



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTERS IN MANAGEMENT (MIM)

MASTERS FINAL WORK

PROJECT

DESIGNING THE DIGITAL PRESENCE OF THE NEW ISEG MERCHANDISING STORE: A CONSULTING PROJECT

BERNARDO SEQUEIRA VAREJÃO NOBRE VARELA

JUNE - 2022



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**Designing the Digital Presence of the New ISEG Merchandising Store: A Consulting
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RESUMO

O ISEG – Lisbon School of Economics and Management reuniu, no âmbito do desenvolvimento de um projeto de consultoria para a Loja de Merchandising, um grupo de alunos de MiM – Masters in Management. O objetivo do cliente é único: expandir a marca ISEG, criando notoriedade e reputação junto não só da comunidade Iseguiana, mas sim de todos nós.

Para enfrentar o projeto, os consultores segmentaram-no em quatro seções principais e distintas: Operações; Portfólio; Marketing; e Digital, todas subdesenvolvidas ou até mesmo inexistentes, até à data, no instituto.

Este relatório, orientado para o Digital, centra-se na análise detalhada de outras prestigiadas marcas, com presença online. Neste mesmo, é recomendada a forma como a loja online deve funcionar: a sua estrutura e organização. Aqui, é, ainda, fomentada a criação da loja, com o objetivo de fortalecer e enaltecer a marca ISEG, apresentando um layout atrativo para os consumidores, de modo a abranger todo o mundo.

Palavras-Chave: Digital, E-commerce, Merchandising.

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ABSTRACT

ISEG – Lisbon School of Economics and Management, assembled a group of MiM students to consult on the development of a Merchandising Store for the institution. The client's goal is to expand the ISEG brand, creating awareness within the population. To tackle the project, the consultants segmented the project into four core sections: Operations; Portfolio; Marketing; and Digital, all of which were either under-developed or even non-existent.

This Digital oriented report focused on analysing other major brands with an online presence to address ISEG's major shortcoming of not having one.

It is recommended how the online store should be assembled and how it should be organized and how to reach out, similar to major world-renowned brands to strengthen the ISEG brand.

The aim of the project is to present a more attractive layout to captivate users and reach the whole world.

Keywords: Digital, E-commerce, Merchandising.

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ABBREVIATIONS

ISEG	Lisbon School of Economics and Management
MiM	Masters in Management
POS	Point of Sale
WWW	World Wide Web

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Chapter 1 – Introduction

In its years of activity, ISEG has gone through several phases of growth and identity, all of which led to the days of rebranding that have been observed since the academic year 2020/2021.

As part of this rebranding process, ISEG has turned to a group of students from the master's degree in Management to participate in the development of this historic phase. The current project consists in the development of the faculty's merchandise product, with the aim of expanding the brand and its identity, i.e., increasing the awareness and value of the institution.

The main goal is not to create an alternative source of funds, and this is an important statement to understand the whole set of recommendations that the team has come to. Although the main goal is not to take a for-profit position, a reasonable financial concern needs to be considered. The team wants to create a way to raise awareness and enhance the ISEG brand by operating a strong, cohesive, and organized merchandising business that is able to offer products that are consistent with the school's values and appeal to the end consumer, whether it is a student, a family member of a student, a professional who works at the school, or another consumer who has nothing to do with the school.

With this in mind, the project has been divided into 4 segments: Operations; Portfolio; Marketing; and Digital.

In Digital, a new service was developed to make the ISEG culture accessible worldwide! Intensive research has been conducted, both quantitative and qualitative, to support the aforementioned areas. The team would like to point out to the reader that primary data, i.e., data collected directly from the source, was scarce, which means that the teams' reports rely heavily on assumptions to support the findings.

Chapter 2 – Literature Review

2.1 Digital Marketing

In the wake of digital development, which brings a strong connection between people, various changes are occurring, especially in the purchasing process. (Adolpho, 2011) also highlights the changes in the communication process with the consumer, in which the personalized service reverberates, enabling him to a product or service based

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on the content previously provided according to its basic characteristics and the strategies developed from them.

The explanation lies in Digital Marketing, which emerged in the 90s and brought together strategies to promote a brand on the Internet. In addition, this concept has changed the use of technology by companies to promote their sales and relationship with customers, which translates into an increase in business opportunities (Strauss & Frost, 2016). It is also important to mention that digital marketing is different from traditional marketing due to the use of different online channels and methods that allow real-time analysis of results (Digitais, 2016). According to the consulting firm CEB Global (2020), it seems that the adoption of technologies by consumers has a positive impact on the spread of digital marketing. Moreover, the process of adopting new technologies not only enables the reach of countless and diverse digital channels, but also new consumers with lower costs. In this sense, the Internet offers a multicultural and globalized system that makes users' information unique and personalizes it based on their identities (Faustino, 2019).

2.2 The 8 Ps of Digital Marketing

The development of the marketing concept integrates elements that spread its fundamental characteristics, adding a modern vision that does not only focus on product orientation, but opens the doors to an orientation that idealizes the customer. The way of interacting and creating value that comes with the desire for a long-term relationship with consumers promotes new opportunities for growth and the development of strategies oriented to contemporary scenarios, such as the digital environment (Otero & Rolán, 2016) (Duffet, 2017).

The proposal made by Adolpho, in 2011, about the 8ps of digital marketing aims to interpret, in the context of digital marketing, the best path that companies should follow to obtain knowledge about their consumers and their own business on the Internet.

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Table 1. The 8 Ps of Digital Marketing

Pursuance	It is responsible for studying the behavior of consumers to determine their habits and behaviors in the digital environment
Planning	The research phase has been used to apply it in the elaboration and planning of digital marketing strategies
Production	It refers to the elaboration of a set of strategies that the company must implement when creating the project
Publication	Timing of project activation
Promotion	Creation and dissemination of key information about the project
Propagation	Intensifying the dissemination of information to the public through various communication channels
Personalization	Personification of the relationship with the target audience, building relationships with customers
Precision	Analysis and measurement of the results

Source: Adapted from Adolpho (2011)

Table 1 shows the proposal created by the author and its interpretation in the context of digital marketing.

The phases project an integrated communication that allows users in the digital context to be loyal from the beginning to the end of the process, in a circular context. In this way, Adolpho's (2011) proposal aims to create a series of continuous steps that promote not only consumer knowledge, but also an adaptation of marketing to the updates of the digital market.

2.3 E-commerce

In recent years, e-commerce - a concept that refers to companies that structure their buying and selling processes on digital platforms - has seen great progress and has become indispensable in the world of retail due to the exponential growth of the Internet. The digitization of modern life means that consumers from all over the world now enjoy numerous benefits when shopping online. E-commerce not only automates manual processes and paper transactions, but also helps businesses move to a fully electronic environment and change the way they operate (Kamlesh et al., 2005). With e-commerce, it is possible to offer goods and services that are distributed all over the world. With the strong expansion of the Internet and information technologies, this form of online

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consumption has become a fundamental issue for modern companies, that is, the business of these companies is conducted through online media (Jain, et al., 2021).

According to (Statista, 2022), more than two billion people purchased goods or services online in 2020, as shown in Appendix, Figure 1. In the same year, online retail sales exceeded 4.2 trillion euros worldwide. We can conclude that online purchase of goods and services has become a common practice worldwide, and the reasons that lead a person to carry out such a transaction, namely competitive prices, may vary in certain circumstances and depending on the group of people (Jain, et al., 2021).

So, we can think about the impact of e-commerce on the economy far beyond the simple electronic transaction of goods and services. The Internet is changing the way people work, study, interact, and do business. It is also changing the way people relate to businesses, how businesses relate to each other, and even how government relates to society (Ramos, 2011).

2.4 Digital Channels

New technologies are changing the way people live and consumers buy. So, digital shopping channels are in a period of radical change and entrepreneurs need to develop new strategies, such as channels, to survive this period. These strategies, which leverage digital technologies, are designed to better interact with consumers (Zutshi, et al., 2019) The success of these channels has given a boost to some businesses. The new technologies have multiplied the number of touch points and increased the number of always-on consumers, as well as greatly increasing the value of goods and services sold online (Granata, 2020).

2.4.1 Website

Businesses need to adapt to the online market and websites are vital to their survival. It has become essential for businesses of all sizes to create a website to attract many customers and understand the value that the website brings to drive results.

According to (Garett, et al., 2016) and (Bernier, et al., 2002), the major benefits of having a website are as follows:

With a 24/7 online presence, anyone, anywhere can access the website at any time, which ensures that more consumers interact with the company from the comfort of their

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homes. These modern consumers already expect brands to have an online presence to find relevant information.

Build trust for the brand, which is a crucial point for developing consumer confidence in the brand. Websites are fundamental tools for companies to strengthen their identity and build a good relationship with their customers. A professional and functional design makes consumers stay longer on the website. Every time someone visits a website, they expect something new and up to date that will catch their attention and satisfy their wants and needs. It must therefore provide customers with excellent functionality, good design and easy navigation, and be accessible via computers and cell phones. It is another sales channel that significantly increases the visibility of the company, breaks down physical barriers and increases sales.

With the Content Management System like WordPress, Shopify for online stores or even Wix, anyone can create a website with little or no support. One needs knowledge in development and support from digital marketing specialists when it comes to configuring a more complex website such as an e-commerce. Digital marketing is more efficient because online campaigns can reach all corners of the world. When a customer searches for goods or services online, they are sometimes shown the website page.

Portfolio, catalogs, and satisfied customers. Therefore, it is important not to limit the website only to selling goods or services, but to build a portfolio that reflects the performance in the industry. Let us say the business is doing well, then it is beneficial for the company to create a portfolio on its website with videos demonstrating the use of the products or services and complement this with social networks. For example, a website can add a map to its addresses, making it easier for customers to find the store, and they can then check to see if it is currently open. Brand image can be strengthened through a well-designed, functional, and appealing website.

2.5 Digital Consumers and their Behavior

In 1990, with the spread of the World Wide Web, online shopping became popular. E-commerce includes any form of economic activity conducted through electronic connections (Wigand, 1997). The technological revolution changes the habits of people within the network and leads to drastic changes in business processes. Thus, in later years, the need arises to study and understand the behavior of the online consumer, who repeatedly uses digital tools to understand the fundamentals that define the online shopping process (Eid, 2011) (Fang, et al., 2014).

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But then, what is the profile of the online consumer? The online consumer - e-consumer, the target audience of the Internet, is characterized by a strong critical sense, decision-making power, and creativity (Eid, 2011) (Fang, et al., 2014). Insightful, informed, and more autonomous e-consumers invest in research at the time of purchase and pay close attention to available technologies and information (Heinonen, 2011) (Ryan, 2017). Sometimes, however, faced with a large amount of data, the consumer finds it necessary to make an appropriate evaluation of the different alternatives available. Then, when he selects the one that best matches his criteria, needs, and preferences (Liang & Lai, 2000), a transaction and customer service may occur.

It is also important to mention that, according to (Moon, 2004), the Internet can increase the consumption of products by making their use more efficient and effective compared to other channels. Through various browsers, consumers save time in accessing information relevant to consumption. The interaction of communication that the digital environment offers with consumers, the transparency of published information that favors better access and visualization, and the memory that the Web fosters in terms of information storage are features that coexist and distinguish the Internet from traditional means of communication and allow users to interact more (Blattberg & Deighton, 1991) (Gurau, 2008).

In the digital age, the Internet is accessible to countless users, groups, and socioeconomic profiles with different characteristics and idiosyncrasies (Torres, 2018). (Gurau, 2008) mentions the changes associated with the technological transition process leading to a contemporary reality of information acquisition and use by the online public, which the profile and behavior of the e-consumer have undergone.

The e-consumer's behavior can be considered as the sum of activities related to consumption, which are reflected in complex decision-making processes (Gurau, 2008).

2.6 Perceptions of a Consumer when Making a Purchase

Digital consumer behavior is influenced by various stimuli from the online market, with multiple variables and attributes, such as multiple brands, products, and services, influencing perception and contributing to the online purchase decision.

This process then results from the consumer's interpretations of the stimuli that lead to a particular response (Kotler, 2011). Consumer perception is related to the wants, needs, and benefits they want to have when making an online purchase. Consumers play a very important role in this market as their perception and feedback for a particular

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product, service, brand, or company can guide business prospects and trends and lead to significant buying behavior (Limeira, 2017).

2.6.1 Promotions

Advertising promotes persuasive elements in the online buying process, as it is a source of fast and intense communication for marketing products and services (Toledo, et al., 2006).

An online advertisement has the power to reach all corners of the world, thus spreading stimuli to the consumer that create a desire for a reaction in him who proposes to buy unplanned goods or that do not meet his needs after being influenced by the appreciation of the discount and that will support him in future purchases (Santini, et al., 2015).

2.6.2 Quality

For (Jones & Kim, 2010), the quality of digital shopping environments is one of the most important factors for users, which is considered a strategic component of competitive advantage. Therefore, quality perception is very important for consumers because if the presentation elements of the website are not satisfactory, they tend to focus their attention on other brands or products. Quality perception then influences the decision-making process and underlines consumers' loyalty to the brand. Therefore, reinforcing the quality of products and services is an important concern for businesses (Daniel, et al., 1995).

The physical store is different from the online store because the customer has the opportunity to hold, analyze, and try the product. You can also talk to the salesperson to clarify all your doubts about the product and draw your own conclusions, positive or negative. In online business, the quality of information provided by the sellers and the product offered reflects how well a store is prepared to receive customers. In the digital environment, the user needs complementary elements such as detailed product descriptions, photos, comments from other customers (Toufaily, et al., 2013).

2.6.3 Convenience

For (Kotler & Keller, 2012), consumers can store online 24 hours a day without being tied to place or time. This brings a sense of convenience to digital media, and soon, the need to leave the house will be irrelevant with the advent of artificial intelligence technologies (Ling, et al., 2010) (Khan, 2016). A convenient digital environment provides answers in shorter timeframes and more agile transactions, minimizing the amount of time customers spend on the Internet buying process. The convenience offered by digital tools and channels motivates consumers to complete the purchase of products and services through these channels because of the agility of the process, greater convenience, and a variety of available information (Jiang, et al., 2013).

2.6.4 Security and Trust

Transactions in the online environment that promote the acquisition of important data for businesses and customers are associated with great uncertainties that, for example, increase vulnerability to fraud. In this way, consumers need to establish a certain level of trust to mitigate the perceived uncertainty in the decision-making process for the goods they need and to support them later in their purchase. The lack of tangible factors and visual communication with sellers can lead to the creation of uncertainty among consumers. Therefore, the need for tools that enable consumer safety factors in the online environment is paramount (Shan, 2016).

(Kimery & McCard, 2002) define trust as the willingness of customers to accept vulnerabilities in an online transaction based on their positive expectations about the future behavior of the online store. On the other hand, trust is a fundamental factor in the establishment of e-commerce (Lowry, et al., 2008); (McKnight & Chervany, 2002). According to (Gefen & Straub, 2004), the greater the consumer trust, the greater the purchase intention. The security of data collection and information sharing that users have when purchasing a product is, in turn, related to the trust that customers place in established online purchases and the guarantee of confidentiality that is necessary for their purchase (Alharbi, et al., 2013). (Turchi, 2012) states that security in online shopping environments is the most important analysis factor for a purchase by a customer.

2.7 Visual Merchandising

Visual Merchandising is defined as “the presentation of the store and its products in order to attract the attention of potential buyers and motivate them to purchase products” (Diamond & Diamond, 2003). This is a strategic tool in the marketing of fashion products that attracts the consumer and communicates the image of a brand (Lea-Greenwood, 1998).

Consumers end up being attracted depending on the environment of the site. Some have a purely informal purpose, others opt for a commercial aspect, offering the sale of products, thus establishing a global market. And since online commerce is a means of easy access within a few steps, it is essential for brands to attract the attention of visitors. Visual Merchandising emerges as the key to the presentation of the brand and its products in order to captivate potential buyers who identify with the identity of that brand, facilitating the purchase decision (Diamond & Diamond, 2003), assuming an important role in the development of online commerce.

2.7.1 The importance of Visual Merchandising in an Online Store

Today's Visual Merchandising encompasses the entire environment and space available on the site, including site presentation, site design and image, mannequins, props and materials, lighting, graphic design, and information. Visual Merchandising thus influences both the visual aspect of the site and the marketing itself found on the site, both in terms of products and advertising, with the goal being to improve the image of the site as well as increase sales (Diamond & Diamond, 2003). A good environment increases the interest of visitors and provides them with a better shopping experience. Good coordination of products is also an important factor for consumers to purchase a fashion product (Lam & Mukherjee, 2005). Coherently arranged products, with a more careful presentation, that appear to be fun, attractive, beautiful, and pleasant, more easily attract the consumer's attention than those that are poorly organized.

(Mitchell, 2001) suggests that visually attractive and well-designed websites reduce the risk felt by the consumer related to the purchase and that the presentation of fashion products in a wide variety of visualizations can help to imagine what they will look like when worn or worn. Colors, and greater visual information about the products and various forms of visualization such as larger images, image of the sides and back and increased image of the product also help to reduce the feeling of risk associated with the

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purchase, with the majority of online shoppers prefer to see as much product detail as possible before making a purchase.

The tendency to explore the site and the perception of its quality are related to its ease of access and maneuverability (Kerfoot, et al., 2003). That is, the ease of getting from one point to the other on the site and how it offers us an easy and natural path to all points. Finding what you are looking for is largely influenced by the organization of products by different categories and by the density of information provided on each page of the site, with consumers tending to associate more intuitive information and lower density of information per page with more expensive brands.

It is important for the customer to have a good idea of the path he is choosing and what he will see next, but it is also good to have options that arouse his curiosity to check out more products and not just analyze the one he wants. The fun obtained in the visit can be a good attraction for the site and for the customer to return in order to enjoy once again the experience and interaction obtained during the previous purchase (Wakefield & Baker, 1998). Taste and entertainment are essentially provided by the options, appearance and ease of viewing and interacting on and with the site.

The design of the website itself and the Visual Merchandising present, in addition to the ease of navigation and the experiences that it can offer, can also lead the visitor to a new return. However, loyalty to the brand may already come from the experience that the consumer already has with it and may be an important point for online commerce to be increasingly successful and to meet what the customer already expects from the brand itself, its usual but even more innovative image (Kerfoot, et al., 2003).

According to (Then & DeLong, 1999) the objective of a retail store or an online sales site is the same, to get the customer to purchase products, that is, it is dependent on a diverse set of implicit characteristics to that site and that ultimately determine the consumer's involvement and the consumer's verdict in relation to the site and whether or not to return for a new visit or eventual purchase.

2.8 University Merchandising Stores

University merchandising stores elicit certain emotional responses from consumers and represent a niche form that offers a selection of licensed products with the school's logo (Hyllegard, et al., 2016). The primary market for these stores is typically students or alumni who have a connection to the institution (Dosh, 2013).

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Purchase of university merchandise can be influenced by several factors, such as shop design (Anon., 2014) and emotional attachment to the school (Taute, et al., 2010). University merchandise sales are estimated at \$4.9 billion in 2018 (Outlook, 2014), and an estimated 190 million U.S. consumers purchase these products (Dosh, 2013).

2.9 Online University Merchandising Stores

Online higher education merchandising stores provide their users with greater access to products licensed with the institution's brand. They can search for product information, create website listings, and make online purchases (Hyllegard, et al., 2016), and thus have the potential to save time in product acquisition (Bitner, et al., 2002).

The establishment of these stores has increased in recent years due to the need to store online and reach more corners of the world. College students are more experienced and confident in using these digital media and are less likely to miss out on everyday interpersonal interactions (Hyllegard, et al., 2016). They are more likely to store online and are influenced by several variables. They prefer online stores that provide information from product catalogs, allow them to order goods, and offer multiple delivery options for goods (Castro, et al., 2010). Because retail stores often only sell university merchandising products from local universities, university graduates who live in another country are limited to purchasing items online (Hyllegard, et al., 2016).

2.10 University Alumni

University alumni are a preferred target market for companies selling university-licensed merchandise because of their large purchasing power. While university students represent an important target market for university licensed products, another important target market that has been overlooked is that of university alumni (Hyllegard, et al., 2016).

While students have a strong identification with the university they attend, this identification is likely to change over time as they leave school. Therefore, further investigation is needed to determine how the level of identification with the university influences alumni purchase decisions for university-licensed goods. Furthermore, the concept of brand community may provide additional insights into why alumni purchase university licensed merchandise (Clopton & Finch, 2012).

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(McAlexander & Koenig, 2001) found that alumni who had a pleasant experience at the university they attended were more likely to wear university-licensed apparel. The same authors also suggested that the purchase of university licensed items may be related to integration into the university's brand community. The study of these authors found that alumni who participated in at least one formal student activity during their undergraduate years were 87% more likely to donate and 154% more likely to participate (the level of engagement as alumni) than alumni who did not participate in any formal student activity.

Chapter 3 - Issue Tree Analysis

To structure a consulting case, issue tree analysis is used, a tool that allows a larger problem or issue to be divided into multiple segments through visual diagrams (Kenney, 2022). This tool is going to be used to answer the question: “Should ISEG have an Online Store?”

3.1 Deductive Reasoning

3.1.1 External Analysis

3.1.1.1 Demand

At ISEG, it is impossible to walk across campus every day and not see a person wearing a school hoodie or t-shirt, so it is fair to say that merchandise seems to play a large role at this school.

The team divided the demand into three personas: Students, alumni, and friends or family of students. Students are most exposed to the store and its products because they feel a sense of belonging to the ISEG community. Alumni also play an important role in the composition of demand because they are proud of the school brand. Students' friends and families can be considered a small part of demand and are a long-term target to reach. Demand can be quite limited. The national market for college merchandise is considered very underdeveloped, and the main demand comes mainly from students. So, ISEG'Store's main goal is to increase long-term demand and reach everyone who identifies with the school's brand and values, whether he/she has a connection to the school or not.

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3.1.1.2 Brand Awareness

ISEG was founded in 1911 and is the first college of economics and management in Portugal. It is a school of many denominations, where many well-known alumni have developed their skills becoming very important for the development of Portugal, Europe, and the world (ISEG, n.d.). It sees itself as a plural school in education and research, where respect for ethics, diversity and social responsibility are fundamental pillars, focusing on the creation, dissemination, and improvement of the socio-economic value of knowledge in the social economic sciences such as economics, finance, and management.

Today, it is known for its environment. The affection that students have for the college, the school history and the campus is remarkable. They take pride in spreading the school's brand in their daily lives, whether through material goods or articles, conversations, or attitudes. Indeed, for the team, this is the key feature that makes the school unique. "All the positive energy we feel at ISEG had to be reflected in our image. This visual identity projects us forward, upward, into the future." (Raposo, 2021), said the dean as ISEG rebranded with the goal of renewing and modernizing its image. The purpose behind it is still to spread the values of the school and move towards a better future with a new brand identity that is more attractive and modern (Marketeer, 2021).

The new image of the institution aims at the future and sends the message of innovation and plurality, of a school made for all and a place for the unique ones who have their own vision. "New logo. New image. New signature. Same values as always" - this sums up the mission behind the rebranding, which is to strive for innovation and look to the future, while maintaining the excellence and avant-gardism that have characterized the years of existence. The new tagline "Open Minds. Grab the future" reflects the positioning of the ISEG brand and conveys the values and focus of an institution known for its prestigious history and sense of integration, always side by side with innovation.

This is one of the reasons why we believe that a merchandising store can increase the value of the ISEG brand on a national level and, in the long term, on an international level, raising its awareness and strengthening it.

3.1.1.3 SWOT Analysis

Opportunities

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The demand for ISEG merchandising for their students is consistently high and this allows for the spread and awareness of the ISEG brand. With good operational management and a good portfolio focused on extending the brand to its communication and experience, products with excellent quality can be offered at prices that allow students to buy them and spread the ISEG name.

Threats

As mentioned earlier, demand is limited to current students, alumni, and probably professors, as well as some family members of students or alumni. ISEG needs to raise its profile to the point where not only those who studied there want to buy merchandise, but everyone wants to be associated with the school's name.

An initial investment is needed to build this functional store, a better location, and a dedicated point of sale for the merchandise store is needed, advertising, e-commerce and new partnerships are needed for good brand communication through the merchandise products.

3.1.2 Internal Analysis

3.1.2.1. SWOT Analysis

Strengths

Apart from being the first school, it must continue to operate at a high level and ISEG is now one of the most attractive schools for those who want to study economics and management. ISEG is frequently represented in the Portuguese and international rankings and, on its 111th anniversary, received another excellent news about a new step that will bring ISEG to the list of the best business schools in the world.

ISEG is known for being a school that allows its students to develop their personal skills and character. This leads to a strong bond with the entire ISEG community, which in turn leads to a special affection for the school and establishes the brand's reputation for creating expectations in future students.

ISEG knows that its current students are proud of the school and feel an affection for it. Therefore, each year, new students are offered a T-shirt with the school's name on it, which they then use not only on campus, but also in everyday life.

Weaknesses

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The biggest problem is the sales operation in its core. The current location for merchandise sales is in a bad location with little foot traffic and is still unfamiliar to many students.

Inventory management has always been a problem, as storage space is limited, making it impossible to keep a solid supply on hand for students who are constantly faced with out-of-stock items and sizes. Therefore, a significant improvement in logistics and a dedicated person for this store is needed to develop a continuous process for selling merchandise.

3.2. Inductive Reasoning

3.2.1 P of Marketing Mix - Placement

Nowadays, the future market trends are directly related to e-commerce through visual merchandising. The importance of this market has increased and offers negligible opportunities to all those who want to actively participate for fashion products. The use of e-commerce globalizes the smallest brands and drives the smallest companies to expand in a market that is available 24/7, facilitating and simplifying trade for both parties.

And for this, e-commerce allies with visual merchandising, which serves to reinforce the image of the products and the website, simplify their use, and promote the understanding of their offer. It has the power to captivate and retain the consumer, considering the presentation and the interaction that the consumer can have with the products, increasing the pleasure of purchase and directly linked to the emotions and reactions of a consumer increasingly demanding and in need of information.

This document aims to demonstrate the importance of an online merchandising store at ISEG. It considers the globalized world we live in and the fact that about 30% of ISEG students are international, which means that we not only have students but also alumni all around the world. This online store is complementary to the physical store, as it has features that the latter does not have.

Therefore, this study presents a proposal for the layout of ISEG's online store, which was elaborated after comparing it with the online merchandising stores of prestigious universities worldwide and with clothing stores. This proposal is presented only as an illustrative example of a possible online site of ISEG. It contains essential elements of an online store, and it should also be noted that in this case the free version

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of the application (through WIX) does not allow a detailed and advanced study. So, the focus is on the filters and dynamics mentioned in the chapter layout proposal and using the work in a group in the elaboration of the products to be presented in the survey conducted.

Thus, the online store appears with two main objectives: 1. To serve as a complement to the physical store and be a place where the customer can see all the products available; 2. To be able to reach students, alumni, and people from all over the world.

Chapter 4 - Research and Methodology

4.1. Goal of the Research

This project was divided into four main areas: Product Portfolio, Logistics, Marketing Strategy, Digitalization. It was important to combine this with the study of the external environment to fully understand the college merchandising market and its impact on the ISEG brand. The research was directed at the different players operating in the market, their benchmarks, and best practices, as well as consumers to get a better view of demand and understand the profitability of the market. So, the market research aimed to better understand the environment in which we operate, where supply and demand meet and create an economic space to operate and fill a gap in the market.

In another direction, this project also focused on exploring the use of e-commerce for ISEG'Store to make the store accessible to everyone, thus breaking down geographical or access barriers and creating the possibility to buy an item from anywhere, at any time, in an organized and well-presented digital environment.

4.2. Methodology

First, a qualitative set of interviews was conducted to identify our customers and their opinions about our business. These interviews were exploratory and with a semi-structured guide. It is mainly conducted when a new product, business or campaign is being developed and it is important to get feedback before embarking on the project.

A numerical analysis was then conducted to draw conclusions about the feasibility of the project, and thus a quantitative study also took place. Although the team conducted two different surveys, one about a physical and an online store and the other about the product portfolio, this project focused only on the data about the online store.

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The goal of this research was to gather quantitative data on demand, better understand customer behavior and market components, and determine consumer interest in each product and in an online store.

4.2.1 Qualitative Research

This chapter deals with the stages of conducting the empirical research in terms of methodological procedures and objectives highlighted and presented in this study.

Characterization of the Research

This study is characterized by a qualitative approach. Qualitative studies are those that aim to make deep observations about a particular phenomenon by providing a keen understanding of the inner motivations of the event and reflecting on the multiple individual experiences of the objects under study through interpretations (Cooper & Schindler, 2014).

In short, the definition of the qualitative nature of this research is justified by the following considerations:

The general objective of this study brings an analytical perspective of the perception of how important ISEG's merchandising products are and how this affects the brand, in relation to the need for the existence of a physical and an online store. It becomes clear that the context addressed refers to a process of interpretation and cognition that outlines more flexible strategies for data analysis.

The design of the study is based on the concept of purchase perception and aims to promote understanding of the meanings of stimuli that consumers capture in the purchase decision process. According to (Bell, et al., 2019), qualitative approaches highlight aspects related to the interpretation of subjective phenomena by capturing meanings and motivations relevant to their process. Therefore, in the context of the construction of this research, it is assumed that a qualitative strategy would be the most appropriate.

In terms of the aims of the research, it is worth noting that this study is described as exploratory. (Cooper & Schindler, 2014), cite elements in favor of this type of research when the aspects related to the chosen topic are broad and little explored in the literature. In addition, exploratory research expands knowledge, allows refinement of aspects related to the research problem, and helps in the feasibility of procedures to collect and

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interpret data in a more flexible way, which is the principle of a more integrated investigation.

Considering the central characteristics of this research, the delineation of issues related to the intrinsic behavior of the online user and his perception and understanding as an active consumer in the purchase process is still a contextualized aspect, which is below what would be desirable in the marketing and consumer behavior literature. Even though there are clues based on literature references about digital marketing and consumers' online purchase decision process, a deeper analysis of the topic is needed.

Regarding the data collection tools, a semi-structured interview guide was designed, which contains general and non-restrictive questions and is guided by dialogs with consumers. This instrument enables the compilation of information that emerges from the interviewees' perceptions, clearly highlights fundamental points for the study, and contributes to the development of the research with the necessary knowledge (Vergara, 2016).

The questions asked during the interviews were created with the aim of designing items that would provide feedback on the objectives outlined in this research and promote understanding of consumer perceptions. The script used allowed for open and clear dialog. Interviewees were selected in a non-probabilistic and intentional manner based on criteria of relevance to the study and feedback to the research problem and objectives outlined in the introduction. In short, the interviewees do not constitute the entire demand.

As a result, individual interviews and a focus group were conducted to make the research process faster, more effective and with a tremendous quality, since the viewpoints of the interviewees are visible to all, which favors the formation of a common opinion. This favors the formation of a common opinion, in addition to the personal opinion of everyone.

Data Collection Procedure

Participants in the qualitative analysis were contacted beforehand by the researchers to clarify the research procedures and to understand the feasibility of their participation.

The entire process of contact and data collection was conducted exclusively online. Thus, participants were provided with detailed information to clarify the academic nature of the research and the confidentiality of the information they received. It should

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be noted that respondents did not engage in correspondence using their respective names, so their identities were preserved.

The interviews were scheduled and carried out in November 2021, between the 11th and 29th, most of which were carried out in person, but when it was not possible, they were carried out via Microsoft Teams.

Respondents answered questions presented in the interview guide related to interaction with how important ISEG's merchandising products are and how this will impact the brand, conjugating the need for a physical and online store. It is noteworthy that, in some cases, questions outside the interview protocol were raised to the interviewee, in order to expand the range of information that was intended to be obtained. The interviews took place at times made available by the participants, who promptly awaited the contact of the researchers.

4.2.2 Quantitative Research

4.2.2.1 ISEG'S Store

Quantitative research aims to collect statistical data or numerical data through surveys, questionnaires, or polls. So, after the qualitative research, which allowed the team to better understand the market but also define the target personas, quantitative research was conducted to better understand customer preferences.

As mentioned earlier, the team split the quantitative research into two surveys: one about a physical and an online store, and the other about the product portfolio. This project focused only on the online store.

The survey was divided into three directions based on the three different personas the team had previously defined to get a better view of each type of consumer. The first section was reserved for collecting personal data (age, gender, monthly income). This section ended with a general question asking the respondent to rank the impact of merchandising on a school brand on a five-point scale.

Online Store

Digital channels are at the heart of many companies' business operations. The purpose of the survey about an online store was to assess whether the ISEG'S Store could be successfully digitized as a complement to the business creation.

The team tried to find out if digitization would be the basis for future businesses in merchandise stores. Specific to ISEG, respondents were asked if they believed in e-

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commerce and digital trends in the market, followed by the possible existence of an online place to sell their products and whether it should be integrated into the college's website. Consumer habits were also asked. Respondents were asked if they would be willing to pay shipping costs if they received the goods at another location instead of picking them up at ISEG.

Chapter 5 - Result Analysis

5.1 Qualitative

Individual interviews were conducted with students, alumni, friends, and family members of students, ISEG professionals, and marketing professionals. A focus group was also held with several ISEG students to try to get various responses about student interest and knowledge about merchandising and a store to sell the products.

The lack of responses made analysis very difficult. Although a detailed analysis of the qualitative survey responses was not conducted, the responses served to make a large part of our assumptions and provided a good basis for the proposals in this project.

The big question was "Would an online store be better to buy merchandising products?"

All responses were positive, and ISEG students being on campus consider it essential despite having direct access to the physical store. On the part of alumni and family members, the most striking responses were "Yes, it was easier for us, for example, who do not usually go to ISEG in our daily lives" and "For someone outside of the organization of course. No one outside of the campus will go there on purpose to acquire these products", which shows that in order to expand the ISEG brand and its products, the existence of an online merchandising store is very crucial.

Characterization of the sample

Face-to-face interviews were conducted with a small number of students and alumni. It was possible to conduct four interviews with students, four interviews with family members, and four interviews with alumni.

The lack of responses from marketeers and ISEG professionals was a major limitation to the recommendations, so assumptions were made.

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The focus group consisted of six ISEG students, three males and three females, four of whom represented the bachelor's level and two of whom represented the master's level.

The age range was from 20-22 years old.

The qualitative analysis is very important to get the basis for the work.

Analysis of the Results

The results obtained in this section helped us a lot to understand the need of ISEG students in terms of an ISEG online store and to realize that they have a perspective for something high quality developed for ISEG, given the quality that ISEG has shown recently. in terms of your image.

Regarding alumni, although we only had responses from Portuguese nationals, it was clear that they miss having an online store, as they often do not have time to go to ISEG to buy the products. The lack of former students who no longer live in Portugal is immense. They may have a strong connection to the institute and would like to purchase ISEG-related products. They can only do so if there is an online store.

Both ISEG and marketing experts speak of the urgent need for the faculty to present this project in order to create brand awareness as well.

5.2 Quantitative

The Likert scale is used in surveys and polls. In most cases, it is used to measure respondents' attitudes (Pestana & Gageiro, 2014). In this case, the possible responses are: 'disagree at all', 'disagree', 'neither agree nor disagree', 'agree', and 'agree fully', with a maximum weighting of 5 points.

5.2.1 ISEG'S Store

Characterization of the Sample

Of this population of 126 subjects, 55% (69) are male and the remaining 45% (57) are female.

In the questionnaire, it was decided to review the ages at intervals to determine which individuals were the most concentrated. Therefore, the age group "18-25 years" is the one with the most respondents, with a rate of 86% (108). The age group between "25-30 years old" with a rate of 8% (10), then "30-40 years old" with a rate of 4% (5) and finally the interval between the "> 40 years old" with a rate of 2% (3), noting that none of the respondents answered the questionnaire when they were younger than 18 years old.

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Regarding their monthly income, 44% (55) chose the option "Not applicable", 23% (29) receive "700€-1200", 22% (28) indicate that they receive "< 700" and finally 11% (14) receive "> 1200".

Regarding their college affiliation, 60% (76) are ISEG students, 21% (26) are alumni, and 19% (24) are friends or family members of a student.

Analysis of the Results

In the analysis of the responses to the section dedicated to the online store, we can see that the 126 people who responded to the questionnaire believe that online stores are the future of this market, with an average score of 3.93, which is far above the average and is the basis for the creation of an ISEG online store (Appendix, Figure 13).

When asked if ISEG should have an online merchandising store, 94% (119) answered yes and only 6% (7) answered no, adding more value to the previous question (Appendix, Figure 13).

Then they are asked if this store should be integrated into the new website, to which 86% (102) of respondents answered yes and 14% (17) answered no (Appendix, Figure 14).

Finally, respondents were asked if, when ordering online, they would prefer to receive the products at home, pay for shipping, or pick up the order at an ISEG pickup location. 44% (52) chose the first option, while 56% (67) chose the last option, with none of the options highlighted here (Appendix, Figure 14).

5.3 Benchmarking of Competitors

In this chapter, an analysis of online stores was conducted, ranging from merchandising stores of universities from around the world to world-renowned apparel stores.

- Apparel websites: Zara, Pull & Bear, Boohoo.
- College merchandising websites: Harvard, Cambridge, Oxford, College of Porto, Trinity College, University of Glasgow.
- Online supermarkets: Go Natural.

The analysis of these different types of online stores was carried out to verify how they are designed to propose a layout for ISEG's online merchandising store.

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In the search for online stores of universities, the Harvard store was quickly found to stand out the most among all the analyzed stores and was followed the most in the elaboration of the proposal for the website.

According to (Garett, et al., 2016) and (Bernier, et al., 2002), as seen before in the literature review, the following tools were proven in the online stores analysis:

When it comes to accessing the website, the most used is the direct access to the store with all the filters and updated photos related to the season, sometimes combined with the direct access for new products. The least used are the pages that contain music or even videos. Also on the main page, the use of categories is confirmed in most cases to guide the customer to the products in a differentiated way. The information about the brand and the concept can be found on almost all websites. Regarding the organization and accessibility of the website, the language option is found on half of the websites.

As for the search method, the search by style and price is available on half of the websites. The least common type of search is by occasion, followed by color. In terms of site organization and accessibility, viewing an item in the shopping cart is available on all sites, and recently viewed items are available on three-quarters of the sites.

In terms of colors used, it was found that the most common background color is white or alternatively white/black, with black used for headings and text boxes. For the outline color, it was found that the most common color is white and for the text color, black is mostly used, sometimes black mixed with a translucent color. White is also part of the palette of colors used, but only occurs on a minority of websites.

Product previews seem to be one of the most important attributes where reviewing the front of the product is always available. Side or back images are practically absent on all websites. As for product visualization, the option to see the product in different colors is available on most websites, but the image of someone using the product is not used by all. In the detail view, the zoom is present on all websites, but the multiple zoom is only present on less than half. Product presentation also shows that only half of the websites offer a good selection of product images. For product color, click to change color is the most used tool, but it was found that automatic change was only available on a few websites. Half even offered previews of available colors in separate details, and only a few displayed products in all colors on the same page. Technical information about the product, equivalent to product information, included compositions, sizes, and sizing charts on all pages. Washing instructions are the least present attribute and sizing information is available on most websites. Product description is available on almost all

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websites. When combining products, the suggestion according to the featured product is the most common, followed by the automatic random suggestion and a small percentage suggesting products according to other customers' purchases or according to the style or occasion for which they are intended.

Regarding the characteristics of the website in terms of online support, the most frequently used customer support on almost all websites is email support, followed by telephone support, which is offered on three quarters of the websites. In one-fifth or fewer of the sites, support is found in-store or on the website. In terms of ordering, this is exclusively available on the website itself, with the option in all cases to take the order at home, pay for shipping, or pick up the order at a store.

In the website support, it was found that almost all websites provide information about the delivery status of the order on the website itself, with many also offering the possibility to view the purchase history.

Connection to social networks is present in more than half of the websites. The ability to use an iPhone or Android device is also present in more than half, and information about stores is also available in more than half.

Chapter 6 - Limitations and Recommendations

6.1 Recommendations

6.1.1 Layout Suggestion

This prototype was created with the aim of evaluating the work done by the working group during the working weeks. During the study of the products, many products were created that already had the ISEG symbol, and it gives more value to the work to have something with the ISEG brand than just ideas on the surface of several pages. Therefore, this prototype contains the main ideas for creating an ISEG online store. Some features of the application were not available because it is a free version, and these gaps were filled by examples on other websites.

The website should be integrated in ISEG's domain and appear in the online navigation when searching. It should be integrated into the new ISEG website, in the section Life at ISEG the option for the ISEG store must appear (Appendix, Figure 4).

All images used for the website design are those that ISEG has available in its image database, at no additional cost for photographing the products.

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This store needs to be at the ISEG brand level and serve as a complement to the physical store, which will be a space on ISEG where people can enter, walk through the store, and try the products. But that store does not have the capacity to display all the products, and that's where the online store comes in.

When we open the website, we should see that it is updated, either with something related to the season we are in, or with a current promotion. If the customer finds that the website is out of date when they use it, they will lose interest in visiting it.

Also, on the same page, the main filters of the website must be present so that the customer can easily find what they are looking for. Within each main filter, we have subcategories to better categorize the products and facilitate the customer's search. At the top of the page, it should still be possible to access the social networks, see the customer page and the shopping cart (Appendix, Figure 5).

As the customer scrolls down, they see the broad product categories that the store offers. This is different from the filters presented above and offers the customer a different way to find the product they are looking for. These large categories are represented with images from the ISEG's community with merchandising, as they make these products a reality, as we will see later (Appendix, Figure 6).

Below is a product section where the customer can quickly find some of the products in the store. These products are the best-selling, the most popular, and the newly arrived products (Appendix, Figure 7).

Then a section about us, telling a little about the ISEG store and brand, something that gives the feeling that ISEG is a second home and conveys this feeling through the use of merchandising products (Appendix, Figure 8).

Rounding out the homepage is the store's contact information, hours, and location to reinforce ISEG's presence on social media (Appendix, Figure 9).

If the customer starts the search with the filters, e.g., by "Trending" and then "View all", the customer will find all trending products. All products have a front image that appears as the main product photo. The customer can also immediately see the name and price of all products. If you take a closer look at the products, you can see if it is a new product (jumpsuit) or a bestseller (hoodie) and if the product is on sale (zip hoodie and t-shirt) (Appendix, Figure 10). When you hover over the products with the pc's mouse, the image changes automatically and we see a person wearing the merchandising product. This creates engagement and dynamism when using the website and allows the customer to understand how the product looks on another person. On the same page, the

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three main search filters should appear on the left: Color, Price, and Size. This way, the customer gets a more detailed search based on their preferences (Appendix, Figure 11).

Below the name and price of each product, the available colors for each product are also displayed so that the customer can see how the product looks in the different available colors in a quick search (Appendix, Figure 11).

When the customer clicks on a product, she/he will be redirected to its page. In this case, we will analyze the page for the Zip Hoodie. The first thing the customer sees is the product image, which is identical to the one on the previous page, and the product name, which is also identical to the one on the previous page. Then the customer sees the code (SKU) associated with the product, the price, with the base price crossed out and the new price appearing, which would mean that the product is on sale (Appendix, Figure 12).

The customer then selects the desired size (Appendix, Figure 13) and the desired quantity. After that, the different colors available for this product appear, and clicking on a color other than red, the product photo changes automatically (Appendix, Figure 14). As you navigate further down this page, you will see the various photos of the product, the product description, and some information such as: Product Information, Return and Refund Policy and Delivery Information (Appendix, Figure 15). At the bottom of this page, the customer will find similar products to the one she/he is analyzing to try to make him aware of other products (Appendix, Figure 16). Similar products because they correspond to what the customer is looking for.

When the customer clicks on "Add to Cart", a popup window immediately appears where the customer can track everything he ordered or, if it is the first product selected, he can continue the search or even delete the product just selected (Appendix, Figure 17). The customer proceeds with the purchase and clicks on the shopping cart. This takes him to the shopping cart page, where he can see the items he wants, in this case only the zip hoodie in red and size L, and the quantity ordered. In this last point, the customer can still make changes, indicating if he wants more or less quantity, and the rest of the information is automatically updated. Then the customer can enter a promotional code, if he has it, or make a comment (Appendix, Figure 18). On this page there is also a summary of the order with the subtotal and the possibility to choose if the customer wants to pick up the order in the store, which does not incur any additional costs (Appendix, Figure 19), or whether to receive the order at home, with the payment of the transport cost of 3 euros (This value is based on a benchmark made to other stores), (Continental Portugal), which

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will be added to the value of the product(s) purchased. For international orders, shipping costs are based on the Figure 20 in the appendix.

Upon checkout, the customer will be redirected to an area where he/she will be asked to log in or register on the website (Appendix, Figure 21). If the customer is already logged in, they will be directed to the payment stage where they will be asked to enter their personal information. Then the user has to select the payment method. Payment processing is also included in Paybyrd's offer. Paybyrd is responsible for integrating the company's omnichannel with the customer's APIKey into the ISEG website to process a variety of payment methods. If the choice is a credit or debit card, the customer must enter their information to complete the payment (Appendix, Figure 22). Paybird was chosen based on the proposal suggested by the colleague responsible for the Operations area.

Each person has their own page where they can view and update their information so that they do not have to enter personal and billing information for each purchase. This section includes a personal data section where you can enter your name, email address, and cell phone number (Appendix, Figure 23). There is another section to register the addresses in case the customer wants to receive his orders at home. A section to store the cards you want to use for your purchases. The subscriptions section, where you can request to receive information about new products. And finally, an area where the customer can view their recent orders and track the current order.

Customers can then activate the option to be informed by e-mail about special offers and new products. There should be a "Contact us" option where the best solution is the contact by email. Through the ISEG general line, it will be possible to ask to speak with a store manager, if possible.

6.1.2 Cost of Website Implementation

A simulation was run to determine how much it would cost to implement ISEG's online merchandising store. In this simulation, the options that were chosen were those that corresponded to the proposed layout of the website.

As we can see in Figures 24 and 25 in the Appendix, the following options were chosen:

- Type of website - Online store; Available - PC + tablet + smartphone; Domain and hosting are needed; Graphics and design - it is needed a professional logo for the ISEG store; all

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images needed to create the store are available; Text - the person responsible for the website would provide all necessary texts; Language - Portuguese, but translation into other languages is required; Pages of the website - the option with more pages was chosen (more than 8 pages); Elements to be integrated - research, contact form; E-commerce elements - customer, product, and order management in the back office; automatic email notification for orders; management of promotions and gift vouchers; shopping cart and wish list; search filters by categories and price ranges; order tracking; Payment options; in-store pickup; Customer support - privacy and cookie policy; Products - the Store Manager presents all products; Digital marketing - registration in search engines; registration for Google Analytics and AdWords.

The simulation with all the above was 2085.00 euros.

6.2 Limitations

The main limitations in conducting this dissertation were the difficulty in obtaining certain statistical data on e-commerce of apparel products, the lack of information on university merchandising stores, whether physical or online, and finally the fact that online consumers do not represent homogeneous groups of people with identical inclinations and tastes, which implies additional effort and costs for implementing good marketing strategies.

The study meets the initially defined requirements, although it has some limitations in the data sample. This consists of only 126 respondents and another of 81 respondents. The dissemination of the questionnaire was carried out through WhatsApp and Instagram. This social network currently has the most registered users, although there are other social networks that could be used in this study, or other dissemination channels that are a limitation. The fact that there are two questionnaires, and the product questionnaire is very extensive has caused many people to give up filling it out. Since the subject of the study is limited to one brand, the results cannot be generalized, but they do allow conclusions to be drawn about the potential for other companies.

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Given the very limited data on existing businesses, most of which are insignificant, most of the recommendations are based on assumptions and lack any foundation, so the reading and understanding of this study must be done carefully.

The methodology used by the team to evaluate demand and willingness to pay is not precise enough since not many responses were obtained to the quantitative and qualitative surveys, which leads to the sample not being representative of the population and must be adjusted in future analyses.

Therefore, for this present contribution, demand, and willingness to pay had to be adapted to better represent reality.

Chapter 7 – Conclusion

After an extensive and detailed literature review introducing important concepts in the project, namely Digital Marketing, and e-commerce, we found a strong increase of consumers in the online world. Also, the strong attachment and adaptation of the consumer to the digital world and the need and ease that the consumer finds in the recurrent use of the various and numerous existing digital platforms.

With the initial research, it was possible to benchmark the market for clothing stores and college merchandising stores, the focus, in order to create a proposal for the layout of the online store of the Institute. Here it is important to highlight Harvard's online store, which contributed greatly to the development of the prototype. It should also be mentioned that the most appreciated and considered essential factors of the online store are related to the quality of the website, autonomy, comfort, and security.

In the conscious and reflective analysis of the data in the quantitative questionnaire, we found a high percentage of positive responses regarding the creation of the website. Moreover, after using the Likert scale, we concluded that the target audience recommends the store to continue the development of the brand. So, this store should be an ally of the physical store, complementing it and increasing its success. When the online store proposes different modalities for picking up orders, it needs the help of the physical store, because delivery can be done in two ways: Delivery to an address chosen by the customer against payment of the corresponding shipping costs or pickup in the store. The online store allows to reach the large network of the ISEG's community, not forgetting the former ISEG students, the alumni.

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So, the report allows to answer the core of the presented research: should ISEG have an online merchandising store? However, it should also be mentioned here that the sample was not representative, as it did not have the same characteristics as the population and, as mentioned above, in the Limitations.

Finally, it is worth mentioning that the path to the e-commerce market is notorious and requires knowledge and consolidation of some essential tools, but it is also compensatory, as it can help in the formation and strengthening of the brand ISEG, where the additional benefits with the implementation of the online store are undoubted.

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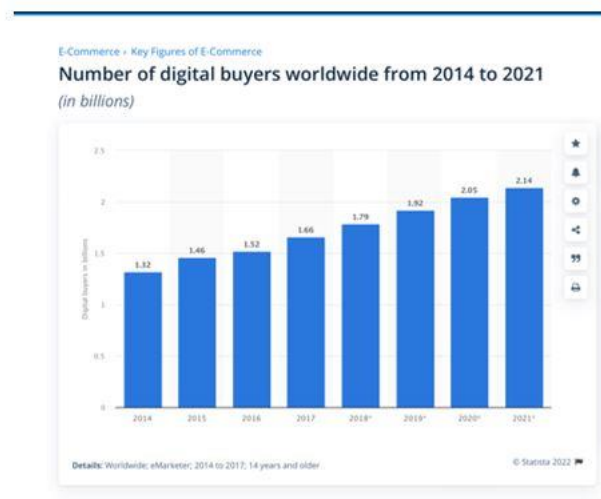
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Appendix

Figure 1: Number of digital buyers worldwide 2014 to 2021



Source: Statista, 2022

Figure 2: Survey Answer 1

108. As lojas online são o futuro deste mercado?

[Mais Detalhes](#)

[Insights](#)

126

Respostas

3.93

Número Médio

109. O ISEG deveria ter uma loja de merchandising online?

[Mais Detalhes](#)

Sim

119

Não

7



Figure 3: Survey Answer 2

110. Esta loja deveria estar integrada no novo site?

[Mais Detalhes](#)

Sim

102

Não, deveria ter site próprio

17



111. Ao realizar uma encomenda online, preferias:

[Mais Detalhes](#)

Receber os produtos em casa ...

52

Levantá-la num ponto de reco...

67



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Figure 4: ISEG Website 1



Figure 5: ISEG Website 2

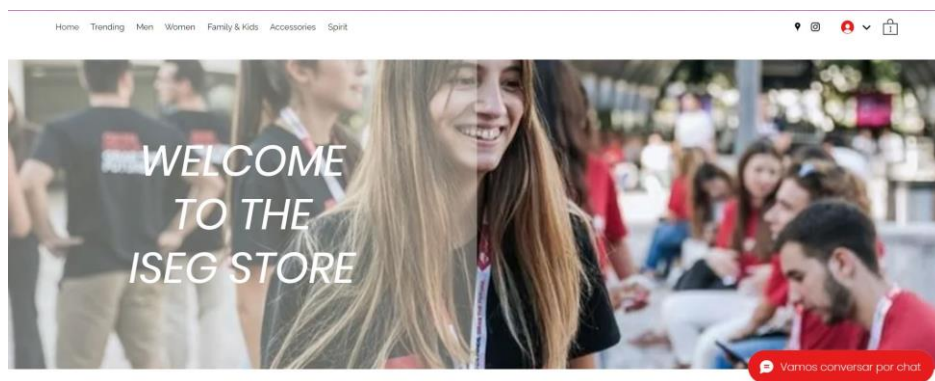


Figure 6: ISEG Website 3



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Figure 7: ISEG Website 4



Figure 8: ISEG Website 5

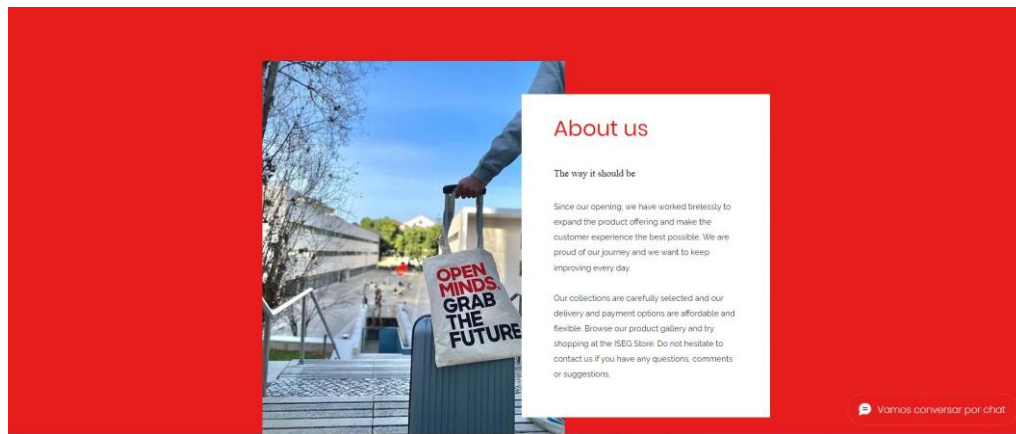
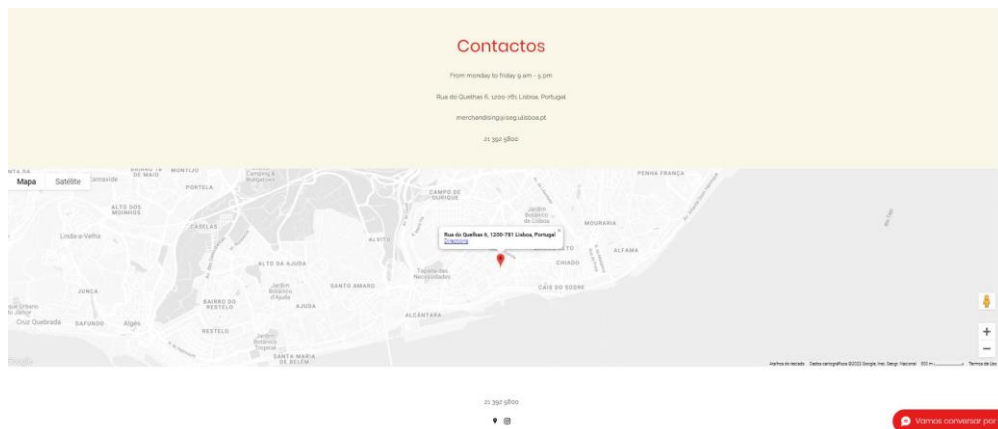


Figure 9: ISEG Website 6



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Figure 10: ISEG Website 7



Figure 11: ISEG Website 8

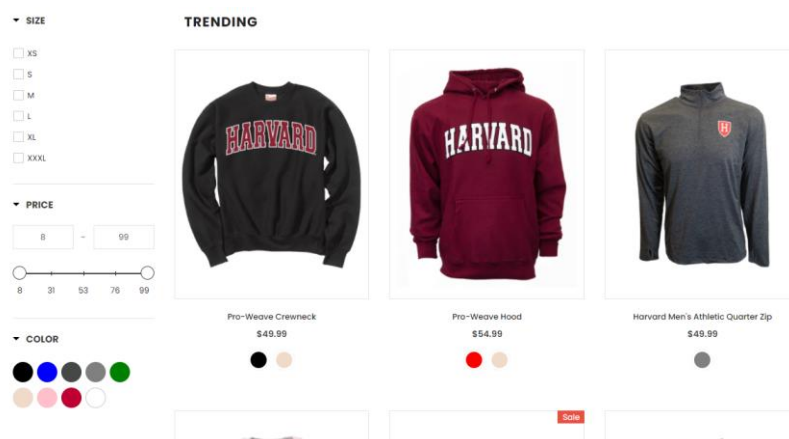


Figure 12: ISEG Website 9



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Figure 13: ISEG Website 10

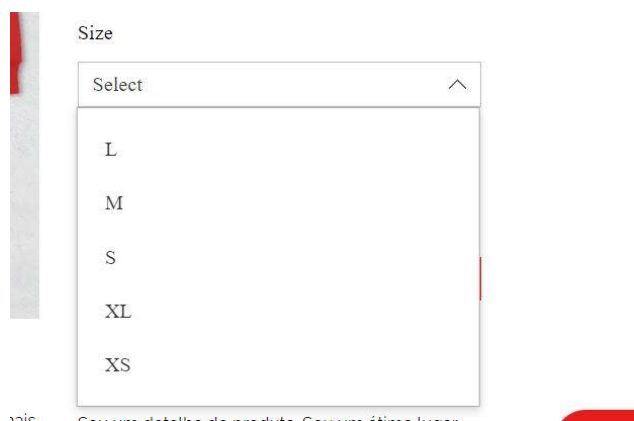


Figure 14: ISEG Website 11



Figure 15: ISEG Website 12



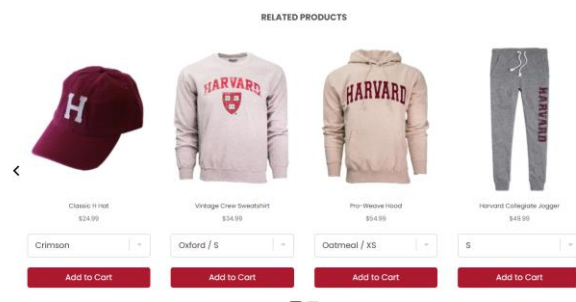
Sou a descrição de um produto. Sou um ótimo lugar para adicionar mais detalhes sobre o seu produto, como tamanho, material, cuidados especiais e instruções para limpeza.

INFORMAÇÕES DO PRODUTO +

POLÍTICA DE RETORNO E REEMBOLSO +

INFORMAÇÕES DE ENTREGA +

Figure 16: ISEG Website 13



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Figure 17: ISEG Website 14



Figure 18: ISEG Website 15

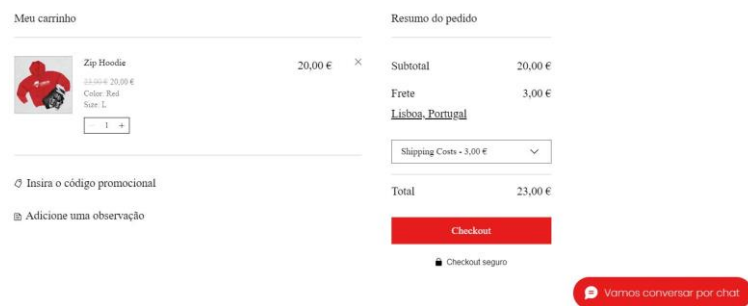
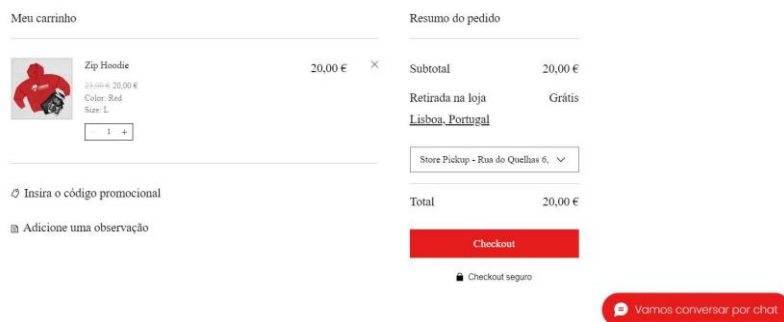


Figure 19: ISEG Website 16



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Figure 20: Transportation Cost for the rest of the world

Escalões de Peso Preço por Volume em EUR	0-3,0	3,0-5,0	5,0-10,0	10,0-20,0	20,0-30,0	Kg Ad
Alemanha	14,80	20,60	21,75	24,10	34,90	1,80
Áustria	17,00	23,15	23,60	28,90	48,10	1,80
Bulgária	28,55	41,40	46,05	48,40	63,90	1,80
Bélgica	17,95	23,15	23,60	26,45	36,40	1,80
Bósnia	31,95	45,90	50,40	56,25	81,70	1,80
Crócia	23,00	33,25	34,60	35,90	58,25	1,80
Córsega	38,50	45,65	46,10	48,15	59,80	1,80
Dinamarca	17,85	25,85	27,55	30,40	41,35	1,80
Eslováquia	17,85	25,85	27,55	30,05	43,60	1,80
Eslovénia	17,85	25,85	27,55	30,80	53,40	1,80
Estónia	21,20	30,55	32,80	35,00	51,95	1,80
Finlândia	28,55	41,40	46,05	49,75	63,90	1,80
Franga	16,00	23,15	23,60	25,65	37,30	1,80
Grécia	31,95	45,90	50,40	56,25	76,30	1,80
Holanda	16,80	23,15	23,60	26,45	36,40	1,80
Hungria	17,00	25,85	26,20	29,50	40,90	1,80
Irlanda	21,20	32,50	34,90	39,25	54,35	1,80
Islândia	70,75	89,35	94,40	101,50	162,30	1,80
Itália	22,50	30,55	31,25	35,00	43,85	1,80
Letónia	21,20	30,55	32,80	35,00	49,25	1,80
Lituânia	17,85	25,85	27,55	30,05	44,50	1,80
Luxemburgo	16,80	23,15	23,60	26,95	38,20	1,80
Mónaco	16,00	23,15	23,60	25,65	37,30	1,80
Noruega	28,55	43,20	47,40	52,90	74,70	1,80
Polónia	15,00	21,85	22,40	26,45	41,80	1,80
Reino Unido	16,80	23,15	23,60	26,45	38,20	1,80
Rep. Checa	15,00	22,60	24,30	26,30	40,25	1,80
Roménia	28,55	41,40	46,05	48,40	63,90	1,80
Suiça	18,25	25,95	27,70	29,95	42,85	1,80
Suécia	21,20	31,45	33,70	36,80	47,45	1,80
Sérvia	37,85	61,15	67,20	74,50	93,10	1,80
Ucrânia	23,05	35,90	38,25	41,60	71,20	1,80

Source: Dpd, 2022

Figure 21: ISEG Website 17

PULL&BEAR

Esqueceste-te da tua palavra-passe?

Manter a sessão iniciada ☐

INICIAR SESSÃO

Ou se o preferir

SEM REGISTO

CONTINUAR COM APPLE

CONTINUAR COM FACEBOOK

De termos e condições Política de Privacidade

RESUMO DE ENCOMENDA

Camisa comprida aos quadrados e...

Código do produto 8470/918

M

I

35,99 €

TOTAL

35,99 €

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Figure 22: ISEG Website 18

The screenshot shows the checkout process on the ISEG website. It includes a contact information section with fields for email, address, and phone number. Below this is a payment section with options for credit card, PayPal, and cash. A summary section on the right shows the order details: 'Rascos de Quilmes 350 450 gr' for 4.40 €, with a total of 9.39 € including shipping.

Figure 23: ISEG Website 19

The screenshot shows the user account page on the ISEG website. It includes a profile section with a user icon and name 'bvarela298'. Below this is a list of links: 'Meus pedidos', 'Meus endereços', 'Minha carteira', 'My Subscriptions', and 'Minha conta'. The 'Minha conta' section contains fields for name, surname, email, and phone number, along with buttons to 'Descartar' and 'Atualizar informações'. A chat button at the bottom right says 'Vamos conversar por chat'.

Figure 24: Website Implementation Price Simulation 1

Tipo de Website
Loja Online
Website Responsive?
PC + Tablet + Smartphone
Domínio e Alojamento
Preciso de Domínio
Gráficos e Design
Preciso de um Logotipo profissional
Já tenho todas as fotos/imagens preparadas para o meu website
Copy / Texto
Irei fornecer todos os textos escritos
Multilíngue?
Sim. Mas preciso que a MDigital faça as traduções para 3 línguas ou mais
Páginas do Website
Mais de 8 Páginas
Elementos a Integrar
Pesquisa
Formulário de Contacto

Source: MDigital Agency, 2022

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Figure 25: Website Implementation Price Simulation 2

Elementos E-Commerce	
Gestão de Clientes, Produtos e Encomendas no Backoffice	
Emails Automáticos de Notificação de Encomendas	
Gestão de Promoções e Cupões de Oferta	
Cartão de Compras e Wishlist	
Filtros de Pesquisa por Categoria e Intervalo de Preço	
Acompanhamento de Encomendas via CTT	
Métodos de Pagamento	
Referência Multibanco	
Cartão de Crédito	
Paypal	
Levantamento na Loja	
Ajuda ao Cliente	
Política de Privacidade e Cookies	
Produtos	
Eu introduzirei todos os artigos (não explicamos como)	
Marketing Digital	
Inscrição nos Motores de Busca: Google, Bing e Yandex	
Inscrição no Google Analytics e Adwords	
Último Passo	
Não tenho urgência. Pode demorar mais um pouco.	
	2085.00€
Total: 2085.00€	
Ao valor apresentado acresce IVA em vigor.	

Source: MDigital Agency, 2022