



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTERS IN MANAGEMENT (MIM)

MASTERS FINAL WORK

PROJECT REPORT

ENSURING OPERATIONAL AND LOGISTICS EXCELLENCE FOR THE NEW ISEG MERCHANDISING STORE: A CONSULTING PROJECT

DANIEL ALEXANDRE TAVARES DA SILVA

JULY - 2022



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RESUMO

ISEG - Instituto Superior de Economia e Gestão da Universidade de Lisboa, reuniu um grupo de alunos do MIM para consultar sobre o desenvolvimento de uma loja de merchandising para a instituição. O objetivo do cliente é expandir a marca ISEG dentro da população. Para enfrentar o projeto, os consultores segmentaram o projeto em quatro seções principais: Operações; Portfólio; Marketing; e Digital, todas as quais estavam subdesenvolvidas ou mesmo inexistentes. Este relatório orientado para as operações recomenda onde a loja deve ser montada e como ela deve ser organizada e funcionar, apoiando os outros departamentos. O artigo analisará e mapeará os processos; analisará os padrões existentes e oferecerá os melhores ajustes com base em inquéritos, pesquisas e suposições; recomendará ainda novas estratégias; áreas e serviços com a intenção de apresentar resultados concisos que clarifiquem a recomendação apresentada.

O setor de Operações é muito amplo, e tem a capacidade de cobrir todas as áreas de serviço, e o leitor poderá apreender essa informação como o projeto afirma concisamente suas interações com cada uma das outras seções.

O objetivo final é expandir fortemente a ISEG'STORE para atrair pessoas para a Marca ISEG para que ela possa aumentar seu conhecimento e acessibilidade no mercado enquanto busca implementar recomendações sustentáveis.

Palavras-Chave: ISEG'STORE; Operações; Serviços; Localização; Fluxo de Processo; Gestão de Inventário; Métodos de Pagamento; Entrega.

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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 Operations-Oriented report recommends where the store should be assembled and how it should be organized and function while supporting the other departments. The paper will analyze the process; map out each one of them; take a closer look at the existing patterns and offer the best adjustments based on inquiries, surveys, and assumptions; and implement new strategies; areas, and services with the intent of presenting concise results that mirror the presented recommendation.

The Operations sector is very broad, and it has the capability of covering all areas of service, and the reader will apprehend that information as the project concisely states its interceptions with each of the other sections.

The end goal is to heavily expand the ISEG'S STORE to attract people to the ISEG Brand so that it can boost its knowledgeability and accessibility in the market while looking to implement sustainable recommendations.

Keywords: ISEG'S STORE; Operations; Service; Location; Process Flow; Inventory Management; Payment Methods; Delivery.

ABBREVIATIONS

ISEG	Lisbon School of Economics and Management
MiM	Masters in Management
AEISEG	Student's Union of Lisbon School of Economics and Management
POS	Point of Sale
OM	Operations Management
EOQ	Economic Order Quantity
D	Annual Demand
S	Supply
I	Holding cost percentage
P	Price

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CHAPTER 1 - INTRODUCTION

ISEG- Lisbon Business School of Economics and Management centenarian history is characterized by its notorious presence in the education in the Business sector, with great minds who left their mark in their fields throughout its years of activity, ISEG went through multiple phases of growth and identity, all leading up to the rebranding days that can be observed since the academic year of 2020/2021.

In order to support this rebranding process, ISEG reached out to a group of students from the Master's in management to assist on the development of this historic stage. The present project consists in developing the Merchandise product of the school, aiming to ultimately expand the ISEG brand and its identity, i.e., raising the awareness and value of the institution.

The main goal is not to create an alternative source of funds, and that is an important statement to understand the whole set of recommendations that the team got to. Although the main goal is not to keep a profitable point of view, a reasonable financial concern must be kept in mind.

The team aimed to create a way to raise awareness and increased value to ISEG's brand, by having a strong, coherent, and organized merchandising store, capable of delivering products that are articulated with the school values and are appealing to the final consumer, whether that is a student, a student family member, a professional working in the school or another non-institution related consumer.

Within this context, the project team divided the work into 4 Segments: Operations; Portfolio; Marketing; and Digital. Operations focused on the "behind the scenes" activities, such as organizing the supply chain; locating services; establishing contacts with suppliers and carriers; organizing inventory and distribution; among others. Portfolio directed its attention to developing a new product offering, i.e., catalog while being in charge of accounting and cost managing. Marketing set its eyesight on communication strategies that go along with the rebranding identity of the school. Digital laid out the inputs to create a new service that has the capability of sharing the ISEG culture worldwide!

To support the aforementioned areas, intensive research was made, both quantitative and qualitative. We should alert the reader that primary data, i.e., data gathered directly from the source was scarce, meaning that the teams' report(s) are highly based on assumptions to support the findings.

Operations Management is key because it provides the ability to improve services and processes. It plays a key role in defining and providing tools to keep companies organized and well placed, to ultimately boost its quality and productivity.

The current merchandising strategy was inquired and put into perspective by the group, and the process lacked attention; organization; visibility, just like the team noticed at the moment of the making of the internal analysis of the conjecture. To change the current outcome of the service,

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this MFW makes broad recommendations on the investments needed, that come at the expense of somewhat high levels of initial investment to, in the long term, prosper and reach the envisioned goal of elevating the value of the ISEG Brand.

Definition and perspective on Process Analysis is going to be given to reinforce the importance of totally renewing the current overlook on the operational strategy, that is going to identify two suggestions to expand awareness based on logistics: The Physical and Online Store(Location and Organization); and Event Development, (as n extra to create brand awareness outside of the current focused population).

In greater focus, Sales Locations is/are going to be analyzed in order to come up with a proper solution focused on heavily boosting the current issue of the “almost” non- existence of sales Operational Mapping is going to be highly utilized in the paper. Human perception of something is exceptionally augmented when the individual is able to actually “see” it, (with research saying it represents up to 80% of perception).To develop the topic, the proposed space to sell and operate is also receiving recommendations on how it should be organized to boost its productivity and attractiveness. Also, with the process mapping in mind, the group is going to hand out the reader the tools to understand the overall Supply chain and compute the best product quantities. Certainly not less important, the Operations segment of the Online store process is also going to be tackled.

Important to point out that every recommendation made on this paper is to be implemented by the client, and therefore might not be present on the final layout of the store. Every recommendation and computation is based on informed assumption and, in some cases, citations of other authors.

CHAPTER 2 – LITERATURE REVIEW

This Chapter contains many of the concepts researched to give the author and his colleagues, (the consultants), the knowledge and tools needed to develop succinct recommendations for the much-wanted success of the ISEG’SSTORE consulting project. The eight first topics of literature are related and applicable to the whole segment, including the segments treated by the other elements of the project which, nonetheless, are considered highly important for the author to be present in the report, as they cover many investigation pieces of field-work, as well as important references for the Operations section, to which this paper made. More specific topics, related to Operations and of exclusive research are tackled from the ninth review onwards.

2.1. Marketing

Marketing concerns the selection of target markets to attract and retain consumers by creating, delivering, and communicating higher customer value. (Kotler, 2000).Marketing is also understood as the set of actions that allows brands, goods, and services to be positioned with the

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purpose of creating solutions that match the wants and needs of consumers (Massi, 2006).

Marketing deduces that the key to accomplish an organization's goals is to determine the wants and needs of the market and provide satisfaction, with more impact than the competitors (Kotler, 2010). Only after the identification can marketing properly create solutions to such needs.

Marketing is crucial to serve the market. Often considered something minor, nowadays it is a meaningful asset to boost attractiveness and visibility among prospects (Aguiar, 2009).

2.2. Marketing Mix

The marketing mix is a set of variables that organizations can work on to thrive and accomplish their marketing goals, undermining the issues caused by non-controllable variables. (Moreira, 2003). Jerome McCarthy defined "4 P's" (Fonseca, 2008): product, price, point of sale (placement) and promotion. These four elements are entangled to the business activity and allow companies to know where and how to trade (Aguiar, 2009).

Defining the 4 P's:

- Product: is what is created, produced, developed, or informed according to an existing or created demand. The main objective is to offer differentiated products and/or services to its target audience.

- Price: is the amount of money that consumers have to pay to purchase the product. It is different from the other three elements of the marketing mix because it generates revenue while the others generate costs. Therefore, companies try to raise the price of their products as much as differentiation allows.

- Placement: includes the various activities of the company to make the product accessible and available to the target consumer. Each company must decide how to make its products available in the market and must decide whether to sell directly to consumers or through intermediaries. Nowadays, people have less and less time in their daily lives and therefore often choose to make purchases over the Internet rather than in stores. This is one of the big challenges for retailers, namely to bring consumers back to the stores. With this in mind, they need to creatively and strategically enhance consumers' point-of-sale experience so that they stay and come back to repeat the experience.

- Promotion: the original concept of promotion is translated here as communication. It is a system of several elements that must work together coherently to communicate the value that the company offers (product/price) to the market. Through practices such as advertising, public relations and merchandising, it is possible to present and remind customers of a product, service or company. such as: Advertising, Public Relations, Merchandising, among others.

If you only cite the "4 P's" (price, product, positioning, promotion) as marketing elements, you are severely limiting your area of expertise. (Sánchez Arroyo, 2009).

2.3. Business Plan

Kotler (2004) noted that "(...) the marketing plan must be created to achieve positive results in the face of changes in product features, price, promotion, and sales force size."

A marketing plan is based on the SWOT analysis: The SWOT analysis goes into the drafting and strategic positioning a given company must exploit. Strengths: upsides the organization or its offering has. They must be magnified and improved.

Weaknesses: also related to the offering or the organization, they must be eliminated or at least reduced (Bobo, 2005). Please note that strengths and weaknesses are internal and always determined in relation to competition (Kotler, 2004). Opportunities: represent the external upsides offered by the market. Threats: also external, developed by the market. Even being external, they can be circumvented (Bobo, 2005).

Opportunities and threats are each potential definitions able to strengthen or weaken the company, depending on whether they are well analyzed or not (Kotler, 2004).

The SWOT analysis is thus directed to the study of the market, from the main elements like competition, to political and socio-economic factors that can significantly hinder sales, as well as the placement of prescribers and their specialties. (Bobo, 2005).

2.4. Merchandising

Merchandising is understood as any technique, action, or promotion made at the point of sale that delivers intel and boosts the visibility of products, brands, or services where the objective is to motivate consumers, facilitating and inciting the purchase decisions (Blessa, 2008).

Merchandising helps establishing a closer communication with consumers, by interacting directly with these individuals. The consumer's relationship with placement is anchored to the psychological process of purchase; through product display; through incites given by posters/publicity; packaging, etc. These incentivize the purchase and generate interest in the offering during the consumer's journey through the store (Ferracciu, 1997).

On the note that 85% of purchase decisions are made in-store (Blessa, 2003), communication programs focused on merchandising are essential to positively impact sales. However, no technique can be highly being effective if done in isolation.

2.5. Merchandising Techniques

The sales location is the central point in building a connection with the customer, supported by good merchandising practices and effective communication (Silva & Giuliani s.d.). Thus, the main task of the marketer is to persuade the consumer, to buy a product, attracted by the store. There are a variety of techniques used to make this process possible (Newman & Foxall, cited in

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Bernardo 2009). According to Ellwood (cited in Schetz 2012), the point-of-sale hands the opportunity to set a close relationship between the consumer and the brand. According to Blessa (2008), the point of sale (POS) is where goods or services are sold to the consumer. It has become a "stage" for brand building. A good portion of purchase decisions are made at the point of sale, and the final decision is shaped by the individual's actions, and the store's communication strategies. These strategies sway consumers, through techniques that inform, highlight, position optimally, and appeal to the potential customer's senses (Schetz 2012). It was found that 70% of purchase decisions are made on the POS (Nielsen, 2015). In this basis, a well-organized and pleasant point of sale is fundamental to stimulate emotional and intuitive factors expressed in the shopping habits of individuals.

2.6. Consumer Behavior

Consumer behavior is the study of the procedures involved in the selection; acquiring; rate of usage of the purchase, (Goods or Services), by individuals to satisfy their wants and needs (Solomon, 2015). In retail, marketers need to be able to understand and decipher consumer behavior and their decision process to successfully attract them, and sell their output (Kotler & Keller, 2009). Consumers use their primary senses as the foundation for their purchase decisions (Underhill, as cited in Wu et al. 2013). Motivated by this, merchants can manipulate a variety of elements, namely color; texture; lighting; space; products, and sounds to excite consumers' senses, leading them to make a purchase.

2.7. The Decision-Making Process

The consumer's decision process composes the stages customers go through to make a specific purchase. It is made up of five steps: (1) problem identification; (2) information search; (3) evaluation of alternatives; (4) purchase decision; (5) post-purchase behavior (Engel, Blackwell, & Miniard, 1986).

Even so, individuals do not always go through all the stages. Steps may be skipped or committed in different sequences (Kotler & Keller, 2009), just as they do not always consider this procedure, which would take up too much time on the purchasing decision and the individual would not enjoy the purchased products (Solomon et al., 2010).

On the fact that impulsive behaviors lack planning (Stern, 1962), it is an example of a situation in which the five phases of Engel et al.'s (1986) model are not observed. In this example of purchase, impulsive and spontaneous, there is no recognized need, so the first stage does not apply. Instead, a reversal of the first two steps can be assumed, as information comes to the consumer unintentionally, and only then does he or she acknowledge the given need (Ferreira,

2012).

2.8. University Merchandising Stores

University merchandising stores induce emotional responses from consumers and represent a niche, that offers a selection of products with the institution's logo/brand (Hyllegard; Ogle, Kissell, 2016). The primary market for these is usually students or alumni, who possess a strong bond to the school (Dosh 2013).

Purchase of these products can be influenced by multiple factors, like shop design (Licenced sports merchandise market, 2014) and emotional attachment to the school (Taute et al. 2010).

University merchandise sales estimations are at \$4.9 billion in 2018 (PwC Sports Outlook 2014), and an average of 190 million U.S. consumers purchase this merchandise (Dosh, 2013).

2.9. Operations Management

Operations Management is the task of managing the resources that originate and deliver products and services. Everything consumed in nowadays is organized through operations, so it is a requirement for every organization to have an Operations function/sector, because every organization develops some type of product or service.

The operations activities are one of the 3 core functions of every business; however, there is no clear division between these or even with those called support functions, meaning that the broad definition of operations management is going to store in its sphere many activities, all necessary for the day-to-day fulfillment of customer requests, including ultimately sourcing products and services from suppliers and making them accessible to customers. The Operational Principle states that the function needs to cooperate with other functions to ensure effective organizational performance, (Slack, Brandon- Jones, & Johnston, 2013)

Operations Management involves complex interactions between all kinds of resources: human, technological; and all sorts of organizational processes, most of which change their nature over time, (McCutcheon & Meredith, 1993). Globalization; evolution and development; co-creation of products/services, innovation, technology integration, global supply networks, sustainability and corporate social responsibility, all have originated new obstacles/challenges for the already challenging area that is Operations/Logistics. It has evolved in response to these different forms of challenges over time.

2.10. Sustainable Operations – Triple Bottom Line

The TBL is a concept created by John Elkington that measures businesses combined with an environmental cause. It encompasses the three P's: people, planet, and profit, and is often used in

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the dialogue of corporate social responsibility enterprises and sustainability. The novelty of the concept in relation to the traditional one is its ecological pillar.

The first pillar, social, refers to people and stakeholders and its goal is to improve the lives of employees and decrease social injustices of the local where a specific company operates. The second, sustainability, focuses on the planet, and its aim is to control companies' environmental footprint through the application of ecological policies, (improved energy and natural resources management, reduction of waste, among others.). The third pillar, profit, represents economy, and measures how the coordination between social and environmental policies impact a company's profitability.

This measurement of the TBL requires a calculation; however, this calculation is not based on an universal formula and therefore, it offers the possibility to adapt the framework to specific variables and/or outcomes. Despite the possible broad variety of results, the measure should be done in view of targeting sustainability (Slaper & Hall, 2011).

2.11. Operational Process Mapping

Process Mapping is the technique of using flowcharts to illustrate the flow of a process, proceeding from the most macro perspective to the level of detail required to identify opportunities for improvement. It sets its attention on the work rather than on job titles or hierarchy. Process mapping allows those who view it to picture the work itself outside of the organization's scope. The most common pictures of a person's job(s) have been organization charts. Process maps help us picture the work itself, not the organization, (Bailey).

A process map illustrates and simplifies what happens in a business process. Process mapping involves specifically defining all the steps in a process, who is in charge, and what is the final result, to create a sequence that works towards an end result. Process mapping is useful for defining exactly what happens in a process and understanding the current state of how the business is operating. Mapping the linear sequence of activities that make up a business process helps to identify bottlenecks or unnecessary steps in the process. Having a visual representation of this makes it easier to explain both the current state and new changes to users, (Vanner, 2021)

2.12. Visual Merchandising

With the modernization of brand strategies, the concept of visual merchandising has been much discussed in recent years. Given the increasing competition and the pronounced similarity of products, there is an increased need for differentiation on the part of brands (Niazi et al., 2015).

Several authors have defined the concept of visual merchandising. While Blessa (2010) defines visual merchandising as a technique for working in the point-of-sale environment, other authors

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refer to it as an art, a process, and a marketing strategy (Bhatti & Latif, 2014; Ebster & Garaus, 2011; Morgan, 2017), whose goal is to present products as efficiently and attractively as possible to consumers and to encourage them to buy something (Kim, 2013). Mehta and Chugan (2014), in turn, define visual merchandising as any external or internal element seen by the consumer that creates a positive image of the company, which is converted into attention, interest, desire, and action, and can even be considered as a silent salesperson

2.12.1 Visual Merchandising Elements

The point of sale consists of two areas, the external environment, and the internal environment. The design of the elements of the internal environment and the external environment must be developed harmoniously to convey a coherent image and reinforce the message that a particular brand wants to convey (Morgan, cited in Bernardo 2009). The external environment is fundamental in attracting consumers because it is responsible for creating the first impression they have of the store and attracting them. The store window is also of great importance, as it plays an important role in the first contact with the consumer.

The internal environment, the inside of the store itself, has the power to arouse the consumer's interest and convince him to visit and stay in the store. It must provide positive and remarkable experiences for the consumer to come back (Massara, cited in Bernardo 2009). Thus, it is obvious how important it is to think about and study the structure of the store in order to take into account the needs and desires of the consumer.

Regarding the exterior of the store, the influence of the store window has been studied. In terms of interior design and considering the concept of store atmosphere, the lighting, layout and accessibility of the store were considered.

Exterior

The exterior elements are responsible for attracting the customer (Borja, 2011) and as such must create an attractive image that allows to inform, provoke, and invite passers-by to enter the store. 75% of consumers remember the store entrance because it creates a first impression (Mehta & Chugan, 2013). Through these elements, consumers are able to form an impression of the store that makes them enter it or not (Oh & Petrie, 2012) because they show their identity and personality (Borja, 2011) and represent the brand image. (Morgan, 2017).

Store Window

Studies show that a store has less than seven seconds to catch the attention of a passerby. This first contact is very important because it is a decisive factor in whether the potential customer will enter the store, buy, return, or simply give up (Blessa, 2008). An essential technique to attract

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potential customers and grab their attention is thus to take care of the store window, which is an authentic business card of the place (Carrasco, 2005).

However, the way consumers absorb the information presented to them, whose message must be grasped in the shortest possible time (Borja, 2011), can be classified as observed or inferred. Observed information is more direct and is absorbed immediately, as opposed to inferred information, which results from the consumer's inferences based on the visual elements presented (Sen et al., 2002).

In-store atmosphere

Kotler (1973), the first to study atmosphere as a marketing tool, defines it as the effort to create shopping environments that evoke emotional effects in shoppers, thereby increasing the likelihood of purchase. It appeals to the five senses (Park, Jeon, & Sullivan, 2015) and can influence consumer attitudes and perceptions of overall store quality in terms of product uniqueness and service levels (Baker, Grewal, & Parasuraman, 1994).

Kotler (1974) introduced the term "atmospherics" to describe the deliberate planning of the store space that has an effect on customers. In other words, it is the effort to create a shopping environment that exerts emotional effects on customers, with the goal of increasing the likelihood of purchase. (Marques et al., 2013). According to Puccinelli et al. (2009), store environment refers to the tangible and intangible aspects of in-store design that can change the customer's shopping experience.

Lighting

There is some disagreement among authors regarding lighting. While some argue that soft lighting improves mood (Meer, 1985, cited in Piedade, 2017), others believe that bright stores create a higher level of excitement in consumers, leading to an increase in impulse purchases (Ebster & Garaus, 2011; Mehrabian & Russell, 1976).

According to Geary (cited in Pereira 2002), the intensity of lighting affects not only the overall appearance of the store, but also the customer's perception of price and service. Lighting is fundamental to the design of the store environment because it allows for adequate illumination of displays so that consumers can easily find what they are looking for or even highlight key areas of the store (Morgan, cited in Quaresma 2013).

Layout/Physical Space

Layout refers to the floor plan with the location of equipment (gondolas, cases, departments, etc.) and where they are located in the store, if applicable (Blessa, 2008). The layout influences

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the customer's perception of the store's style and market positioning (Parente, 2000). Similarly, it can have a direct impact on consumers' perceptions of quality, level of enthusiasm, and indirectly on their desire to visit the store again (Wakefield & Blodgett, 1994).

For many customers, convenience means entering and leaving the store quickly after finding what they are looking for. To encourage customers to explore more products and move around the store, it is necessary to present a layout that allows for certain traffic and provides interesting design elements to maintain the convenience.

Accessibility

Accessibility is a term often used in transport and land-use studies and the main aim of this report is to survey the range of measures of accessibility that have been proposed, (Jones, 1981); accessibility is seen as being concerned with the opportunity available to an individual or type of person at a given location to take part in a particular activity or set of activities, (Jones, 1981).

2.13. Supply Chain

The supply chain represents a network of organizations that are involved, through upstream and downstream linkages, in the different processes and activities that produce value in the form of products and services in the hands of the ultimate consumer, (Stadtler & Kilger, 2008).

2.13.1 Supply Chain Elements

Suppliers

An individual, organization, or other entity that provides something that another person, organization, or entity needs. During transactions, there are suppliers and buyers. Suppliers provide or supply products or services, while buyers receive them (What is a supplier? Definition and examples, s.d.) . An example of this, to be developed later in the report, is the company that supplies the merchandise according to ISEG's request of image.

Customers

A person or business that purchases another company's products or services. Customers are key because they drive revenues; without them, businesses cannot continue to exist, (Kenton, 2021)

Inventory

Inventory is the accumulation of materials, customers, or information as they flow

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through processes or networks (Slack, Brandon-Jones, & Johnston, 2013).

Lead Time

The amount of time that goes by from the start to finish of any given process. In business, this means the amount of time that passes between the placement of the order by the customer and the arrival of the products (Weatherwax).

Bottleneck

A bottleneck is a point of congestion in a production system (such as an assembly line or computer network) that occurs when workloads arrive too quickly for the production process to handle. The inefficiencies brought about by the bottleneck often create delays and higher production costs. The term "bottleneck" refers to the typical shape of a bottle and the fact that the bottle's neck is the narrowest point, which is the most likely place for congestion to occur, slowing down the flow of liquid from the bottle.

A bottleneck can have a significant impact on the flow of manufacturing and can sharply increase the time and expense of production. Companies are more at risk for bottlenecks when they start the production process for a new product. This is because there may be flaws in the process that the company must identify and correct; this situation requires more scrutiny and fine-tuning. Operations management is concerned with controlling the production process, identifying potential bottlenecks before they occur, and finding efficient solutions, (Barone, 2020)

2.14. Payment Methods

A payment method is a way that clients pay for a product or service. A Physical Store's accepted payment methods may include cash; gift cards; credit cards; prepaid cards; debit cards; or mobile payments. For an ecommerce business, online payment methods may include credit or debit card options, prepaid cards, gift cards, a direct transfer from a bank account, payment processors, and more.

Within each type of payment method, there are often multiple payment options. For example, payment processors can include Stripe, Authorize.net, Braintree by Paypal, Shopify Payments, and more, while credit card options can include American Express, Mastercard, Visa, and Discover. Other payment methods include Google Pay and ApplePay. (Heegaard, 2021)

By providing multiple methods of payment, it is given the opportunity for the customer to buy more. Online payment systems like PayPal provide occasional discounts and cashback offers, which may tempt the user to purchase more, (Digital Payment Methods – Friend or Foe?, 2017).

Research in 2019 found that the share of consumers adopting mobile apps or mobile online

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accounts (such as Android Pay, Apple Pay, Samsung Pay) increased from 40 percent to 60 percent. (Foster, Greene, & Stavins, 2019).

2.15. Events Management

Events are temporary and purposive gatherings of people. The organization and coordination of the activities required to achieve the objectives of events (Bladen, Kennell, Abson, & Wilde, 2012).

CHAPTER 3 - ISSUE TREE ANALYSIS

Issue trees are tools used to separate a larger problem into several segments. It is going to be utilized to structure the consulting project, (Kenney, 2022). Its purpose is to answer the question: “Should ISEG have a Physical and Online Store?”.

3.1. Deductive Reasoning

3.1.1 External Analysis

3.1.1.1 Demand

In the beginning, demand for ISEG merchandising products may be quite limited. University merchandising stores in Portugal are considered to be very underdeveloped. The target audience is made mostly by the institution’s students. These are those most exposed to merchandise due to the fact they are embedded in the academic lifestyle. Alumni also hold a considerable share in the constitution of the market demand. Student’s friends and families can be minorly considered.

Merchandise is a big thing, (that can be bigger), at ISEG. It is almost impossible to go around the campus without seeing an ISEG t-shirt or hoodie. The main goal of this project, (long-term), is to expand its demand; reach everyone who identifies with the school brand and values, whether he/she has a connection with the school or not.

Thus, the consultants divided the demand in three parts: Students, Alumni, and student’s friends/family members.

3.1.1.2. Brand Awareness

“The brand identity refers to a company’s vision, beliefs, and cores values, expressed in the brand’s tangible and intangible attributes” (Kapferer 2012).

ISEG was the first school in Portugal (and still is up to this day), that distributed education and that enhanced the social-economic value of knowledge in social economics sciences such as Economics, Finance, and Management. Founded in 1911, it had many denominations during its growth until it was finally established as ISEG - Lisbon School of Economics and Management,

in 1989.

It values scientific and intellectual freedom, maintaining a culture of internal and external evaluation that guarantees organizational improvement and better individual and departmental performance. It assumes itself as a plural school in education and research, where respect for ethics, diversity, and social responsibility are fundamental pillars.

Nowadays, it is known for its environment: the affection that students have towards the institution, its history, and the campus are indeed remarkable. They proudly spread the school brand every day, whether by goods or through articles, conversations, or attitudes. The consulting team finds this to be the main characteristic that turns the school into a unique one. Regarding merchandising, students always felt affection towards products with the school image. From the traditional hoodies to the reusable water bottles, products seemed to be quite appealing to each one of those who were part of the community.

On the 110th anniversary, ISEG went through a rebranding, aiming to renew and revolutionize its image. The purpose behind it is still to spread the values of the school, towards a brighter future with a new brand identity, becoming more attractive and modern. “All the positive energy that we can feel at ISEG, had to be represented on our image. This visual identity projects us forward, upwards, looking to the future.” - Clara Raposo (2021). The new image of the institution targets the future, and sends a message of innovation and plurality, from a school that is made for everyone, and a place for the unique, who have their own vision. “New logo. New image. New Signature. Same values as always.” that can summarize the mission behind the rebranding: innovation and vision, while reassuring that the excellence and vanguardism that characterized the 110 years of existence...

“Open Minds. Grab the Future.”, reflects the positioning of the brand ISEG, and transmits the values and focus of an institution that is known for its prestigious history and feeling of inclusion, always side-by-side with innovation. This is one of the reasons why the consultants believe a merchandising store can raise awareness and reinforce the ISEG brand nationally on a greater scale, and long-term speaking, internationally.

3.1.2 Internal Analysis

3.1.2.2. SWOT Analysis

Strengths: Tradition/reputation; unique products; school-spirit; ISEG population loves merchandising products.

ISEG – Lisbon School of Economics and Management, the first school of its kind in Portugal, has the advantage of possessing a broad amount of alumni with significant influence and success in the areas of economy, management, and politics of Portugal. Being the first does not guarantee that quality and excellence follows its existence, but in the case of ISEG, the high standard prevails, maintaining a frequent presence in the Portuguese and international rankings, making it

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one of the most attractive universities for those who want to follow economics and management. The reputation of the school creates expectations for their future students, who are then introduced to a school that allows them to not just study, but also to develop their soft skills and persona, as this tends to create a strong engagement with the community, which then translates to a deep connection and affection for the school.

One of the characteristics of the students of ISEG, it's the high demand for merchandise products. The school follows the tradition to offer a t-shirt with its name on it, every year to the new students, who then proudly use it not just to campus, but for everyday use. This adds a whole other sense of prestige to the school's reputation.

Weaknesses: No logistics; stocks require good measurement; specific employees for the store.

The consultants, during their experience at ISEG, were able to not only be customers, but also to be involved with the marketing department, which manages all the merchandise operations. It was clear that there were problems with the whole operation. The sale point was and still is unknown for a lot of students due to its poor positioning. Logistics also need major improvement, and a specific individual to operate this service so it can start to grow into its full potential. Stock management has always been a struggle, as there is limited space for the storage, which makes it impossible to keep a solid offer for the students, who face constant sold-out items and sizes.

Opportunities: Boost ISEG's presence; increase Students awareness towards ISEG brand; long term source of income.

The demand for ISEG merchandise products is constantly high for their current students, which allows a bigger presence in the students' lives, who use goods related to the school every day, spreading the ISEG brand and the awareness of other consumers to the name. Although it is not the main focus of the client, the merchandise can produce long term income by expanding the brand on its communication and possess a good portfolio aligned with good operations management, it can offer quality products at prices that allow the students to spread the word ISEG.

Threats: High initial investment (Ahmad, 2022), to build a functional store; limited market.

On one hand there is a guaranteed demand for the products of ISEG, from the current's students, alumni, professors and a few family members of students or alumni. On the other hand, the demand is limited, and unless the brand develops its recognition to a point where not just those who studied there would want merchandise, but everybody would want to be associated to the name ISEG.

The need for an improved location, and specific point of sale for the merchandise store, are part of the initial investment to build this functional store. Steps as the choice and rebranding of a specific point of sale, advertising, e-commerce, and new partnerships are all needed for a good brand communication through the merchandise products.

3.2. Inductive Reasoning

3.2.1 Placement - Functioning

The main objective of the store is to provide necessary input to the production/operations departments with minimum to no losses in the process. One of the reasons for the segmentation is to answer the Placement “P” by focusing its efforts on how it is chosen to operate within what is going to be recommended as the best practices for the ISEG’SSTORE. Physical Placement is base for any business, as any store’s site is with itself a marketing tool, because it boosts visibility and accessibility.

The proper placement of the store, along with its supporting areas is therefore extremely important to maximize the efficiency of the business. Considering that, the focus is going to be directed to analyzing the operational strategy; its weaknesses and strengths; current members of logistics; benchmark space opportunities; competitors; suppliers and possible partnerships to reach the possible optimal working scheme for the store. To alert that the goal is to assist on expansion and to raise brand awareness, and not profitability, even though the study of inventory is going to account for cost efficiency based on the assumptions taken. The same applies to the online store, where functions must be well connected in order to fulfil the businesses’ demand.

CHAPTER 4 - RESEARCH AND METHODOLOGY

4.1. Goal of the Research

To fully grasp the university merchandising market and its impact on the university brand, research was conducted, firstly in group, looking at the externalities of the business, which was taken into consideration during the whole investigation, followed up with an internal categorization,: Product Portfolio; Operations; Marketing Strategy; and Digitalization.

As aforementioned, the market research seeks to understand the environment of work, for the consulting team to operate and fill the market opportunity. Different players operating in the market, their benchmarks and practices were investigated. Consumers were also investigated, to perceive demand and the market’s profitability, (although profit is not the way this research was guided into).

To create a renewed, consumer-oriented, product portfolio, research was pursued to guarantee that the portfolio reflected the client’s needs and interests regarding each type of product and had considered the product’s price impact on purchases and customer’s availability to pay. From a whole set of different potential products, some were strongly recommended to compose the showcase of products available to the consumer, (Ahmad, 2022)

On other directions, the team also pinpointed the research on the use of e-commerce for the

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ISEG Store, to make the store available to everyone, diminishing any geographic or accessibility barriers, creating the possibility to purchase an item from anywhere, anytime, in an organized and well displayed digital environment, (Varela, 2022)

Operations are a key part of the chain of value. How does the product go through the whole operating process until delivery, or be at the disposal of the final consumer? Who are the suppliers? What is the current demand lead time? How can the project maximize efficiency while being the most sustainable? The logistics research was focused on the operating details of the process: optimization of the supply chain; the physical place of the store; product placement; distribution; points of sale (POS) to create the best and most effective way to manage the whole operating process.

For the process of raising awareness within a defined audience, by delivering our image, our products, create the feeling of desire towards our goods, the consultants relied on communication. A proper marketing plan and a well-defined strategy will boost our sales and increase the potential of the store. (Lopes, 2022)

4.2. Methodology

This chapter consists of which methods were used by the team to achieve results for the thematic in hand. In the first stage, a qualitative set of interviews was made to define clientele and their opinions regarding the business. These interviews are useful when for instance a new product is being developed due to the valuable feedback it can obtain before committing to the product.

Quantitative surveys were also part of the teams' research, as a numerical analysis is thought to be the most robust analysis to achieve results about the project's feasibility. Two different questionnaires were made to keep a reasonable duration of time spent by the participants and not to derail the data that was to be collected due to the respondent's inertia. The general aim was to gather statistical data about the business: firstly, specifically about demand, to better comprehend the consumer's behavior and the market's elements, and secondly, to figure the customer's interest concerning each product and their availability to pay.

4.2.1 Benchmarking Competitors

Regarding the existing store, the available data was too insignificant. The team had to widen the research's horizons on the characteristics of other players that convey in the same type of market. Since the national university merchandising market is underdeveloped when compared to the same across borders, the American and British University, where the market is much more significative, were examined. Universities' stores such as The Harvard Shop, Oxford Gift Shop, University of Glasgow Store, University of Cambridge are great examples, since its education and merchandise are recognized worldwide. In Portugal, the most noticeable one is Loja da

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Universidade do Porto. The goal was to identify best practices and commonalities between all the players that could be reproduced in ISEG's Store's process. The consulting team also sought to find out points of dispersion, so it could stand out in the national market. The benchmark concluded that most product offering came from Apparel goods, goods to boost productivity, office goods and accessories, such as key chains.

4.2.2 Qualitative Research

This section deals with the phases of conducting the empirical research in terms of methodological procedures and objectives highlighted and displayed in the study.

Characterization of the research

A qualitative approach is present in this study. Qualitative studies have in view concise observations about specific phenomena by providing insights into the inner motivations of the event and reflecting on the multiple individual experiences of the objects under study through interpretations (Cooper; Shindler, 2014; Bell; Bryman; Harley, 2019).

The definition of the qualitative nature of this procedure is justified by the following features:

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

The study's design is based on the perception of purchase and seeks to promote comprehension of the significance of stimuli that buyers capture in the purchase decision process.

Worth noting that, when it comes to the aims of research, this study is exploratory. Cooper and Schindler (2014), Vergara (2016), and Gil (2019) cite elements in favor of this kind of research when the aspects related to the chosen topic are ample and little explored in the literature. In addition, this research expands knowledge, allows refinement of aspects related to the problem in hand, and assists in the viability of procedures to collect and construe data in a more flexible manner, which is the principle of a more integrated investigation.

Having in mind the main characteristics of this research, the portrayal of issues related to the innate behavior of the online user and his perception as consumer in the acquiring process remains a contextualized aspect, which does not meet expectations of what would be desirable in the marketing and consumer behavior literature. Even though there are leads based on references about digital marketing and online customers' decision-making process, an in-depth analysis of the matter is required.

Regarding data collection instruments, a semi-structured interview guide was delineated, which is composed of general, non-restrictive questions and is guided by dialogs with the

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participants. This tool allows for the collection of information arising from the interviewees' viewpoint, underlines fundamental features for the study, and contributes to the development of the research with the needed knowledge (MINAYO, 2010).

The questions asked were developed with the intent of designing items that would provide feedback on the outlined goals for this research and collect knowledge on consumer perceptions.

The script allowed for an open and transparent dialog. Interviewees were selected in a non-probabilistic and intentional way based on relevance to the research and feedback to problem in hand and objectives highlighted in the introduction. In short, participants 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 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 opinion of each individual.

Data collection procedure

Individuals were contacted beforehand by the consultants to explain the research procedures and to understand the feasibility of their participation.

The contacting process was conducted exclusively online. The confidentiality of information received, as well as the academic nature of the investigation were clarified in the process. To point out that respondents did not engage in correspondence using their respective names, with the intent of preserving their entities.

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

Participants were inquired based on the developed script. The script focused on the interaction with how important ISEG's merchandising products are and how this will impact the brand, aligning the need for a physical and online store. To point out that, in some cases, questions outside the aforementioned script were made to the interviewee, to widen the range of data that was intended to be attained.

The interviews happened at times participants displayed availability.

4.2.3 Quantitative Research

4.2.3.1 ISEG'S Store

The qualitative research offered the consultants a better understanding of the market, while also helping to define the target audience. That allowed to better direct the quantitative research of the products and market, addressed to each type of individual. Quantitative research, as a rule

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of thumb, intends to gather statistical or numerical data.

The method used by the group was a questionnaire, with the first section reserved for the collection of personal information (age, gender, monthly income), to see how these parameters behave throughout each question. The section ended with a question where the participant had to classify, in a five-point scale, the impact of merchandising on a school brand.

The questionnaire was then segmented into three parts. Each part was directed to a specific type of customer the team had defined previously, so it was able to get a better overview of each type of individual:

Student

In this segment of the market, the consultants tried to compare the differences between students that are enrolled for more years, to more recent ones. From this moment, the focus was on understanding established demand and the cognizance regarding the existing point of sale.

On a first instance, the team inquired about what was known when it came to the product portfolio and the charged prices, and also if the sales location was of their knowledge. Afterwards, a set of questions was prepared, concerning the consumer's attitude towards the current selling point: if they had bought merchandising products in the past, (and what products); the current frequency of utilization of the products; its quality; their judgement regarding the price paid; and, if they had not acquired any product, which factors led to that decision. The team decided to end this section with a question regarding the school's recent rebranding, and with the possibility of being able to acquire goods with this new image.

Alumni

Following the same structure, a short question about the graduation year/last year of enrolment in ISEG was key to cross-data with the responses of the oldest alumni and the most recent ones.

The consultants inquired about their awareness regarding the product portfolio, the prices charged, and also about the (physical) selling location. Since they once had contact with ISEG's merchandising, it was interesting not only to question their behavior as customers when they were students, but also about the utility they currently give to the acquired products and about the possibility of becoming consumers again, by forecasting their interests in new products and, (in case of a negative response), the reasons that fundament such decision. The section ended with a question to understand the impact the ISEG brand has on each individual after they left the campus. Results were interesting regarding this matter.

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Family/Friend

One of the segments of the questionnaire was directed to families and friends of students or people related to ISEG, which is the market that the team addressed as the more challenging because they must be directly targeted, so they could see value in the brand. The next step would be, for sure, potential clients without any connection with the school nationally in a first phase, and internationally in a more distant phase.

After some light inquiring on their knowledge about the existing merchandising point of sale, (similar to the sections addressed in the previous individuals), the group looked to forecast if the respondent owned any ISEG-branded product; the utility; and the reason behind this individual owns and uses ISEG merchandise, in which he/she never been enrolled in.

Physical Store

After emphasizing the (potential) customers and their characteristics, the questionnaire focused on the physical store's attributes. A set of statements were developed for the participant to classify (whether he/she agrees or not with the statement), on a scale from one to five, whereas one means "totally disagrees" and five "totally agree".

The consultants agreed that it was crucial to go through the potential consumer's opinions on the influence a merchandising store can have on school branding. Other qualities were addressed: accessibility, (location wise); and an amplified product catalogue, since these are the main traits that, when well combined and developed, can enhance sales.

Online Store

Digital channels are, in many organizations, the core of operations. The purpose of inquiring about the subject was to assess if ISEG'STORE could be successfully digitalized to augment the business. The group looked to perceive whether digitalization would be a part of the future of merchandise stores. Specifically concerning ISEG, the participant was inquired about the prospective existence of an online point of sale and if it should be integrated in the university website.

On the operational assessment, the team inquired about consumer habits, particularly about the availability to pay shipping fees in exchange of receiving the goods at some place instead of collecting them at ISEG. The team also collected data regarding the sufficiency of existence of an online ISEG'Store (without any physical placement),

The questionnaire ended with an open-type question, on how the respondent sees the impact of merchandise products on the brand.

4.2.3.2 Product Portfolio

A (broad) catalogue was built by the consultants. Its purpose was to test the considerations made about the customer. A questionnaire was constructed to support and fully comprehend the client's real interest regarding each product and their average availability to pay. It served also as a filter for the different goods, by identifying the favorite ones and those that could possibly be excluded from the portfolio.

Sixty-nine items were compiled, and respondents gave their opinion about each item. From the data obtained it was possible to characterize the interest of the consumer regarding each product, which was quantified on a scale from one to five where values close to one meaning that the product is not desirable by clients and values close to five would meaning the opposite, making it suitable to integrate the final portfolio.

This questionnaire can be compared to a negotiation process, where there are two parties present with the purpose of trading goods at a certain price. The outcome of negotiations often depends on whether the buyer or the seller makes an offer (Adam D. Galinsky, 2009). In this scenario, and because the team needed to inquire about client's ATP, by asking them to provide us their ATP, the data obtained could be biased, since, when the buyer is asked to make a first offer, he/she will always try to achieve a final low price. (Adam D. Galinsky, 2009) Consequently, the team established prices similar to other market competitors and inquired about the client's thoughts on those prices. That made it possible to quantify the client's perception of a price within a scale from one to five, where values close to one would mean that competitors are charging low prices and values close to five would mean that client thinks that the price charges is too high for the product.

CHAPTER 5 - RESULT ANALYSIS

5.1. Qualitative

The information gathered in the qualitative survey was analyzed, however, no specific utility was found for the Operations Segment.

5.2. Quantitative

The Likert scale is used in surveys and polls. In most cases, it is used to measure respondents'

attitudes (Pestana 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

Out of the 126 subjects, 55% (69) are male and the remaining 45% (57) are female. In the questionnaire, ages were reviewed in intervals to determine where individuals were the most concentrated. Therefore, the age group "18-25 years" is the one with the most participants, with a rate of 86% (108). The "25-30 years" age group, with a rate of 8% (10), then the "30-40 years" age group with a rate of 4% (5) and finally the "> 40 years" group with a rate of 2% (3) complete the sample. PLEASE PREPARE TO ANSWER THE QUESTION OF WHETHER YOU BELIEVE THIS SAMPLE DISTRIBUTION IS SIMILAR TO THE POPULATION OR IF IT SHOULD BE ADJUSTED Regarding their monthly income, 44% (55) chose the option "Not applicable"; 23% (29) earn "700€-1200", 22% (28) receive "< 700" and finally 11% (14) receive "> 1200". When it comes to 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

When inquired about the influence of merchandising on a college's brand, the average score was 3.82 out of 5. This score shows that merchandising can in fact impact a college's brand.

When entering ISEG's student's section, the first question made was if participants were aware of the products ISEG sells. 82% (62) answered in the affirmative and 18% (14) answered in the negative (Appendix, Figure 1).

This data reveals that there are still many individuals who do not know the ISEG product catalog.

The 62 affirmative answers were then inquired if they had ever bought merchandising from ISEG. 60% (37) answered yes and 40%

(25) answered no (Appendix, Figure 2). The question that followed intended to know what products they had purchased. Figure 3 of the Appendix shows that 42% (26) of the respondents had already purchased the ISEG hoodie, followed by the bottle, which 16% (10) of the respondents had picked up. The suitcase was the only product that no participant purchased.

ISEG students were inquired about the existence of interest in purchasing merchandise after the rebranding: 63% (48) of the respondents answered Yes, 11% (8) answered No, and 26% (20) answered Maybe, (Appendix, Figure 4).

The 28 who answered No or Maybe were also asked about the main reason that might lead

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them not to purchase an item. In Figure 5 of the Appendix, the main reasons are lack of interest in acquiring ISEG products, 34% (12); and price, 31% (11).

Quality was the least chosen reason, with only 6% (2) of respondents chose this option.

In the alumni piece, figure 6 in the Appendix shows that there is a high level of unawareness about ISEG merchandise. 73% (19) of the participants did not know the product catalog, and only 27% (7) knew the catalog.

When asked if they would be interested in purchasing any type of merchandising from ISEG, only 27% (7) said yes, and 73% said no or maybe, (Appendix, Figure 7). The main reasons for the unwillingness to purchase ISEG products are lack of interest with 39% (11) and price with 36% (10) (Appendix, Figure 8).

In the section on relatives and friends of ISEG students, it is simple to illustrate that having a link to another institution, or not having an emotional attachment to ISEG is seen as a barrier to acquiring ISEG merchandising.

79% (19) of respondents are not familiar with the ISEG product catalog (Appendix, Figure 9), and 92% (22) have not yet bought any ISEG merchandise, (Appendix, Figure 10).

The main reasons for the aforementioned are lack of interest with 48% (12), and lack of knowledge with 44% (11). 2 individuals, (8%) responded with the option "Other", to which they specified their unwillingness to buy products because of a link to another college, (Appendix, Figure 11).

5.2.2 Product Portfolio and Inventory Modelling

Based on the portfolio questionnaire, the products that caused most interest in consumers are: Hoodies and Zip Hoodies, T-shirts. Other additions like the Adidas training suit from the *Wearable* section and the famous ISEG pen to exemplify the many attracted the inquiries attention. These Items are strongly advised to be part of the ISEG's Store catalogue. The lowest-ranked items were both types of ties and scarfs, the bowtie, beach shorts to mention a few, (which possible causation is the lack of "older" alumni responses).

By deeming the catalogue to be "too developed" for the current market, the consultants agreed on recommending the removal from the portfolio of items that scored less than 1.95 in the interest variable. This condition does not apply to products like the regular tie and the cufflinks, despite their poor performance in the questionnaire.

When it comes to "fair price engagement", products like the Adidas Jumpsuit and the college jacket, (among others), were considered too expensive in the eyes of the respondents.

Having the results in mind, the reduction and creation of the original portfolio led to the computations of the optimal amounts of inventory to possess from each product, given the assumptions made to demand, (which are to be developed in chapter 6 – Recommendations).

5.3. Overall Operations Analysis

As Operations/Logistics is presented as more of a “behind the scenes” core function, and this is the development of a consulting project, the two combined led the research to focus heavily on acquiring primary data, i.e., the type of data collected directly from the main source, (What is Primary Data? + [Examples & Collection Methods], 2021), ISEG. The tool used was Observation.

Observation is a tool mainly used in behavioral science. With its use, research intended to observe the tangibles of the operational process, i.e., its location, (is it in an accessible area? Is it visible? Is it in a place with high amounts of social traffic? Is it marketized in any location? Are there locations that boost the regarded topics?). The tool was used very broadly, as it was done in a mainly informal way, because its usage was not evaluating changes through time, but characteristics of a past format of business, because the merchandising sales service was out of duty during the academic year of 2021/2022, due to the rebranding process the school is currently going through. The pros of such practice were that the data collected was very objective and straight to the point, (emphasizing the moment of exploration of the facilities to analyze the current state and possible relocating solutions). On the other hand, the information the team could take away from this field research was in fact very limited, since it only allowed to examine the external factors of the service.

Internally, Operations inquired the clients’ marketing department via email on the following topics: Who are the suppliers? How many units are ordered per year? What are the costs supported by these activities? Where is the inventory stored? How long do suppliers take to deliver the items? Despite the difficulties in obtaining the needed information and that set information was not detailed, it gave focal insights for the team to act upon and develop a strategic plan to improve the operations function and at heart, the ISEG’S STORE.

The analysis led to a constructed proposition for the client to base its functionality and services on. It also led to benchmark possible suppliers and partners, (payment processing; stock control; carriers) to structure the inventory model and the flows of the service.

CHAPTER - 6. RECOMMENDATIONS AND LIMITATIONS

Before developing this chapter, please note that most of the recommendations are based on assumptions. The inducted limitation, referred in previous chapters, is the lack of fundament due to the very insubstantial, (or even non-existent), data regarding the previous service. So, the reading and understanding of this study must be done carefully.

Another characteristic to point out is the fact that the number of participants in the quantitative survey represent a fairly small sample size regarding the total population, (126 answers).

6.1. Process Analysis

6.1.1. Defining Location

Sales location is a major factor to empower any business, so it can be known and approachable.

Currently, the point of sale is in the Quelhas Building. It is nowhere near the best place to operate marketing wise, since only a short sample of the schools' population, (Masters, post-graduates, MBAs), attend the building, not to mention that there is no actual planted store or a sign to hint that the institutions' merchandise was sold there. The general questionnaire found that 11 out of 76 participants currently studying in ISEG do not know where the store even is located, (around 14,5% of the sample size).

In this sense, the key elements were compiled to assist on the best recommendation for placing the store, the ISEG'STORE, considering the campus infrastructure. They are: style of operation; demographics/traffic; physical features, (size; accessibility; visibility; surroundings); and ordinances, (Erbiyika, Özcan, & Karaboğa, 2012).

For starters, let us examine the style of the operation. Does the project need a more formal, elegant, and pristine look or something more casual and relaxed, outgoing even? The response covers all the possibilities, highlighting the spirit of the new ISEG slogan. To grab the consumer's attention, the space must be run by open minds: open to change, open to restoring the space, and open to mirror the client, elegant but relaxed.

Additionally, what are the main demographics that the project wants to tackle and expose itself to? As previously mentioned, the upfront answer is every member of the institution, (students; teachers; security; administrative services; etc.). The mere store's known presence in the campus can attract these individuals, (as the implementation of the online store, (Varela, 2021) and marketing strategy, (Gonçalo, 2021) intends to raise the awareness of other consumers' groups, like alumni or prospects). Nonetheless, it must be properly placed to be as attractive as it can be. Traffic is defined by the movement of units, (in this case people) along set location. It is relevant to consider traffic when placing the store. The more people circulate within the POS; the more flow can the business have by default. Two types of traffic were analyzed: vehicle traffic; and foot traffic. Vehicle traffic in ISEG is present in two places: the Quelhas parking; and the Francesinhas parking. The Francesinhas parking presents more access compared to the other, as it has a larger flow of users. There is also a parking space for motorcycles, which intercepts with Francesinhas parking lot. Regarding foot traffic and accessibility, the questionnaire inquired if improving accessibility would raise the willingness to purchase, to which it obtained a 3,46/5 in the likert scale, highlighting the importance of the variable. As aforementioned, the Francesinhas is the nuclei of traffic in the school. It is the main entrance to ISEG; it has the most volume of students in the courtyard; the most important services near, (for example the bar, the library; the printing shop; etc.); and the most classrooms as well. A lead for proper placement starts to arise

in the making of the analysis.

Size is an important feature to examine. The site needs to be equipped with enough space to layout the place in an attractive way to captivate all the traffic/surroundings, and all narrows down to one location, which is where the AEISEGS' stationary store is currently located.

There is a limiting factor in what was agreed to be the best recommendation. AEISEG does not belong to the institution in spite of operating in it. There is a protocol between the two parties that lets AEISEG behold and utilize the space for the given activities that they decide to run, and the same protocol can undo or diminish the limitation. It states that ISEG can withdraw any space from AEISEG within its facilities, if it can replace it with another, to which both parties need to agree. To fill two needs with one deed, the following is recommended: it came to the consultants' knowledge that, for a while now, the school has been contemplating the idea of moving the career office to the Quelhas Building, and this situation presents a great opportunity to do so, and by moving the career office, the AEISEG stationary store can relocate to what currently is the career office, leaving space to assemble the new ISEG'STORE, (Appendix, Figure 12).

After defining the Physical point of sale, it is now time to focus on the online store. Competitors like NOVA and UPorto were benchmarked to understand how they ran their service. Based on the observed data, the consultants recommend the ISEG'STORE page to be incorporated in the institutions' website not only for convenience, but also because it can easily attract the attention of the ones who web search the institution, while being advantageously less expensive (Varela, 2021). Figure 13 presents the guidelines to reach the store on the website.

6.1.2. Operational Mapping

Humans are highly visual creatures. Throughout evolution, the species relied heavily on visual cues for basic adaptive behaviors, (Kaas & Balaram, 2014). This skill is ingrained in the readers' genesis, allowing for this chapter to bring more understanding and awareness on the intricacies of Operations. Since the species' optical sense is so developed, throughout time Operations also developed along that path. The best way to align and present the operational strategy in detail; and all processes every flow unit must go through is to develop a series of operational maps to illustrate the ins-and-outs of the business.

Operations have the task of creating and delivering the product to the consumer. For such, the whole process is comprised of inputs and outputs, i.e., inputs are turned into outputs using an "input-transformation-output" process. The consultants had the task of developing a newly structured Portfolio to "input" a new operational scheme from scratch, since the institution, (and consequently the Marketing department), is going through the rebranding process. As the Portfolio function developed in detail the input and the catalogue offering, next in line comes the transformation process, which intends to grab the proposed ideas and metamorphose them into

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reality, as an output ready for delivery. The reader encounters how the product ordering is made from the moment that the portfolio was designed. The process starts with the placement of the ordering and the agreement of budget for the assessed portfolio, (Appendix, Figure 14). When an agreement is reached, the period of production starts, where both parties agree on a due time for delivery. In the light of the contacts and the projected budget done by SOS Empresas, (Appendix, Figure 15), the lead time for the production is 15 days, which represents the bottleneck of the chain, obstacle that needs to be accounted for throughout the course of functions in the long run. In the juncture of delivery, a thorough inspection is made to assure the quality of inventory. Following the inspection, the next stage is to move the inventory to the store and specified storage locations, so the store can later be organized in its layout, in the systems that need to be implemented for the store's optimal function and prepare the products to assess its display on the website.

Operations also need to guarantee that the quality of the service is accomplished. With that in mind, the consultants assembled a service blueprint for each one of the services' gateways. The structure is the same for both. It is divided by 3 main levels in the stage of control: customer in control; customers' interaction with provider; service in control, which in turn are divided by categorized aspects of etiquette and functionality: greetings; diagnosis; and performance. The process starts when the customer arrives to the store. In-store, the level 2 starts as soon as the customers' arrival is acknowledged, where the staff greets and assists the prospect to find the product he/she is looking for, while on the website the assistance only happens when the web searcher clicks in a product and receives suggestions that go along with the researched item. The client then comes to a decision on whether the offer interests him or not to finalize the purchase. While in the store the purchase finalization is taken control by the employee, on the website the checkout process is still in the hands of the now client, who needs to fill out the descriptive of the address where he/she wants to receive the product, and the payment details, (later to be developed). Maps of the process, (Appendix, Figure 16 and 17).

6.1.3. Store – Organization

Following the recommendation of placement, the consultants now have the task to assemble the proper layout for the facilities to boost the product's attractiveness, while organizing the process flow in a simpler and efficient manner. The first moment of organization is the toughest. Getting the store and stockroom well-managed will facilitate manage; assembly; and display of each product, helping the store to run a tight ship, (Nicasio, 2021).

This chapter's analysis begins with the client's perspective of store display. The questionnaire inquired about which were the most important variables in a store in the participant's opinion. "Great product exposure", (followed by attention to the customer's experience), was the most

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important variable, according to the respondents.

With that in mind, maintenance work is advocated, as some walls of the space present breaches and the institution must have clean sleet to be presentable to be able to attract customers. Research points to an expense between 800-1200€, having the 1000€ mark been used to calculate profits and losses. Design recommendations are to color scheme the walls with the tones of ISEG, to push for its identity.

In the making of field work, the consultants realized space to be a limitation of the project, (whether it is in the store or in storage). To maximize space, whilst allowing for extra room which, according to a study published on October 1st of 2016, increases the aesthetics of the space and make the retailing process more enjoyable for the customer, by easing the recognition of products, (Sevilla & Townsend, 2016). For that effect, one strategy is to vertically allocate products, whilst not ignoring the horizontal positioning. Given the broad product category, the consultants advise the client to “virtually” divide the store into two sections: the Clothing section and the Utility section. When storing through all space, (vertical and horizontal), the store may use compartments of 3- 4 drawers, (amounting to around 600€). Following in line, a more client and marketing-focused point are to place the most popular items in the front. According to the questionnaire, the most popular items are the sweaters, (being the best the black hoodie, with an 85/100 classification) and the t-shirts, (with the black one having a 76/100 classification). By category default, zippers would be next to the sweaters and polos next to the t-shirts. This is called a “forward space” policy, where you keep the wanted product in easy reach. This tactic assists the store not only to manage space but also to track sales trends.

Another “bright” suggestion is to bet on great lighting, in 2 ways: Naturally, through positioning and placement; and artificially, acquiring a better lighting scheme.

For the first one, you can achieve better lighting moving the items in a manner that makes possible the entrance of sunlight through the windows of the store in those bright Portuguese-like days, which is possible because of the stores’ location. For the second point, the proposal is to bet on better lights within the store. The current lighting scheme can work to start the project since, according to the questionnaire’s results, it was considered the least important variable in a store. Even so, in the long run, more appealing options could be considered for a client to get in and feel good about the offering’s fit. Still in the topic of lighting, the placement of a mirror allows the customer to try the sweaters and feel secure about their fit, (costing around 70€).

With the detailed factors, find in the appendix the recommended plant for the store, (Appendix, Figure 18). The consultants recommend that the space keeps stationary functions, to bring utility to the students.

After the layout, the consultants looked upon organizing the back office, i.e., the storage of stock. To maximize storage, the consultants propose the usage of 2 spaces: The current storage room; and the room next to the stationery shop, which used to be the display room for the ISEG

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merchandise, (to be referred as “current room” and “new room” respectfully, for more clarity). This would not only create more space to store the newly developed portfolio but would also make the restocking of the store easier.

To cover the room that currently is “undressed”, the team recommends using rebranding to make advertisements directed to the stores’ products, just like Trinity College, in Dublin. The reader can find in Figures 19 and 20 the current stage of the room and an example of the proposal, respectfully.

Therefore, the current room would be used to store the rest of the units that cannot fit either in the store or in the new room, as well as the part of the portfolio not selected for physical display. Find in Figure 21 the Flow of the organization, which illustrates that products should move from the current room to the new room, and then to the store, to precise and standardize the business. A Both rooms must be well-lightened as well, as it makes the organizing, finding, and transporting job easier in the long run.

6.2. Inventory Modelling

6.2.1. Overview – Model Selection

Inventory’s’ job is to compensate for the differences in timing between supply and demand. It arrives to the flow based on the supplied products and out-flows based on the rate of demand from the output of the process. With that in mind, it is important to define the optimal amounts of inventory, since there are constrictions of holding inventory, even though having physical inventory is an insurance against uncertainty.

Even after restructuring the storage process in the previous chapter, it is important to refer that the topic might need to be revisited in the long run, based on how much the project is able to grow. Having this in mind, the existing models were analyzed by the consultants and based on gathered information, (on the questionnaire), one must be chosen to present results and develop them.

The first stage of choosing an inventory model is to analyze the period of action. The team needs to answer the question: “Can inventory be replenished?”. In single-period inventory cannot be replenished within its selling period, either because its selling period is too short or its procurement lead time is too long, while in multiple- period inventory is used when a product is saleable over a period that allows replenishment within the selling period. The business runs a multi-period model.

The next question is: “How often are inventory levels checked?”, either continuously, or periodically. Given the fact that the consulting project is being done on a small-level business with a capped audience, a Periodic review model is suggested. (Heizer & Render, 2019) To determine the model, demand, holding costs, and ordering costs were assumed constant to

simplify the analysis and due to the business size, (in the case of demand). After benchmarking the supplier's market, the budgets obtained guided the groups' computations to a quantity discount model.

6.2.2. *Quantity Discount Model*

Quantity discounts are price reductions designed to induce large orders. If quantity discounts are offered, the buyer must weigh the potential benefits of reduced purchase price and fewer orders against the increase in carrying costs caused by higher average inventories, (Heizer & Render, 2019)

The Quantity Discount Model starts its basis on the Economic Order Quantity model, which assumes that inventory is immediately replenished and that stock outs are avoidable. The consultants alert the reader for the limitations of the Economic Order Quantity, and consequently of the Quantity Discount Model, as the model accounts for a perfect market with no variances in demand and lead time, which is impossible in the unpredictability of events in the societal world, whilst also being insensitive to errors in the computations of holding and ordering costs but, despite of its constrictive nature, it is still very applicable to smaller scale businesses and when a steady demand is assumed. (Chen, 2020)

To move on and observe if the discount prices are feasible, the members started by calculating the lowest possible prices, until the first viable economic order quantity is found:

$$EOQ = \sqrt{2DS/IP}$$

Where D is annual demand; S is ordering cost; I is the percentage of holding cost; and P is pricing.

Demand

Based on the results of the questionnaire regarding the portfolio, assumptions were made to all products targeting the most appraised product, the black hoodie. Having benchmarked AEISEGs' sales of sweaters in 2020/2021, around 500 sweaters were sold, reaching a monthly demand of around 42 sweaters, (Rollins, s.d.). Due to the variety of products in the presented portfolio, a premise is made regarding the fact that products from the same category will equivalently share the total demand of a category. For instance, due to the fact the portfolio possesses 4 different offerings of sweaters, (hoodies and zippers), the Total monthly demand is divided by the 4 products. For this purpose, a ratio for substitute products was assumed, constantly of 0,25 for simplification reasons.

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Having made these speculations, the consultants assume a Demand Factor to accomplish the demanded quantities for the whole portfolio, which is dividing the surveyed interest of product X per the interest of black hoodies.

$$\text{Demand Factor} = \frac{Int_x}{Int_{BHoodies}}$$

Where int_x is the interest in product x; and $int_{BHoodies}$ is the interest in Black Hoodies. Then, Demand of x is obtained by multiplying the Demand Factor for the Demand of Black hoodies:

$$Demand_x = Demand Factor_x * Demand_{BHoodies}$$

Holding Costs

Holding, (or carrying) costs are the expenses related to storing and holding unsold inventory. A company's total carrying costs are represented as a percentage of the total inventory over a specific period.

Given the fact that some of the values comprehended in the following formula cannot be specifically determined because the consultants do not have the knowledge about the institution's expenses on details such as storage units, (storage is done in the faculty, but for instance how much does it cost to store there), the following calculi will be made based on the assumption that the total yearly cost of 20% of the total annual value of the inventory, (Schulfer, 2021).

Ordering Costs

Ordering costs are the expenses your company incurs to purchase and receive the products its stocks in its inventory. These ordering costs can include shipping fees, unexpected transportation costs, inspection fees, and other expenses necessary to acquire inventory products. Essentially, any money your company spends to place and receive inventory orders accounts for the purchasing and ordering costs.

This one comes off as being a bit trickier to benchmark, given that there is no benchmark to assume from percentage wise, as it differs from order to order. To maneuver this issue, because the budget that will be used for computations was supplied by SOS empresas, and their headquarters are situated at Rua da Ponderosa, 36, Quintinhas, 2820-192 Charneca da Caparica, the distance to arrive at ISEG will be around 19,9km. Assuming the average cost per kilometer drive of 0,36€; plus, the toll fee of 4,05€ will amount to 11,214€, rounded up to 11,22€; plus, the extra shipping fees of 0,25€ per unit, totalizing 11,47€.

Then, calculate the total annual cost for each possible order quantity determined in the previous step and from there you select the lowest total cost:

$$Total Annual Cost = \frac{D}{Q}S + \frac{Q}{2}IP + PD$$

Where D/Q S is annual ordering cost; $Q/2$ IP is annual holding cost; and PD is annual product cost. In table 1 the reader can see a sample of the computations, which reach a total cost of approximately 16.667eur, (for the whole catalog).

6.3. Service Overview -Physical and Digital

6.3.1. Physical Store

The Figure 16 displays, as aforementioned, the whole service blueprint of the store. With it, Operations needs to manage the elements that support set flow.

First, it is extremely important to define when it is going to function. Taking the example of the current service located in the same place, not only to represent the school's brand, but also for the utility of the students, the place is recommended to function from 9am to 6pm, from Monday to Friday to embrace all the frequenters of the institution.

Having responded to the “when?”, the team directs now to the “who?”. A couple of suggestions can be made: One, ISEG'STORE can hire one individual full-time to run the functioning of the store. It is advised to be paid around 750-850€ monthly for its services. However, the employee could only take its yearly vacations on the month of August, as the faculty has no traffic at all. It also presents a limitation in any personal issues that might arise in the employee's life. On the other hand, ISEG could also find its solution just like it does with other school services: hiring students. These contracts are normally composed of part-time terms. 3 students would be hired, over the course of 12 months, each working 3 hours/day and receiving 4€/hour. The advantage of this recommendation is that the service would always be secured in the case of sickness or of personal need of one of the workers. The employee must attend customers' needs; organize and restore stocks; process and sell products; and assure the store is cleaned, among other tasks.

For the employees to be able to do their activities, the Store needs to be equipped with the proper tools to control inventory and to process sales. For that effect, the team contacted POS and payment companies. Figure 22 presents the budget presented via email by SAGE, which billing Software 50Cloud is developed to fulfill the desktops needs that allows ISEG to run all administrative tasks and accompany the businesses' growth. To install the software, ISEG would have to pay 60€+VAT and a monthly fee of 32,37€+VAT. The software allows for new portfolio creation; to issue invoices; to create marketing campaigns; control inventory quantities; and others. One inserted possibility in the contract is the acceptance/creation of SEPA payments. The team inquired about the interest in a membership program, which offered 10% in every product for the cost of 5€ a year. The suggestion obtained a score of 3,44/5, which presents a favorable ratio in which the consultants base the recommendation, and the SEPA payments allow exactly

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for such to be developed, as a study on the influence of loyalty program membership on customer purchase behavior find significant results that back the integration of set initiative, (Meyer-Waarden, 2008)

To accept payments In-store by card or mobile, the consultants contacted PAYBYRD, a Dutch Fintech operating in the Portuguese market, (Paybyrd, s.d.). The consultants recommend their option because it presents “record” integration times in the market; a personalized customer 24/7 customer support; a dashboard that allows for live consultation of transactions and respective fees being paid; download of extracts; as well as personalized equipment with the institutions’ colors and logo, (in Figure 23). Find in table 2 the pricing proposal presented by Paybyrd.

In the scope of Corporate Social Responsibility, the team presents the idea of utilizing and charging for personalized ISEG cotton bags in larger Items. Personalized paper bags are the other possibility, which would also be charged, 0,20€/bag.

6.3.2. Online Store

Operations benchmarked payment processing and structured the delivery process.

When it comes to payment processing, that is also included in the Paybyrd proposal, which oversee the integration of the companys’ Omnichannel using the clients’ APIKey in the ISEG website to allow a plethora of payment methods to be processed. The E- commerce proposal offers an abundance of payment choices, (Card processing; payment by reference; Paypal; Google Pay; Apple Pay; and others). The variety of payment choice is important to attract consumers under the age of 40, as stated by Paysafe, (Kornitzer, 2019).

For the product delivery, when the payment is processed, the POS receives a notification of purchase. The store’s employee has the task of packaging the ordered item, print the billing codes and schedule the delivery with the carrier. Since the consultants found limitations on reaching the carrier companys’, find in table 3 the table with international fees from DPD, which can be a limitation due to the high value of fees. For national transportation, the consulting team assumes the benchmark value of 3€, (practiced by NOVA Lisbon).

6.4. Extra Recommendations – Events to Raise Awareness

The consultant team worked to pursue solutions outside of the expected scope of each function. The extra recommendation is presented to expand the population that comes in contact with the ISEG, through the organization of events. The reader may be thinking: “How does this involve the store?”. That question is answered through Positioning.

To explain how the event can at length lead to the pursued upgrade in awareness, it is key to first explain how the idea came to play. If the reader has ever travelled; or has ever gone to the

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zoo; or any theme park, one may observe that in the end of each and every one of those experiences, there is a form of commerce. Especially in experience-selling businesses like the Zoos, the client always exits the facilities through a souvenir store related to the experience.

ISEG's goal is to raise attractiveness; to be known; valued; and to spread value to the community, meaning that its value proposition is directed to people and to society, and what better way to show value and spread knowledge to the community then pairing with other poles of interest in the society in a manner that can be symbiotic to the parties included in the partnership.

So, the full form of the recommendation is to partner with the University of Lisbon and its different poles to construct exhibitions that end up leading the interested viewer to ISEGs' facilities, not only supplying the opportunity for great talents to expose its work and gift but also receiving volumes of people outside of the normal scope of activity of ISEG, which can eventually attract new members to it.

An example of this is the following: a link is made between ISEG and the Faculty of Architecture of the University of Lisbon, where courses like Fashion Design are able to use the Francesinhas yard to assemble their project exhibition and share them with people in open events. A symbolic fee could be charged to the School of Architecture to cover some of the assembly costs of the event. Stations to each project would be individually divided and the space would be cemented in a way that attendants can only get in and out of the event through the same place and set place would be equipped with an ISEG Pop-up Store, which would only transport to its station the main products of the organization. In Figure 24 the reader can find the operational map of the process. Limitations of this would be the adherence of the partnership to the project; the adherence of participants; the costs of attracting viewers; and the extra hours ISEG'STORE employees would have to work.

CHAPTER - 7. CONCLUSIONS

This report started with its focus on answering the question "Should ISEG have a physical and an Online store?". To conduct this first stage of the project, the consulting team observed the problem and decided to move on with its main collection of data through the realization of qualitative surveys and benchmarked the industry. Based on the overall interest shown, as well as the composition of existing competitors led the consultants to answer positively to the question, which lead to the creation and development of recommendations to produce what are the considered best practices for project.

Operations then led its research to a deep dive in observation; questionnaires; and benchmarking of suppliers and services needed to format the operational strategy. Observation heavily concluded that the absence of a visible store had in the product, recommending a location based on marketing site indicators; it developed operational maps to simplify and illustrate the

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process flow; organized the physical store layout, based on the results extracted from the quantitative survey; nitpicked the inventory model based on Demand and variable cost assumptions to display the inventory strategy that is assumed to be optimal on levels of inventory; analyzed and presented solutions for the overall functioning of the store, from its opening hours; to the staff's tasks and recommendations on numbers and salaries; to POS with a compounded offering of payment methods and services, (physical and online), for inventory control. In the online solution, the report also recommends to partner with a carrier based on handed budgets. Despite the limitations of the recommendations made, their strength lies on its well-illustrated processes and in what the whole project lacked prior to the groups' intervention: a concise operational plan, capable of impacting the marketing results on its own, simply due the creation of simplicity and exposure within the service.

Future research may account for the participation of AEISEG in the activities of the business, maybe even run by the association. Other future findings may occur, as this project is being developed while the rebranding process of the institution is in motion.

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APPENDIX

Figure 1: Survey Answer 1

14. Sendo Aluno do ISEG, conheces os produtos de merchandising que o ISEG vende?

[Mais Detalhes](#)



Figure 2: Survey Answer 2

16. Já adquiriste algum produto de merchandising do ISEG?

[Mais Detalhes](#)



Figure 3: Survey Answer 3

17. Quais foram os produtos de merchandising que adquiriste?

[Mais Detalhes](#)

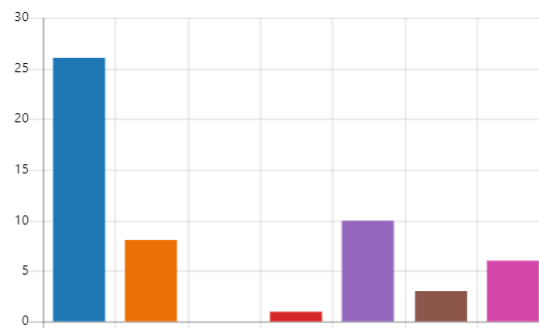
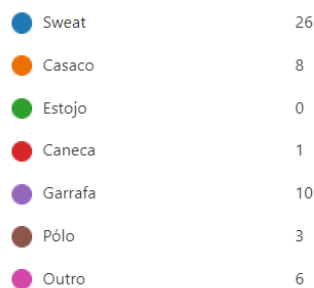


Figure 4: Survey Answer 4

22. Sendo que o ISEG foi alvo de um rebranding, tinhas interesse em adquirir produtos de merchandising com a nova imagem?

[Mais Detalhes](#)



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Figure 5: Survey Answer 5

23. Quais as razões que te poderão levar a não adquirir produtos de merchandising do ISEG?

[Mais Detalhes](#)

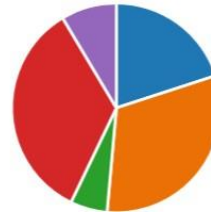
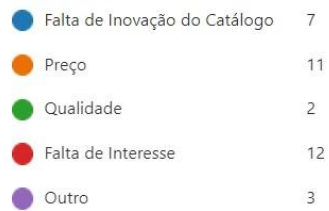


Figure 6: Survey Answer 6

38. Conheces o catálogo de produtos do ISEG?

[Mais Detalhes](#)



Figure 7: Survey Answer 7

42. Sendo ex-aluno do ISEG, estarias interessado em adquirir algum tipo de merchandising referente ao ISEG?

[Mais Detalhes](#)

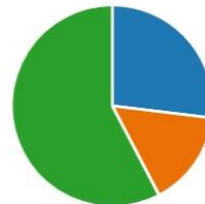
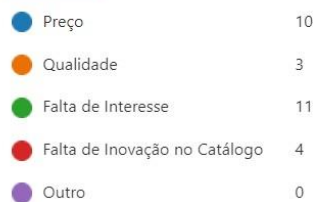


Figure 8: Survey Answer 8

43. Quais as razões que te poderão levar a não adquirir produtos de merchandising do ISEG?

[Mais Detalhes](#)



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Figure 9: Survey Answer 9

69. Conheces os produtos vendidos pelo ISEG?

[Mais Detalhes](#)

Sim	5
Não	19



Figure 10: Survey Answer 10

70. Já adquiriste algum produto de merchandising do ISEG?

[Mais Detalhes](#)

Sim	2
Não	22



Figure 11: Survey Answer 11

71. Quais as razões de não teres adquirido merchandising do ISEG?

[Mais Detalhes](#)

Preço	0
Qualidade	0
Falta de Interesse	12
Falta de Conhecimento	11
Outro	2

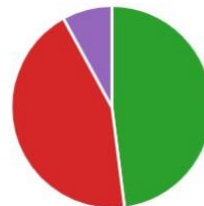
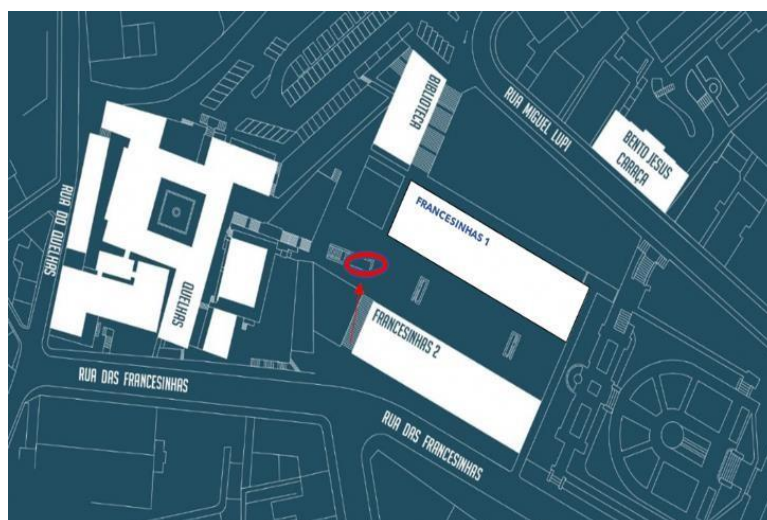


Figure 12: Placement of the Store



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Figure 13: Placement Online



Figure 14: Process Map “Suppliers-Store”

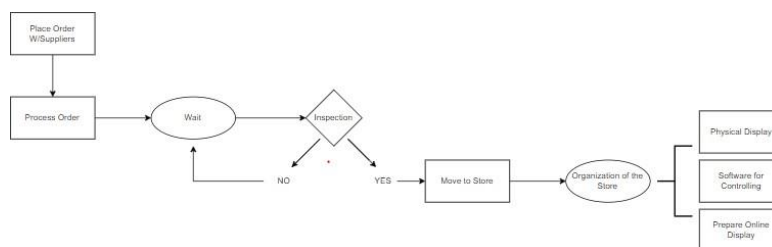


Figure 15: SOS Budget

The presented budget is the following, (t-shirt example):

“Value for 50 units (minimum) = 6,62 € + VAT/unit

Value for 100 units = 5,44 €/unit

Value for 200 units = 4,95 €/unit

Value for 500 units = 4,55 €/unit

Value for 1000 units = 4,22 €/unit”

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Figure 16: Physical Service Blueprint

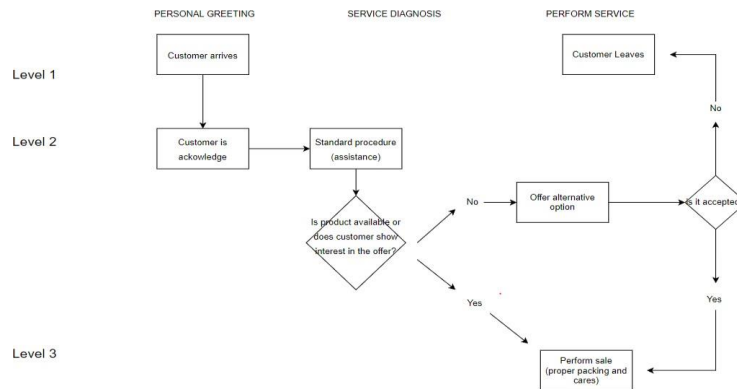


Figure 17: Online Service Blueprint

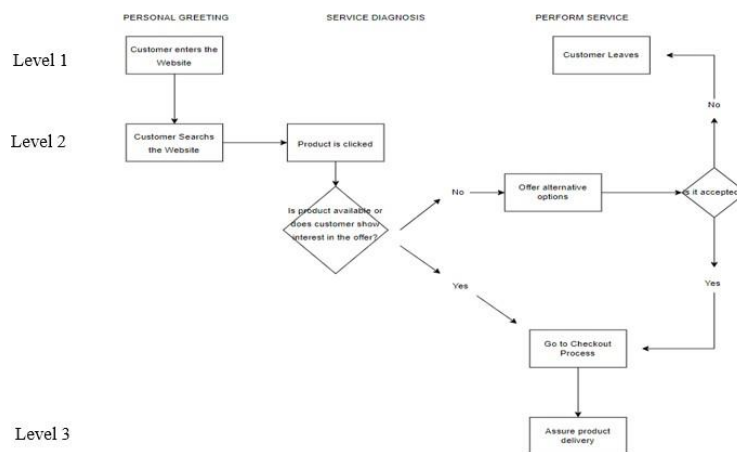
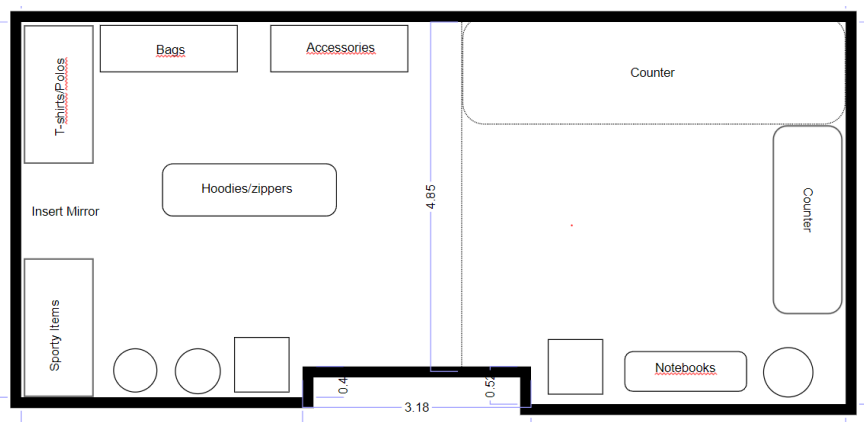


Figure 18: Plant



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Figure 19: Storage room Proposal



Figure 20: Marketing to cover storage room

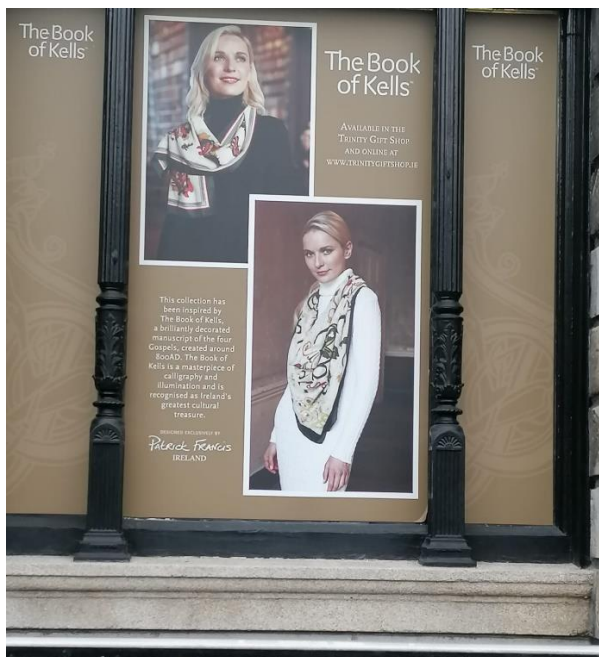
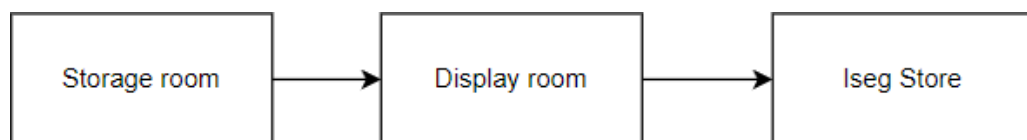


Figure 21: Organizational Storage Flow



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Figure 22: Personalized POS



Figure 23: Sage Proposal

sage 50cloud

O 50Cloud Faturação é um software certificado e está desenhado para satisfazer as necessidades específicas da sua atividade. É uma solução desktop com acesso online, que permitir-lhe-á gerir todas as tarefas administrativas e acompanhar o crescimento do seu negócio.

Subscrição – 50Cloud Faturação	
MENSAL	
PROPOSTA	
Nível Produto: STD	
Nível Serviço: Extra	32,37€*

*Os preços não incluem IVA. O IVA será aplicado à taxa em vigor.

- Autorização de Débito em Conta para Débitos Diretos (*PDF em anexo*);
- Comprovativo de identificação do assinante (*Cartão de Cidadão*);
- Comprovativo de NIB.

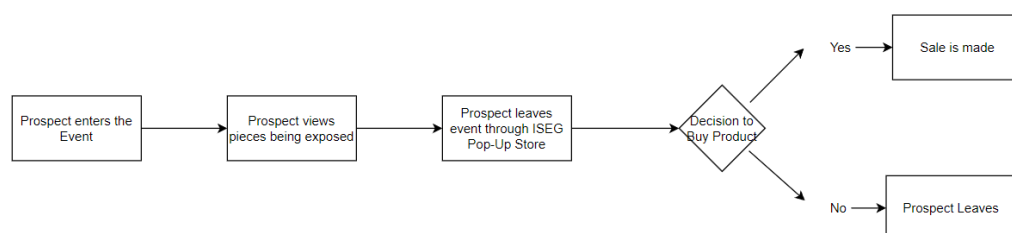
De forma a garantir um melhor acompanhamento na instalação e utilização do software sugerimos o Sage Expert Services:

Pack Install: 60€ +IVA

- Instalação do Servidor
- Licenciamento
- Criação da Empresa

Para qualquer esclarecimento adicional, estamos disponíveis através do nº 221 202 427.

Figure 24: Events



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Table 1: Sample of the model

ID	Product Description	Average Monthly	Average yearly Demand	>Qtn	Price	Q* (linha re)	Annual Ordering	Annual Holding	COGS	Total Cost
1	ISEG Training Shorts	3	30	orçamento pedido					0,00	0,00
	ISEG Training Shorts	3	30	orçamento pedido					0,00	0,00
2	ISEG Adidas Jumpsuit (M)	8	80	1	45	14	152,93	27,00	3.600,00	3.779,93
	ISEG Adidas Jumpsuit (M)	8	80	6	42	15	70,58	54,60	3.360,00	3.485,18
3	ISEG Joggers (M)	3	30	13	40	15	60,58	60,58	3.200,00	3.321,17
	ISEG Joggers (M)	3	30	5	15,41	15	22,94	23,12	462,30	508,36
4	ISEG Joggers (M)	3	30	15	13,24	16	13,76	33,10	397,20	444,06
	ISEG Joggers (M)	3	30	25	13,09	16	21,22	21,22	392,70	435,15
5	ISEG Joggers (M)	3	30	50	12,7	16	6,88	63,50	381,00	451,38
	ISEG Training Shorts W	2	20	orçamento pedido					0,00	0,00
6	ISEG Training Shorts W	2	20	orçamento pedido					0,00	0,00
	ISEG Training Shorts W	2	20	orçamento pedido					0,00	0,00
7	ISEG Adidas Jumpsuit W	2	20	1	45	7	38,23	27,00	900,00	965,23
	ISEG Adidas Jumpsuit W	2	20	6	42	7	17,65	54,60	840,00	912,25
8	ISEG Adidas Jumpsuit W	2	20	13	40	8	30,29	30,29	800,00	860,58

Table 2: Pricing

PROPOSTA COMERCIAL

MSC PAYBYRD

Anuidade ISENTO
Mensalidade ISENTO

TERMINAIS DE PAGAMENTO AUTOMÁTICO

Comissão por operação:

	VALOR FIXO	VALOR VARIÁVEL
Cartões de débito	ISENTO	0,60%
Cartões de crédito		0,95%

E-commerce

Comissão por operação:

	VALOR FIXO	VALOR VARIÁVEL
Cartões de débito	ISENTO	0,60%
Cartões de crédito		1,5%
Cartões de crédito Commercial	0,05€	1,95%

- Na PAYBYRD o modelo de preço é realizado com base na Interchange Fee ++ - os valores que aqui se apresentam são as margens da PAYBYRD, sendo o detalhe por tipo de cartão detalhado nas tabelas que se anexam.

- Atendimento ao cliente – 24x7

- Condições contratuais – 24 meses

Preço terminais:

O terminal tem um custo de aluguer de € 7,5/ mês ou de aquisição de € 220 (a estes valores acresce IVA à taxa em vigor).

Condição de parceria:

Caso o valor total de pagamentos processados pelo ISEG com a PAYBYRD (seja nos TPA ou no online) ultrapasse € 100 000/ anuais, a Paybyrd irá oferecer o valor dos 2 terminais.

Table 3: DPD – International

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
Austria	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
Croácia	23,00	33,25	34,60	35,90	58,25	1,80
Córsica	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
Estonia	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
Frância	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