of Sical coffee consumers and the economic framework of the coffee sector in Portugal and globally.

4.3.2 Quantitative Analysis

Regarding the online questionnaire (Appendix III) conducted and analyzed using the Qualtrics software, a total of 139 people were surveyed, but only 127 valid responses were obtained because 12 individuals did not complete the questionnaire. Most of the participants who make up the questionnaire sample are coffee drinkers, 119 participants answered “yes” to the question “Do you drink coffee?”, and 108 participants said they drank coffee every day. The reasons most respondents gave for drinking coffee were taste (82), energy (78) and relaxation (34). The place where respondents most often buy coffee is in the supermarket (82%) and online (9%). The five most important coffee attributes are quality (59%), flavour (36%), intensity (33%) and brand (28%).

Of those surveyed, 109 say they know the Sical brand, but only 27 buy Sical coffee, most often in capsule format.

4.4 Limitations

The marketing project had some limitations, mainly related to the sample of the questionnaire and the methodology used. The project obtained a small sample of respondents, which limits the possibility of generalising the data collected. The sample of respondents was not controlled, so some segments of coffee consumers were not included in the study. In addition, the methodology, action research, has some limitations, as its results are applicable to a specific context, and the interpretation of the data collected is subject to the author's interpretation, which is conditioned by their psychological characteristics.

5. MARKETING PLAN

5.1 History, Mission, and Values

Nestlé, founded in Switzerland by Henri Nestlé over 150 years ago, is the world's largest food and beverage company and a leader in nutrition, wellness and health. Nestlé's history in Portugal begins at the end of the 19th century, with the sale of its products through traders who imported them directly from Switzerland (Nestlé, n.d.). In 1927 it established itself in Portugal through a branch in Rua da Madalena in Lisbon with just 4 employees. In 1933 the Sociedade de Produtos Lácteos, founded in March 1923 in Avanca by Egas Moniz, Artur Valente, Rodolfo Leipold and 47 other partners, obtained the exclusive rights to produce and sell the Nestlé brand in Portugal and overseas territories and began manufacturing and marketing in 1934 (Nestlé, n.d.). In the 1980s and early 1990s, Nestlé invested heavily in the Portuguese market, diversifying its product portfolio with the acquisition of local coffee brands Tofa, Sical, Christina and Buondi (Nestlé, n.d.).

Sical is a 75-year-old Portuguese brand, founded in Porto on April 25, 1947 by Vicente Peres, under the name of Sical- Sociedade Importadora de Cafés, Limitada. It was then acquired by Nestlé in 1987, and its factory became one of Nestlé's main roasted coffee factories in Europe. According to Victor Manuel Martins, Iberian Director of Nestlé Professional, the acquisition of Sical opened a new chapter in the roasted coffee bean market for Nestlé in Portugal, allowing the Swiss group to be present outside the Portuguese home, in hotels, restaurants, cafés and pastry shops. Sical is a symbol of portugueseness and tradition and was the first major Portuguese coffee brand with a large retail and out-of-home presence. The brand was a pioneer in communication and in segmenting its product range by the origin of its coffee and in 2019 it received the award for Best Portuguese Espresso at the first edition of the Lisbon Coffee Fest (Nestlé, 2022).

In Portugal, Nestlé has a strong presence in the food market, with more than 90 brands in various business areas, such as infant nutrition, clinical nutrition, coffee and soluble drinks, breakfast cereals, chocolates and pet food. Its headquarters are in Linda-a-Venha, in the municipality of Oeiras. Nestlé has two factories: the roasted coffee factory in Porto and the cereal products factory in Avanca, in the Aveiro district. Avanca is also home to the national distribution center from where more than 80% of the products produced in Portugal are shipped and exported to more than 30 countries worldwide. The company also has five sales offices spread across the continent and the islands (Nestlé, n.d.).

Nestlé was the pioneer in Portugal in the capsule coffee segment with the launch of Nespresso, and in the capsule multi-beverage system segment with the marketing of Nescafé Dolce Gusto (Nestlé, n.d.).

With a focus on sustainability, Nestlé inaugurated the Institute of Packaging Sciences, an institute focused on developing functional, safe and ecologically ethical solutions to respond to the global challenge of plastic packaging waste, and launched the Net Zero Roadmap in 2020, an agreement to achieve zero net greenhouse gas emissions by 2050 (Nestlé, 2019).

Nestlé's mission is to produce and market food and beverage products with high nutritional value in order to meet consumer needs, improve quality of life and contribute to a healthier future. The values intrinsic to Nestlé's organizational culture are Tradition, Sustainability, Diversity, Inclusion, Trust, Respect, Pride and Loyalty (Nestlé, n.d.).

5.2 Analysis of the Current Situation

5.2.1 Internal Analysis

5.2.1.1 Human Resources

Regarding Nestlé's human resources, the number of employees has increased over the years. In 2024, the company will have 2574 employees of 63 nationalities. Nestlé Business Services in Lisbon has 588 employees and Nestlé Business Services Braga has 15 employees. 53% of Nestlé employees are women and 47% are men. Most employees are aged between 30 and 40 (Nestlé, n.d.).

Nestlé was distinguished by On Strategy's Employer Brand Reputation study as the leading employer brand in Portugal, among the 100 brands with the best image and reputation for employability in Portugal. It also won the Diversity Seal 2021, awarded by the Portuguese Association for Diversity and Inclusion (APPDI) and the High Commission for Migration.

Since 2019, Nestlé has had a Gender Balance Acceleration Plan, with the aim of recognizing talent and competence and promoting all opportunities equally, allowing an increase in the percentage of women in executive positions.

At Nestlé, all professionals at all levels of the organization are trained and the investment in continuous training is a way of sharing value and is part of the group's culture and values. Continuing studies is very important to Nestlé, and the company gives an incentive prize for academic training to employees who independently complete their degrees. Internally, Nestlé has various specific training programs for all its areas of activity and positions. In 2017, the group invested 315,000 euros in employee training, which totalled 50,700 hours taught and 11,300 participants. These trainings can also be presented at the global training centers in Switzerland (Silva, 2018).

5.2.1.2 Financial Resources

In 2023 Nestlé generated a turnover of €711 million, up €34 million compared to 2022, representing growth of 5.5%, maintaining the growth trend seen in previous years. This growth was led by local sales, which increased by 7.5% compared to 2022. Exports, worth €134 million, represent 59% of total production in Portugal, produced at the Avanca and Porto factories (Nestlé, 2024). Coffee is currently the category with the most weight in Nestlé's business, representing more than 50% of its total sales, 25% of which refers to local coffee brands developed by Nestlé, including BUONDI, Sical and TOFA (Nestlé, 2023).

Nestlé has increased its investments, especially in its brands and operations. A total of €72 million was invested, with €51 million going to marketing and communication activities and €21 million dedicated to operations. Nestlé continues to be a leading company in the categories in which it competes and has a market share of 32% of the total retail market (Nestlé, 2024).

5.2.1.3 Partnerships/ Supplier Resources

Nestlé relies on partners from different areas of activity, allowing it to support the national economy and the communities where the companies are present. More than 900 suppliers are national and in 2022, 53% of its needs were purchased from Portuguese partners, totalling €140 million. In terms of percentage, 20% of raw materials, 42% of packaging materials and 91% of services were purchased in Portugal (Nestlé, n.d.).

In terms of raw materials, coffee beans are the main raw material in Sical's business, and the brand has coffee bean suppliers from all over the world, from Africa to Brazil, Vietnam and even Honduras. Sical also has a number of suppliers who support its activity, and we can point to Goglio, a partner who supplies the coffee packaging material; Cup&Saucer, a supplier of porcelain cups found in cafés and restaurants all over the country; Transportes João Amaral, a partner in Nestlé for over 50 years and responsible for the transportation of goods (Nestlé, n.d.).

5.2.1.4 Product and Price

Sical, a Nestlé group brand, offers unique varieties of coffee beans and ground coffee from around the world. The tables below show the different varieties of coffee. Appendix I shows the packaging of the brand's various coffees.

Tabela II- Sical coffee portfolio

Product	Features	Recommended price
Sical Clássico Normal grind	Incorporated coffee, mild acidity with a taste and aroma of cereal and caramel notes; Ingredients: 100% roasted coffee Normal grind; Intensity level 10; Body level 9; Acidity level 5; Aroma level 7; Gluten-free, lactose-free and milk-free product 220gr pack; Recommended dose per cup, 7/8 grams of coffee; Total of around 31 cups 100% responsibly sourced coffee; Recyclable packaging; Store in a cool, dry place.	4,99€
SICAL Clássico Coarse grind	Incorporated coffee, mild acidity with flavour and aroma of cereal and caramel notes; Ingredients: 100% roasted coffee Coarse grind; Intensity level 10; Body level 9; Acidity level 5; Aroma level 7; Gluten-free, lactose-free and milk-free product 220gr pack; Recommended dose per cup, 7/8 grams of coffee; Total of around 31 cups;	4,99€

	100% responsibly sourced coffee; Recyclable packaging; Store in a cool, dry place.	
Sical Clássico Grind Bean	Incorporated coffee, mild acidity with a taste and aroma of cereal and caramel notes; Ingredients: 100% roasted coffee Grind Bean; Intensity level 10; Body level 9; Acidity level 5; Aroma level 7; Gluten-free, lactose-free and milk-free product 220gr and 1kg packs; Recommended dose per cup: 7/8 grams of coffee; 100% responsibly sourced coffee; Recyclable packaging; Store in a cool, dry place.	220gr- 4,99€ 1kg- 21,99€
Sical Brasil	Balanced blend with body and acidity and notes of chocolate. Beans sourced from the mountainous regions of Espírito Santo in Brazil; Ingredients: 100% roasted coffee Intensity level 7; Body level 7; Acidity level 7; Aroma level 8; Universal grind; Due to its type of grind, it can be used in all types of coffee machines, with the exception of capsule machines; Gluten-free, lactose-free and milk-free product; 220gr pack; Recommended dose per cup, 7/8 grams of coffee; Total of around 31 cups; 100% responsibly sourced coffee; Recyclable packaging; Store in a cool, dry place.	5,99€
Sical Uganda	Original Ugandan blend, with an incorporated profile, intense flavor and notes of cocoa; Ingredients: 100% roasted coffee Intensity level 11; Body level 10; Acidity level 3; Aroma level 7; Universal grind; Due to its type of grind, it can be used in all types of coffee machines, with the exception of capsule machines; Gluten-free, lactose-free and milk-free product; 220gr pack; Recommended dose per cup, 7/8 grams of coffee; Total of around 31 cups; 100% responsibly sourced coffee; Recyclable packaging; Store in a cool, dry place.	5,99€
Sical Tradição	Dense coffee with a persistent, unique flavour and notes of roasted hazelnuts, just like the Portuguese;	4,79€

	Ingredients: 100% roasted coffee Intensity level 11; Body level 9; Acidity level 4; Aroma level 6; Universal grind; Due to its type of grind, it can be used in all types of coffee machines, with the exception of capsule machines; Gluten-free, lactose-free and milk-free product; 220gr pack; Recommended dose per cup, 7/8 grams of coffee; Total of around 31 cups; 100% responsibly sourced coffee; Recyclable packaging; Store in a cool, dry place.	
Sical Descafeinado	SICAL coffee without caffeine. Light and aromatic coffee, low acidity and persistent flavor, with notes of roasted cocoa; Decaf through a 100% natural process, where only water is used to separate the caffeine from the bean; Ingredients: 100% roasted coffee Intensity level 8; Body level 8; Acidity level 4; Aroma level 5; Universal grind; Due to its type of grind, it can be used in all types of coffee machines, with the exception of capsule machines; Gluten-free, lactose-free and milk-free product; 220gr pack; Recommended dose per cup, 7/8 grams of coffee; Total of around 31 cups; 100% responsibly sourced coffee; Recyclable packaging; Store in a cool, dry place.	6,99€
Sical Torra Portuguesa	Unique coffee with character, intense flavour and pleasant roasted notes; Ingredients: 100% roasted coffee Intensity level 12; Body level 11; Acidity level 2; Aroma level 7; Universal grind; Due to its type of grind, it can be used in all types of coffee machines, with the exception of capsule machines; 220gr pack; Recommended dose per cup, 7/8 grams of coffee; Total of around 31 cups; 100% responsibly sourced coffee; Recyclable packaging; Store in a cool, dry place.	4,99€

source: own elaboration

5.2.1.5 Distribution

SICAL, considered a reference brand in the Portuguese coffee market, has a very wide distribution in retail, being present in all the country's major retail chains and in 90% of the market. In addition to retail, SICAL also sells its products in the HORECA channels (hotels, restaurants, cafes), pastry shops, offices, companies, vending and online.

5.2.1.6 Communication

The SICAL brand was a pioneer in communication in Portugal and in 1956 it was the first Portuguese coffee brand to advertise. Currently, the brand's communication is limited to a small budget. SICAL is present digitally through Instagram and Facebook, where it has 14,200 followers and 122,000 followers respectively. Communication on these digital platforms has not been very active in the last two years. The brand also communicates through instoremedia, that is communication that is carried out inside shopping centers and that we can find on doors, on linear stoppers and on billboards. Branded content is also a strategy adopted by the brand and consists of interviews which are then published in the media. SICAL also sends a press release and a press kit to the press and magazines aimed at the target group the brand wants to reach, with the aim of communicating its products and new launches.

5.2.1.7 Processes

The process of obtaining coffee as a final product begins on the coffee tree where berries grow and develop until they turn red. They ripen in 6 to 8 months for arabica and 9 to 11 months for robusta. Once ripe, they are harvested and processed in two ways: dry and wet. The dry method consists of drying the coffee berries in their shells in the sun for up to 30 days. After drying, the pulp and shells are mechanically removed from the coffee beans (AICC, n.d.).

In the wet process, the berries are pulped to remove the pulp that covers the coffee beans. The beans are then taken to containers filled with water, where fermentation takes place. This process uses special equipment and copious amounts of water but allows for better preservation of the coffee beans' qualities. After fermentation, the beans are washed and dried to release the film that surrounds them. After this process, the coffee beans are transported by boat in 21-ton containers to the factory in Porto and undergo two cleaning processes before being bagged (Amaral & Silva, 2020).

After this process, they are stored in huge bags, with a capacity of 1,100 kg of green coffee, by origin, Vietnam, Brazil, Ethiopia, Uganda, Cameroon, Indonesia, species robusta or arabica and certification, Rainforest Alliance, among others (Amaral & Silva, 2020).

The factory's control room then issues the production orders and the blend for each batch is created. Once the blend has been created, the green coffee goes through a maze of pipes until it reaches the silos and then on to the roasters, which have a capacity of approximately 1,000kg (Amaral & Silva, 2020). The roasting process is carried out at a temperature of between 200 and 300 degrees and lasts around 12 minutes (Amaral & Silva, 2020). Part of the roasted beans goes through the grinding process and can be ground using Normal grinding, Coarse grinding or Universal grinding. Afterwards, the ground roasted coffee or beans are packaged and ready for consumers to buy.

5.2.1.8 Commitment to Sustainability

Nestlé's approach to sustainability is comprehensive and underpinned by its commitments and aims to achieve supply chains with net zero emissions and no deforestation and to grow regenerative systems on a large scale. The company is also committed to improving water management, increasing the recyclability of its packaging and creating opportunities for young people by creating diverse and inclusive teams (Nestlé, 2024).

According to the Coffee Brew Index 2023, a report that analysed the sustainability strategy of the world's eleven largest roasters, Nestlé was considered the world leader in sustainability in the coffee industry. At Nestlé Portugal, where coffee is one of the main categories, the actions taken in favour of the sustainability of the value chain have made a strong contribution to the global goals. As an example, at the Porto factory all the green coffee processed is 100% from responsible origins. This origin demonstrates Nestlé's knowledge of the various coffee growers who supply the green coffee, which is certified by a series of social, environmental and economic, health and safety factors. (Nestlé, 2024).

Nestlé has also developed Agrinest, a social networking platform that connects farmers with agricultural knowledge (Agrinest, n.d.). It is available in several countries such as Brazil, Vietnam, Indonesia, Thailand, among others.

In addition, the Porto factory uses only electricity from renewable sources. Nestlé Portugal, in partnership with the British group Mondi, a specialist in sustainable packaging, has also developed a new 100% recyclable “ready to recycle” packaging material. Currently, 83.5% of plastic packaging worldwide is recyclable and Nestlé aims to make all its packaging 100% recyclable or reusable by 2025 (Amaral & Silva, 2020).

Nestlé has 100% electric vehicles in its distribution fleet, allowing it to deliver coffee from its BUONDI, SICAL, TOFA and CHRISTINA brands to the HORECA channel in a more sustainable way. The company has also installed several vehicle charging stations at its headquarters and at the Avanca and Porto factories, totalling 71 electric chargers (Nestlé, 2022).

5.2.1.9 Physical Evidence

SICAL, a Portuguese coffee brand with a strong tradition and a focus on sustainability, is presenting a remarkable physical display that reinforces its identity and provides its consumers with a unique experience. The SICAL brand logo is a smiling young Bahian woman who conveys positivity and confidence and expresses respect for its origins. The packaging of its products has a design and colour palette that conveys the brand's tradition and refers to the origins of coffee. In terms of sustainability, its packaging is fully recyclable. The packaging provides information on the type of coffee grind and preparation methods, its acidity, aroma, body and intensity, nutritional information, the recommended dose and storage methods. On the other hand, the SICAL brand has its image present in cafés, restaurants and also in petrol stations, with its logo on cups, sugar packets and terrace furniture, taking care to reflect naturalness, comfort and the brand's identity.

5.2.2 External Analysis

5.2.2.1 Macro Analysis – PEST

Political Factors

As a member of the European Union (EU), Portugal defines its government policies according to the agreements made between EU countries and EU rules. Government decisions are influenced and conditioned by the financial crisis in some Eurozone states, which is responsible for the political crisis in the EU and the imposition of restrictions on member states. Portugal is experiencing political instability (Ministério Público, 2022).

Value Added Tax (VAT) in the restaurant sector fell from 23% to 13% in 2016. This intermediate tax rate is applied to various products, including coffee and coffee-related drinks. The decrease in VAT had a positive impact on job creation and wages in the restaurant sector in the second half of 2017. In the coffee sector, the decrease in VAT may allow companies to make a greater profit margin by changing prices (República Portuguesa, 2018).

In 2024, the Portuguese government included in the State Budget for 2024 a change in the VAT rate on juices, nectars and carbonated waters or waters containing carbon dioxide or other substances from 23% to 13% (Ordem dos Contabilistas Certificados n.d.).

Economic Factors

Industry, once a decisive sector for Europe's economic and social development, has lost relevance with the growth of the services sector. In Portugal, in 2020, industry accounted for 17% of Gross Value Added, 5% less than in 1995. Thus, industry in Portugal is an essential area for the recovery and modernization of the national economy, contributing to a green and digital transition, under the terms of the Recovery and Resilience Plan (RRP) and ensuring a sustainable improvement in the population's standard of living (Ministério dos Negócios Estrageiros, 2020).

According to the Bank of Portugal's projections for the Portuguese economy, growth is expected to stand at 1.7% in 2024 and to show an upward trend in the following years. Economic growth in 2024 was sustained by consumption, which was partly due to the historic increase in real disposable income. In addition, investment is expected to have zero weight, and the contribution of exports of goods and services will decrease in 2024, but gradual growth is expected in the coming years, in line with an expected increase in external demand. The inflation rate is expected to fall from 5.3% in 2023 to 2.6% in 2024, stabilizing at 2% in 2026-2027 (Banco de Portugal, 2024).

In 2023, the coffee market in Portugal reached a market value of 660 million euros, an increase of 8.2% on the previous year, maintaining the upward trend since 2021 and counteracting the downward trend seen during the years of the COVID-19 pandemic (AICEP, 2024).

Exports of roasted and soluble coffee amounted to 123 million euros, representing growth of 2.5% compared to the same period last year. Imports grew by 18.1% to 254 million euros. Spain is the main destination for Portuguese coffee exports, accounting for 28% of the total. France and Spain are the countries of origin of imports with the greatest weight, with 29% and 33% of the total, respectively (AICEP, 2024).

Social Factors

In 2023, Portugal's resident population grew due to a positive migration balance of 1.47%, which exceeded the negative natural balance. The resident population in Portugal at the end of 2023 was estimated at 10,639,726 people, of which 63.1% were of working age (6.7 million), 24.1% elderly (2.6 million) and only 12.8% young people under the age of 15 (1.3 million). As a result, there was an aging rate of 188 elderly people for every 100 young people, demonstrating the demographic aging already observed over the last few years. The North is the region with the highest concentration of residents, with around 35% of the total population, followed by Greater Lisbon and the Center with around 20% and 16% of the total population, respectively (INE, 2023).

In Portugal, coffee drinking is an intrinsic social habit in the culture and is a way of bringing friends and family together. Around 80% of Portuguese drink coffee every day (AICC n.d.). According to the European Coffee Federation, each Portuguese person consumes an average of five kilos of coffee, which is lower than the average consumption in Europe, mainly because the form of "expresso" is preferred by the portuguese, while in Central and Northern European countries there is a preference for longer-format coffee (European Coffee Federation, 2024).

In the period before the pandemic, as opposed to Europe, where coffee is mostly consumed at home, in Portugal coffee was mostly consumed outside the home. Since the pandemic, new consumption trends have emerged in Portugal, where there has been an increase of around 25% in coffee consumption at home, a greater interest in “slow coffee” and premium coffees and a large uptake by the portuguese in the consumption of coffee in capsules. By 2023, coffee capsule sales will account for 73% of total coffee market sales in Portugal (European Coffee Federation, 2024).

In Portugal there is one coffee shop for every 160 residents, and in Europe the average is one for every 400 residents (AICC, n.d.).

Technological Factors

In recent years, Portugal has seen great technological growth, emerging as one of the fastest-growing innovation and entrepreneurship hubs in Europe. It has become a thriving ecosystem of start-ups, incubators, accelerators, universities and has a growing repertoire of Portuguese unicorns (AICEP, 2024).

Portugal is using European Union funds to accelerate the transformation of public services online, develop and improve the digital skills of the population and benefit from the technological potential of companies. According to the European Investment Bank Business Digitalization Index 2021, portuguese companies are above the European Union average in terms of digital readiness and the use of advanced digital technologies. According to the Digital Economy and Society Index 2022, around half of the portuguese population has the skills to progress in a digital world (AICEP, n.d.).

Technology plays an essential role at every stage of the coffee sector's value chain, from planting to consumption. Technological innovations optimize efficiency and sustainability in production, reduce costs and provide worldwide distribution with higher quality standards. They also play a key role in controlling and analysing production, sales and consumption data and in analysing the connection between the consumer and the brand, enabling the development of innovative and differentiated products. For example, drones and satellites are used to monitor coffee plantations, as they provide data on soil moisture, plant nutrient requirements, calculate yield estimates and map crops. Artificial Intelligence is a tool used to manage and control the quality of coffee during roasting, through algorithms that identify roasting patterns that result in the ideal flavor and aroma and thus guarantee the quality of each batch produced. Blockchain technology creates greater transparency and security between brands and their consumers. This technology shows consumers the entire process of producing their coffee, from the origin of the coffee beans.

Environmental Factors

Portugal is the fourth member state of the European Union (EU) with the highest use of renewable energy sources in electricity production. In 2022, 61.0% of the electricity produced in Portugal came from renewable energy sources, such as wind, water, biomass, photovoltaic and geothermal energy (REA, 2024).

The high availability of natural resources in Portugal is a key factor in the energy transition and puts Portugal at a competitive advantage over other European Union countries. Portugal has implemented the National Energy and Climate Plan (PNEC 2030), which sets targets to be met by 2030 with the aim of achieving emissions neutrality by 2050.

Portugal has shown a good performance in reducing greenhouse gas emissions, but additional policies are needed to meet the 2030 and 2050 targets. Thus, Portugal must accelerate the development of renewable energies and the renovation of buildings and vehicles with low carbon emissions, increase the use of public transport by reducing the use of cars and combat the increase in emissions from agriculture. Portugal is exposed to climate risks such as coastal erosion, heavy rainfall and droughts and has therefore stepped up its measures to adapt to climate change. (OCDE, 2023).

Legal Factors

The coffee sector is governed by regulations at national and European level. In Portugal, the coffee sector is subject to Decree-Law nº. 78/2013, of June 11, issued by the

Ministry of Agriculture, the Sea, the Environment and Spatial Planning, which establishes the definitions, names and characteristics, forms of packaging to be followed by coffee, coffee substitutes and their mixtures, as well as the rules on their labeling and marketing (Diário da Républica, 2013). Labeling is also governed by the general provisions of Regulation (EU) nº. 1169/2011 of the European Parliament and of the Council, which concerns the dissemination of information to consumers on foodstuffs (European Union, 2011).

This sector also follows Decree-Law 124/2001 of April 17, which transposes Directive 1999/4/EC of the European Parliament and of the Council of February 22, 1999, which refers to coffee extracts and chicory extracts (Diário da Républica, 2001). The adoption of Directives into national law has allowed for the free movement of coffee and chicory extracts in the European Union and fair competition.

The European Commission has created a law against deforestation, which bans the sale of products from deforested land in the European Union and will come into force on December 30, 2025 for large traders. The products include coffee, cocoa, palm oil, soy and wood. This law aims to combat climate change, preserve the quality of forests and reduce the impact of deforestation on local communities (Parlamento Europeu, 2024).

In addition, there are organizations that support coffee production, such as the Associação Industrial e Comercial do Café (AICC), a portuguese non-profit association that represents 90% of the roasting industry, the International Coffee Organization (ICO), which emerged in 1963 under the auspices of the United Nations and is the only intergovernmental organization for coffee that brings together exporting and importing governments, and currently represents 93% of global coffee production and 63% of world consumption. And the European Coffee Federation (ECF), whose mission is to protect and promote the general interests of the European coffee sector and work towards a sustainable value chain. The ECF represents approximately 35% of the world coffee trade and has 16 national associations, including the AICC, and 42 member companies throughout Europe, including Nestlé (European Coffee Federation, n.d.).

5.2.2.2 Micro Analysis

Market Analysis

Europe is the largest coffee consumer market in the world. The European coffee market is characterized as traditional and mature, and between 1990 and 2022 total consumption in Europe grew at an average annual rate of 1.2%, while in the same period world consumption grew at an average annual rate of 2.8%. Traditional markets such as Europe and North America are expected to maintain their current levels of consumption, so growth in the coffee sector will come from developing regions such as Asia, Latin America, Africa and the Middle East, with strong potential in China (International Coffee Organization, 2024).

On the other hand, the value of the European coffee consumption market is expected to grow from around 153 million euros in 2023 to 186 million euros in 2028, due to the high demand for coffee in capsules and a greater demand for coffee with high quality and sustainability standards (CBI, 2024).

In Portugal, coffee consumption is growing steadily and is expected to grow by between 0% and 2% between 2022 and 2027 (International Coffee Organization, 2024). The coffee market in Portugal has 88 companies, the majority of which are concentrated in the North and the majority of which are small companies. The leaders in the portuguese coffee market are Nestlé S.A., the Nabeiro Group, the Massimo Zanetti Beverage Group and Jacobs Douwe Egberts.

The coffee sector is divided into two segments, In-home (IH) and Out-of-home (OOH). For each of these segments, there are different distribution channels. In the IH market, the main distribution channel is retail, which includes large distributors, traditional stores such as grocery stores and gourmet stores. In the OOH market, hotels, restaurants and cafés (HORECA) are the main distribution channels.

In 2023, the European Union imported a total of 2.7 million tons of green coffee worth 10.6 billion euros. Portugal, one of Europe's largest coffee importers, imported around 42,911.6 tons of green coffee (Eurostat, 2024). Most coffee imports came from Brazil (34%) and Vietnam (24%), the largest suppliers of coffee to EU countries. Uganda, Honduras, India, Colombia, Peru and Indonesia were the next largest suppliers of green coffee (Eurostat, 2024).

Portugal stands out as the fifth largest producer of coffee, decaffeinated or substitutes, such as cereal drinks with coffee, among EU member states. In 2023, it produced almost 50,000 tonnes of coffee, representing around 2% of the EU's total production (Eurostat, 2024).

In the financial markets, coffee is considered a soft commodity and is one of the most traded commodities in the world. The coffee market has faced some challenges due to the increase in the price of green coffee. This increase is partly due to the laws of supply and demand, as there is strong demand from the industry worldwide and lower production caused by climate change. Geopolitical factors, such as the situation in the Red Sea, have also affected the price of coffee, with increased transportation costs and delays in the arrival of goods in Europe.

Consumer analysis of the coffee sector

Coffee culture is very present in the daily lives of the portuguese, and in recent years there have been changes in coffee consumption habits and new trends have emerged. In the period before the pandemic, coffee consumption in Portugal was mostly outside the home, where espresso, the typical portuguese bica, was consumed. During the pandemic period, when people were forced to stay at home, coffee consumption habits reversed and coffee consumption in the home increased exponentially. After this period, there was a decrease in consumption at home, as people went out again and consumed coffee on the street but did not reach the levels of coffee consumption outside the home of the pre-pandemic period. This behaviour can be explained by the fact that many portuguese work from home, teleworking, and consequently don't leave the house every day. On the other hand, during the pandemic the Portuguese created consumption habits and got used to drinking coffee at home, and these habits have remained.

The portuguese coffee consumer is generally characterized as very traditional, with an average of two to three coffees a day, very focused on the consumption of short espresso, with less and less added sugar, and most consumers are between 30 and 70 years old. On the other hand, the younger generations have a different coffee consumption pattern, with a preference for long coffee drinks influenced by brands such as Starbucks, the Tiktok trend and the emergence of coffee shops, especially in big cities. With the advent of capsule machines, the way we drink espresso has also changed and the capsule coffee market has grown significantly over the last few years. A strong worldwide trend is the consumption of cold coffee, which is practically non-existent in Portugal, which shows that in a hot country, the portuguese have very deeply rooted consumption habits.

Although, as already mentioned, espresso coffee remains dominant, the coffee market has gained new dynamics with greater demand for artisanal coffee and coffee shops. This is partly due to the presence of an international population in Portugal, which has passed on the culture of drinking coffee for longer and more leisurely. Coffee shops emerged in Portugal later than in other European countries and have brought new forms of consumption. Ready To Drink (RTD) coffee is a relatively new category, present in both traditional and private label brands, and has seen growth in sales volume and value over the last year. Convenience is one of the main market trends in Portugal and Ready To Drink (RTD) coffee is a product that is in line with this trend as it makes it easy to drink coffee in a convenient way.

Finally, in recent years European consumers' awareness of sustainability has increased, so the market must adapt to the demands of its customers and consumers.

Competitive Analysis

There are several brands of roasted coffee in Portugal, each of which differs mainly in terms of the origin of its coffee beans and its roasting process. The choice of competitors was based on data analysis carried out through the online questionnaire, information gathered through interviews and secondary data.

Delta

Delta, a Portuguese brand owned by the Nabeiro Group for over fifty years, has been the leader in the roasted coffee segment in Portugal for over 20 years and has an international presence in over forty countries. It is a family brand with a high reputation and presence in Portugal. The brand follows the motto “A customer, a friend” and has a close and solid relationship with its customers (Delta, n.d.). One of Delta's strong points is that it is the only coffee brand owned by the Nabeiro Group. In terms of strategy, Delta's objective is to obtain a financial return through responsible and sustainable investment and innovation. Delta is present in the home, but its strong presence is outside the home. The family-owned brand sells its products in the HORECA channel, in offices, in vending, is present in all the major retail chains in Portugal and sells its products on its website, Delta Q. Delta's product portfolio includes ground coffee and coffee beans from various origins and differentiating blends, presents an organic product and a premium coffee range. In terms of innovation, the brand presents a range of ready-to-drink coffees, the Go Chill coffees, which are based on a ready-to-drink cold coffee drink aimed at the younger generations. Delta's retail prices for ground coffee and beans range from €3.79 to €5.99 and from €4.19 to €19.99, respectively.

Buondi

Buondi, a reference brand in the roasted coffee segment, was founded in Porto in 1896 and was acquired by Nestlé in 1993. Buondi is a brand aimed at young people and urban life. It defines its signature as “intensely” and associates this definition with the intensity that characterizes the taste of its coffee and the attitude and essence of the brand. The brand is present in the IH and OOH markets, with an offer of ground coffee and coffee beans. The recommended retail price of their products is 4.89€.

Nicola

The origin of the Nicola brand dates back to 1779 and it is currently one of the brands in the portfolio of the Massimo Zanetti Beverage Ibéria S.A. group. The Nicola brand has a greater presence in the OOH market and is present in various distribution channels, from large-scale retailers to restaurants, hotels and offices. Nicola's portfolio of coffee beans and ground coffee is smaller than that of the segment leader and SICAL, and it doesn't emphasize the origin of its coffee. The prices of their products range from €4.99 to €18.99.

White label Brands

White labels are brands that copy the products of original brands and try to be as similar as possible. These brands require less investment than the original brands and are able to offer consumers more favorable prices. White labels offer ground and bean coffees from different origins at very competitive prices between €2.75 and €12.49.

Brand Assessment

According to the data obtained through the online questionnaire (Appendix III), 93% of respondents know the SICAL brand, but only 7% consume SICAL coffee very often, and 27% buy SICAL coffee (Appendix VI). Among the participants who buy SICAL coffee, 52% most often buy coffee in capsule format, 30% ground, 19% beans and 11% soluble (Appendix VI). Regarding the reasons why they consume SICAL brand coffee, quality (74%), price (59%) and Portuguese brand (63%) were the options most chosen by the participants (Appendix VI).

Michael Porter's Five Forces Model

Table III – Porter´s Five Forces Model

Threat of new entrants	In the coffee sector, there are several challenges for new companies wishing to enter this market. The coffee market requires a high initial capital investment, which includes equipment, inventory and facilities costs. As a market with strong competition, new companies must present innovative and exclusive offers, which implies investment in technology, research and development (R&D). In terms of legislation, the coffee sector is subject to strict regulations which mean high costs for companies. Big brands like Nestlé benefit from economies of scale, which allow them to significantly reduce costs and compete against new entrants. Consumer loyalty to the brand is a barrier to gaining market awareness.
Bargaining power of suppliers	The coffee market is heavily dependent on coffee bean suppliers. A limited number of suppliers of high-quality coffee beans and the shortage of coffee beans, caused by an increase in global coffee consumption and climate change, give suppliers greater bargaining power, leading to higher prices and exclusive sales conditions. As for suppliers of raw materials, such as packaging, they have less negotiating power, as there are several options of similar materials that allow the company greater freedom to choose its suppliers.
Bargaining power of customers	Portuguese consumers have access to a wide range of coffee products and brands, including national and international brands, which allows them to compare prices and attributes that are decisive for the consumer. Price sensitivity is a crucial factor in the coffee market in Portugal, as many consumers consider price to be a primary factor in their decision to choose and are influenced by promotions. Brands are therefore under pressure to offer competitive prices in order to retain and attract new consumers. The accessibility of information, from the way it is grown to the sustainability and origin of the grains, allows consumers to choose in line with their

	values and needs. Consumer trends require brands to innovate and diversify their products.
Threat of substitute products	Coffee is consumed by around 80% of the Portuguese population, but consumer preferences are changing and there are competing drinks to coffee. In the Portuguese market, tea is seen as the biggest competitor, given its benefits, variety of flavours and low or no caffeine content. Energy drinks are also considered substitutes for coffee and are consumed by a younger audience.
Competition in the industry	The coffee market in Portugal is very competitive and diversified, with multiple brands present, and the brands with the largest market share are in an advantageous position. Competition is observed through competitive prices, marketing strategies, innovation and sustainability. In this competitive environment, in order to gain an advantage in the market, brands have to come up with innovative and exclusive products that respond to market trends and consumer needs.

source: own elaboration

5.3 SWOT/TOWS Analysis

Table IV - SWOT/TOWS Analysis

	Strengths (S)	Weaknesses (W)
	1. Historic brand with an established position and reputation in the coffee sector in Portugal 2. Presence in 90% of the retail market 3. Wide and diversified range of products 4. Commitment to innovation, with the creation of new products and the adoption of new technologies 5. Production processes with strict control, guaranteeing the quality of final products 6. Commitment to sustainability 7. Circular Coffee Program	1. High production costs 2. Not in a leading position in the portuguese market 3. Communication 4. Reduced budget for marketing
Opportunities (O)	S-O Strategies	W-O Strategies
1. Communication and marketing strategies 2. Technological and innovative developments 3. Growing coffee consumption, including in emerging markets 4. Coffee presented as a healthy drink and its consumption seen as a beneficial habit for health	- Explore new opportunities for coffee products, promoting technology, innovation and quality - Communicate and promote sustainable practices adopted and practiced by the Sical brand and the Nestlé group	-Invest in the development of digital marketing to increase brand presence and win over new consumers

5. High intention to buy roasted coffee 6. Increased purchasing power after the inflation crisis 7. Growing consumer preference for products of sustainable origin	- Adopt new forms of sustainability that align with consumer and customer preferences	
Threats (T)	T- S Strategies	T-W Strategies
1. Strong competition and price rivalry 2. Volatility in the price of green coffee beans and increase in the price of raw materials 3. Climate change affecting coffee production 4. Changes in regulations related to coffee production and exports and imports 5. Risk of disruption to supply chains due to geopolitical tensions 6. Changing consumer preferences 7. Economic crises	- Analyse the market to understand consumer preferences and market trends to create new products and communication strategies that meet market expectations.	- Promoting more efficient and sustainable production to reduce production costs and present products on the market at more competitive prices - Knowing and monitoring changes in government regulations, ensuring their compliance and applicability in the production process

source: own elaboration

5.4 Segmentation, Targeting and Positioning

5.4.1 Segmentation

Table V - Segmentation Criteria

Geographic Factor	Individuals living in mainland Portugal and the islands
Demographic Factor	Individuals of all genders aged between 40 and 65, with medium to high socio-economic status, considering their average monthly income, who belong to social classes A, B and C1.
Psychographic Factor	The people who buy coffee beans and ground coffee are people who live in a family environment, who look for quality products, who are loyal to brands, who know the world of coffee and who are interested in coffee expertise.

source: own elaboration

5.4.2 Targeting

Sical's target audience is people of all genders, aged between 40 and 65, living in mainland Portugal and the islands, who buy coffee from retail outlets. They are individuals who are looking for quality products, who know the coffee market and its origins, who enjoy and are interested in the experience of drinking coffee and who are willing to pay more for quality coffee.

5.4.3 Positioning

The Sical brand wants to position itself, among other coffee brands, as a coffee brand that delivers consumers the most real and pure cup, considering the best coffee origins. Sical's image is based on tradition and coffee expertise, and for the brand the quality of its products, which is influenced by the quality of the origins of its coffees, is the main focus of its image. The brand aims to position itself as the reference brand in the coffee market in Portugal, distinguishing itself by its long tradition, experience and product offering.

5.5 Marketing Strategies

The marketing plan follows a concentrated marketing strategy, as it focuses on a specific target market and allows the company to analyse and understand the needs and demands of consumers in the coffee market and achieve a leading position in the market. This strategy allows the company to market its products more profitably and efficiently, adjusting its products and prices to its target market. At the same time, a digital marketing strategy should also be adopted, as social networks are an important communication tool for brands.

5.6 Marketing Objectives

The marketing objectives defined for this marketing plan, to be achieved for Sical's roasted coffee segment by 2025, are:

- Increase brand awareness among Portuguese consumers

- Increase and improve Sical's communication

- Increase the brand's position in the Portuguese coffee market

- Create a differentiated value proposition

- Creating new products

5.7 Marketing Mix

5.7.1 Product Strategy

The aim is to increase and differentiate SICAL's product portfolio by creating a premium coffee bean in a 500gr pack, aimed at consumers who value coffee expertise. This launch will emphasise the brand's innovation and respond to market trends. There will also be “Pack Origens” (Appendix VII), a pack created with Sical Brasil and Sical Uganda coffee, and “Pack Tradição” (Appendix VIII), which includes Sical Torra Portuguesa and Sical Tradição, which will be available at specific times in retail stores and will have a more attractive price because they are two packs to be purchased together.

5.7.2 Pricing Strategy

According to the data from the online questionnaire, 61% of respondents indicated that they would be willing to pay between €3 and €5 for a 220g pack of ground coffee and 38% said they would be willing to pay between €10 and €13 for a 1kg pack of coffee beans. Considering that now the recommended selling price of a 220gr pack of ground coffee is between €4.79 and €5.99, the price of this product should remain the same. For a 1kg pack of ground coffee, the recommended selling price is €21.99, which is higher than the price indicated by respondents, so it should decrease by €5, to €16.99, a price closer to consumer expectations. In addition, the premium coffee beans will have a starting consumer price of €17.99, which is lower than the price offered by competitors. Finally, the “Origins Pack” and the “Tradition Pack” will have a retail price of €9.99 and €8.99 respectively.

5.7.3 Distribution Strategy

Regarding distribution, the distribution strategy will follow the intensive distribution approach. Sical's roasted coffee will continue to be available at current points of sale, covering 90% of retailers, including hypermarkets and supermarkets throughout the country. Sical products will also be available for sale online through Continente Online, El Corte Inglés Online, Auchan Online, Amazon Spain, IberCoffe and KaffeShop.

5.7.4 Communication Strategy

In order to increase brand awareness among current customers and reach new customers, a communication strategy geared towards digital marketing is essential. This strategy is also aligned with the budget that the Sical brand has available for the communication area, which depends on Sical's sales volume. In this sense, a plan of publications and online content that will be published on Facebook and Instagram is essential. To complete the digital strategy and project and give more visibility to the brand, a strategy should be used with influencers who fit in with the brand's values and mission and who reach the brand's target audience. In-store communication is also fundamental as it represents a continuation of digital communication and influences the consumer in their decision making, so doormedia should be placed at the entrance to retail stores and Stoppers in the aisle where the café is located.

Finally, the brand should be present at events such as Porto Coffee Week and Lisbon Coffee Week.

5.7.5 People Strategy

It is important to have a team focused on the brand's digital marketing and it would be interesting for employees to have training related to the marketing area in order to learn about new strategies and tools.

5.7.6 Process Strategy

Sical's ground roasted coffee, and beans follow high production standards, and the raw material is 100% sustainable and complies with EU regulations. The process must remain unchanged, as the products must retain their characteristics such as aroma, acidity, intensity and body.

5.7.7 Physical Evidence Strategy

The packaging for roasted coffee beans and ground coffee will retain the logo, design and colours that refer to the brand's origins and highlight the sustainability of its packaging and the 100% responsible origin of its coffee. As for premium coffee beans, their packaging will follow the same colour palette, but with a more sophisticated design. To maintain all the properties and quality of the coffee, a ziplock system should be integrated into all packaging.

5.8 Planning, Implementation, and Control

5.8.1 Planning and Timetabling

The strategies defined are presented in detail in the table below, as well as the time plan for their implementation throughout 2025 and 2026, with most of the strategies planned to be implemented in the long term.

Table VI - Timetabling

		2025				2026							
	Actions	S	O	N	D	J	F	M	A	M	J	J	A
Product	Launch of premium coffee beans												
	Launch of the "Pack Tradição"												
	Launch of the "Pack Origens"												
Price	Price 16,99€ coffee Sical Classico 1kg												
	Price 17,99€ premium coffee beans												
	Price 8,99€ Tradition Pack												
	Price 9,99€ Origins Pack												
Distribution	Online sales												
	Retail sales												
Communication	Digital Marketing with influencers and the press												
	Facebook and Instagram posts												
	Instore communication												

People	Marketing training												
Process	High quality standards and compliance with EU regulations												
Physical Evidence	Integrate Ziplock system into packaging												
	Creating a new design for premium coffee												

Source - Own source

5.8.2 Implementation and Control

Evaluating the effectiveness of the strategies is fundamental to analysing the success of the marketing plan's implementation and to making possible adjustments and changes to the plan. Evaluations should therefore be carried out every three months to assess the impact of the strategies and ensure that the final objective is achieved. The evaluation will be based on the number of physical and online sales and engagement measured by the number of followers, likes and comments, content sharing on Sical's Facebook and Instagram pages.

5.8.3 Financial planning

The execution of the marketing plan depends on financial resources, and the estimated budget for the implementation of the marketing-mix strategies is 55,000€. This figure may not correspond to the budget available from Sical, as it was not possible to share this information. Table VII shows the percentage each strategy has in the total estimated budget:

Table VII - Financial Planning

Product	Price	Distribution	Commmunication	People	Process	Physical Evidence	Total
25,5%	3,5%	10,5%	30%	5%	10%	15,5%	100%

Source - Own source

6. CONCLUSION

Sical is a Portuguese coffee brand that has been on the market for over 75 years. Its mission is to provide its consumers with the most real and pure cup of coffee, considering the best coffee origins. The genesis of the brand is very much focused on origins and the Bayana of its logo is proof of this.

The development of this marketing plan for the roasted coffee of the Nestlé group's Sical brand represents added value for the brand, defining marketing strategies with the aim of increasing brand awareness and knowledge in Portugal and increasing the brand's sales volume.

Throughout this work, various challenges facing the national and international coffee market have been addressed, such as the sharp rise in the price of the raw material, green coffee, and the intense competition in the market. In addition, the market is constantly changing and in recent years new market trends and consumer habits have emerged. In this scenario, brands have to differentiate themselves and offer original products that align with consumer preferences and follow market trends.

To this end, strategies were proposed, such as creating a new product and coffee packs, increasing the brand's presence on social media with regular content and using influencers to increase the connection between consumers and the brand.

The execution and success of these strategies depends on financial resources and regular evaluation and monitoring, to make the necessary changes according to market changes.

The marketing plan has some limitations, partly related to the methodology used, action research, as this methodology is subject to the author's interpretation, which is influenced by their psychological characteristics. Furthermore, this marketing plan was created considering a specific context, in this case the European coffee market and particularly the Portuguese coffee market, so it is not applicable to another context.

Finally, this plan shows that the coffee market is a very important market in Portugal and that for many Portuguese people coffee is an indispensable drink in their day and that it represents not only a source of energy but also a way of socializing with friends and family.

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APPENDICES

Appendix I- *Sical product portfolio*

Appendix II - *Interview script with Rui Duarte, Iberia Marketing Manager for Coffee, and Tania Jorge, Senior Brand Manager*

Questions	**Supporting References**
1. Nestlé/ Sical	
When did Sical start and how would you describe the brand's journey to the present day? [Quando é que a Sical surgiu e como é que descreve o percurso da marca até aos dias de hoje?]	(Perdigão, 2024)
What are Nestlé's values, objectives and mission? [Quais são os valores, objetivos e missão da Nestlé?]	(Parra, 2015)
Why is sustainability so present in the company's values? [Porque é que a sustentabilidade está tão presente nos valores da empresa?]	(Fernandes, 2024)
What marketing strategies have been adopted to promote Sical roasted coffee? [Quais são as estratégias de marketing, adotadas para promover o café torrado da Sical?]	(Perdigão, 2024) (Saunders, M. N. K., Lewis, P., & Thornhill, A., 2019)
What are the major challenges currently facing the SICAL brand? [Quais são os grandes desafios que a marca Sical enfrenta atualmente?]	(Perdigão, 2024) (Malhotra, N. K., 2020).
Among the categories that SICAL has in its product portfolio, which category has the greatest weight in SICAL's sales??	

[Entre as categorias que a Sical tem presente no seu portfolio de produtos, qual a categoria que tem maior peso nas vendas da Sical?]	
Considering the economic scenario, inflation has decreased in the last year and is expected to continue to do so in the coming years. What impact does this have on product prices? [Considerando o cenário económico, no último ano verificou-se uma descida da inflação e prevê-se que nos próximos anos esta continue a descer. Qual o impacto que esta variação tem no preço dos produtos?]	(Maia, 2021)
2. Customers	
How would you describe SICAL's customers? [Como é que descreve os clientes da Sical?]	(Malhotra, N. K., 2020)
What target audience does the brand want to reach in the roasted coffee sector? [Qual o público-alvo que a marca pretende atingir no setor do café torrado?]	(Fernandes, 2024); (Saunders, M. N. K., Lewis, P., & Thornhill, A., 2019)
How is customer satisfaction measured and evaluated? [Como é medida e avaliada a satisfação dos clientes?]	(Samoggia & Bettina, 2018)
What impact has the Covid-19 pandemic had on the behaviour of coffee consumers in Portugal? And how is the portuguese consumer currently defined? [Qual o impacto que a pandemia, Covid-19, teve no comportamento dos consumidores de café em Portugal? E como é definido atualmente o consumidor português?]	
How do consumers react to promotions? [Qual a reação dos consumidores às promoções?]	(Samoggia & Bettina, 2018);
3. Competitors	
Who are SICAL's main competitors? And what are its strengths? [Quais são os principais concorrentes da Sical? E quais são os seus pontos fortes?]	(Maia, 2021);
What distinguishes SICAL from its competitors? [O que distingue a Sical dos seus concorrentes?]	(Fernandes, 2024)
4. Marketing Mix	
4.1.Product	
Does Nestlé plan to create new products within this segment for SICAL? [A Nestlé prevê a criação de novos produtos dentro deste segmento para a Sical?]	(Perdigão, 2024)

In your opinion, what are the factors that most contribute to the quality of roasted coffee? [Na sua opinião, quais são os fatores que mais contribuem para a qualidade do café torrado?]	(Samoggia & Bettina, 2018)
4.2. Price	
How are product prices defined in relation to the competition? [Como é definido o preço dos produtos, em relação à concorrência?]	(Fernandes, 2024)
4.3. Communication /Promotion	
What are SICAL's communication strategies? [Quais as estratégias de comunicação da Sical?]	(Perdigão, 2024)
What is the main image and message you want to transmit to the public? [Qual a imagem e mensagem principal que pretendem transmitir ao público?]	(Fernandes, 2024) (Malhotra, N. K., 2020)
Are you thinking of improving and innovating your marketing strategies? If so, which direction would you like to take? [Pensam melhorar e inovar as vossas estratégicas de marketing? Se sim, qual a direção de gostariam de adotar?]	(Fernandes, 2024)
How do you define the budget allocated to a brand's marketing area? [Como definem o orçamento destinado à área de marketing de uma marca?]	(Fernandes, 2024)
4.4. People	
How many people work at Nestlé? [Quantas pessoas trabalham na Nestlé?]	(Perdigão, 2024)
How important is employee motivation and loyalty to the company? [Quão importante é a motivação e lealdade dos trabalhadores para a empresa?]	(Fernandes, 2024)
4.5.Process	
How are Nestlé and SICAL organised? [Como é realizada a organização entre a Nestlé e a Sical?]	
4.6.Place	
Who are the main suppliers of raw materials for Nestlé's coffee segment? [Quais são os principais fornecedores de matérias-primas para o segmento do café da Nestlé?]	(Fernandes, 2024)
How would you describe Nestlé's relationship with suppliers? [Como descreveriam a relação da Nestlé com os fornecedores?]	(Fernandes, 2024)
Other	
What does Nestlé expect from this Marketing Plan? [O que é que a Nestlé ambiciona deste Plano de Marketing?]	

***Appendix III** – Online Questionnaire*

Questions	Supporting References
Q.1. Do you drink coffee? - Yes - No (If the answer is No, the survey ends)	(Parra, 2015)
Q.2. How frequently do you drink coffee? - Every day - Every week - Every month -Less than once a month (If the answer is every day, go to question Q.3, if you choose one of the other options go to question Q.4.)	(Parra, 2015)
Q.3. How many coffees do you drink a day? -1 -2 -3 -4 or more	(Silva, 2019)
Q.4. What are the reasons you drink coffee? - Energy - Flavour - Concentration - To relax - Health	
Q.5. Where do you often drink coffee? - At home - Coffee shops - Pastry shops - Work	(Silva, 2019)
Q.6. Select the moments of the day when you consume coffee: - Breakfast - During the morning - At lunch/After lunch - In the afternoon - After dinner/evening	(Silva, 2019)
Q.7. What format of coffee do you buy the most? - Capsules - Bean - Ground - Soluble	(Silva, 2019)
Q.8. Where do you usually buy coffee? - Supermarkets - Online	(Fernandes, 2024)

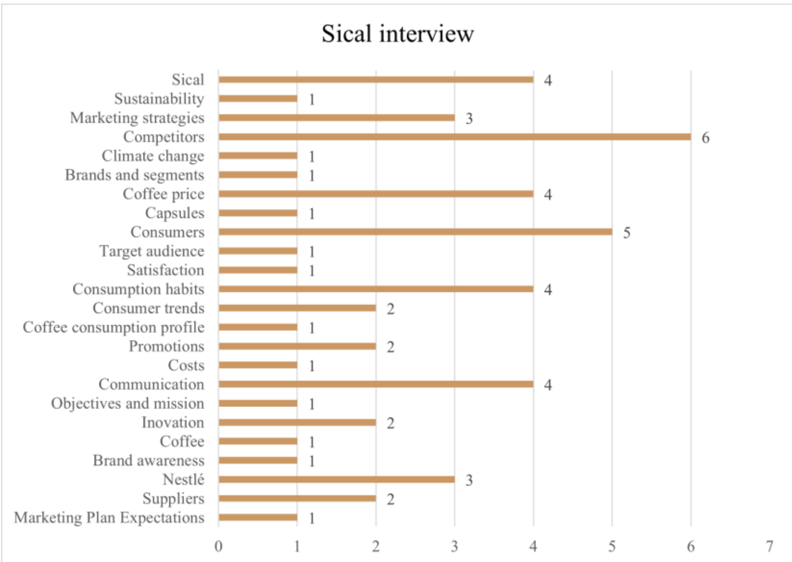
- Gourmet Stores - Other, where?	
Q.9. Consider the following coffee attributes and rate them according to their importance on a scale of 1 to 5, with 1 being less important and 5 being very important. - Brand - Price - Quality - Intensity - Flavour - Country of origin - Packaging - Sustainability	(Parra, 2015)
Q.10. What brand(s) of roasted coffee do you usually buy? (choose up to 3 options) - Sical -Buondi - Delta Cafés - Nicola - Nespresso - White label/ Generic brand - Other	(Silva, 2019)
Q.11. How much are you willing to pay for a 220gr packet of ground coffee? - Less than 3€ - 3€ to 5€ - 5€ to 7€ - More than 7€	(Silva, 2019)
Q.12. How much are you willing to pay for a 1kg bag of coffee beans? - Less than 10€ - 10€ to 13€ - 13€ to 16€ - More than 16€	(Silva, 2019)
Q.13. Do you know the SICAL brand? - Yes - No If the answer is No, do not answer questions Q.14, Q.15, Q.16 and Q.17.	(Parra, 2015)
Q.14. Choose from 1 to 5, how often do you consume SICAL coffee. Where 0 is never and 5 is very often.	(Parra, 2015)
Q.15. Do you buy SICAL coffee? -Yes -No	
Q.16. Which format of SICAL coffee do you buy most often? - Capsules	

- Bean - Ground - Soluble	
Q.17. What are the reasons why you consume SICAL brand coffee? - Price - Quality - Packaging - Sustainability - Trust in the brand - Portuguese brand	
Q.18. Age - Under 18 years - 18-20 years - 21-30 years - 31-40 years - 41-50 years - 51-60 years - Over 60 years	(Silva, 2019)
Q.19. Gender - Masculine - Feminine - Prefer not to answer	(Silva, 2019)
Q.20 Education -Primary Education - Secondary Education - Bachelor´s Degree - Master´s Degree - Other	(Silva, 2019)
Q.21. Employment Status - Employed - Self-employed - Student - Unemployed - Other	(Fernandes, 2024)
Q.22. How many people are in your household? - 1 person - 2 people - 3 people - 4 people - 5 people -6 or more people	(Fernandes, 2024)
Q.23. Monthly Income - Less than 1000€ - 1001€ to 2000€ - 2001€ to 3000€ - 3001€ to 4000€ - More than 4001€	(Perdigão, 2024)

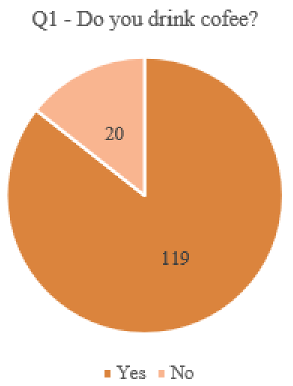
- Prefer not to answer	
Q.24. District of Residence -Aveiro, -Açores, -Beja, -Braga, -Bragança, -Castelo Branco, -Coimbra, -Évora, -Faro, -Guarda, -Leiria, -Lisboa, -Madeira -Portalegre, -Porto, Santarém, -Setúbal, -Viana do Castelo, -Vila Real, -Viseu,	(Perdigão, 2024)

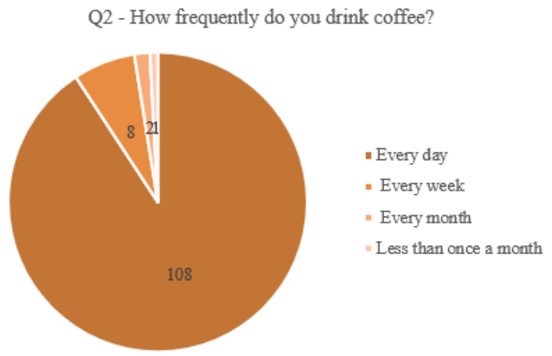
Appendix IV *– Word cloud relating to the interview sample conducted, source: MAXQDA software*

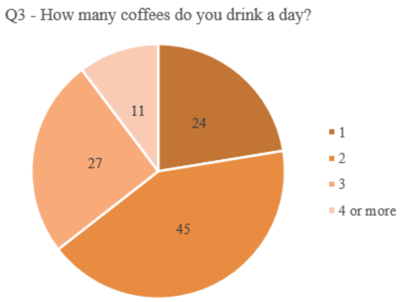
Appendix V*– Frequency of Codes (Categories), source: MAXQDA software*

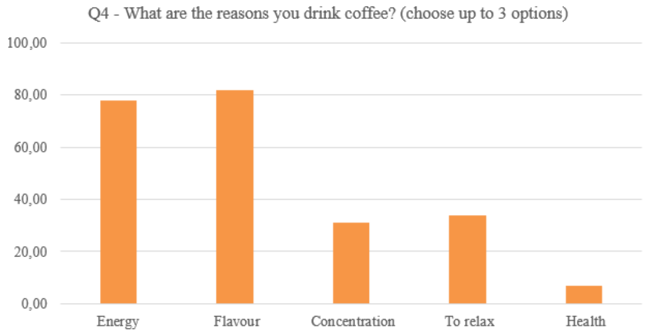


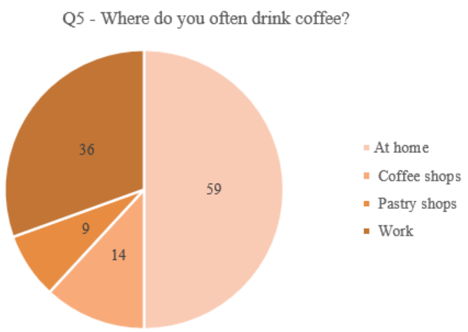
***Appendix VI** - Online questionnaire answers, source: Qualtrics software*

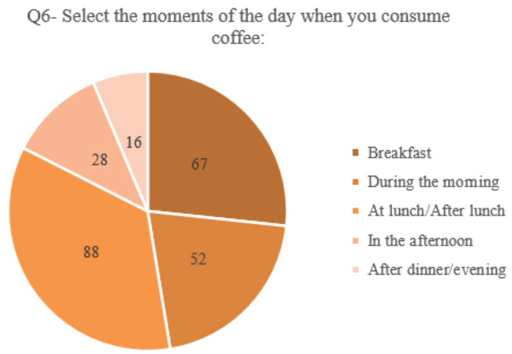


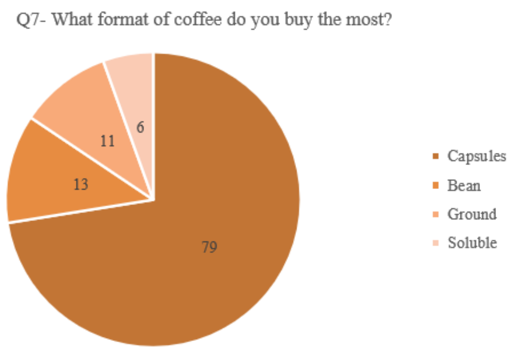


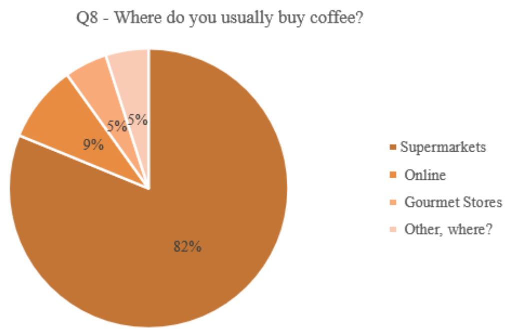


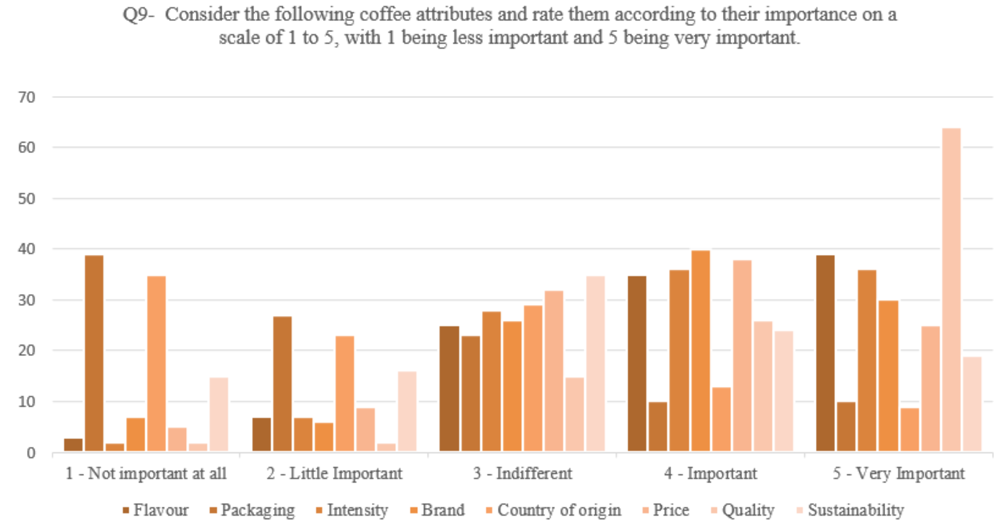


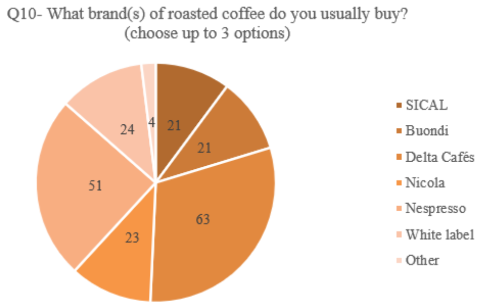


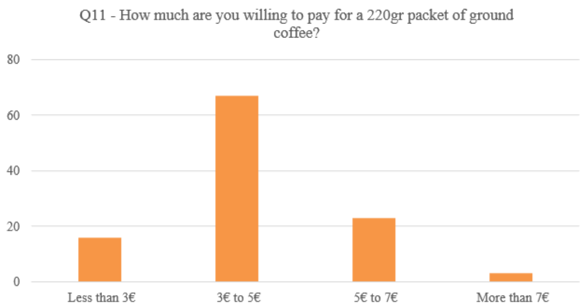


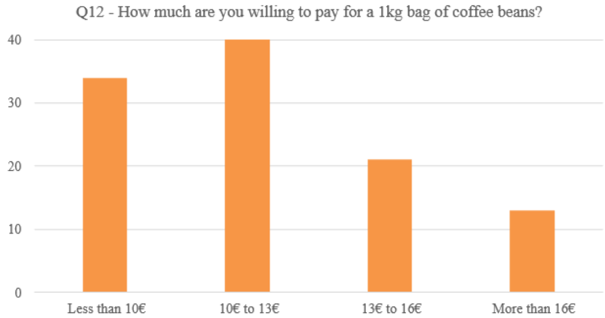


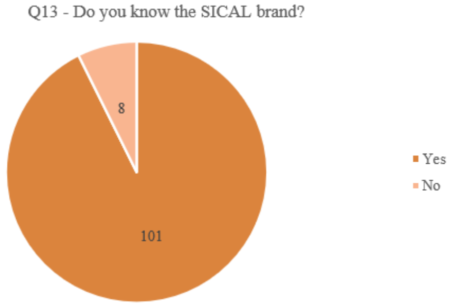


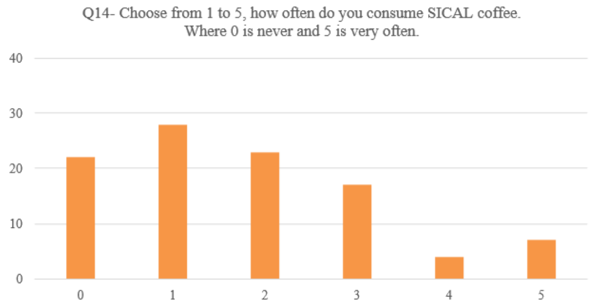

Q9- Consider the following coffee attributes and rate them according to their importance on a scale of 1 to 5, with 1 being less important and 5 being very important.
70
60
50
40
30
20
10
0
1 - Not important at all
2 - Little Important
3 - Indifferent
4 - Important
5 - Very Important
Flavour
Packaging
Intensity
Brand
Country of origin
Price
Quality
Sustainability

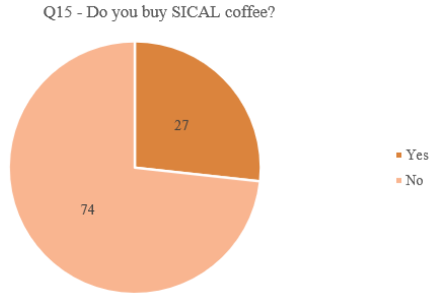

Q10- What brand(s) of roasted coffee do you usually buy? (choose up to 3 options)
21
21
63
23
51
24
4
SICAL
Buondi
Delta Cafés
Nicola
Nespresso
White label
Other

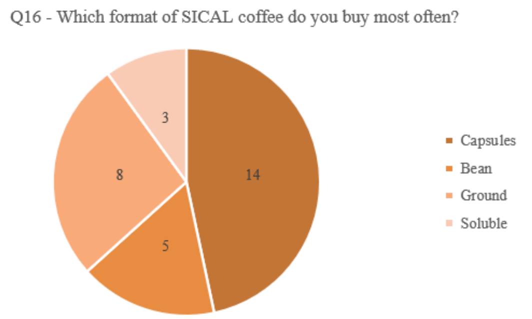

Q11 - How much are you willing to pay for a 220gr packet of ground coffee?
80
60
40
20
0
Less than 3€
3€ to 5€
5€ to 7€
More than 7€

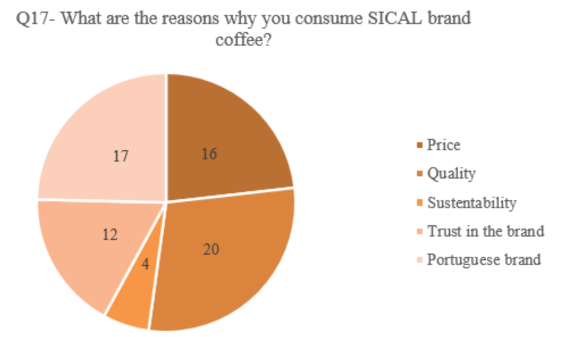

Q12 - How much are you willing to pay for a 1kg bag of coffee beans?
40
30
20
10
0
Less than 10€
10€ to 13€
13€ to 16€
More than 16€

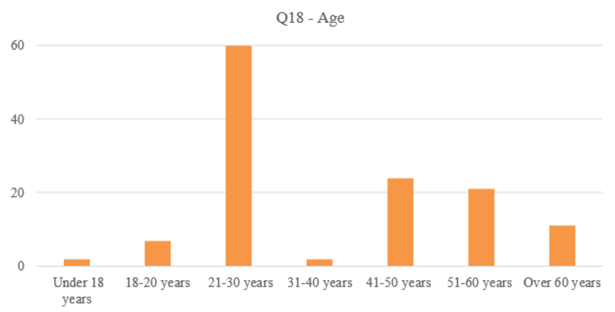

Q13 - Do you know the SICAL brand?
8
101
Yes
No

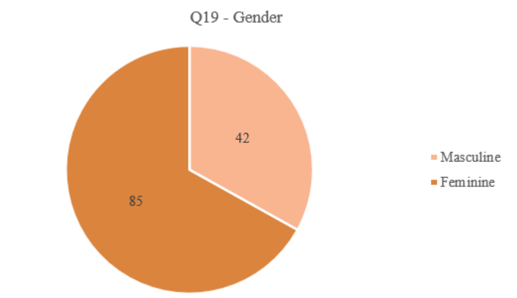

Q14- Choose from 1 to 5, how often do you consume SICAL coffee. Where 0 is never and 5 is very often.
40
30
20
10
0
0
1
2
3
4
5

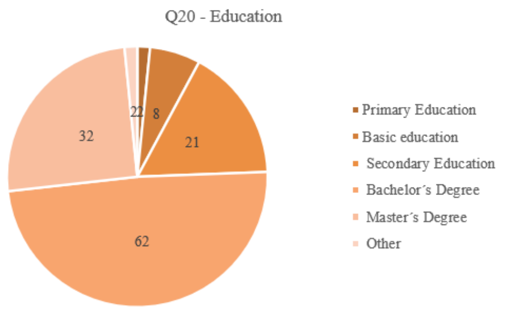

Q15 - Do you buy SICAL coffee?
27
74
Yes
No

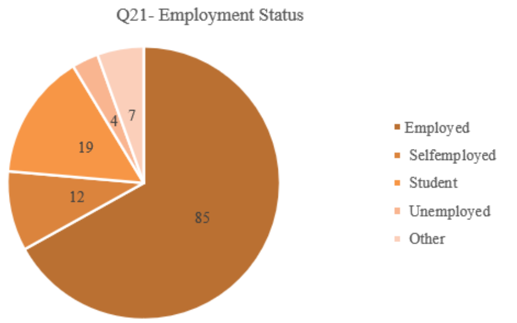

Q16 - Which format of SICAL coffee do you buy most often?
14
5
8
3
Capsules
Bean
Ground
Soluble

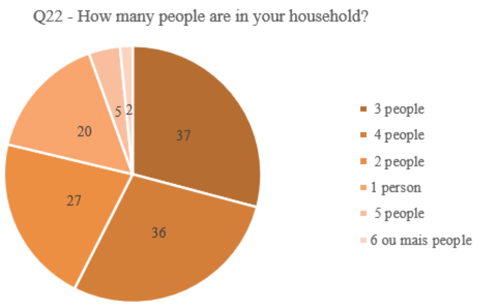

Q17- What are the reasons why you consume SICAL brand coffee?
16
20
4
12
17
Price
Quality
Sustentability
Trust in the brand
Portuguese brand

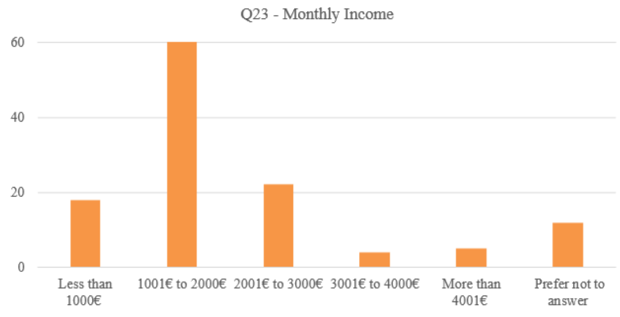

Q18 - Age
60
40
20
0
Under 18 years
18-20 years
21-30 years
31-40 years
41-50 years
51-60 years
Over 60 years

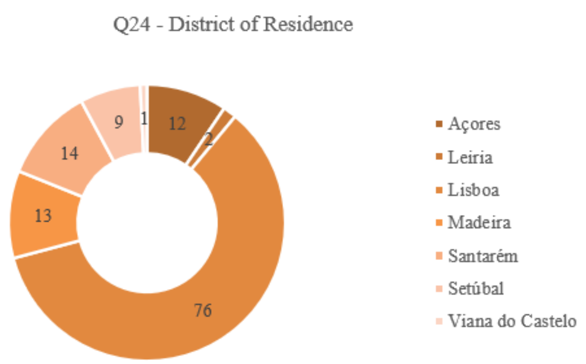

Q19 - Gender
42
85
Masculine
Feminine


Q20 - Education
2
2
8
21
62
32
Primary Education
Basic education
Secondary Education
Bachelor´s Degree
Master´s Degree
Other


Q21- Employment Status
85
12
19
4
7
Employed
Selfemployed
Student
Unemployed
Other


Q22 - How many people are in your household?
37
36
27
20
5
2
3 people
4 people
2 people
1 person
5 people
6 ou mais people


Q23 - Monthly Income
60
40
20
0
Less than 1000€
1001€ to 2000€
2001€ to 3000€
3001€ to 4000€
More than 4001€
Prefer not to answer


Q24 - District of Residence
12
2
76
13
14
9
1
Açores
Leiria
Lisboa
Madeira
Santarém
Setúbal
Viana do Castelo

Appendix VII- Pack Origens

Appendix VIII- Pack Tradição