



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTERS IN MANAGEMENT

MASTERS FINAL WORK

PROJECT

MARKETING PLAN: ORGANIC ALTER REAL, BY COMPANHIA DAS LEZÍRIAS

CAROLINA BATISTA FERNANDES

MARCH - 2024



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MARCH - 2024

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Resumo

As oliveiras são originárias da bacia do Mediterrâneo, zona onde cerca de 95% do azeite mundial é consumido e produzido. Atualmente, Portugal fornece 3% da produção mundial, o que revela que o sector do azeite é estratégico no mercado português. Adicionalmente, a Agricultura Biológica surge como uma oportunidade estratégica para o sector agrícola, uma vez que os produtos biológicos são produzidos utilizando práticas mais sustentáveis, minimizando o impacto da agricultura no ecossistema, e são vistos como produtos mais saudáveis, mais saborosos e mais conscientes do ponto de vista ambiental.

O objeto de estudo deste projeto final de mestrado é o desenvolvimento de um plano de marketing para um novo azeite virgem extra: Alter Real Biológico, produzido pela Companhia das Lezírias, a maior empresa de exploração agrícola e florestal em Portugal. As áreas de atuação da empresa incluem a Lezíria de Vila Franca de Xira, a Charneca do Infantado, o Paúl de Magos, a Coudelaria Alter (uma concessão estatal de 30 anos) e o EVOA (o maior centro de observação de aves do país). Adicionalmente, a CL possui uma extensa área de 70 hectares de olival plantado, localizada na Herdade de Catapereiro, com raízes que remontam ao século XVIII. Atualmente, exhibe uma seleção diversificada de cinco variedades diferentes de azeitona, incluindo a tradicional variedade "Galega", que é a variedade utilizada na produção do azeite virgem extra Alter Real.

Para a elaboração deste Plano de Marketing, foi aplicada uma estratégia de investigação designada por *Action Research*. Assim sendo, a metodologia utilizada envolve fontes de informação primárias e secundárias, que foram conduzidas através de métodos mistos, nomeadamente métodos qualitativos e quantitativos. No início, foi realizada uma entrevista informal semi-estruturada online ao responsável pela Área de Viticultura e Olivicultura da CL, onde foi possível recolher informações relevantes sobre a empresa. Em seguida, foi realizado um questionário online, cujo principal objetivo era recolher informações sobre os hábitos de compra de azeite dos participantes. Com base nos resultados obtidos, foi possível constatar que 84% dos inquiridos estariam dispostos a comprar uma garrafa de azeite virgem biológico, os cinco aspetos mais importantes na escolha de um azeite, ordenados por importância, são a qualidade (79%), o preço (61%), o nível de acidez (34%), os benefícios para a saúde (25%) e a origem do azeite (22%), 23% dos inquiridos consideram que o preço

do azeite biológico deveria ser 15% superior ao do azeite convencional e apenas 35% dos inquiridos referiram conhecer o azeite da Companhia das Lezírias.

O novo Alter Real Biológico estará disponível em novos pontos de venda, como lojas de produtos biológicos, mercados gourmet e lojas especializadas em produtos biológicos na Área Metropolitana de Lisboa e Porto. Adicionalmente, para a promoção do novo produto, o Alter Real Biológico apresentará o slogan: Único, Natural, Cheio de História e 100% Português.

Palavras-chave: Azeite, Plano de Marketing, Agricultura Biológica, Companhia das Lezírias, *Action Research*, Alter Real.

Abstract

Olive trees originate from the Mediterranean Basin, an area where around 95% of the world's olive oil is produced and consumed. Currently, Portugal supplies 3% of the world's production, revealing that the olive oil sector is strategic in the Portuguese market. Additionally, Organic Farming is emerging as a strategic opportunity for the agricultural sector since organic products are produced using more sustainable practices, minimizing the impact of agriculture on the ecosystem, and are perceived as healthier, tastier, and environmentally conscious products.

The object of study of this final Master's Project is developing a marketing plan for a new extra virgin olive oil: Organic Alter Real, produced by Companhia das Lezírias, the largest agricultural and forestry exploitation in Portugal. The company's areas of operation include Lezíria de Vila Franca de Xira, Charneca do Infantado, Paúl de Magos, Coudelaria Alter (a 30-year state concession), and EVOA (the country's largest bird observation center). Additionally, CL has an extensive area of 70 hectares of olive groves planted, located in Herdade de Catapereiro, with roots dating back to the 18th century. Currently, exhibits a diverse selection of five different olive varieties, including the traditional "Galega" olive variety, which is the variety used to produce Alter Real extra virgin olive oil.

To develop this Marketing Plan, a research strategy known as action research was applied. The methodology used involves primary and secondary sources of information, which were conducted through mixed methods, particularly qualitative and quantitative methods. During the initial stage, an informal semi-structured online interview was conducted with the responsible for the Viticulture and Oliviculture Area of CL, where it was possible to gather relevant information about the company. In the second stage, an online questionnaire was conducted, and its main objective was to collect information about the participant's olive oil purchasing habits. Based on the results obtained, it was possible to observe that 84% of the respondents would be willing to buy an organic bottle of virgin olive oil, the five most important aspects when choosing an olive oil, ranked by importance are quality (79%), price (61%), acidity level (34%), health benefits (25%), and origin of the olive oil (22%), 23% of the respondents believe that the price of organic olive oil should be 15% higher than conventional olive oil, and only 35% of respondents mentioned that they were familiar with Companhia das Lezírias' olive oil.

The new Organic Alter Real will be available in new points of sale, such as organic food shops, gourmet markets, and specialized organic shops in the Lisbon and Porto Metropolitan Area. Additionally, for the promotion of the new product, Organic Alter Real will showcase the slogan: Unique, Natural, Full of History, and 100% Portuguese.

Keywords: Olive Oil, Marketing Plan, Organic Farming, Companhia das Lezírias, Action Research, Alter Real.

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Glossary

AR - Investigação-ação (Action Research)

ASAE - Autoridade de Segurança Alimentar e Económica (Food and Economic Security Authority)

CAP - Política Agrícola Comum (Common Agricultural Policy)

CBI - Centro de Promoção das Importações dos Países em Desenvolvimento (Centre for the Promotion of Imports from Developing Countries)

CL - Companhia das Lezírias

DGADR - Direção-Geral de Agricultura e Desenvolvimento Rural (Directorate-General for Agriculture and Rural Development)

DGAV - Direção-Geral de Alimentação e Veterinária (Directorate-General for Food and Veterinary)

DRAg - Direção Regional da Agricultura (Regional Directorate of Agriculture)

EC - Regulamento (Council Regulation)

EFSA - Autoridade Europeia para a Segurança Alimentar (European Food Safety Authority)

EMS - Sistema de Gestão Ambiental (Environmental Management System)

EU - União Europeia (European Union)

FAO - Organização das Nações Unidas para Alimentação e Agricultura (Food and Agriculture Organization of the United Nations)

GMOs - Organismos Geneticamente Modificados (Genetically Modified Organisms)

GPP - Gabinete de Planeamento, Políticas e Administração Geral (Planning, Policies, and General Administration's Office)

IFAP - Instituto de Financiamento de Agricultura e Pescas (Institute of Agriculture and Fisheries Financing)

INE - Instituto Nacional de Estatística (National Institute of Statistics)

IOC - Conselho Oleícola Internacional (International Olive Council)

IPAC - Instituto Português de Acreditação (Portuguese Institute for Accreditation)

ITPGRFA - Tratado Internacional sobre os Recursos Fitogenéticos para a Alimentação e a Agricultura (International Treaty on Plant Genetic Resources for Food and Agriculture)

PEPAC - Plano Estratégico da Política Agrícola Comum (Strategic Plan for the Common Agricultural Policy)

RCOFs - Consumidores Regulares de Alimentos Biológicos (Regular Consumers of Organic Foods)

RSI - Instituto de Investigação de Stanford (Stanford Research Institute)

SDGs - Objetivos de Desenvolvimento Sustentável (Sustainable Development Goals)

STEP - Sociocultural, Tecnológico, Económico e Político/Jurídico (Sociocultural, Technological, Economic, and Political/Legal)

SWOT - Pontos Fortes, Pontos Fracos, Oportunidades e Ameaças (Strengths, Weaknesses, Opportunities, and Threats)

VAT – Imposto sobre Valor Acrescentado (Value Added Tax)

WHO - Organização Mundial da Saúde (World Health Organization)

1. Introduction

1.1. Background and Theoretical Relevance

According to Schmidt and Hollensen (2006) and Blythe and Megicks (2010), marketing planning is the process of setting clear goals, determining how to best use the organization's marketing resources, and creating strategies to achieve those goals, while considering different potential scenarios and objectives.

Olive trees originate from the Mediterranean Basin, an area where around 95% of the world's olive oil is produced and consumed (GPP, 2017). Spain, Italy, Greece, and Portugal are the main countries that lead the world market, as they have favourable climates and conditions for growing olive trees (Economic Affairs & Promotion Unit – International Olive Council, 2023). Being the fourth largest producer, Portugal currently supplies 3% of the world's production, which shows that the olive oil sector is strategic in the Portuguese market (GPP, 2007). According to the GPP (2020), olive oil's global production and consumption are proportionated, however, to meet the growing demand, the world production of virgin olive oil must continue to increase. Also, organic farming is an activity with great potential and is becoming a strategic opportunity for the agricultural sector since organic products are produced through more sustainable practices, which minimize the impact of agriculture on the ecosystem and consumers perceive them as healthier, tastier, and more "environmentally friendly" (Cabo, et al., 2016) and in 2020, according to the data available, 9.1% of the total EU agricultural land is an area under organic farming (Organic Action Plan, 2023).

1.2. Companhia das Lezírias

This project focuses on Companhia das Lezírias (CL), which is the largest agricultural and forestry exploitation in Portugal. The company's areas of operation include Lezíria de Vila Franca de Xira, Charneca do Infantado, Paúl de Magos, Coudelaria Alter (a 30-year state concession), and EVOA (the country's largest bird observation center). Lezíria do Norte covers approximately 1,300 hectares (ha), indirectly operated by the company. As for the Lezíria do Sul, it occupies about 5,000 ha, of which around 2,600 ha are leased, and 2,200 ha are directly operated by the company (Companhia das Lezírias, 2020). However, the largest property of the company is Charneca do Infantado, with around 11,000 ha, of which 6,570 belong to the cork oak forests, where the main direct exploitation crops are corn, vineyards,

olive groves, and biodiverse permanent meadows under organic production). Since 2013, Companhia das Lezírias has been the concessionaire of Coudelaria de Alter, a reference institution founded in 1748 dedicated to the maintenance and improvement of the Lusitano Purebred horse breed. Furthermore, being state-owned, the management of Companhia das Lezírias' assets is guided by the pursuit of sustainability in all its operational areas and the maximization of public service since the company believes that respecting the planet and its people is navigating towards a prosperous and sustainable future.

1.3. Purpose of the Project

The object of study for this dissertation project is the development of a marketing plan for a new extra virgin olive oil: Organic Alter Real, produced by Companhia das Lezírias (CL). As previously mentioned, based on the CL's commitment to sustainability and given the global potential of the organic market, the development of an organic olive oil that represents a more sustainable, less intensive form of production, using techniques with a low environmental impact, to preserve natural resources, is an important step in the history of the company. In this context, to address conclusions, it is important to establish research questions, which are: (1) comprehend who is the organic olive oil's target audience; (2) understand the current size of the global and national organic market; (3) analyse the target market that the company intends to reach; (4) investigate the potential new markets to develop and (5) comprehend where and how to promote the product.

1.4. Structure of the Project

This Master's Final Work is divided into seven main chapters. Chapter (1): Introduction presents a general approach to the project work. Chapter (2): Literature Review focuses on the fundamental concepts for this plan, namely the elements, contents, and processes of the Marketing Plan; the organic farming and oliviculture in the EU and in Portugal; the definition and characteristics of organic olive oil; the attributes of olive oil production under organic standards and the characterization of the consumer of organic products. Following, in chapters (3), (4), and (5) respectively, the reference framework of the plan for CL is presented, as well as the methodology used and the data analysis, focused on an action research strategy and where the results of the interview and the online questionnaire are

presented and analysed. Finally, Chapter (6) develops the Marketing Plan, and Chapter (7) presents the final conclusions.

2. Literature Review

2.1. Marketing Plan

According to Kotler and Armstrong (2011), marketing is “the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return” (p. 30). Marketing planning is a decisive tool in helping a company reach its predefined objectives efficiently. This entails the allocation of marketing resources, the development of strategic approaches, and an in-depth analysis of potential scenarios, strategies, and goals. Fundamentally, it’s a strategic plan that guides a company toward success in the constantly evolving business environment (Schmidt & Hollensen, 2006; Blythe & Megicks, 2010). Additionally, Blythe and Megicks (2010) emphasize that the key benefits that an organization can obtain by creating a marketing plan are strategic direction for the organization since it outlines the strategies, the goals, and the objectives necessary to engage effectively the audience; efficiency and consistency because if the company’s overall objectives and the goals of each department are aligned, the risks of dealing with unexpected problems will be lower; and lastly, good internal communication and group commitment, given that a strong collaboration between all departments and teams within the organization will help bring greater success for the marketing plan.

2.2. Elements, Contents, and Processes of the Marketing Plan

Westwood (2019) presented the term marketing planning as a structured approach that allocates marketing resources effectively to accomplish marketing goals. The process implies: (1) establishing company goals; (2) conducting external and internal marketing research; (3) selecting the important information and analysing the company’s strengths, weaknesses, opportunities, and threats; (4) formulating assumptions through an analysis of external economic, technological, and competitive factors; (5) establishing marketing objectives, strategies, and programs; (6) establishing financial plans; (7) assessing the achieved outcomes and (8) assess and revise goals, approaches, or initiatives done in the past (Appendix I). Any organization aims to create a sustainable competitive advantage, which means that, in a market full of competitors, the company has established a durable and

advantageous position, by focusing on their consumers and recognizing what are their strengths and their weaknesses and how they can improve them. Even if the marketing plan developed by the company presents some flaws, “the process of developing it helps to create a corporate culture which emphasizes cooperation, learning and common ownership of outcomes.” (p.86), by optimizing the allocation of corporate resources, encouraging team culture, and helping the organization achieve the established goals (Blythe & Megicks, 2010).

2.2.1. External Marketing Environment

The external marketing environment comprehends elements that are outside the company’s influence and have both direct and indirect impacts on its marketing strategies and overall performance (Yusop, 2018). Additionally, Czinkota, et al. (2021) view the external environment, as “the context of federations, associations, government and non-government agencies, customers, suppliers, business partners, and competitors on which the organization’s profits are dependent” (p.96). The external factors are also identified by the term STEP (sociocultural, technological, economic, and political/legal) factors, which are used so the organization can improve its ability to adapt to changes that may occur. In addition, these factors are classified into micro and macro, and their differentiation is based on whether they have a direct or indirect effect on the company’s performance and decision-making (Yusop, 2018; Czinkota, et al., 2021). Conducting a PESTEL analysis is fundamental to understanding the macroenvironment when formulating a company’s strategic plans since the macroenvironmental factors evaluate the opportunities and threats that are present in the external business environment (Yusop, 2018; Kotler & Armstrong, 2011). Furthermore, there are two important factors that influence marketing behaviour, Globalization, and Corporate Social Responsibility. The first idea suggests that organizations must operate in the territory of two or more nations, so they have the possibility of engaging with customers that fit into transnational groups. The second concept mentioned implies that companies are held to a standard of social responsibility in terms of how their operations affect employees, the broader community, and the environment, which involves ideas such as “ethical consumption, sustainable business, and stakeholder relations” (Blythe & Megicks, 2010, p.70).

2.2.2. *Porter's Five Forces Model*

According to Porter (1998), “the state of competition in an industry depends on five basic competitive forces and the collective strength of these forces determines the ultimate profit potential in the industry” (p.32). Porter’s Five Forces is a model that recognizes and examines five competitive forces that shape every industry, particularly the threat of substitute products, the bargaining power of suppliers, the bargaining power of customers, the competition in the industry, and the threat of new entrants in the industry. This model helps to determine the strengths and weaknesses of an industry, which helps to determine the best corporate strategy (Porter, 2008) (Appendix II).

2.2.3. *SWOT Analysis*

As stated by Humphrey (2005), the SWOT analysis was initially researched, from 1960 until 1970, at the RSI, funded by Fortune 500 companies, to create an improved system for managing change, by identifying what had gone wrong with the corporate planning. The research produced significant findings that were not officially published. One considerable discovery was a substantial gap of 35% between the actions an organization chose to implement and the potential actions it could take. The SWOT analysis is a valuable instrument that supports strategic analysis, which assesses the “positive attributes or advantages of the company or its product(s) in comparison to key competitors”, the “areas where the company or its product(s) may have limitations”, the “positive aspects in the external environment that significantly influence business prospects” and the “negative aspects in the external environment that pose challenges to the company’s business” (Baynast, et al., 2018, p.493). According to Westwood (2019), a SWOT analysis involves a process where the organization must comprehend and study its internal strengths and weaknesses, as well as recognize business threats and opportunities. Also, the organization must compare itself with its competitors, with the purpose of identifying the improvement areas that the company must address in order to outperform its competitors. Furthermore, “the aim of any SWOT analysis should be to isolate the key issues that will be important to the future of the organization and that subsequent marketing planning will address” (Czinkota, et al., 2021, p.68). Additionally, Blythe and Megicks (2010) state that this type of

analysis offers a possibility for the company to verify whether the chosen strategies can meet the organization's goals and objectives.

2.2.4. Market Segmentation, Positioning and Targeting

According to Westwood (2019) and Baynast et al. (2018), for consumer goods and services, is fundamental the development of methodologies that enable an effective engagement with the organization's target audiences, based on their socioeconomic background, age, occupation, and region, among others. Marketing segmentation has "the purpose of channelling the firm's resources into areas where they will do the most to generate competitive advantage" (Blythe & Megicks, 2010, p.156). On the other hand, market targeting involves the determination of specific consumers or organizations in a market, to whom a company aims its positioning strategy. According to Nadube and James (2018), "targeting and positioning strategies consist of (1) identifying and analysing the segments in a product-market, (2) deciding which segment(s) to target, and (3) designing and implementing a positioning strategy for each target" (p. 2).

2.2.5. Marketing Strategy

A marketing strategy "summarizes the overall strategy for achieving objectives by creating, communicating, and delivering value to the target market(s). Also indicates how marketing will affect other stakeholders" (Wood, 2013, p.7). Fundamentally, the marketing strategies will outline how the objectives will be accomplished (Czinkota, et al., 2021). Following Wood's (2013) research, there are three strategies that companies can use. One strategy is focusing the companies' marketing strategy on the most attractive market segment, which is defined as concentrated marketing. On the other hand, differentiated marketing is defined as creating a separate marketing strategy for each of the targeted segments, which involves substantial research to comprehend each segment's needs. Finally, the undifferentiated marketing strategy is focused on targeting all market segments with the same marketing strategy, which assumes that one strategy for the whole market will produce results in all segments.

2.2.6. Marketing Objectives

According to McKay (1972), there are three fundamental marketing goals: “to enlarge the overall market, to increase share of the existing market, and to increase profitability”. To further elaborate on this concept, Blythe and Megicks (2010) suggest that business objectives in marketing, regarding the expansion of the market, can suggest an increase in product innovation or an increase in market innovation. Also, concerning the increase in market share, the objectives can either emphasize product development and improvement or customer service. Finally, in terms of improving profitability, the goals can be the increase of sales volume, the elimination of unprofitable operations, the optimization of pricing strategies, or the reduction of expenses.

2.2.7. New Product Development

A company needs to establish a strong product planning strategy and implement a methodical, customer-driven approach to the discovery and development of new products. The beginning of new product development involves a methodical exploration of fresh ideas, drawing from both internal and external sources such as competitors, distributors, suppliers, and customers. This includes analysing questions and complaints to identify innovative products that better address consumer needs. Subsequently, the company must assess the “R-W-W (“real, win, worth doing”) new product screening framework” (p.299) to identify promising concepts. Once a compelling idea is identified, it is developed into a product concept and tested with a select group of target consumers to assess its appeal and viability. “The marketing strategy statement that the company must apply consists of three parts. The first part describes the target market; the planned value proposition; and the sales, market share, and profit goals for the first few years. The second part of the marketing strategy statement outlines the product’s planned price, distribution, and marketing budget for the first year. Finally, the third part of the marketing strategy statement describes the planned long-run sales, profit goals, and marketing mix strategy” (p.300, 301). Therefore, an analysis of the sales, costs, and profit forecasts for a new product will be conducted to determine the alignment with the company’s goals. This evaluation aims to determine whether, following the development of the tangible product, it is viable to transform the idea into an effective market offering. If the product successfully passes both the concept and the product test, the

following phase involves test marketing. During this stage, a marketing program is conceived and subjected to testing in real-world market conditions. Ultimately, the management team concludes the process by making the final decision on whether to introduce the new product to the market (Kotler & Armstrong, 2015) (Appendix III).

2.2.8. *Marketing Mix*

McCharty (1964) identified marketing mix as a set of factors, called the 4Ps: Product, Price, Place, and Promotion, that are used by the organization to learn about the demands of the market differently. Alternatively, in Borden's (1964) vision, each of the four marketing mix elements can be divided into a set of twelve managerial policies, that also include other subcategories within each P. To defend this idea, it's essential to form: "1) a list of the important elements or ingredients that make up marketing programs, and 2) a list of the forces that bear on the marketing operation of a firm and to which the marketing manager must adjust in his search for a mix or program that can be successful" (p. 3) (Appendix IV).

2.3. *Organic Farming and Oliviculture in the EU and in Portugal*

Organic Farming represents a high-potential activity and is increasingly seen as a strategic opportunity for the agricultural sector, which represents, currently, approximately 6% of the total agricultural area in Portugal. (DGADR, n.d.) (Appendix V). According to the Council of the European Union (2007), "Organic farming should primarily rely on renewable resources within locally organized agricultural systems. To minimize the use of non-renewable resources, wastes and by-products of plant and animal origin should be recycled to return nutrients to the land". Between the years 2015 and 2020, the organic farming area in the EU registered an average annual increase of 5.7%, and simultaneously, there was a significant growth in retail sales of organic products, with sales doubling during this period. In 2020, 9.1% of the EU's utilized agricultural land was dedicated to organic farming. Additionally, 61% of the Europeans are familiar with the organic farming logo (Organic Action Plan, 2023). Oliviculture is one of the most important activities in Portugal, due to its historical importance, its fundamental component of virtually every traditional cuisine, its potential for substantial growth, and its excellent climatic conditions for olive cultivation. Alentejo, Beira Interior, and Trás-os-Montes are the regions where this type of culture is

most concentrated, with 42%, 32%, and 21% of the organic olive farming area, respectively (Cabo, et al., 2016; GPP, 2020).

2.4. Definition and Characteristics of Organic Olive Oil

The Olive Oil - International Olive Council (2023) characterizes Virgin Olive Oil as a product extracted from olive tree fruits using purely mechanical methods that do not cause modifications to the oil, such as washing, centrifugation, filtration, and decantation, without the need for any chemical or heat-based processes. According to European legislation, there are three categories of virgin olive oil: Extra-virgin Olive Oil, Virgin Olive Oil, and Lampante Olive Oil. It is possible to categorize them based on quality standards, which are established as “analytical parameters that allow virgin olive oils to be classified according to a scale of quality” (Peri, 2014, p.12). Concerning the chemical standard, Council Regulation (EC) No 1234/2007 of 22 October 2007 defines (a) Extra virgin olive oil, as an olive oil that has a maximum free acidity, in terms of oleic acid, of 0.8 g per 100 g; (b) Virgin olive oil, as a olive oil that has a maximum free acidity, in terms of oleic acid, of 2 g per 100 g and (c) Lampante olive oil, as a olive oil obtained from bad fruit or careless processing, which is not commercialized, has a free acidity, in terms of oleic acid, of more than 2 g per 100 g (Appendix VI).

2.5. Attributes of Olive Oil Production under Organic Standards

As stated by the Council of the European Union (2007), “Organic production is an overall system of farm management and food production that combines best environmental practices, a high level of biodiversity, the preservation of natural resources, the application of high animal welfare standards and a production method in line with the preference of certain consumers for products produced using natural substances and processes”. Ultimately, Organic Virgin Olive Oil is produced along with the principles of organic production, as regulated by European standards, and is subject to monitoring and verification by private organizations known as Control and Certification Bodies, which are officially recognized by the Directorate-General for Agriculture and Rural Development (DGADR) in Portugal and hold accreditation from IPAC. Also, the packaging of the Organic Olive Oil must include the mention of “Organic Agriculture” (Appendix VII), “EU Control System” and all the required information found on Olive Oils (DGADR, 2017; Controlo, n.d.).

2.6. *Characterization of the Consumer of Organic Products*

The organic agricultural sector in Europe is facing extensive growth, and this trend is driven by the increasing consumer desire for sustainable and friendly products (Willer & Kilcher, 2009). Also, the European Union has been in favour of the implementation of organic action plans, in particular, the “European Action Plan for Organic Food and Farming”, created in June 2004. This plan is intended to endorse and support the development of organic agriculture, “by achieving the European Green Deal target of 25% of agricultural land under organic farming by 2030” (European Commission, 2004, 2023). According to Kotler and Keller (2005), there are external and internal variables that will influence consumers when making their choices. The external variables can be categorized into various dimensions, including Culture, Social Classes, Social Groups, and Economic Factors. Alternatively, the internal variables that influence clients are learning, perception, attitudes, and motivation. For RCOFs, “organic food consumption is part of a way of life. It results from an ideology, connected to a particular value system, that affects personality measures, attitudes, and consumption behavior” (Schifferstein & Ophuis, 1998, p.119). Subsequently, consumers base their decisions on whether to buy organic foods on their subjective experiences and perceptions. The motivation shown by the customers for purchasing organic foods is related to health concerns, superior taste, higher quality, product characteristics, support of the local economy, moral/ethical responsibility, and the belief that they are beneficial for the environment (Hughner, et. al, 2007; Hall, 2008; Cruz, 2011; Lima, 2013). As stated by Hughner et al. (2007) and Hall (2008), some studies suggest that consumers believe organic production methods are safer than conventional production methods since the latter type of farming uses pesticides and chemicals and consumers want to avoid them. Also, organic food presents better quality than traditional grown food, because of the higher prices that users have to pay to consume them (Hill & Lynchehaun, 2002) (Appendix VIII). According to Pieniak, et al. (2010), “several studies have reported that a higher awareness and knowledge about organic food had a positive influence on the attitude towards and consumption of organic food” (p.582).

3. Reference Framework of the Plan for Companhia das Lezírias

According to the marketing planning models authored by Blythe & Megicks (2010), Kotler and Armstrong (2011), Schmidt & Hollensen (2006), and Westwood (2019), it was possible to establish the marketing plan structure for the project, which is outlined in the following theoretical framework (Table I). Particularly, these models exhibit a similar structure, as highlighted in the first chapter.

Table I - Theoretical Framework

Marketing Plan Structure	Description of Phases	Authors
Mission, Vision, and Values	Mission, Vision, and Values of the company.	Blythe & Megicks (2010), Kotler and Armstrong (2011), Schmidt & Hollensen (2006), Westwood (2019).
Marketing Audit	<i>Macroenvironmental Analysis:</i> PESTEL Analysis (Political, Economic, Sociocultural, Technological, Environmental, and Legal analysis).	Blythe & Megicks (2010), Kotler and Armstrong (2011), Schmidt & Hollensen (2006), Westwood (2019), Yusop (2018), Czinkota, et al. (2021).
	<i>Microenvironmental Analysis:</i> Market Analysis, Consumer Analysis, Competitors Analysis, and Porter's Five Forces Model.	Blythe & Megicks (2010), Kotler and Armstrong (2011), Potter (2008), Schmidt & Hollensen (2006), Westwood (2019).
	<i>Internal Analysis:</i> Human Resources, Financial Resources, Suppliers Resources, Distribution Resources, Process Resources, and Physical Evidence Resources.	Blythe & Megicks (2010), Kotler and Armstrong (2011), Schmidt & Hollensen (2006), Westwood (2019).
SWOT/TOWS Analysis	Main strengths and weaknesses of the company and the main opportunities and threats in the market.	Baynast, et al. (2018), Blythe & Megicks (2010), Czinkota, et al. (2021), Humphrey (2005), Kotler and Armstrong (2011), Schmidt & Hollensen (2006), Westwood (2019).
Market Segmentation, Positioning and Targeting	Segmentation, Targeting, and Positioning, and Brand Value Proposition.	Baynast, et al. (2018), Blythe & Megicks (2010), Kotler and Armstrong (2011), Schmidt & Hollensen (2006), and Westwood (2019).
Marketing Objectives and Strategies	Marketing Objectives and Marketing Strategies.	Blythe & Megicks (2010), Czinkota, et al. (2021), Kotler and Armstrong (2011), McKay (1972), Schmidt & Hollensen (2006), Westwood (2019), Wood (2013).
Marketing Tactics: Marketing Mix	Product Strategy, Pricing Strategy, Distribution Strategy, Communication Strategy, People Strategy, Process Strategy and Physical Evidence Strategy.	Borden (1964), Blythe & Megicks (2010), Kotler and Armstrong (2011), McCharty (1964), Schmidt & Hollensen (2006), and Westwood (2019).
Planning, Implementation, and Control	Timelining, Budgeting, and Monitoring.	Blythe & Megicks (2010), Kotler and Armstrong (2011), Schmidt & Hollensen (2006), Westwood (2019).

source: own elaboration

4. Methodology

4.1. Approach and Objective

For the elaboration of this project, it was used a deductive approach, which is considered an “approach to theory development involving the testing of a theoretical proposition by the employment of a research strategy specifically designed for the purpose of its testing” (Saunders et al., 2019, p.801). Regarding the methodological approach, in addition to the secondary sources previously used before, the methodology also involves primary sources of information, that were conducted using mixed methods, by combining qualitative and quantitative methods. According to Malhotra (2020), quantitative and qualitative research must be considered complementary, since integrating a mixed method can offer a comprehensive understanding, allowing the development of an effective marketing strategy. Qualitative research represents “an unstructured, exploratory research methodology based on small samples that provides insights and understanding of the problem setting” (p. 860), while quantitative research represents “a research methodology that seeks to quantify the data and, typically, applies some form of statistical analysis” (Malhotra, 2020, p.153). Additionally, “qualitative research provides insights and understanding of the problem setting, while quantitative research seeks to quantify the data and, typically, applies some form of statistical analysis” (Malhotra, 2020, p.153).

To achieve the proposed objectives and to support the marketing plan to be developed, the qualitative method used for gathering information about the company, was an informal semi-structured interview conducted via Microsoft Teams on December 22nd of 2023, with David Ferreira, responsible for the Viticulture and Oliviculture Area of CL (Appendix IX).

In contrast, the quantitative method used to collect data on consumer preferences and the price of olive oil was an online questionnaire, available from the 5th of February until the 11th of February of 2024, shared online on Instagram, LinkedIn, and WhatsApp, with 174 valid answers (Appendix X). The process of conducting an online survey has as its main objective collecting information and analysing the potential market of customers, by inquiring about the purchasing habits of organic olive oil by the respondents, the consumption, and attitudes of consumers regarding the product, and the profile of the respondents.

4.2. Action Research

Concerning the strategy adopted in this project, the one that will be assumed is the Action Research (AR) strategy. Greenwood and Levin (2007) emphasize that AR can be described as a social process where an action researcher cooperates with members of an organization, by improving the position of these participants and their organization. On the other hand, “a process can only be called Action Research if research, action, and participation are all present” (Saunders et al., 2019, p.203).

Given the extensive collaboration with the members of Companhia das Lezírias, in particular with department manager David Ferreira, AR is the most suitable strategy for this project. Additionally, since this Marketing Plan includes a proposal to develop a new product, it effectively functions as a consultancy effort for the company. The ultimate aim is to enhance the organization's presence in national and international markets. As part of the project, a visit was conducted to Companhia das Lezírias' facilities in Samora Correia, located in the Lezíria do Tejo region.

Additionally, as stated by Coghlan and Brannick (2005), AR differs from other research strategies since it has a specific focus on action, which is associated with several stages of research, whose main objective is “research in action rather than research about action” (p.20), considering the principal idea is that AR works, determinedly and purposely, through a four-step process: planning, acting, evaluating the action, and leading to further planning. Other characteristics are “a collaborative democratic partnership, concurrent with action and a sequence of events and an approach to problem solving” (Coghlan & Brannick, 2005, p.21). All in all, this research strategy focuses on action, by targeting to achieve change, on the inside, since “the process of Action Research is both emergent and iterative” (Saunders et al., 2019, p.202).

4.3. Methods of Data Collection

The present study contains a research divided into two phases. Initially, a collection of secondary data was conducted, in which data from the National Institute of Statistics (INE), the Directorate-General for Agriculture and Rural Development (DGADR), the International Olive Council (IOC), the Planning, Policies, and General Administration's Office (GPP), the European Commission (EC) and additionally, internal documents from CL were accessed.

Subsequently, a collection of primary data was conducted. Firstly, to enhance the understanding of the operations of CL, a semi-structured interview was conducted (Appendix IX). It was divided into five distinct parts: CL, Clients, Competitors, and Marketing-Mix (Product, Price, Place, Promotion, People, and Process). The interview included a total of 37 questions, allowing the assembly of both internal and external data about the company.

Consecutively, a structured and online questionnaire, created in Qualtrics, was conducted (Appendix X). This method of data collection allowed an assessment of the participant's knowledge, motivations, and attitudes regarding the acquisition and consumption of organic olive oil. It also presented the reasons for the consumers not to purchase, as well as the specific locations where these purchases were made. Furthermore, it enabled the characterization of the sample in terms of socio-economic and demographic factors. It was segmented into three distinct parts: general information, information about purchasing, consumption, and attitudes, and biographical and lifestyle data, containing a total of 31 questions. The first segment relates to how the participant engages with olive oil and their level of knowledge about it. Furthermore, the second segment focuses on purchasing habits, frequency of purchase, olive oil utilization, criteria used, participant preferences, and whether the participant is familiar with and has consumed olive oil from CL.

5. Data Analysis and Discussion of Results

5.1. Qualitative Analysis

For the content analysis of the data collected in the interview, the information was transcribed and analysed using MAXQDA software. Content analysis was used in this project to analyse the data, this particular analysis is a technique used by systematically transforming qualitative data into quantitative information through coding and categorization for an objective analysis. After transcribing the interviews, categories of analysis were divided according to the purpose of the research, and the data was coded. After coding and categorizing the data, it was possible to carry out a quantitative analysis of the data collected (Saunders et al., 2019).

A word cloud made up of the answers given by David Ferreira was carried out and it can be seen that the most used words are “Olive oil”, “Company”, “Product”, “People” and

“Price” (Appendix XI). With this interview, it was possible to have a better understanding of the business structure, strategies and goals, the products available in the Viticulture and Oliviculture department, particularly emphasizing the quality and innovation they present to their customers, the awareness of the human element within the company and lastly, the economic aspects on a global scale, which directly and indirectly impact both the department and the company as a whole. During the interview, the interviewee revealed that one of the existing weaknesses is the type of communication used and the fact that there is no investment in communication, “At the moment we're on very tight budgets and the administration won't let us communicate. We communicate through social media. That's all. It's manifestly little. We haven't advertised, we've done practically nothing. The only channels are Facebook and Instagram, where a bottle of olive oil appears from time to time”.

Alternatively, Appendix XII presents the frequencies of the coded categories from the interview analysis, which as a result, considering the core focus of the project, shows that the categories with the highest frequency are “marketing mix”, “price” and “promotion”.

5.2. *Quantitative Analysis*

To perform the descriptive statistical analysis of the data from the online questionnaire, it was used Qualtrics software and Microsoft Excel. A sample of 174 individuals was considered, of which 147 participants are olive oil consumers, 91 of whom are extra virgin olive oil consumers, 18 of whom are organic extra-virgin olive oil consumers, and 2 of whom are consumers of olive oil from Companhia das Lezírias, by excluding 27 individuals that don't purchase olive oil and eliminating incomplete questionnaires of 12 individuals, to create a sample as close to reality as possible.

Furthermore, 17% of the respondents typically purchase olive oil directly from the producer, while 4% usually buy olive oil from gourmet stores. Also, 55 individuals use olive oil every day for cooking, seasoning, and tasting. Finally, the five most important aspects when choosing an olive oil, ranked by importance are quality (79%), price (61%), acidity level (34%), health benefits (25%), and origin of the olive oil (22%) (Appendix XIII).

5.3. Limitations

This project faced some limitations. Firstly, using MAXQDA software and Qualtrics software requires technical knowledge, which could potentially impact the quality of the research. Additionally, adopting the strategy action research may limit the ability to generalize study results, especially with a small participant sample, as observed in this project. Finally, during the questionnaire collection process, there were difficulties collecting a wide range of participants, mostly located in the Lisbon and Setúbal regions.

6. Marketing Plan

6.1. Mission, Vision, and Values of Companhia das Lezírias

The company's main vision is to be a reference in its sector, promoting knowledge and relational skills. The intrinsic values of the company's organizational culture are pride, competence, public service, biodiversity, and sustainability. Finally, regarding its mission, the company aims to "harmonize economic and financial profitability with environmental and social sustainability, in a logic of increased, responsible, and quality competitiveness" (Companhia das Lezírias, 2020, p.2).

6.2. Marketing Audit: Analysis of the company's situation

6.2.1. Macroenvironmental Analysis - PESTEL Analysis

Political Factors

The Common Organization of Agricultural Markets finances work programs that support the olive oil sector at the level of Producer Organizations with fixed budgets for Greece, France, and Italy, through Regulation No. 1308/2013 (GPP, 2020). Furthermore, under the same regulation, there are various market tools available for the olive oil sector, allowing the establishment of a safety net in the event of a serious market imbalance. During the reform of the Common Agricultural Policy (CAP) in 2005, Portugal made a deliberate political choice to maintain the entire olive oil sector without direct support, retaining as much support as possible with the intention of improving the quality of the produced olive oil and the consolidation of supply in mills and processing units. This decision was driven since “the

sector was characterized by small production areas, high dispersion in marketing, and limited concentration. Otherwise, following the reform of the CAP in 2015, this support ceased, and as a result, the olive oil sector no longer has specific measures for direct support” (GPP, 2020, p.18). Currently, the Community Action Plan for the olive oil sector aims to enhance sector organization, undertake restructuring within the scope of future rural development programs, and improve the quality of olive oil in the European Union. Also, Portugal received support provided by the 2020 program – incentives for internationalization measures for projects involving intangible factors of competitiveness (GPP, 2017).

Economic Factors

According to INE (2023), the employed population in agriculture in Portugal represents approximately 2.8%. The olive oil industry has experienced significant growth in recent years, revealing a substantial increase. In 2007, the sector only reported a 0.8% growth rate. On the contrary, the agricultural year of 2021 experienced a historic peak of production of 2.29 million hectolitres, marking a 49% increase compared to 2019, which was the second-best record since 1915 (Appendix XIV). This remarkable increase was attributed to the favourable weather conditions, the growing significance of irrigated intensive olive groves, and the fact that it was a harvest year (INE, 2023; GPP, 2020). Since 2011, Portugal has an export orientation exceeding 100%. Currently, there is a trend towards stabilizing production costs and consequently, reducing expenses for the producer. Therefore, the national sector is focused on establishing traditional export markets and exploring new markets.

Sociocultural Factors

Olive oil is considered a natural and healthy product, which contains unique characteristics and nutritional specificities, that are revealed on the product label, in agreement with the regulations imposed by the European Food Safety Authority (EFSA) (GPP, 2021). The sales of this product have been affected by how consumers perceive it and since the recent pandemic crisis, there has been an increase in demand due to the lockdown effect, as a result of the stock-up of agri-food products, there was a renewed interest in the consumption of olive oil. However, there occurred a decline in the hospitality and restaurant industry. Also, the demand for olive oil has increased due to the recent shortage of sunflower

oil caused by the war in Ukraine (Entering the European Market for Olive Oil | CBI, 2022). Furthermore, there was a decrease in citizens' net income, which will negatively impact olive oil consumption on the international scale (Agriterre.Pt, 2020).

Technological Factors

Technological factors have been empowering quality improvement and leading to innovation, according to GPP (2017), “the strong technological modernization of mills and processing/transformation systems, recorded over the last decade, has enhanced the competitiveness of the sector” (p.5). Additionally, Alentejo is one of the Portuguese regions where “the modernization of the sector has allowed for a 1.17 times increase in the olive oil growing area between 1998 and 2015, leading to an increase in regional olive oil production. In 2017, Portugal was responsible for 3.4% of the world's olive oil production and has been self-sufficient in olive oil since 2014” (GPP, 2020, p.11) (Appendix XV). According to the Secretary of State for Agriculture and Rural Development, Nuno Russo, “the investment in Smart Agriculture is crucial to attract more young entrepreneurs and to respond to demographic challenges while combating inequalities” (*«Tecnologia Deve Fazer a Diferença Na Projeção Da Agricultura Biológica»*, 2019). Sensors for data collection and Artificial Intelligence make agricultural production more efficient, enabling the daily determination of factors that achieve the optimal production level (Fernandes, 2019).

Environmental Factors

According to the data presented by INE, in 2019, the proportion of agricultural land under organic farming in Portugal was 5.3% (INE, 2023). Also, Portugal is one of the members of the International Treaty on Plant Genetic Resources for Food and Agriculture, which defends the “conservation and sustainable use of all plant genetic resources for food and agriculture and the fair and equitable sharing of the benefits arising out of their use, in harmony with the Convention on Biological Diversity, for sustainable agriculture and food security” (*International Treaty on Plant Genetic Resources for Food and Agriculture*, 2004). The production of olive oil is strongly influenced by weather conditions and over the next few decades, climate changes will cause a substantial threat to the olive oil sector, mainly in the Mediterranean region (Vasilopoulos & Vasilopoulos, 2013).

Legal Factors

The olive oil sector is subject to strict regulations at the national and EU level. The main areas of legislation are focused on the product's label, the safety and hygiene procedures, the designations of origin for agricultural products, and organic production. Also, in Portugal, organizations are supporting olive oil production, such as the Institute of Agriculture and Fisheries Financing (IFAP) and the International Olive Council (IOC). The Directorate-Directorate-General for Agriculture and Rural Development (DGADR), the Planning, Policies, and General Administration's Office (GPP), the European Commission, the Ministry of Agriculture and the Sea, the Food and Economic Security Authority (ASAE), the Directorate-General for Food and Veterinary (DGAV), and the Regional Directorate of Agriculture (DRAg) are some of the organizations that ensure/regulate the current legislation's compliance. According to GPP (2020), the legislation for labelling must obey the following laws: Council Regulation (EC) No 834/2007; Council Regulation (EC) No 1234/2007; Order No. 24/2005; Decree-Law No. 76/2010 and Regulation (EEC) No. 2568/1991. The purpose of labelling is to raise awareness about the product, by encouraging consumers to make well-informed decisions. The labels must contain information regarding the product, its attributes, and instructions for use and conservation (Controlo, n.d., GPP, 2017).

6.2.2. Microenvironmental Analysis

Market Analysis

The olive oil sector, through active management based on innovative and sustainable agricultural production, represents a decisive factor in maintaining agricultural activity throughout the Portuguese territory (GPP, 2023). Planning, Policies, and General Administration's Office (2020) stated that "the EU is the main producer, consumer, and exporter of olive oil, accounting for 68.4% of production, 54.2% of consumption, and 66.9% of exports worldwide from 2013/2014 to 2018/2019" (p.3). Additionally, the EU contributes approximately two-thirds of global production, which comes primarily from southern Europe, northern Africa, and the Near East, "as 95 % of the olive trees in the world are cultivated in the Mediterranean region" (p.49). In 2019, the EU-27 harvested 9.8 million tonnes of olive trees worldwide. Among the member states, Spain excels as the largest

producer (57.7% of EU-27 total harvested production). At the same time, Portugal is the third largest producer, having produced a total of 1 million tonnes of olives (*Agriculture, Forestry and Fishery Statistics — 2020 Edition*, 2020) (Appendixes XVI and XVII). There has been a growing trend in the increasing significance of the olive oil sector in recent years. In 2018, it reported a production value of 113.4 million euros, which represented 1.6% of the national agricultural production and 2.7% of the national plant production (GPP, 2020). Between 2010 and 2018, the national olive grove area for olive oil production experienced a growth of 5%, mainly because of the expansion of plantations in the Alentejo (7%). It is anticipated that the area will continue to increase in the coming years (GPP, 2020). In 2018, 82% of Portuguese exports, amounting to a value of 579 million euros, consisted of extra virgin olive oil. The main importing countries within the EU were Spain (33%), Italy (17%), and France (3%). On the other hand, the main importing countries outside the EU were Brazil (38%) and Angola (2%). In contrast, imports amounted to 330 million euros in 2018. Since 2011, there has been a turnaround in the trade balance, consistently resulting in a positive surplus ever since (Appendix XVIII).

Olive Oil Sector's Consumer Analysis

For centuries, olive oil has had a strong presence in the diet of Mediterraneans, particularly in the Iberian Peninsula. In the early 1990s, the health and well-being benefits of the human diet were scientifically recognized by the World Health Organization (WHO). Considering this, olive oil appeared as the principal source of fat to be used (Willett, et al., 1995). There was a shift in Portuguese awareness regarding the positive effects of consuming olive oil, leading to an increase in the patterns of olive oil consumption. The olive sector was unable to meet this increased demand, which led to a substantial external deficit, with a self-sufficiency rate of 65% from 1993 until 2002, dropping to less than 50% by the end of this year (GPP, 2007) (Appendix XIX). Globally, the consumption of olive oil is experiencing an upward trend (Appendix XX). Additionally, in recent years, olive oil consumption in the EU has been experiencing a slight decline since the peak recorded in 2004/2005 (*Economic Affairs & Promotion Unit - International Olive Council*, 2023). Within the olive oil sector, the products produced for the final consumer include the Extra Virgin and Virgin olive oils. Additionally, there is a distinct commercial type known as Olive Oil, derived from the combination of non-lampante virgin olive oil with refined oil. Reis (2014) notes that Virgin

olive oil holds the highest market share (98%) in the olive oil industry, while Olive Oil leads with the largest share of the Portuguese market (31%) (Appendix XXI). Furthermore, the consumption of olive oil in Portugal has experienced a positive evolution, reaching the maximum value of 80,000 tons in 2018/2019 (GPP, 2020) (Appendix XXII). According to the results obtained from studies conducted by Cabo et al. (2019), the olive oil consumed is of premium quality, notably extra virgin olive oil (Appendix XXIII), and of regional origin, particularly from the areas of Trás-os-Montes and Alentejo (Appendix XXIV).

Competitive Analysis

In Portugal, there are multiple olive oil producers, each one of them characterized by the differences in olive grove regions, olive varieties, olive extraction methods, and olive oil production processes, among other factors. The selection of these competitors was based on analysing the data collected through the online questionnaire and secondary data. Table II shows, based on the analysis criteria of 500 ml packaging, extra virgin olive oil, organic product with the EU Organic Farming logo, and a price with a range between 5.99€ to 24.90€, some of the main competitors of Companhia das Lezírias' premium olive oil, Alter Real.

Table II – Main Competitors Companhia das Lezírias' premium olive oil, Alter Real

Brand	Production Region	Acidity Level	Price		
			ECI Club Del Gourmet	Supermarket ECI	Auchan Gourmet Store
ACUSHLA - Extra Virgin Organic DOP Olive Oil	Trás-os-Montes	Max 0.2%	16.50€	-	-
Pintas - Extra Virgin Organic Olive Oil	Douro	-	18.40€	-	-
Olival da Risca, Reserva da Família - Extra Virgin Organic Olive Oil	Serpa	Max 0.14%	24.90€	-	-
Olival da Risca, Selection mild - Extra Virgin Organic Olive Oil	Serpa	Max 0.15%	12.50€	-	-
Casa Ferreirinha - Extra Virgin Organic Olive Oil	Douro	-	18.85€	-	-
Terras Dazibo - Extra virgin Organic Olive Oil	Bragança	Max 0.3%	17.64€	-	-
ACUSHLA Gold Edition - Extra Virgin Organic DOP Olive Oil	Trás-os-Montes	Max 0.3%	18.90€	-	-
Oliveira da Serra - Extra Virgin BIO Olive Oil	Beja	Max 0.5%	-	11.29€	11.49€

Tojeira - Extra Virgin Organic Olive Oil	Castelo Branco	-	-	11.65€	8.96€
Covela - Extra Virgin BIO Olive Oil	Porto	Max 0.3%	-	11.31€	-
Rosmaninho - Extra Virgin Organic DOP Olive Oil	Trás-os-Montes	Max 0.2%	-	8.10€	-
Romeo - Extra Virgin Organic DOP Olive Oil	Trás-os-Montes	Max 0.2%	-	12.90€	-
Casa de S. Miguel - Extra Virgin Organic Olive Oil	Trás-os-Montes	-	-	10.44€	-
Herdade do Esporão - Extra Virgin Organic Olive Oil	Reguengos de Monsaraz	Max 0.2%	-	15.37€	9.42€
Auchan - Extra Virgin Organic Olive Oil	Guarda	Max 0.8%	-		5.99€

source: own elaboration

Brand Assessment

According to the data collected through the online questionnaire (Appendix X), only 2% of the participants normally purchase CL olive oil (Appendix XIII). In addition, it was possible to understand that 35% of the survey participants know CL's olive oil. Additionally, among those participants who acknowledged familiarity with CL's olive oil, 65% are familiar with CL's extra virgin olive oil and 10% are aware of Alter Real extra virgin olive oil (Appendix XIII).

Porter's Five Forces Model

Table III – Porter's Five Forces Model

<i>Threat of New Entrants</i>	In the olive oil industry, there might exist potential challenges for the new companies that aim to enter this market, in terms of the production legislation and its commercialization. This market demands significant investment in production and an extensive understanding of market characteristics (GPP, 2020). Also, to enter a market with specific characteristics it is required to raise awareness on the brand itself, which represents a barrier to potential entrances in the market.
<i>Bargaining Power of Suppliers</i>	Considering the global nature of the olive oil industry, it is easier to change the supplier of raw materials, such as labels, and packaging, among others. Furthermore, alternative sources of similar materials decrease supplier power, granting companies more flexibility in choosing their suppliers.
<i>Bargaining Power of Customers</i>	There is an extensive and diverse selection of olive oils, consequently, brand loyalty is not highly evident in the olive oil market, compared with patterns observed in other markets, although the consumers show loyalty to specific types of products (Organic olive oil, and Extra Virgin olive oil, among others). Also, since the price is the most influential factor at the time of purchase, consumers are not loyal to a particular olive oil brand.

<i>Threat of Substitute Products</i>	Olive oil has numerous alternatives. The primary substitutes presented by the Centre for the Promotion of Imports from Developing Countries (CBI) are rapeseed oil, which is extracted from the seeds of a yellow-flowered plant, sunflower oil, and soybean oil, which are produced as vegetable oils in Europe and used as substitutes, ranking in second and third place (Entering the European Market for Olive Oil CBI, 2022).
<i>Competition in the Industry</i>	Companies with a greater market share in the olive oil industry enjoy a more advantageous position. In recent years, different brands have been reinventing the market with product innovations, mostly in their packaging and application methods, making the market increasingly competitive.

6.2.3. Internal Marketing Analysis

Companhia das Lezírias' oliviculture area

Companhia das Lezírias has a rich history in olive oil production, dating back to the 18th century. Currently, CL has an extensive area of 70 hectares of olive groves planted, located in Herdade de Catapereiro, exhibiting a diverse selection of five different olive varieties. Since 2015, the olive grove area has increased with the incorporation of Alter Real. This olive grove is the traditional “Galega” olive variety, planted in granite-origin structured soils in Tapada do Arneiro, district of Portalegre. Fundamentally, the company is focused on producing high quality extra virgin olive oil, which reflects the company’s core values in every crafted bottle (Companhia das Lezírias, 2022a).

Companhia das Lezírias' Commitment to Sustainability

Companhia das Lezírias owns extensive lands, with 66% classified under an environmental protection regime, positioning itself as one of the main repositories of natural biodiversity in Europe. In this context, the company has a significant environmental and social responsibility, aiming to guarantee the sustainability of the natural resources it manages. As a result, the company adopts sustainable management practices that emphasize the appreciation of its resources (Companhia das Lezírias, 2020). The Sustainability Strategy of CL, developed based on the Sustainable Development Goals (SDGs), is structured around five key strategic pillars: SDG 7 - Affordable and Clean Energy, SDG 8 - Decent Work and Economic Growth, SDG 12 - Responsible Consumption and Production, SDG 13 - Climate Action and lastly, SDG 15 - Life on Land (Appendix XXV). As stated by Companhia das Lezírias (2022b), regarding SDG 8, the company is committed to implementing a digital

transformation in the tourism, wine, and olive oil sectors. Additionally, there is a commitment to achieve the goals outlined in CL's Sustainability Strategy by the year 2030, integrating ecological messages into CL's products and brand, and ensuring effective communication through distinct channels. Alternatively, in alignment with SDG 12, the company is committed to maximizing the incorporation of eco-efficient materials in the olive oil value chain, especially in terms of packaging. This involves minimizing waste production, optimizing water consumption while preserving the resource's availability and structuring and implementing an Environmental Management System (EMS). These are the objectives the company aims to fulfill by the year 2030.

ABC Commitment 2030

The ABC Commitment 2030 refers to the environmental promise that CL has undertaken until 2030, aiming to achieve a positive impact on the environment, biodiversity, and a reduction in carbon emissions (Appendix XXVI). According to Companhia das Lezírias (2022b), "The ABC 2030 commitment aspires to promote a green and prosperous economy, where growth and employment are driven by activities that foster the reduction of carbon emissions, energy efficiency, rational use of resources, mitigation of biodiversity loss, and optimization of ecosystem services" (p.44).

Human Resources

In 2022, Companhia das Lezírias had 86 permanent employees. In terms of hierarchical structure, CL has a Board of Directors with 5 members, 7 managers, and 79 other employees. Alternatively, in terms of gender representation, CL's employees are characterized by 33.7% being females and 66.3% being males (Companhia das Lezírias, 2022a). The Viticulture and Olive Oil Department is composed of a team of 12 employees, including the area director, David Ferreira. Each one of the employees has an extensive service length within the company and extensive knowledge of the organization, production factors, and equipment used. Additionally, the technical staff have higher educational qualifications and operate on a substantial level of technical expertise, due to a vast deal of experience.

Financial Resources

The year 2022 was marked by a context of uncertainty and complexity, specifically the war in Ukraine, the inflationary scenario, and climate change, which translates into significant risks and impacts on agricultural and forestry management. As a result, CL registered a net profit of 2,231,000 euros in 2022, which represented a decrease of 15% compared to the previous year. Also, the company's EBITDA registered a value of 3,906,145 euros, reflecting a decline of 11% compared to 2021. Despite CL consistently achieving positive results throughout the years, the total sales amounted to 3,405,012 euros, exhibiting a negative variation of 38.92%. The olive grove has a total area of 70 ha in integrated production mode, which indicates that olive oil and olives account for 10% of the total value of the company's sales, which equals sales of 304,000 euros. In 2022, olive groves showed a drop in production of 54% compared to 2021. Alternatively, sales of packaged olive oil increased by around 38.2%, essentially due to an increase in units sold, totalling 143,000 euros (Companhia das Lezírias, 2022a).

Supplier Resources

Companhia das Lezírias specializes in olive production. To assist the production of olive oil, the company collaborates with various suppliers, including Bglass and Amorim Rolhas for packaging, providing bottles and corks, respectively, while EIKON is the supplier company responsible for producing the labels. Bglass is a producer company of standard and premium glass packaging in the Santarém district. Amorim Rolhas, located in the Aveiro district, is a major global player in the production, supply, and distribution of cork stoppers, due to its advanced production and quality control technologies. Also, the company operates with companies that provide olive oil extraction services, equipped with a specialized mill where machinery and transportation services are used.

Product

Companhia das Lezírias presents two distinct products, each featuring different olive oil varieties: Alter Real Extra Virgin Olive Oil, packaged in a 500 ml premium bottle, part of a numbered and prestigious series (Appendix XXVII) and Companhia das Lezírias Extra Virgin Olive Oil, packaged in bottles of 250 ml, 500 ml, 750 ml, 3l and 5l (Appendix

XXVIII). The first product belongs to the company's premium section, made exclusively with the “Galega” olive variety. This olive oil exhibits a green colour, as well as a fresh aroma of cut grass, green apples, and aromatic herbs. Additionally, it offers an aromatic and smooth flavour, with, a maximum acidity of 0.2%. Alternatively, the second one is crafted using two olive types, “Cobrançosa” and “Koroneiki”, grown in sandy soil. This olive oil presents a greenish colour, with a clean aroma, along with notes of green apple in addition to a slight spiciness and a predominant sweetness, with a maximum acidity of 0.2%.

Price

Companhia das Lezírias Extra Virgin Olive Oil (750 ml) presents a price of 8€ when sold on the company’s website and local store, excluding value-added tax (VAT). Alternatively, Alter Real Extra Virgin Olive Oil (500 ml), being a premium product, charges a higher price. When sold on the company's website and local store, it is priced at 13.11€, excluding VAT. Prices at other retail locations for Alter Real olive oil are higher than those on the website and at the CL store. At Club Del Gourmet, located in El Corte Inglés, in Lisbon, it is available for purchase at 14.99€. However, during this project, the price of the Alter Real Extra Virgin Olive Oil (500 ml) has been adjusted to 17.99€ and the price of Companhia das Lezírias Extra Virgin Olive Oil has been updated to 4.99€, 9.99€, 13.99€, 44.99€ and 64.99€ for bottles of 250 ml, 500 ml, 750 ml, 3l, and 5l, respectively, both on the company's website and at its local store. This decision presumably came after the interview with the director of the Viticulture and Oliviculture Area and considering the suggestions made. This action was driven by various factors, including changes in the market trends, CL’s need to remain competitive with industry competitors, and the alignment with the strategic goals of the company. Also, under the latest legislation, since the 4th of January 2024, olive oil has been exempted from VAT at the current rate.

Distribution

Companhia das Lezírias Extra Virgin Olive Oil and Alter Real Extra Virgin Olive Oil are both available at the CL’s local store, located at Rua Fonte dos Escudeiros 10, in Samora Correia, district of Santarém, open to the public from Monday to Friday, 9 am to 6 pm. Furthermore, Companhia das Lezírias Extra Virgin Olive Oil is also found in select

Intermarché stores in the region, El Corte Inglés supermarkets, on the CL website, and in some local supermarkets. On the other hand, Alter Real olive oil, belonging to the gourmet market segment, is also sold at the Club Del Gourmet in El Corte Inglés, at the Auchan Gourmet store, and on the CL website.

Communication

Companhia das Lezírias created Facebook and Instagram pages, aiming to establish a digital presence on social media platforms and engage with its audience. Currently, the company has 21,000 followers with a 4.6 stars classification on Facebook and 2,230 followers on Instagram. The company regularly posts content on both platforms, featuring photographs of its products, showcasing new product launches, and highlighting several nature experiences offered: “Aldeamento Turístico”, and wine tourism at CL’s cellars, among others. The posts also cover articles in Portuguese newspapers and magazines that mention any CL’s area of exploration, as well as updates on events, fairs, and seminars in which CL takes part: horse competitions featuring the Alter Stud Farm, and the National Horse Fair in Golegã, among others. The promotion and communication efforts for the Companhia das Lezírias Extra Virgin Olive Oil and Alter Real Extra Virgin Olive Oil are restrained by a limited budget. Occasionally, promotions are featured in local supermarket pamphlets and on the El Corte Inglés Club Del Gourmet website.

Processes

Companhia das Lezírias' Alter Real olive oil is characterized by being produced by cold pressing. The olives are harvested in Alter from October to November and then, transported to the mill in Alferrarede, after being refrigerated for 24 hours in cold rooms. At the mill, the olives endure a cleaning process to remove impurities before being crushed. Subsequently, the mass is separated from the cellular water using cold evaporators (preferably below 25°C), increasing the extraction capacity. High-capacity Alfa Laval decanters are used to extract oil from these masses, following that, centrifugation is applied to eliminate major impurities. After this process, the subsequent olive oil is ready for consumption.

Physical Evidence

Companhia das Lezírias works towards tradition and sustainability, to give their clients the best products and the best experience possible. Regarding the packaging of their products, Companhia das Lezírias Extra Virgin Olive Oil has a traditional and minimalist design with clean lines, simple fonts, and a limited colour palette, particularly in shades of white and green, to express a sense of heritage and quality. The label provides information regarding the olive oil variety, and the company logo mentions that this premium olive oil is obtained directly from olives, solely by mechanical means. Lastly, the bottle is composed of glass. Alternatively, Alter Real Extra Virgin Olive Oil has a sophisticated design, with a vibrant combination of colours, white, blue, and yellow, that honours its roots, the olive trees in the pasture of the Alter Stud Farm. The package was created by *RitaRivotti*, an award-winning Portuguese agency, an expert in strategic thinking and premium packaging design. The label provides tactile elements, enhancing the traditional essence and making the packaging more engaging for customers. It incorporates visual elements that represent the rich heritage and history of the Alter Stud Farm. Furthermore, it communicates essential information, including details about the olive oil variety, the company logo, a declaration emphasizing the superior olive oil category that is obtained solely by mechanical means, and nutritional information. Finally, the bottle is crafted from glass and comes in a dark blue cardboard tin, with the same elements as the bottle itself (Appendixes XXIX and XXX).

6.3. Marketing Strategy

6.3.1. SWOT/TOWS Analysis

After analysing all the data presented earlier, including information related to CL, and the data collected through the online survey, it was possible to conduct a SWOT/TOWS analysis. In the initial phase, the strengths, and weaknesses of CL were identified, as well as the threats and opportunities presented by the market. Ultimately, four TOWS strategies were presented, to strategically position the company in the market and help it identify and implement the most effective and meaningful actions. The external and internal environments are characterized by being dynamic, which implies that some factors change over time while others change very little, suggesting that the TOWS matrix must be updated at different points in time, analysing the past, present and distant periods in the future (Weihrich, 1982).

Table IV - SWOT/TOWS Analysis of Alter Real Olive Oil from Companhia das Lezírias

	<i>Strengths</i>	<i>Weaknesses</i>
	<p>S.1. Production of High-Quality olive oil.</p> <p>S.2. Historical brand with a rich tradition.</p> <p>S.3. The company has a strong philosophy regarding Environmental Sustainability and cares about the well-being and health of its consumers.</p> <p>S.4. Premium organic olive oil has unique sensory characteristics, such as distinct flavour and aroma.</p>	<p>W.1. Premium/high price.</p> <p>W.2. High production costs.</p> <p>W.3. Scale production limitations.</p> <p>W.4. Cost of organic certification.</p> <p>W.5. Consumer education about the benefits of premium organic olive oil.</p> <p>W.6. Consumer sensitivity to the consumption of organic products.</p>
<i>Opportunities</i>	<i>SO Strategies</i>	<i>WO Strategies</i>
<p>O.1. Recognition by consumers that the company produces premium quality olive oil.</p> <p>O.2. Growing interest and demand for organic products.</p> <p>O.3. Ability to produce olive oil using sustainable practices.</p> <p>O.4. Strategic partnerships.</p> <p>O.5. Expansion into international markets.</p> <p>O.6. Diversification of its product line.</p> <p>O.7. Innovation in production.</p> <p>O.8. Certifications and Quality Seals.</p> <p>O.9. CL can invest in consumer education programs to raise awareness about the benefits of premium organic olive oils.</p> <p>O.10. Financial incentives for organic cultivation from European monetary funds.</p> <p>O.11. Cost savings through investment in renewable energy.</p>	<p>-Expanding Companhia das Lezírias' presence in international markets by taking advantage of the growing demand for organic products and the quality of the product.</p> <p>-Developing strategic partnerships with chefs and restaurants to increase brand visibility, that share the same values as the company.</p>	<p>-As Companhia das Lezírias does not have its mill and to produce its olive oil, it needs to use an external company, so the company should partner with one company that uses efficient methods to minimize product costs while maintaining the quality and tradition of the brand.</p> <p>-Explore new opportunities for products derived from olive oil, such as sauces, condiments, soaps, or skincare products, promoting innovation but maintaining the quality that the company offers.</p>
<i>Threats</i>	<i>ST Strategies</i>	<i>WT Strategies</i>
<p>T.1. Intense competition.</p> <p>T.2. Vulnerability to climatic conditions and changes in precipitation patterns, average temperature rise, and sea level increase, what causes production losses in the olive grove.</p> <p>T.3. Changes in government regulations related to organic production.</p> <p>T.4. Strong presence in the market of conventional olive oils sold in supermarkets.</p> <p>T.5. Changes in consumer preferences.</p> <p>T.6. Challenge in olive oil production, to maintain the production stable.</p> <p>T.7. Uncertainty in the support of the Common Agricultural Policy for ecosystems and products managed and produced by CL.</p> <p>T.8. Increasing the price of raw materials.</p>	<p>-Investment in marketing strategies to highlight the superior quality of CL's premium olive oil, differentiating it from competitors.</p> <p>-Adopt sustainable practices to address vulnerability to climatic conditions and align with changing consumer preferences.</p> <p>-Diversify the range of organic products, such as creating a line of premium organic olive oil with various flavours, like pepper, truffle, rosemary, and paprika, among others.</p>	<p>-Promote efficient operational production to reduce production costs and make products more competitive.</p> <p>-Closely monitor changes in government regulations, by ensuring compliance with them and adapting the production process proactively to align with organic standards.</p>

source: own elaboration

6.3.2. Market Segmentation, Targeting and Positioning, and Brand Value Proposition

Segmentation

Organic Alter Real's segmentation strategy will be based on the following variables:

Table V - Segmentation Criteria

<i>Geographic Variable</i>	Individuals residing in or traveling to the Lisbon and Porto regions (convenience stores, gourmet shops, upper-middle/high-end restaurants, and tourist shops).
<i>Demographic Variable</i>	Individuals of all genders aged 21 and above, with higher socioeconomic status, in line with their average monthly income, and who belong to social classes A and B.
<i>Psychographic Variable</i>	Individuals who prioritize the consumption of quality olive oils are health-conscious, concerned about having a healthy lifestyle, and looking for natural products from Portugal.
<i>Behavioural Variable</i>	Individuals who consume high-quality and premium olive oil, with a healthy lifestyle, are concerned about the environment, who choose sustainable products, who exhibit a distinguished appreciation for gourmet cuisine, and who value artisanal and historic products.

Positioning

Companhia das Lezírias' organic extra virgin olive oil wants to be positioned, among other organic extra virgin olive oils, as a premium product with history, tradition, high quality, and a distinctive flavour. Through this strategy and by concentrating on the differentiation and positioning of Organic Alter Real as a high-quality and premium product, CL enhances its ability to comprehend customer needs, which provides the company with substantial competitive advantages.

Targeting

In terms of targeting, Companhia das Lezírias' consumers are individuals of all genders aged 21 and above, residing in or traveling to the Lisbon and Porto regions, who shop at gourmet outlets and/or convenience stores and tourist attractions, who are willing to pay more for the quality of the product, who are concerned about the environment with a healthy lifestyle, who choose sustainable products and who care about the nationality and history of the product they consume.

In contrast, customers who buy olive oil exclusively in hypermarkets or supermarkets are not part of the target market.

Brand Value Proposition

Regarding CL's value proposition, to differentiate itself from its competitors, the company is dedicated to continuing tradition, by actively incorporating innovation in the production of high-quality sustainable agricultural products that respect the environment and represent the essence of Portugal's rich culture. Geographically, CL has unique natural conditions, as it is situated between the "Tagus" and "Sorraia" rivers and has diversified activities, from agriculture, cattle farming, forest management, bird watching, nature tourism, and the production of wine and olive oil. Also, it has privileged recreational and leisure spaces, where it offers various visiting programs that provide unique experiences of nature activities and privileged contact with the biodiversity of the Tagus Estuary Special Protection Area.

6.4. Marketing Strategies and Objectives

Marketing Strategies

The best strategy to apply will be the concentrated marketing approach since it focuses on one specific target market group and helps to have a better perception of the principal needs of CL's customers and what they value most in the olive oil market. It also allows the company to reduce and customize its marketing resources, build customer loyalty, increase brand awareness, and gain a greater market position in the market. Ultimately, the focus of this strategy is directed toward improving the market presence and performance of Organic Extra Virgin Alter Real Olive Oil.

Marketing Objectives

The marketing objectives established for this project, to be achieved for Companhia das Lezírias' Alter Real Extra Virgin Organic olive oil in 2024, are (1) Strengthen the market positioning of CL's Alter Real premium organic olive oil, (2) Increase brand awareness among Portuguese consumers, (3) Improve CL's presence on social networks, (4) Creation of a new line of products derived from olive oil, and (5) Increase sales by 20% by the end of 2024.

6.5. Marketing Tactics: Marketing Mix

Product Strategy

The product's packaging will maintain its sophisticated, traditional, and minimalist design. The packaging will also include the previous characteristic colours, white and blue, and add the colour green, to show consumers that this product is organic, sustainable (eco-friendly), and environmentally friendly. Also, the premium organic extra virgin olive oil will be available in 500 ml bottles (Appendix XXXI). In the future, the goal is to extend the brand by introducing a new line of Premium Organic Olive Oil with flavours, in particular truffle, rosemary, pepper, garlic, basil, and paprika, in 100 ml bottles (Appendix XXXII). The launch of these products will bring greater awareness to the brand, showing new and existing consumers that it is an innovative company that maintains its traditional values. At Christmas time, packs of products will be created for consumers to give as gifts, including a bottle of Organic Alter Real Extra Virgin Olive Oil and two bottles of Organic Alter Real olive oil with flavours (Appendix XXXIII). Furthermore, the development of new products, derived from olive oil, such as sauces, condiments, skin care products, and organic and sustainable handmade soaps is important (Appendix XXXIV).

Overall, the upcoming products will generate significant positive outcomes, namely important steps in the company's history, brand awareness, reduction of ecological footprint, innovative and technological brand, brand differentiation, sustainability, and social responsibility.

Pricing Strategy

As far as price is concerned, the strategy used will be a premium one, to reflect the superior quality of Companhia das Lezírias' organic olive oil and to position the brand as a market leader and create an image of luxury and exclusivity. The outcomes of analysing the online questionnaire indicate that 23% of the respondents believe that the price of organic olive oil should be 15% higher than conventional olive oil and, therefore, the 500 ml bottle will have a retail price of 17.99€, in all locations where the product is available for purchase. Additionally, the new line of 100 ml bottles of Premium Organic Olive Oil with flavours will have a retail price of 6.99€, everywhere the product is available to purchase. Finally, the

Holiday gift baskets will be available on the company's website and in physical shops, with a selling price of 31.97€.

Distribution Strategy

Regarding distribution, Alter Real olive oil will continue to be available at the current points of sale, namely Club Del Gourmet in El Corte Inglés, at the Auchan Gourmet store, and on the CL website. On the other hand, increasing online sales is fundamental, given that currently only 0.01% of total sales are achieved through online channels. Moreover, it is important to add new points of sale in the Lisbon and Porto Metropolitan Area, including organic food shops, gourmet markets, and specialized organic shops, such as Manteigaria Silva, located in Rua Dom Antão de Almada 1 C/D Lisboa, D'Olival, located in Rua Poiais de São Bento, 81 Lisboa, A Pérola do Bolhão, located in Rua Formosa, 279 Porto, and Favorita do Bolhão, located in Rua de Fernandes Tomás, 783 Porto.

In the three weeks leading up to Christmas, CL will present a "kiosk" at the Club Del Gourmet located in El Corte Inglés, featuring CL representatives, where customers will have the opportunity to taste the new flavours, gain insights into the production process, and select the ideal Christmas basket according to their preferences.

Communication Strategy

For the current and potential customers to get to know Organic Alter Real and CL better, effective management and planning for online publications and their content is essential. The proposed communication strategy involves a strong effort in Digital Marketing, specifically in increasing consumer engagement across social networks and implementing plans for online advertising. This strategy aims to expand product and brand awareness and increase sales. Specially, for the promotion of the new product, Organic Alter Real will showcase the slogan: Unique, Natural, Full of History, and 100% Portuguese. This strategy will extend to CL's social media platforms, including regular posts, around 3 posts a week, stories, and daily reels on Facebook and Instagram.

At last, CL must establish a strong presence at national and international fairs and events related to healthy and organic food to promote Organic Alter Real.

People Strategy

To complement the communication strategy, hiring an individual with a degree and experience in Marketing is imperative and marks a major milestone in the company's history. Therefore, the new team member will be dedicated to managing CL's website and social networks (Facebook and Instagram) and all the marketing decisions. Employee training is one of the factors, in CL's perspective, to achieve success. Ensuring that the required skills and knowledge are acquired by their staff is very important, as they significantly contribute to the company's objectives and success. Additionally, the integration of employee appraisals based on objectives will promote a culture of responsibility, motivation, and focus among its team members.

Overall, CL will establish itself for continuous growth and distinction, by investing in their staff development and associating their performance evaluations with objectives.

Process Strategy

The Organic Alter Real is a biologically produced olive oil, that follows the EU regulations for certification as an organic product, verifying the absence of ingredients developed from genetically modified organisms (GMOs). The process will remain unchanged, as the product will keep its current characteristics, namely belonging to a 100% organic "Galega" variety, having a maximum acidity of 0.2%, among others.

Physical Evidence Strategy

As outlined in the product strategy, the label of the Organic Alter Real will maintain its elegant and classic design, incorporating the colour green. Additionally, the front side of the bottle will exhibit the EU Organic Farming and the ABC Commitment 2030 as part of the label design (Appendix XXXI).

6.6. Planning, Implementation and Control

Planning and Timetabling

In alignment with the defined strategies, the following table was formulated and details the proposed actions throughout 2024 and 2025. The planning periods are done every month, focusing on a medium to long-term timeframe. Finally, given that the olive harvest occurs in October and November, the year starts in September.

Table VI – Timetabling

		2024				2025							
Actions		S	O	N	D	J	F	M	A	M	J	J	A
Product	Change of packaging colours												
	Packaging made from sustainable materials												
	Launch of the new line of Premium Organic Olive Oil with flavours												
	Launch of new products derived from olive oil												
	Holiday gift basket												
Price	Price 17.99€ for a 500ml bottle of organic olive oil in the physical store												
	Price 6.99€ for a 100ml bottle of Organic Olive Oil with flavours in the physical store												
	Price 31.97€ for the Holiday gift basket												
Distribution	Add new points of sale in the Lisbon Metropolitan area: Manteigaria Silva and D'Olival												
	Add new points of sale in the Porto Metropolitan area: A Pérola do Bolhão and Favorita do Bolhão												
	Online Sales												
	"Kiosk" at the Club Del Gourmet located in El Corte Inglés												
Communication	Digital Marketing												
	Facebook and Instagram publications												
	Presence at national and international fairs and events												
People	Hiring a Marketing person												
	Rewarding employees												
Process	Implementation of EU regulations for certification as an organic product												
Physical Evidence	New packaging label design for Organic Alter Real												
	Introduction of the EU organic farming and the ABC Commitment 2030 logos on the new labels												

source: own elaboration

Implementation and Control

Assessing the effectiveness of the marketing tactics within the specific timeline and in alignment with the defined budget is crucial to determine if there is a need to make changes to the previously established tactics. Therefore, quarterly evaluations will be implemented to monitor the impact of these actions, improve CL’s performance, and guarantee the achievement of the predefined goals. All in all, the evaluation process will analyse the number of online and physical sales, the number of customers in the shop, as well as engagement metrics such as followers, shares, likes, and comments across CL’s social media pages, including Facebook and Instagram.

Financial planning

Currently, the company has an annual budget of 35,000€/40,000€ for the Viticulture and Oliviculture Area of CL, although only 5% of this annual budget is used for olive oil in general. The projected budget for Marketing and Communication strategies, integrating the proposed actions concerning the marketing mix, equals 55,000€. Considering that Table VII accounts for 100% of the estimated budget, the following percentage analysis is proposed as follows:

Table VII - Budgeting

<i>Product</i>	<i>Price</i>	<i>Distribution</i>	<i>Communication</i>	<i>People</i>	<i>Process</i>	<i>Physical Evidence</i>	<i>Total</i>
20.50%	2.50%	11.25%	29.50%	25.75%	6.25%	4.25%	100%

source: own elaboration

7. Conclusion

As the largest agricultural and forestry exploitation in Portugal with a history of more than 188 years, Companhia das Lezírias is committed to preserving tradition and respecting the planet, by producing premium sustainable agricultural products, namely the Organic Alter Real, an extra virgin olive oil. Additionally, CL believes in a sustainable future and in implementing the company's core values in every bottle produced.

The proposed Marketing Plan aims to improve the main weaknesses and increase the company's brand awareness in the market, as well as show new and existing consumers that it is an innovative company that maintains its traditional values.

Due to the intense competition in the market and the considerable struggle that brands have in differentiating themselves, the products offered must be original and in accordance with new consumer preferences and market trends.

For this purpose, some of the proposed actions are (1) Extend the brand by introducing a new line of Premium Organic Olive Oil with flavours, (2) Create new products, derived from olive oil, such as sauces, condiments, skin care products, and organic and sustainable handmade soaps, (3) Add new points of sale, in particular in the Lisbon and Porto Metropolitan Area, (4) Increase consumer engagement across social network platforms, and (5) Implement plans for online advertising, through improving CL's social media platforms, by regularly sharing content on Facebook and Instagram.

Also, it is recommended that Companhia das Lezírias continues to invest in promoting Organic Alter Real and recognizes marketing planning as an essential tool for developing its growth and assuring resilience in trying to follow current market trends, as well as successfully introducing and promoting any other products that the company may develop in the future. Also, the market is in constant change, so the marketing department should revise the marketing plan year after year to understand what went according to plan and to improve the less positive points that occurred.

In the final analysis, this project was very enriching since it provides a significant added value for CL, and also it emphasizes and reveals the growing importance of the olive oil sector in the Portuguese and International markets.

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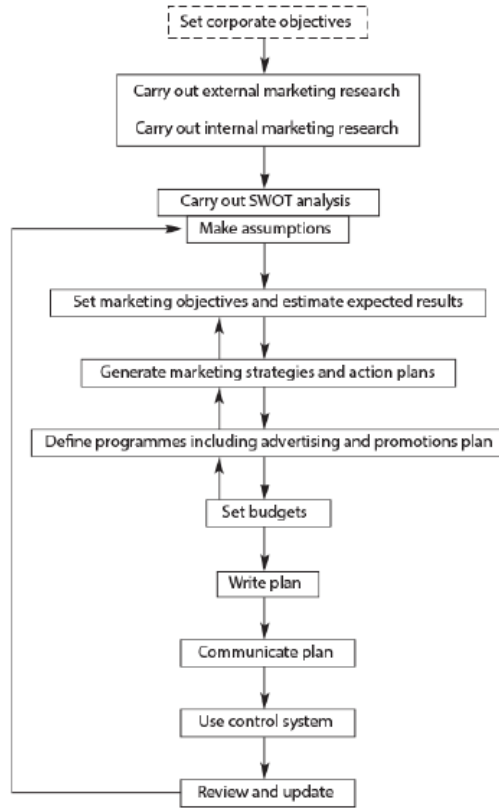
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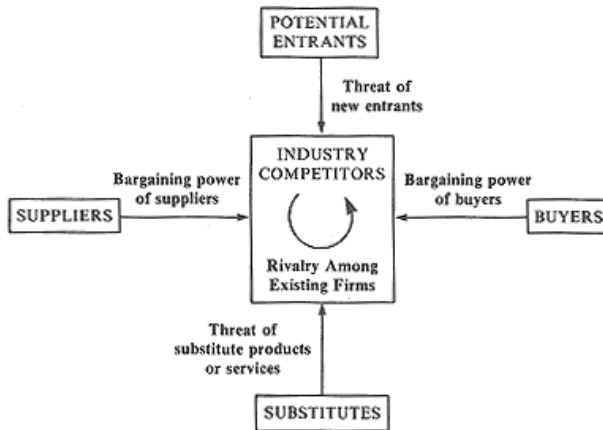
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Appendixes

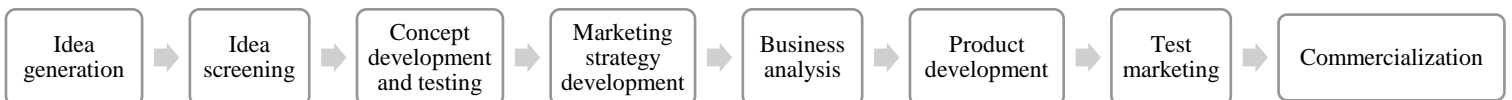
Appendix I - The Marketing Planning Process, Westwood (2019, p.20)



Appendix II - Forces Driving Industry Competition, Porter (1998, p.4)



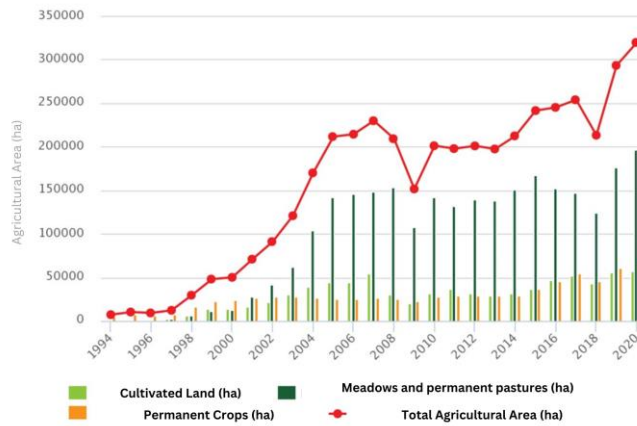
Appendix III – Major Stages in New Product Development, Kotler & Armstrong (2015, p.295)



Appendix IV – McCharty’s 4 Ps and the 12 managerial policies of Borden, Dominici (2009, p.6)

Product Product Planning Branding Packaging Servicing	Place Channels of Distribution Display Physical Handling Fact Finding and Analysis
Price Pricing	Promotion Personal Selling Advertising Promotions

Appendix V – Evolution of the Organic Farming Area in Portugal, 1994-2020, (Área agrícola em modo de produção biológico | Relatório do Estado do Ambiente, s.d.)



Appendix VI – Chemical standards of olive oil, Peri (2014, p.13)

Chemical standard	Extra-virgin	Virgin	Lampante
Free acidity (%)	≤ 0.8	≤ 2.0	> 2.0
Peroxide index (mEqO ₂ /kg)	≤ 20	≤ 20	–
K ₂₃₂	≤ 2.50	≤ 2.60	–
K ₂₇₀	≤ 0.22	≤ 0.25	–
ΔK	≤ 0.01	≤ 0.01	–

Spectrophotometric values in the UV at 232 and 270 nm depend on conjugated double bonds derived from oxidation (they are therefore quality indicators) or from refining (therefore, they are also authenticity indicators).

Appendix VII – EU Organic Farming Logo, (Logótipo biológico da EU, s.d.)



Appendix VIII - Themes identified among buyers of organic food, Hughner, et al. (2007, p.8)

- I. Consumers' purchasing motives
- Theme 1. Health and nutritional concern
 - Theme 2. Superior taste
 - Theme 3. Concern for the environment
 - Theme 4. Food safety, lack of confidence in the conventional food industry
 - Theme 5. Concern over animal welfare
 - Theme 6. Support of local economy
 - Theme 7. More wholesome
 - Theme 8. Nostalgia
 - Theme 9. Fashionable/Curiosity

Appendix IX - Interview script with David Ferreira, responsible for the Viticulture and Oliviculture Area of Companhia das Lezírias

Questions	References
A. Companhia das Lezírias	
1. What are the company's vision, mission, and values?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
2. Why is sustainability so intrinsic to the company's values?	- Companhia das Lezírias. (2022a). Relatório de Gestão e Contas 2022. In <i>Companhia Das Lezírias</i> . Retrieved November 2, 2023, from https://www.cl.pt/storage/pdfs/rc-2022-site.pdf
3. What have been the biggest challenges you have faced so far?	- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). <i>Research methods for business students</i> (8th ed.). Pearson Education. - Veal, A. J. (2018). <i>Research methods for leisure and tourism</i> . Pearson Education. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education.
4. What are the company's long-term objectives?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i> . Pearson Education.
5. Which is the target market segments in the olive oil industry?	- IndustryARC. (n.d.). Olive oil market – forecast (2024 - 2030). In <i>IndustryARC</i> . Retrieved December 27, 2023, from https://www.industryarc.com/Report/16677/olive-oil-market.html
B. Clients	
6. Who are the specific customers in each segment?	- Companhia das Lezírias. (2022a). Relatório de Gestão e Contas 2022. In <i>Companhia Das Lezírias</i> . Retrieved November 2, 2023, from https://www.cl.pt/storage/pdfs/rc-2022-site.pdf
7. How do you characterize the company's clients?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
8. What is the target audience that the company aims to reach in the olive oil sector?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
9. What image/message do you intend to convey to your customers?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
10. How is customer satisfaction measured and/or assessed?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante “O Policia”</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
C. Competitors	
11. Who do you consider your main competitors?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
12. What sets you apart from the others?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
13. How is the price decided in relation to the competition?	- Companhia das Lezírias. (2022a). Relatório de Gestão e Contas 2022. In <i>Companhia Das Lezírias</i> . Retrieved November 2, 2023, from https://www.cl.pt/storage/pdfs/rc-2022-site.pdf
Marketing-Mix	
D. Product	
14. How did the idea of creating a premium virgin olive oil arise?	- Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante “O Policia”</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
15. In your opinion, what contributes the most to the quality of the premium virgin olive oil?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
16. What products would the company like to develop in the future?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
E. Price	
17. How does Companhia das Lezírias determine the price of their premium virgin olive oil?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante “O Policia”</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
18. What pricing strategy is being followed?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante “O Policia”</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
19. What is the profit margin?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante “O Policia”</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.

F. Place	
20. How many suppliers are there in the olive oil sector, and who are the main ones?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante "O Policia"</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
21. What type of suppliers does the company work with and in what areas?	- Companhia das Lezírias. (2022a). Relatório de Gestão e Contas 2022. In <i>Companhia Das Lezírias</i> . Retrieved November 2, 2023, from https://www.cl.pt/storage/pdfs/rc-2022-site.pdf
22. In your opinion, how would you classify the company's relationship with its suppliers?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante "O Policia"</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education.
23. Who are the company's distribution partners?	- Companhia das Lezírias. (2022a). Relatório de Gestão e Contas 2022. In <i>Companhia Das Lezírias</i> . Retrieved November 2, 2023, from https://www.cl.pt/storage/pdfs/rc-2022-site.pdf
24. Who are the retailers used for a niche strategy?	- Coghlan, D., & Brannick, T. (2005). <i>Doing action research in your own organization</i> . SAGE Publications.
G. Promotion	
25. What promotion policies are currently in place to promote the olive oil area in the company?	- Silva, R. O. (2019). <i>Plano de Social Media Marketing para o Millenium BCP</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante "O Policia"</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
26. What is the target audience you intend to reach with this product?	- Schmidt, M., & Hollensen, S. (2006). <i>Marketing Research: an international approach</i> (1st ed.). Pearson Education.
27. Which means and communication channels does the company use?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante "O Policia"</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
28. What is the image and key message that the company aims to convey to the public?	- Silva, R. O. (2019). <i>Plano de Social Media Marketing para o Millenium BCP</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education.
29. Have you considered improving your marketing efforts? If so, in what direction?	- Silva, R. O. (2019). <i>Plano de Social Media Marketing para o Millenium BCP</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
30. How is the marketing budget determined?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante "O Policia"</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
H. People	
31. What is the importance of having motivated and loyal employees in the company?	- Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
32. How is the evaluation of employees conducted?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante "O Policia"</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
I. Process	
33. How is Alter Real Premium Olive Oil produced?	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
34. What do you consider to be the company's strengths and weaknesses?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Duarte, M. O. (2017). <i>Plano de marketing Ginásio Clube Português</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante "O Policia"</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
35. What do you believe are the critical success factors for premium olive oil?	- Saunders, M. N., Lewis, P., & Thornhill, A. (2019). <i>Research Methods for Business Students</i> (8th ed.). Pearson Education. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i> . Pearson Education. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education.

36. In your opinion, what are the three selling points that make consumers choose Companhia das Lezírias' olive oil?	- Barata, I. L. (2015). <i>Plano de marketing – Hotel Palácio Estoril Golf & Spa</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Jacinto, M. C. (2013). <i>Plano de Marketing para o restaurante "O Polícia"</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
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Appendix X – Online Questionnaire

Questions	References
<p>Q.1. Do you usually buy olive oil?</p> <ul style="list-style-type: none"> - Yes - No <p>(if the answer is No, the survey ends)</p>	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.2. What type of olive oil do you usually buy?</p> <ul style="list-style-type: none"> - Organic extra-virgin olive oil - Extra-virgin olive oil - Virgin olive oil - Refined olive oil - Other, which? <p>(if the answer is Extra-Virgin olive oil, then the person will answer all of the questions; if the answer is not Extra-Virgin olive oil, then the person won't answer the questions 7-12)</p>	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.3. What is the packaging size of olive oil you typically buy?</p> <ul style="list-style-type: none"> - 500ml - 750ml - 1l - 1,5l - 2l - 3l - 5l - Other, which? 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
<p>Q.4. How much do you typically spend on a bottle of olive oil, in a month?</p> <ul style="list-style-type: none"> - Less than 7€ - 7€ up to 8.99€ - 9€ up to 10.99€ - 11€ up to 12.99€ - 13€ up to 14.99€ - 15€ up to 16.99€ - More than 17€ 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i>. Pearson Education.
<p>Q.5. Which olive oil brand(s) do you usually buy? (choose up to 3)</p> <ul style="list-style-type: none"> - Gallo - Oliveira da Serra - White label (ex: Continente, Pingo Doce, Aldi, Lidl, ...) - Herdade do Esporão - Companhia das Lezírias - S.Pedro - Other, which? 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i>. Pearson. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.6. Where do you usually buy olive oil?</p> <ul style="list-style-type: none"> - Supermarkets - Online - Gourmet Stores - Directly from the producer - Other, where? 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro. - Cruz, M. (2011). <i>Comportamento e perfil do consumidor de alimentos biológicos em Portugal</i> [Master's dissertation in Food Engineering]. Universidade Técnica de Lisboa, Instituto Superior de Agronomia. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.

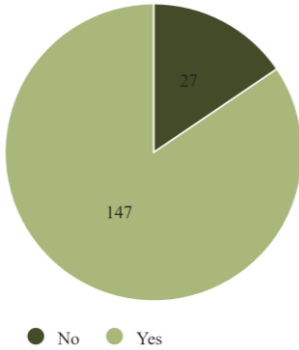
<p>Q.7. How regularly do you use extra-virgin olive oil?</p> <ul style="list-style-type: none"> - Always (every day) - Frequently (three times a week) - Regularly (once a week) - Occasionally (once a month) - Never <p>(if the answer is Never, the survey ends)</p>	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i>. Pearson Education. - Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal"- plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.8. How much extra-virgin olive oil do you use per month? (approximately)</p> <ul style="list-style-type: none"> - Up to 500ml - Between 500ml to 1l - Between 1l to 2l - Between 2l to 3l - Between 3l to 4l - Between 4l to 5l - More than 5l 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
<p>Q. 9. Considering the following aspects of extra-virgin olive oil, which are the most important ones when you are choosing an olive oil to buy? (choose up to three)</p> <ul style="list-style-type: none"> - Quality of the olive oil - Price of the olive oil - Brand of the olive oil - Packaging of the olive oil - Place of purchase - Origin of the olive oil - Health Benefit - Nutritional value - Sustainability - Colour - Acidity Level 	<ul style="list-style-type: none"> - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i>. Pearson Education. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal"- plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa. - Cabo, P., Rodrigues, N., Pereira, J. A., & Baptista, P. (2019). <i>Hábitos de consumo e preferências do consumidor de azeite em Portugal</i>. Retrieved November 8, 2023, from https://bibliotecadigital.ipb.pt/handle/10198/21319
<p>Q.10. Consider the following aspects of extra-virgin olive oil and please rank them in terms of their importance, on a scale of 1 to 5, where 1-not important at all and 5-very important, for each element:</p> <ul style="list-style-type: none"> - Quality of the olive oil - Price of the olive oil - Taste of the olive oil - Brand of the olive oil - Packaging of the olive oil - Place of purchase - Origin of the olive oil - Health Benefit - Nutritional value - Sustainability - Colour - Acidity Level 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i>. Pearson Education. - Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Cabo, P., Rodrigues, N., Pereira, J. A., & Baptista, P. (2019). <i>Hábitos de consumo e preferências do consumidor de azeite em Portugal</i>. Retrieved November 8, 2023, from https://bibliotecadigital.ipb.pt/handle/10198/21319
<p>Q.11. In what ways do you usually use extra-virgin olive oil?</p> <ul style="list-style-type: none"> - Cooking - Seasoning - Tasting - All the above - Other, what? 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal"- plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.12. What other factors do you consider important when using extra virgin olive oil?</p>	
<p>Q.13. Have you ever consumed Organic Extra-Virgin Olive Oil?</p> <ul style="list-style-type: none"> - Yes 	<ul style="list-style-type: none"> - Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro.

- No	- Cruz, M. (2011). <i>Comportamento e perfil do consumidor de alimentos biológicos em Portugal</i> [Master's dissertation in Food Engineering]. Universidade Técnica de Lisboa, Instituto Superior de Agronomia.
Q.14. Would you be willing to buy an organic bottle of extra-virgin olive oil? - Yes - No	
Q.15. In your opinion, what percentage of the price of organic extra-virgin olive oil is higher than that of conventional olive oil? - Less than 10% - 10% - 15% - 20% - 25% - 30% - More than 35%	- Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro.
Q.16. In your opinion, if the price of organic extra-virgin olive oil were inferior, would its consumption increase? - Yes - No	- Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro.
Q.17. How much would you be willing to pay for a 500ml bottle of organic virgin olive oil, in euros? - Less than 7€ - 7€ up to 8.99€ - 9€ up to 10.99€ - 11€ up to 12.99€ - 13€ up to 14.99€ - 15€ up to 16.99€ - More than 17€	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
Q.18. Are you familiar with Companhia das Lezírias virgin olive oil? - Yes - No (if the answer is No, the person won't answer questions 19 and 20)	- Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão.
Q.19. Are you familiar with Companhia das Lezírias extra-virgin olive oil? - Yes - No	- Companhia das Lezírias. (2022a). Relatório de Gestão e Contas 2022. In <i>Companhia Das Lezírias</i> . Retrieved November 2, 2023, from https://www.cl.pt/storage/pdfs/rc-2022-site.pdf
Q.20. Are you familiar with Alter Real extra-virgin olive oil? - Yes - No	- Companhia das Lezírias. (2022a). Relatório de Gestão e Contas 2022. In <i>Companhia Das Lezírias</i> . Retrieved November 2, 2023, from https://www.cl.pt/storage/pdfs/rc-2022-site.pdf
Q.21. What percentage of your monthly food income do you spend on buying organic products? - Less than 10% - 10% - 15% - 20% - 30% - 40% - 50% - More than 50%	- Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa. - Cabo, P., Rodrigues, N., Pereira, J. A., & Baptista, P. (2019). <i>Hábitos de consumo e preferências do consumidor de azeite em Portugal</i> . Retrieved November 8, 2023, from https://bibliotecadigital.ipb.pt/handle/10198/21319
Q.22. Indicate the degree of importance that the following sources of information had regarding your knowledge about Organic Olive Oil, on a scale of 1 to 3, where 1-not important at all, 2-	- Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro.

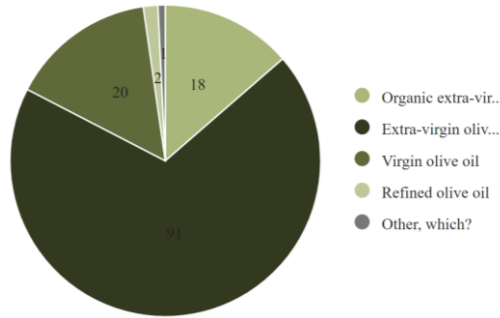
<p>little important, and 3-very important, for each element:</p> <ul style="list-style-type: none"> - Friends - Family - Store where you usually buy - TV - Radio - Journal/Magazines - Specialized Magazines - Internet 	
<p>Q.23. Gender</p> <ul style="list-style-type: none"> - Male - Female - Non-binary - Rather not say - Other, which? 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i>. Pearson Education. - Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro. - Cruz, M. (2011). <i>Comportamento e perfil do consumidor de alimentos biológicos em Portugal</i> [Master's dissertation in Food Engineering]. Universidade Técnica de Lisboa, Instituto Superior de Agronomia. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.24. Age</p> <ul style="list-style-type: none"> - Under 18 years - 18-20 years - 21-30 years - 31-40 years - 41-50 years - 51-60 years - Over 60 years 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i>. Pearson Education. - Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro. - Cruz, M. (2011). <i>Comportamento e perfil do consumidor de alimentos biológicos em Portugal</i> [Master's dissertation in Food Engineering]. Universidade Técnica de Lisboa, Instituto Superior de Agronomia. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.25. How many people are in your household?</p> <ul style="list-style-type: none"> - 1 person - 2 people - 3 people - 4 people - 5 people - 6 people - 7 or more people 	<ul style="list-style-type: none"> - Cruz, M. (2011). <i>Comportamento e perfil do consumidor de alimentos biológicos em Portugal</i> [Master's dissertation in Food Engineering]. Universidade Técnica de Lisboa, Instituto Superior de Agronomia. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.26. Education Level</p> <ul style="list-style-type: none"> - No formal Education - Primary Education - Secondary Education - Bachelor's Degree - Master's Degree - Other, which? 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education. - Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro. - Cruz, M. (2011). <i>Comportamento e perfil do consumidor de alimentos biológicos em Portugal</i> [Master's dissertation in Food Engineering]. Universidade Técnica de Lisboa, Instituto Superior de Agronomia. - Loureiro, M. S. (2020). <i>Fatores que influenciam os consumidores na decisão de compra de azeites: um estudo em Portugal e no Brasil</i>. [Master's dissertation in Marketing]. Instituto Português de Administração de Marketing. - Santo, A. S. (2015). <i>A hora de dar voz à marca "Azeite de Portugal" - plano de comunicação</i> [Master's dissertation in business management]. Instituto Superior de Ciências do Trabalho e da Empresa.
<p>Q.27. Employment Status</p> <ul style="list-style-type: none"> - Employed - Self-employed - Student - Unemployed - Other 	<ul style="list-style-type: none"> - Barreira, M. O. (2015). <i>Plano de marketing: Azeite da herdade da apariça</i> [Master's dissertation in Marketing]. Instituto Superior de Economia e Gestão. - Malhotra, N. K. (2020). <i>Marketing Research: an applied orientation</i> (7th ed.). Pearson Education. - Veal, A. J. (2018). <i>Research Methods for Leisure and Tourism</i>. Pearson Education. - Santos, S. S. (2008). <i>Mercado e estratégias de marketing do azeite biológico em Portugal</i> [Master's dissertation in Organic Farming]. Universidade técnica de Lisboa, Instituto Superior de Agronomia, Universidade de Évora, Universidade de Trás-os-Montes e Alto Douro. - Cruz, M. (2011). <i>Comportamento e perfil do consumidor de alimentos biológicos em Portugal</i> [Master's dissertation in Food Engineering]. Universidade Técnica de Lisboa, Instituto Superior de Agronomia.

Appendix XIII - Online questionnaire answers, source: Qualtrics software

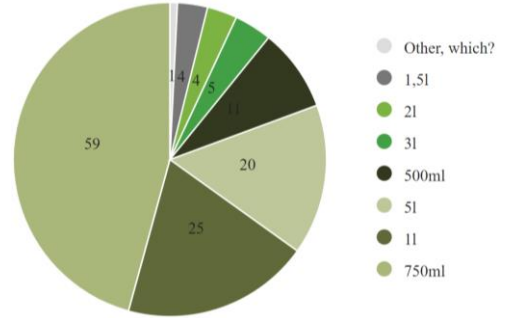
Q1. Do you usually buy olive oil?



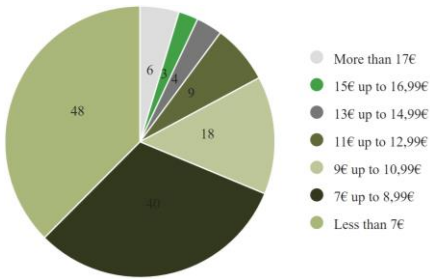
Q2. What type of olive oil do you usually buy?



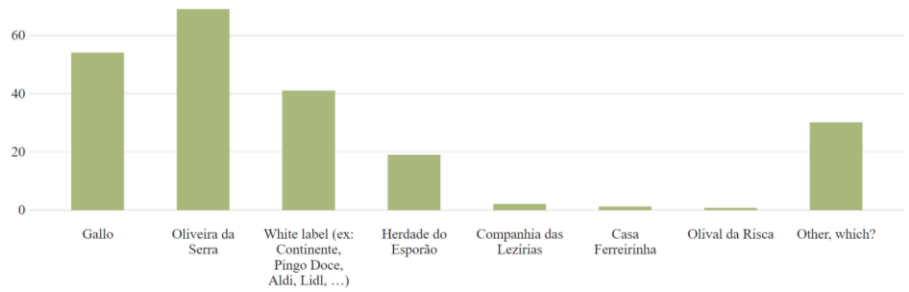
Q3. What type of olive oil do you usually buy?



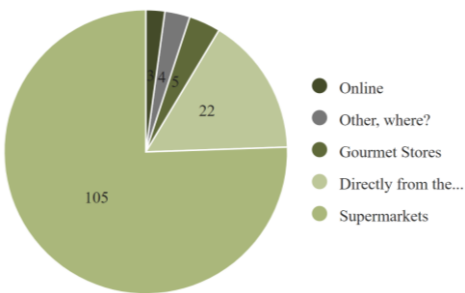
Q4. How much do you typically spend on a 500ml bottle of olive oil, in a month?



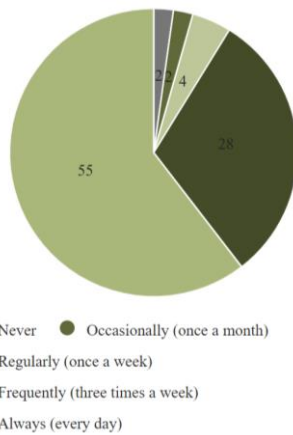
Q5. Which olive oil brand(s) do you usually buy? (choose up to 3)



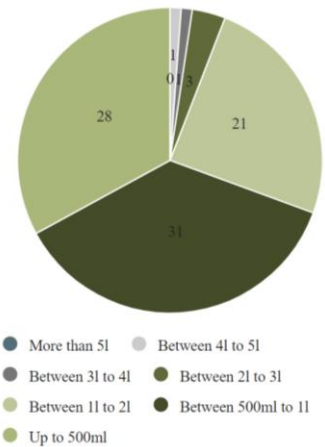
Q6. Where do you usually buy olive oil?



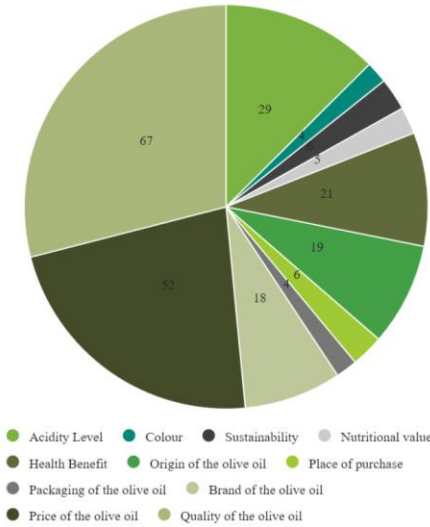
Q7. How regularly do you use extra-virgin olive oil?



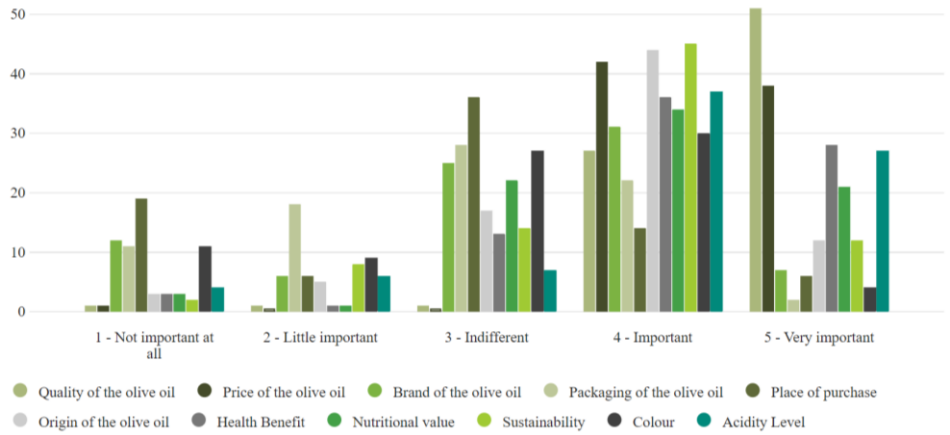
Q8. How much extra-virgin olive oil do you use per month? (approximately)



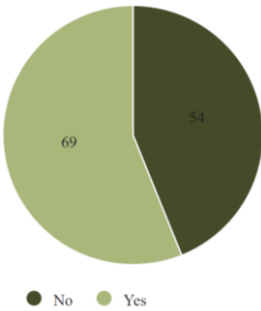
Q9. Considering the following aspects of extra-virgin olive oil, which are the most important ones when you are choosing an olive oil to buy? (choose up to three)



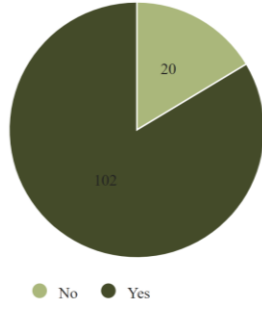
Q10. Consider the following aspects of extra-virgin olive oil and please rank them in terms of their importance, on a scale of 1 to 5, where 1-not important at all and 5-very important, for each element.



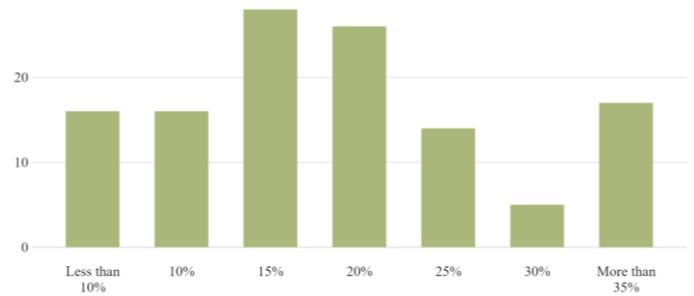
Q13. Have you ever consumed Organic Olive Oil?



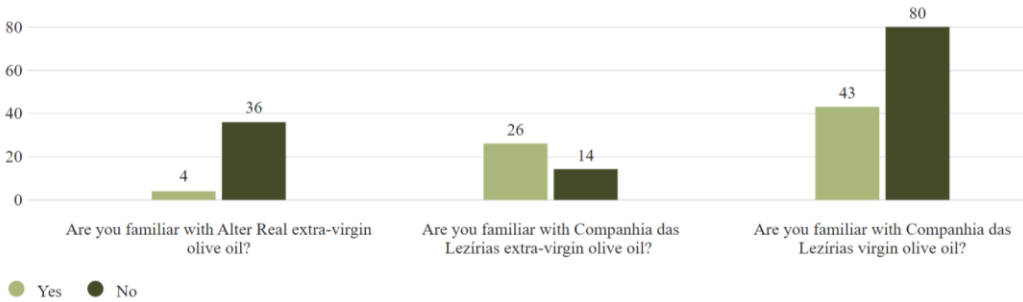
Q14. Would you be willing to buy an organic bottle of virgin olive oil?



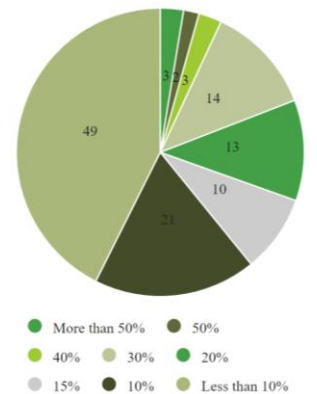
Q15. In your opinion, what percentage of the price of organic extra-virgin olive oil is higher than that of conventional olive oil?



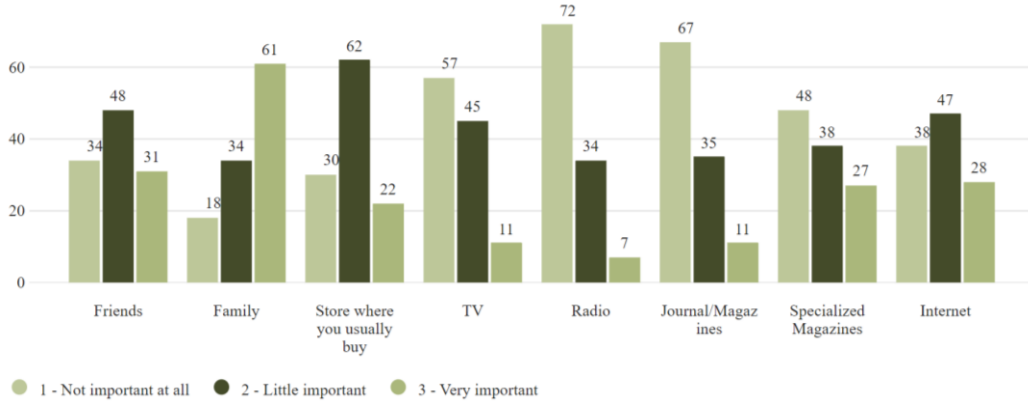
Q18, Q19, Q20. Are you familiar with Companhia das Lezírias virgin olive oil, with Companhia das Lezírias extra-virgin olive oil and with Alter Real extra-virgin olive oil?



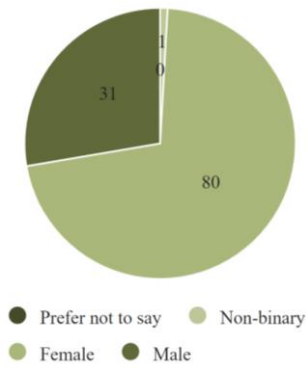
Q21. What percentage of your monthly food income do you spend on buying organic products?



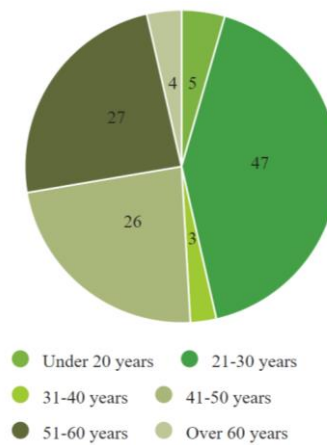
Q22. Indicate the degree of importance that the following sources of information had regarding your knowledge about Organic Olive Oil, on a scale of 1 to 3, where 1-not important at all, 2-little important, and 3-very important, for each element.



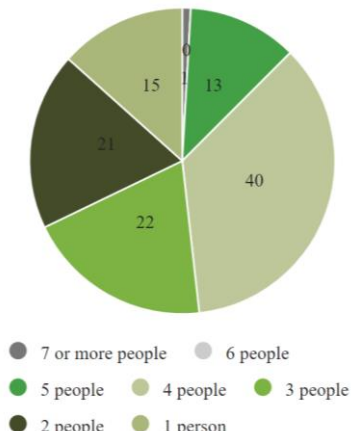
Q23. Gender



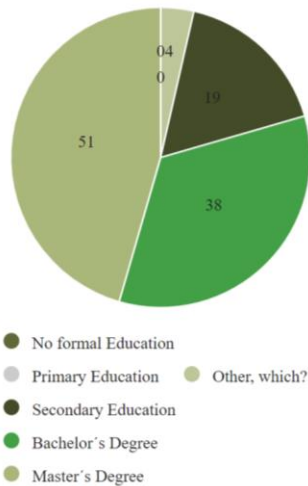
Q24. Age



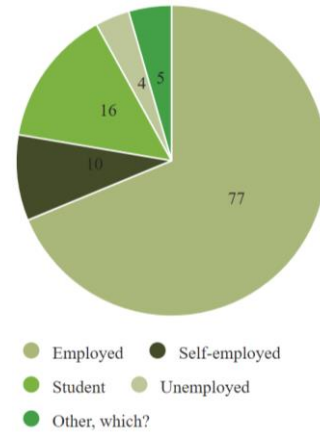
Q.25. Composition of your household (total number of members)



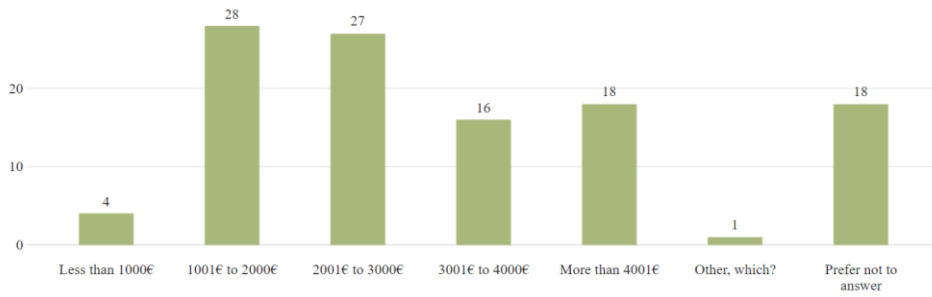
Q26. Education Level



Q27. Employment status



Q28. Household's Monthly Income



Q29. District of Residence

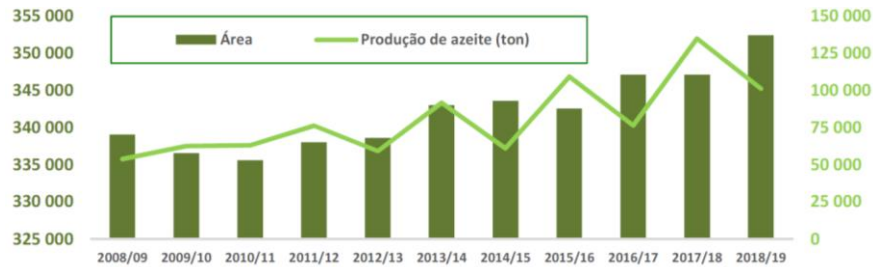


Appendix XIV - Olive oil production, 2017 – 2022f, (INE, 2023)

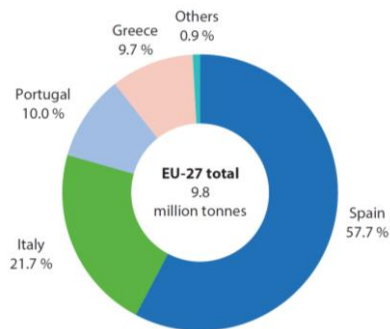
Continente	Produção						Índices	
	Culturas						2022 f (Média 2017/21 = 100)	2022 f (2021 = 100)
	2017	2018	2019	2020	2021	2022 f		
OLIVAL	1 000 hl							
Azeite	1 470	1 094	1 541	1 071	2 290	1 375	92	60

f - Valor previsto

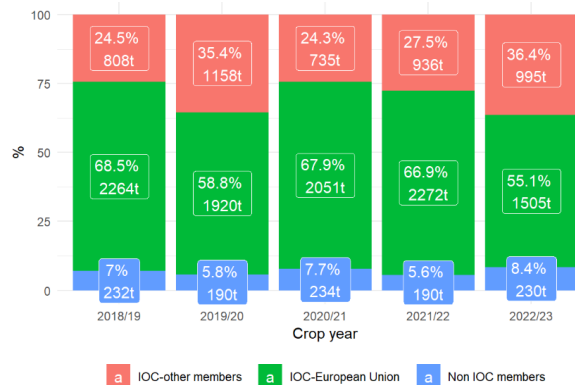
Appendix XV – Olive oil growing area (hectares) and Olive oil production (tons), 2017, (GPP, 2020)



Appendix XVI – Production of olives for olive oil, 2019 (% of EU-27 total harvested production), (Eurostat, 2020)



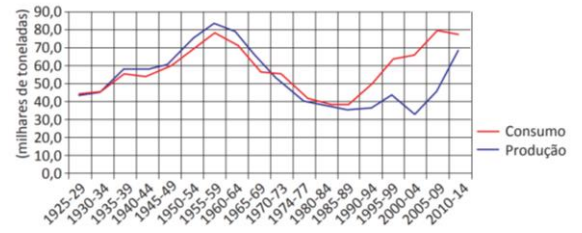
Appendix XVII – Distribution of olive oil production, (IOC, 2023)



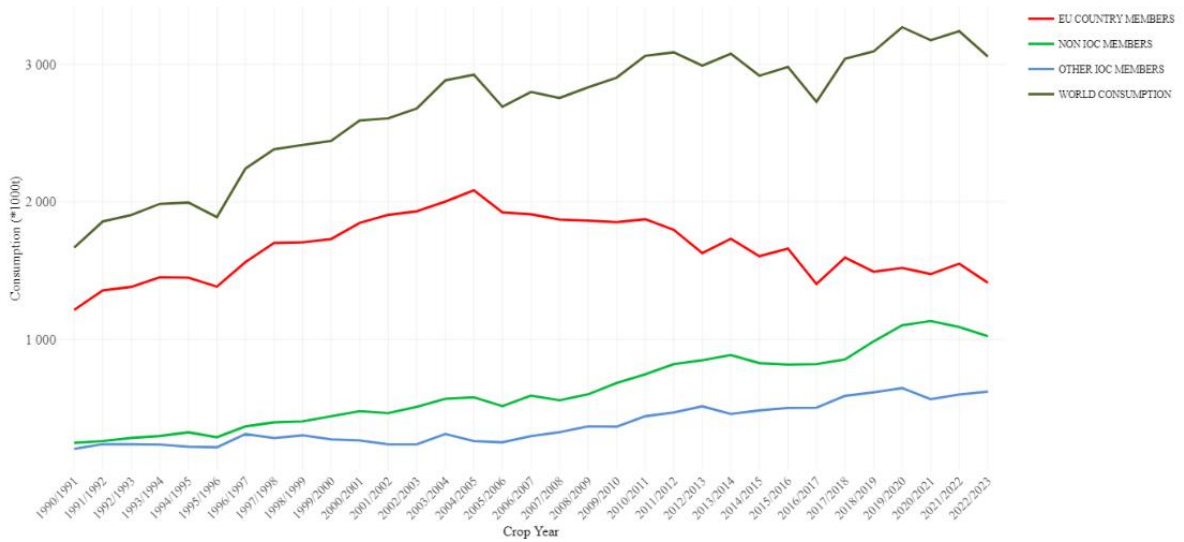
Appendix XVIII – Trade balance, 1988 – 2017 (in millions of euros), (GPP, 2020)



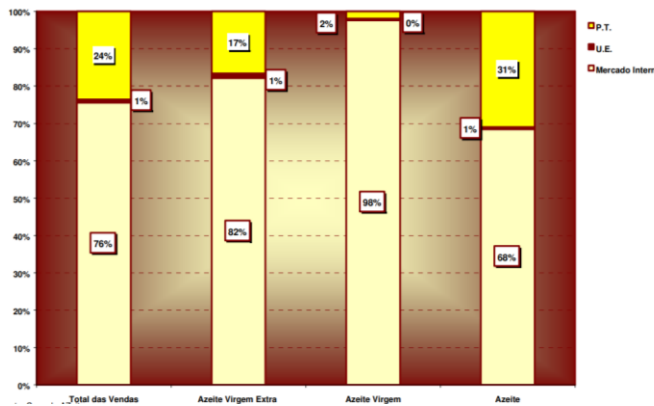
Appendix XIX – The evolution of olive oil production and consumption in Portugal, (Reis, 2014)



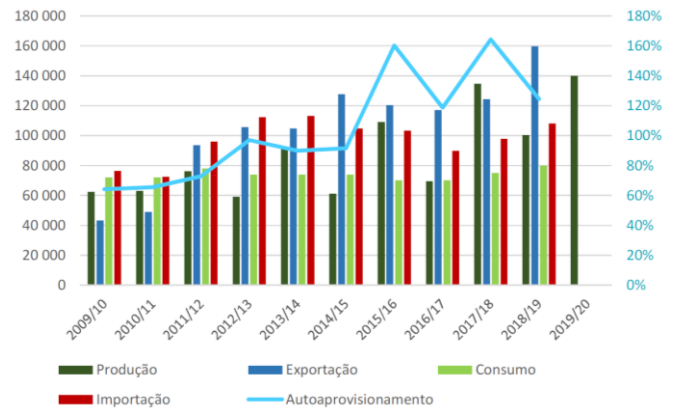
Appendix XX – UE and World consumption of olive oil, 1990 – 2023, (IOC, 2023)



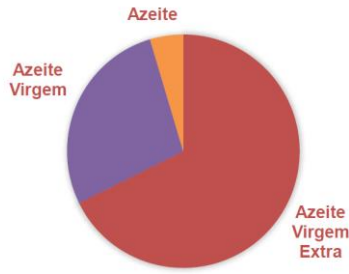
Appendix XXI – Market shares in % of product segments in the olive oil industry in 2005, (Reis, 2014)



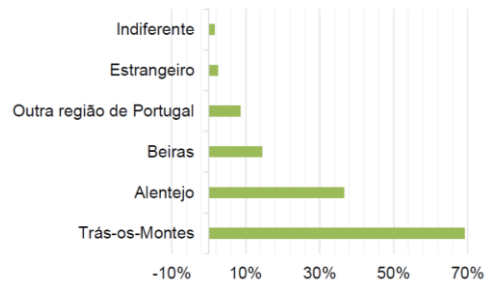
Appendix XXII – Olive Oil Balance in Portugal, 2009 – 2020, (GPP, 2020)



Appendix XXIII – Commercial category of the consumed olive oil in Portugal, (Cabo, et.al., 2019)



Appendix XXIV - Origin of the consumed olive oil in Portugal, (Cabo, Rodrigues, Pereira, & Baptista, 2019)



Appendix XXV – SDG 7, SDG 8, SDG 12, SDG 13, and SDG 15 logos, (United Nations, 2022).



Appendix XXVI – ABC Commitment 2030 logo, (Companhia das Lezírias, 2019)



Appendix XXVII - Alter Real Extra Virgin Olive Oil, source: CL's website (<https://vinhoazeite.cl.pt/azeites>)



Appendix XXVIII – Companhia das Lezírias Extra Virgin Olive Oil (750ml and 5l), source: CL's website (<https://vinhoazeite.cl.pt/azeites>)



Appendix XXIX – Companhia das Lezírias Extra Virgin Olive Oil’s label and Alter Real Extra Virgin Olive Oil’s label, respectively, source: CL’s website (<https://vinhoazeite.cl.pt/azeites>)



Appendix XXX – Alter Real Extra Virgin Olive Oil packaging and concept, source: <https://ritarivotti.pt/project/alter-real/>



Appendix XXXI – New packaging design for Alter Real Organic, source: own elaboration



Appendix XXXII – New line of Premium Organic Olive Oil with flavours, source: own elaboration



Appendix XXXIII – Christmas basket with a bottle of Organic Alter Real Extra Virgin Olive Oil, a bottle of Organic Alter Real olive oil with truffle, and a bottle of Organic Alter Real olive oil with pepper, source: own elaboration



Appendix XXXIV – Organic and sustainable handmade soaps made with olive leaves, source: own elaboration

