

How to attract more customers to Galp's gas stations?

Understanding the decision moment and recommendations on how to influence it

Consulting Lab carried under the supervision of
Professor Constança Monteiro Casquinho

André Diogo Maroto Carmo, Masters in Management #27360

Catarina André Inácio Pinheiro, Masters in Management #22174

Maria Brás Frade, Masters in Management #22069

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Lastly, we would like to thank our family and friends for the continuous support and understanding demonstrated throughout the past four months.

CONSULTING LAB

CORPORATE PARTNER Galp

DEPARTMENT Iberian Oil Marketing & International Oil

DURATION 4 months

LOCATION Headquarters (Rua Tomás da Fonseca, Torres de Lisboa, Torre A - 8º Andar, 1600-209 Lisboa)

MISSION Understand the gas station's decision moment and make recommendations on how to influence it.

OBJECTIVES FOR GALP

Benefit from the fresh and unbiased vision of Masters' students;
Learn from the expertise of the academics who are advisors in the project.

OBJECTIVES FOR MASTERS' STUDENTS

Apply concepts learned throughout the Masters to a real company problem;
Learn from experienced professionals in Marketing;
Immerse in the company culture;
Understand and meet client's prospects;
Thrive as professionals by improving team work, syndication, data analysis and presentation skills.



PROJECT SCOPE

Nowadays, Galp is a global company doing business in different supply-chain stages of the Energy Industry. This project is focused on the retailing stage controlled by Galp's Iberian Oil Marketing & International Oil business unit. Given the scope of the project, it was developed in strict collaboration with the Marketing Intelligence and Cross-sectional Projects Department, along with the Voice of the Customer Department.



EXECUTIVE SUMMARY

GOAL

Identify personas through behavioral segmentation at the decision moment in the gas station's market.

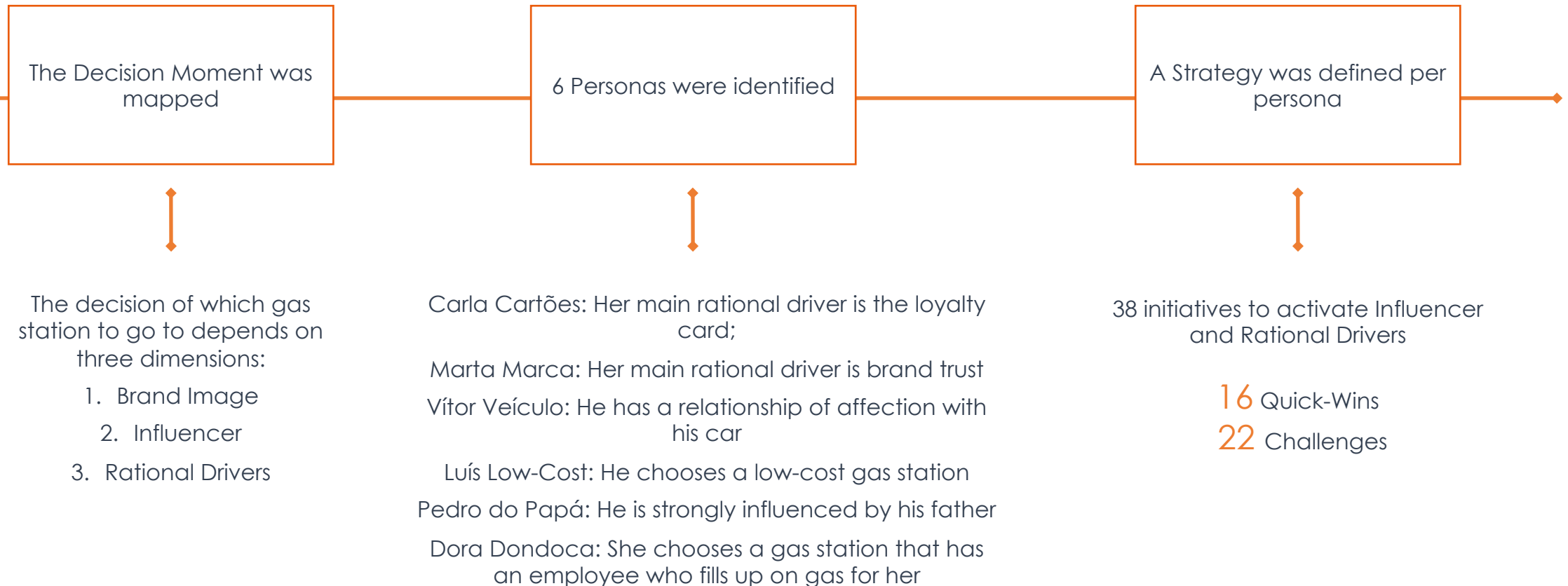


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The project started in September with the problem diagnosis and the kick-off meeting and it will end in January 11th with the presentation to Galp's board.

1. PROJECT TIMELINE



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The Data Protection Regulation was updated, while Gas brands celebrated partnerships with retailers who do not sell gas.

2.1. EXTERNAL ANALYSIS (1/2)

REGULATION

Data Protection: The new General Data Protection Regulation affects the way a company can gather data from a customer and how it must protect it, therefore forms shared with customers must be updated accordingly¹.

CO₂ Quotas: Pressure from both governmental and non-governmental organizations with the creation of, for instance, the Paris Treaty, has led to a reduction in the consumption of fossil gas².

Autonomous Driving: Currently, regulation is the main factor delaying the commercialization of autonomous driving vehicles, with level 4/5 technology already developed and for some OEM's almost ready for mass production. These vehicles, even if not fully electric, are likely to consume less gas due to the more rational driving of computers when compared to humans³.

INDUSTRY

Market Structure: Despite being a competitive market with multiple players, the three major fuel brands, Galp, BP and Repsol, dominate it, accounting for 57% of market share. Meanwhile, the supermarket brands (e.g. Jumbo) represent approximately 18% of total market sales, while the other players (e.g. Cepsa) are responsible for the remaining 25% of total market sales⁴.

Inter-Industry Collaboration: Multiple gas brands celebrated partnerships with retail companies that do not sell gas by creating loyalty cards that allow their customers to benefit from discounts both when filling their vehicle's tanks and when buying groceries at the partners' stores (e.g. Poupa Mais BP – Pingo Doce). These partnerships also imply sharing of aggregated information about customers.

Consumption Variations: Fossil gas and its derivatives have experienced large variations in consumption over the last two decades. Between 1995 and 2015, butane gas suffered a decrease of 51%, while diesel's consumption decreased by 12,77% in the same period. Meanwhile, between 1996 and 2015, Biodiesel's consumption skyrocketed by 289%⁵.

Scarcity of oil reserves: Pressure from both politics and cartels that control the oil market (e.g. OPEP) to keep prices at a certain level, lead to relatively low levels of oil reserves, a situation that can create scarcity of oil and derivatives in the market. If the prices of oil products increase to previous levels, an increase in the world's oil reserves is expected, since more reservoirs will become economically viable.

The development of Digital Marketing platforms has been changing the way companies reach customers, due to the increased ease to gather quality data.

2.1. EXTERNAL ANALYSIS (2/2)

MARKETING AND SOCIAL TRENDS

Consumer Decision Journey Shift: the Consumer Decision Journey has changed with the increased ease to access data. Thus in the Active Evaluation stage, 2/3 of the gathered information resulted of consumer reviews and online comments.⁶

Bidirectional Communication: Currently, the average consumer has an active role as a brand promoter.⁶

Social Networks: Social networks increased consumers' relevance as brand activators.⁷

Behavioral Segmentation: Inbound marketing practices demand behavioral segmentation in order to properly communicate with customers in an increasingly personalized manner.⁸

Greenshift: Consumers prefer environmentally sustainable solutions, leading them to create a negative perception of fossil fuel and its producers/retailers.⁹

TECHNOLOGY

Digital Marketing Platforms: Digital platforms allow for a better analysis of a lead's digital behavior, resulting in more bespoke campaigns for each persona.¹⁰

Mobile Growth: Mobile usage has been increasing in relevance from a consumer engagement perspective and due to the increase in the number of payments done through mobile phones.¹¹

Internet of Things: The development and implementation of sensors in common objects allows for the creation of new business models, as well as for the improvement of the consumer experience.¹²

Electric Vehicles: Although electric vehicles are becoming more and more common, fully electric vehicles production is facing some limitations due to problems with the mass production of lithium batteries (e.g. Tesla model 3).¹³

Despite its know-how and experience in the Portuguese gas market, Galp still faces challenges regarding data gathering about its customers.

2.2. INTERNAL ANALYSIS

STRENGTHS

Valuable Gas Stations' Chain: Galp has more than 170 years of experience in the distribution of oil and natural gas. Currently, the company has 1436 gas stations in Portugal¹⁴.

Leader in the Gas Market: Galp is currently the leader of the fossil gas market for road vehicle use in Portugal with a market share of 30%. Its non-fuel products sold in its gas station network account for 12 % of direct B2C sales¹⁵.

Kaizen Methodology: the Kaizen Methodology was applied to gas stations, which allowed for service homogenization and improved communication, organization and planning¹⁶.

Partnership with Sonae: Galp's partnership with Sonae associates discounts in gas to Continente's loyalty card. Moreover, Galp is able to access aggregated customer data regarding buying behavior to better target its customers while offering discounts and promotions¹⁷.

Top-of-mind Brand: For 50% of consumers, Galp rises as the top-of-mind gas brand in Portugal.¹⁶

CHALLENGES

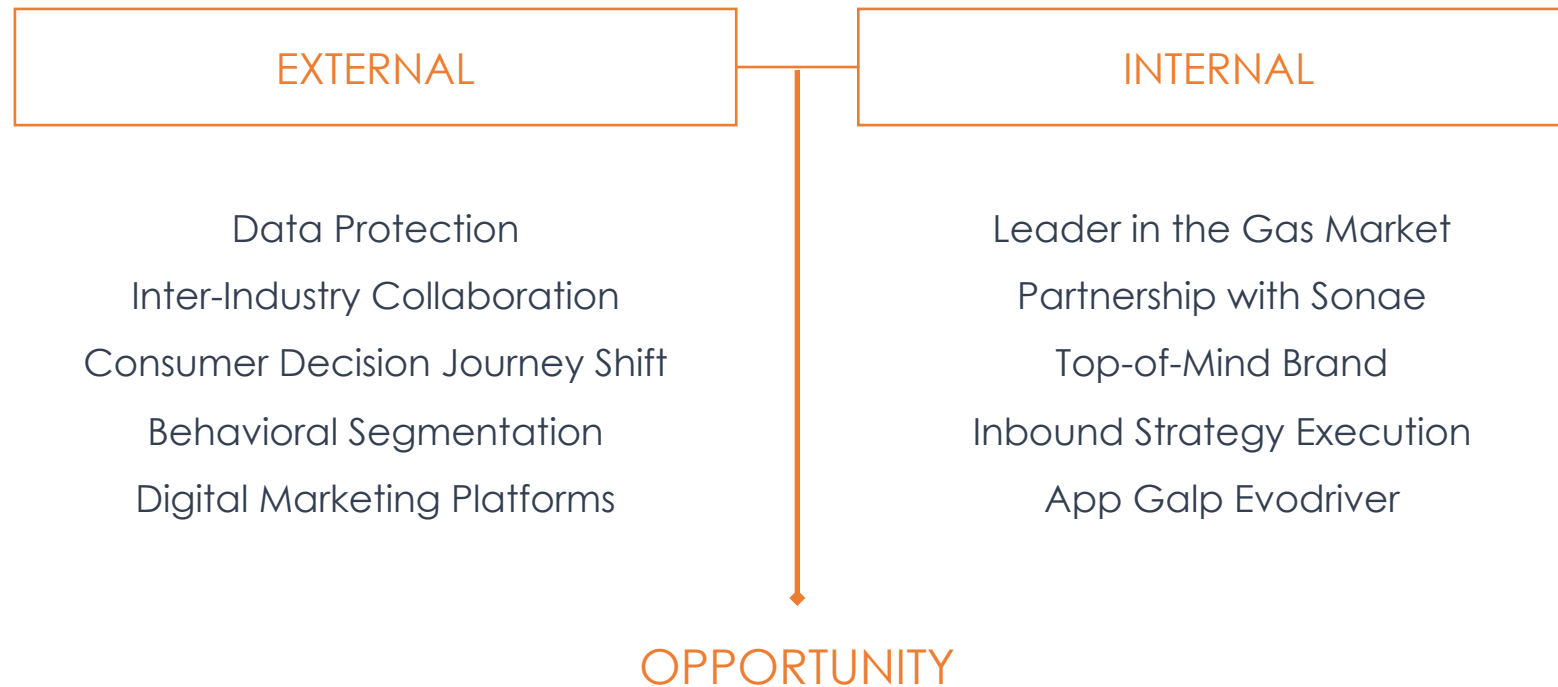
Data Gathering: Galp does not have a sustained way to proactively gather data about their individual customers, which makes it difficult to communicate in a personalized way.

Inbound Strategy Execution: Galp is implementing an inbound strategy, which is a content-driven strategy that uses digital channels, such as blogs, to reach customers. In this kind of strategy, Personas are designed to identify targets¹⁷. However, as these Personas were not yet identified, Galp is still creating content for mass market without personalization.

App Galp Evodriver: Galp created an app to better communicate with its customers called Evodriver, which is currently in a Beta version. However, it is still necessary to convince customers to download the app and to use it.

If Galp embraces technology to collect data and communicate with customers, it is important to understand who these customers are.

2.3. OPPORTUNITY



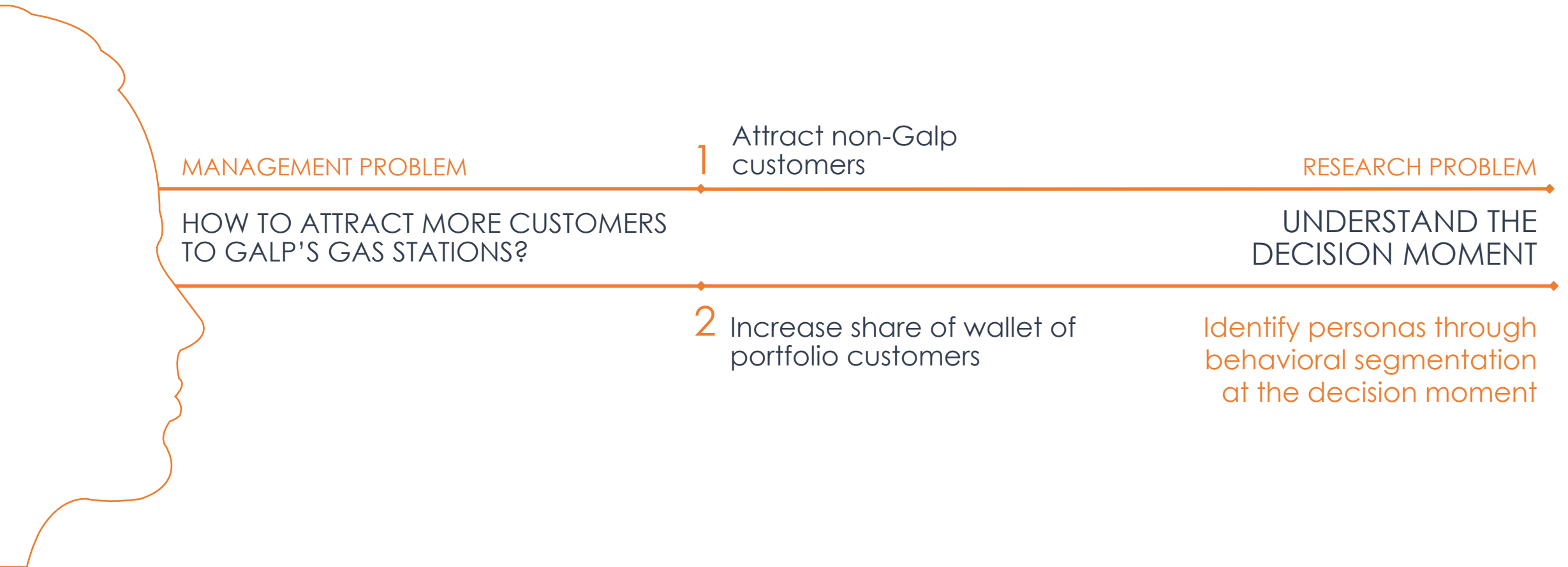
Given the External and Internal environment, Galp has the opportunity of differentiating itself by communicating in a more personalized manner with its customers, taking advantage of digital channels. To do so, Galp must get to know its customers in order to influence their decision process. Hence, it is key to understand how to attract different customers to Gas Stations.

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This project aims to identify personas based on their behavior when deciding which gas station to go to.

3. RESEARCH PROBLEM



Share of Wallet = amount of gas purchased at Galp from the total expenditure in gas stations per customer in one year¹⁸.

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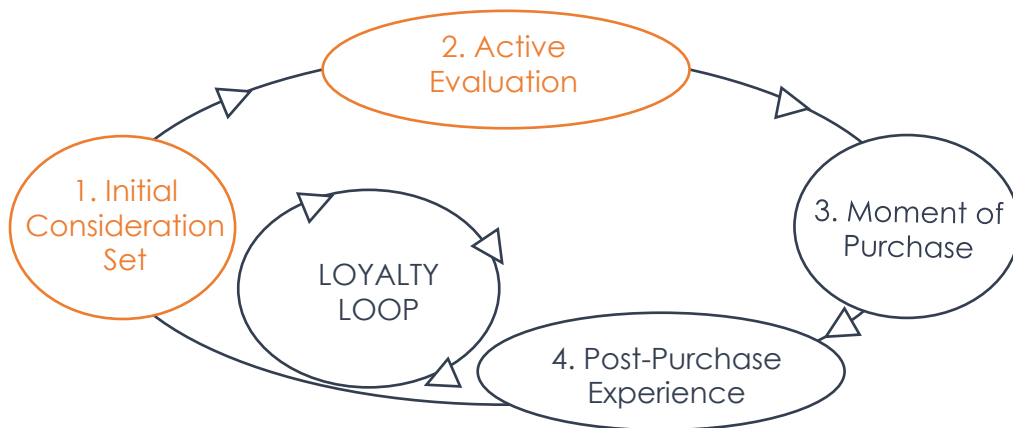
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The project focuses on understanding the first two stages of the Consumer Decision Journey – Initial Consideration Set and Active Evaluation.

4.1. CONSUMER DECISION JOURNEY

The consumer's decision-making process used to be interpreted as a funnel, in which consumers would start with several brands, narrowing down the number of options until choosing a brand. This notion changed when McKinsey & Company introduced a new model that interprets decision-making in a more complex way through a circular journey. The **Consumer Decision Journey (CDJ)** model can be applied to virtually any industry⁶ and it includes 4 stages presented below.

According to a recent report by McKinsey & Company (2017), brands who are present in the consideration stage of the journey have a higher probability of growing. However, market leaders have to consolidate their position as customers become less loyal to brands and increasingly interested about new players in the market. Therefore, to protect their position, they should invest more in innovation and customer experience¹⁹.



1. Initial Consideration: brands that come to the consumer's mind when he thinks about viable options in the category. Those are a result of his brand perceptions and touchpoints he has had with the brands.
2. Active Evaluation: In this stage, brands can be added or subtracted to the initial set, as the consumer might seek information, reviews and opinions of others on the matter before making a decision.
3. Moment of Purchase: the consumer selects a brand and acquires it.
4. Post-purchase Experience: the experience with the brand impacts every future decision in the category. It is an on-going process, which can be shorten if the consumer enters the loyalty loop, skipping the earlier stages of the journey.

This project focuses on the **Initial Consideration** and **Active Evaluation** stages so as to understand why customers choose Galp (or a competitor gas station), how they make the decision and what influences the different personas at the different stages of the Consumer Decision Journey. The analysis will determine the best strategy to activate each stage and ultimately how to keep the customer in the loyalty loop.

Behavioral segmentation splits customers into homogeneous groups based on consumer behavior. Personas are personifications of ideal customer targets.

4.2. BEHAVIORAL SEGMENTATION & PERSONAS

BEHAVIORAL SEGMENTATION

Behavioral segmentation implies **splitting the market into smaller homogeneous groups based on customer buying behavior**. Thus, customers with similar buying behaviors are put together in the same group, making it easier to target them. With that said, several behaviors can be taken into account when performing this kind of segmentation. The most common aspects to be considered are: usage frequency, benefits sought, brand loyalty and occasion of purchase²⁰.

As customers become more demanding due to the easier access to information and to a wider variety of brands to choose from, traditional segmentation based on demographic information is getting increasingly obsolete. Therefore, age, gender and geography are not as relevant **to distinguish customers** as their **needs, values and behaviors**. This is particularly relevant for **young consumers**, who are less loyal and more critical than previous generations, and to whom a behavioral segmentation might help to target more efficiently²¹. Hence, behavioral segmentation provides a solid ground for defining personas as they are essentially a characterization and personification of customer segments than can be primarily identified through this kind of segmentation.

PERSONAS

A persona can be defined as a semi-fictional profile that represents the **ideal customer of a business**. They are built to provide a better understanding of the customer and its needs, as they provide a richer qualitative picture of the **target consumers by personifying the different targets**²². The bottom line is that each persona should match a selected customer target. Therefore, there should be as many personas as there are relevant target markets²³.

Personas are frequently used in **Inbound Marketing**, that can be defined as a strategy that focuses on attracting customers through relevant content and on adding value at every phase of the customer's decision journey¹⁷. Inbound marketing allows to identify the customers as the defined personas and to develop a more personalized and targeted marketing communication strategy to each potential customer.

For the purpose of this project, personas were identified to provide a better understanding of the different types of B2C customers in the gas station's market, after a behavioral segmentation had been conducted.

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The project started with a Qualitative Research, followed by a Quantitative one. The results were analyzed and a strategy for each persona was defined.

5.1. GENERAL METHODOLOGY

Since the team was challenged to propose a new way of doing segmentation, the research could not have been based on secondary data (information that had already been collected for other purposes). It had to start with new insights and ideas collected deliberately for addressing the research problem (primary data)²⁴.

Therefore, since the behaviors and perceptions that distinguished the different types of customers were not previously known, the project had to start with Qualitative Research, which is adequate to uncover ideas and insights. It was then complemented with a Quantitative Research to determine the frequencies of those behaviors and perceptions²⁵.

Assessing Galp's brand image was a crucial aspect to understand the customer's perceptions that ultimately influence their choices. Qualitative research allows for the listing of all brand associations and quantitative research measures their strength on a large sample of representative consumers²⁶.



In-depth interviews were conducted to uncover insights to be tested later through a quantitative research.

5.2. QUALITATIVE RESEARCH (1/3)



A Qualitative Research is conducted when there is a need for a deep understanding of a problem. It allows to uncover underlying motives, beliefs, attitudes and feelings and it provides insights for conducting a quantitative research²⁴.

The selected method was **in-depth interviews**. These are **1 to 1 semi-structured conversations** that allow for a deep understanding of individuals.

They should last from **45 minutes to 1h30 min** and they should be conducted **face-to-face** in a quiet and informal setting (e.g. interviewee's home). A minimum of **36 interviews** was defined for this project.

Interviewees were selected taking into account different age groups, gender, residence area (urban/ suburban area) and if they were Galp customers or non-customers.

A non-probability sampling method was used – **quota sampling**²⁷, which means that interviewees were selected to fit a specific subgroup based on the researchers judgement, so as to have enough insights from the different types of customers in the market [Appendix 1.1. QUALITATIVE RESEARCH – QUOTAS].

The qualitative interviews served as a basis for formulating hypotheses to be tested through a **quantitative research**. They also provided information to better characterize the personas.

INTERVIEW TECHNIQUES

Specific techniques allow for a true conversation to happen and for a deep understanding of the interviewee²⁸:

OPEN-ENDED QUESTIONS: the goal of these questions is to make sure the interviewees are not driven to answer in a pre-determined way and that they will tell a story saying what they truly think and feel. This implies using open ended and neutral wording, while only asking one question at the time.

The interviewee should not be interrupted as it may hurt his reasoning. When there is a **pause**, he may be asked to explore one of the **topics already mentioned**, if it is necessary.

PROJECTIVE TECHNIQUES: make it possible to surpass defense mechanisms and discover the true perceptions someone has about a brand. A comparison technique implies transposing the mental associations the interviewee has with a brand to a person (personification) or object. He/ she is faced with a stimulus and asked to answer with the first feeling that comes to his/ her mind.

The interviewee tends to forget about saying what is politically correct and say what he/she truly thinks/ feels. **Benchmarks are necessary**, meaning that the answers about the brand should be compared with those of other brands. The bottom line is that the **true brand image** is revealed.

RECORD: the interviews must be recorded, so that they can be transcribed and analyzed afterwards.

The core question of the Interview Guide is asking the interviewee to talk about the moment when he realizes he has to go get gas.

5.2. QUALITATIVE RESEARCH (2/3)

The Interview Guide was designed along with the Market Research Department of Galp's Oil Marketing Department. With that said, the structure of the Interview Guide is presented below and the full version can be found in Appendix 1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE.

WARM-UP

Introducing the context of the interview, explain the process and ask for authorization to record the conversation.

FILTER QUESTIONS

Before starting the interview, the filter questions ensured the interviewee: was over 18, lived in Portugal (Lisbon or Setúbal District) during the past 3 years, payed for its own gas, had bought Galp's gas at least once in the past 2 years and goes to the gas station at least once every two months.

OPEN-ENDED QUESTIONS

Example: Tell me about the moment when you realize you have to go get gas.

TOPICS TO BE EXPLORED

Example: Customer Service, Campaigns, Promotions/Discounts, Frequency, Influencers, Location, Occasion, Pain Points, Pleasure Points, Planning, Price, Environmental Concerns, Recommendations, Car Wash, Cafeteria, Tire Pressure, Convenience Store, Gas Type, Vehicle

DIRECT QUESTIONS

Direct questions were asked when the interviewee did not mention certain topics,

PROJECTIVE TECHNIQUES

Example: If Repsol, Galp, BP and Prio were a person, what kind of person would they be? Please describe their personality and lifestyle.

DATA FILLING

Ask the interviewee to fill in in a form personal information regarding gender, age, education, occupation and residence.

WRAP UP & REWARD

Thank the interviewee and provide a discount coupon as a reward for his help.

A topic analysis was conducted to analyze the results of the in-depth interviews. The insights were supported by real quotes from the interviews.

5.2. QUALITATIVE RESEARCH (3/3)

TOPIC ANALYSIS

The selected method to analyze the qualitative data was **topic analysis**, an adaptation of Content Analysis²⁹.

Topic analysis implies **organizing the data by themes** which are sections or groups of information. These are the same topics that are present in the interview guide (topics to be explored).

Within each topic, **repeated** behaviors, opinions and feelings are the ones considered to be more relevant³⁰ - **frequency analysis** of the topics.

Based on the most relevant topics, hypotheses to be tested through the quantitative questionnaire were developed.

GRID MODEL

For each interview, the information about each topic was summarized through a Grid Model as shown below and standardized as much as possible without losing valuable information.

INTERVIEW CODE	SAMPLE CHARACTERISTICS	TOPIC A	TOPIC B	...
1				

RESULTS PRESENTATION

Since the interviews were fully transcribed, when presenting the results, it was possible to use real quotes from the in-depth interviews to support the main insights. The interviewees words and expressions were kept to portray a more vivid representation of the speech.

Notes about physical reactions (e.g.: laughs) or onomatopoeias were included when they were relevant to complement the speech.

Each interview was coded in the following way: **(Interview Code, Gender, Age, Preferred Brand)**. As an example, for Interview 1, Male, 28 years-old, Galp customer = (I1, M, 28y, Galp)

The Quantitative Research validated the hypotheses derived from the qualitative research through an online questionnaire.

5.3. QUANTITATIVE RESEARCH (1/2)



The Quantitative Research aims to validate the characteristics and behaviors found through the qualitative research. It allows for measuring attitudes, estimating the percentage of the population who has a certain behavior, while keeping demographic data regarding the respondents. The latter was the basis to identify Personas²⁴.

A **structured questionnaire** was built using questions with fixed-alternatives in a pre-determined order²⁴.

A **cross-sectional design** was selected, meaning that the information was collected from the sample only once.

The **sample** was **large**, statistically relevant and representative of the population. A total of 250 people were inquired and the average response time was 15 minutes.

The questionnaires were filled **online**, disseminated through social networks and collected in strategic locations (Recreational Centers, gas stations and universities).

The quantitative research **quantified the variables** of each dimension of the decision moment and provided the data for the **behavioral segmentation**.

QUESTIONNAIRE TECHNIQUES

The techniques used to build the questionnaire allowed for a better understanding of the rational factors when choosing a gas station and to measure attitudes more precisely²⁴.

Rank Order Scaling: measures the degree of agreement to the presented sentences.

Likert Rating Scale: ranks the items (e.g. rank the brands from the cheapest to the most expensive).

Constant Sum Scaling: 100 points are distributed amongst the factors reflecting the importance of each one of them.

Semantic Differential Scale: The extremes on the scale are associated with attributes with opposite meanings.

A/B testing: half of the respondents is shown one scenario and to the other half it is shown another scenario, to test if the perceptions changes.

The Questionnaire aims to test the main insights of the Qualitative Research, starting with filter questions to ensure respondents meet the same conditions.

5.3. QUANTITATIVE RESEARCH (2/2)

The Questionnaire was designed along with the Market Research Department of Galp's Marketing Oil Department after analyzing the results of the Qualitative Research. With that said, the structure of the Questionnaire is presented below and the full version can be found in Appendix 1.3. QUALITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE.

FILTER QUESTIONS

Questions that ensure the respondent is in the same conditions as the respondents in the Qualitative Research.

GENERAL GAS STATION EXPERIENCE

Test whether customers feel that the gas stations from different brands are all the same.

GAS

Test whether customers prefer having an employee pumping gas for them.

Test whether customers plan going to gas stations in specific days linked to promotions.

Test whether they use gas with additives.

Test which Rational Drivers are more relevant to choose the gas station.

VEHICLE

Test whether the relationship with the vehicle is different among customers.

LOYALTY CARDS

Test whether they use Cartão Continente.

Test whether the reasons behind not using Cartão Continente match the ones found in the Qualitative Research.

CAFETERIA AND CONVENIENCE STORE

Test price and quality perception.

INFLUENCERS

Test whether the most common influencers match the ones found in the Qualitative Research.

BRAND IMAGE

Compare brand image of Galp, Prio, Repsol and BP.

Measure Galp's Brand Image individually.

Demographic Data

Ask the respondent about gender, age, time spent driving and time spent in traffic.

Personas were identified based on behavioral segmentation, performed by SPSS Statistics' clustering analysis and complemented through cross analysis.

5.4. PERSONAS IDENTIFICATION



The Identification of Personas is done through a 2-step process that segments customers based on their behavior in the decision moment. With that in mind the data recorded during the quantitative research phase was treated in Excel and then imported to IBM's SPSS Statistics³¹ that includes a vast array of powerful statistical tools, with clustering analysis being one of them. Then, the data was returned to Excel to conduct a more in-depth analysis of each cluster by **crossing the results** with some of the variables that were not inserted in SPSS, as well as to check for real world scenarios and **describe the personas**.

OBJECTIVE

1. Statistical Clustering

Statistical segmentation of the sample based in behavioral variables

2. Cross Variables Analysis

Identify the different segments of the Portuguese gas consumer market by crossing SPSS clusters with other study variables.

METHOD

With the data already treated, codified and imported to SPSS Statistics, it was time to choose the variables (questions of the online survey), that would be included in the statistical clustering. That choice was based on the type of desired segmentation, which is behavioral. Therefore 30 variables were selected [Appendix 1.4. BEHAVIORAL SEGMENTATION – slide 24]. This phase can be subdivided once again into three stages, explained in detail in the next slide:

- Test several combinations of dissimilarity measures and clustering methods.
- By analyzing the resulting Dendrogram, agglomeration schedules and R^2 results, it was possible to determine not only the most meaningful combinations but also the optimal number of clusters of each possible combination.
- Choose among the best combinations the one that better applies to a real world scenario.

After the careful analysis of each cluster, by crosschecking the results with other variables in the study that did not make it to SPSS's clusters analysis, it was decided that it would make sense to subdivide one of the clusters into 2, given that within that cluster the team could identify two distinct personas. Therefore, the final number of personas is 6, one more than the number of clusters that resulted from SPSS's statistical analysis.

At this stage it is important to emphasize that the personas were identified based in behavioral variables regarding how they decide the gas station brand they choose, focusing in three dimensions:

- Variables measuring Brand image ;
- Variables measuring Influencers (e.g. father, mechanic);
- Variables measuring Rational Drivers (e.g. loyalty card).

With this in mind, the decision moment of each persona was mapped.

A combination of the Ward's Method and Chi-squared measure yielded the best results in the Statistical Clustering stage.

5.4. PERSONAS IDENTIFICATION – Statistical Clustering

1.1 - Hierarchical Clustering Test

[Appendix 1.4. BEHAVIORAL SEGMENTATION, Slide 22]

Perform **hierarchical clustering**^{32 33} analysis using sixteen combinations of **four clustering methods** (Between-groups linkage, Nearest neighbor, Furthest Neighbor and Ward's Method) and **four dissimilarity measures** (Euclidean distance, Squared Euclidean distance, Chi-squared measure and Phi-squared measure).

1.2 – Output Analysis

[Appendix 1.4. BEHAVIORAL SEGMENTATION, Slide 22, 25, 26]

Analyze the **dendrogram**, the R^2 and **plot the agglomeration schedule** of each of the sixteen combinations performed in order to **shortlist** the best combinations for a more in-depth analysis.^{32 33}

The **dendrogram** and **agglomeration schedule** allowed for a reduction to five combinations. That reduction was possible due to the fact that the **agglomeration of new cases** to a cluster is **not** performed in a **linear**, nor **gradual** way, being therefore possible to identify the best combinations as well as the optimal number of clusters for each combination (inflection point in the agglomeration schedule plot). After that with the help of an **R^2 test**, the five combination list was shortened to **three possibilities** (all statistically relevant and with similarly high R^2). In this case, the three best combinations all used **Ward's Method**³⁴ as the clustering method in combination with the Squared Euclidean distance, Chi-squared measure and Phi-squared measure.

1.3 – Real World Scenario Relevance

[Appendix 1.4. BEHAVIORAL SEGMENTATION, Slide 23]

The results of the three shortlisted methods were exported to Excel, where a preliminary analysis of the results was performed. The results of the three methods were **similar** with a **slight advantage** (less outliers) to the combination of the Ward's Method and the **Chi-squared measure**^{35 36}, and that is why that was the **selected** combination used in the interpretation of results and **personas' definition** stage.

The Strategy Definition followed 3 steps that aimed to define objectives for the strategy, as well as to create, validate and score initiatives.

5.5. STRATEGY DEFINITION (1/2)



The Strategy Definition followed a 3-steps methodology that aimed to define strategic objectives for each of the identified personas, as well as to create, validate and score initiatives in order to achieve them.

1. Strategic Priority and Relevant Channels

OBJECTIVE

Define what Galp needs to be to reach each of the personas in a more effective way, as well as which channels, both online and offline, should be used to achieve that.

METHOD

Based on the analysis of the characteristics of each of the identified segments using cluster analysis, as well as some insights that resulted from the in-depth interviews, the team was able to define the positioning that Galp should have for each Persona in order to maximize its share of wallet within each of the segments.

2. Brainstorming

Design impactful initiatives that can help Galp maximize its share of wallet in each segment.

To conduct the brainstorming sessions in a more efficient way, the Metaplan technique³⁷ was used. This technique allowed for the collaboration of all team members in an informal, yet, organized environment by setting some basic rules to ensure that: all ideas are heard and are visible by all participants; the session stays focused in its objective; the objective is reached in a time efficient manner³⁸. The matrix in the next page was used to visualize the ideas of all participants.

3. Initiatives Validation and Evaluation

Rank, categorize and validate the initiatives that were identified during the brainstorm sessions.

A scoring system was developed based in two main factors: impact and ease of implementation. This analysis allowed the team to determine not only which initiatives will be impactful but also to categorize them into Quick-Wins and Challenges. A matrix, similar to the one on the next slide resulted of the analysis. During this stage, several meetings were held with multiple Galp associates in order to validate the initiatives and make sure that those were well aligned with the company's strategy.

During each step of the Strategy Definition, a matrix was designed to help to attain the objective.

5.5. STRATEGY DEFINITION (2/2)

STRATEGY DESIGN

1. Strategic Priority and Relevant Channels

	Strategic Priority	Online Channels	Offline Channels
Persona 1			
Persona n			

2. Brainstorming

	What does Galp have to be?	How to activate the Influencer?	How to activate the Rational Drivers?
Persona 1			
Persona n			

STRATEGY ASSESSMENT

3. Initiatives Validation and Evaluation

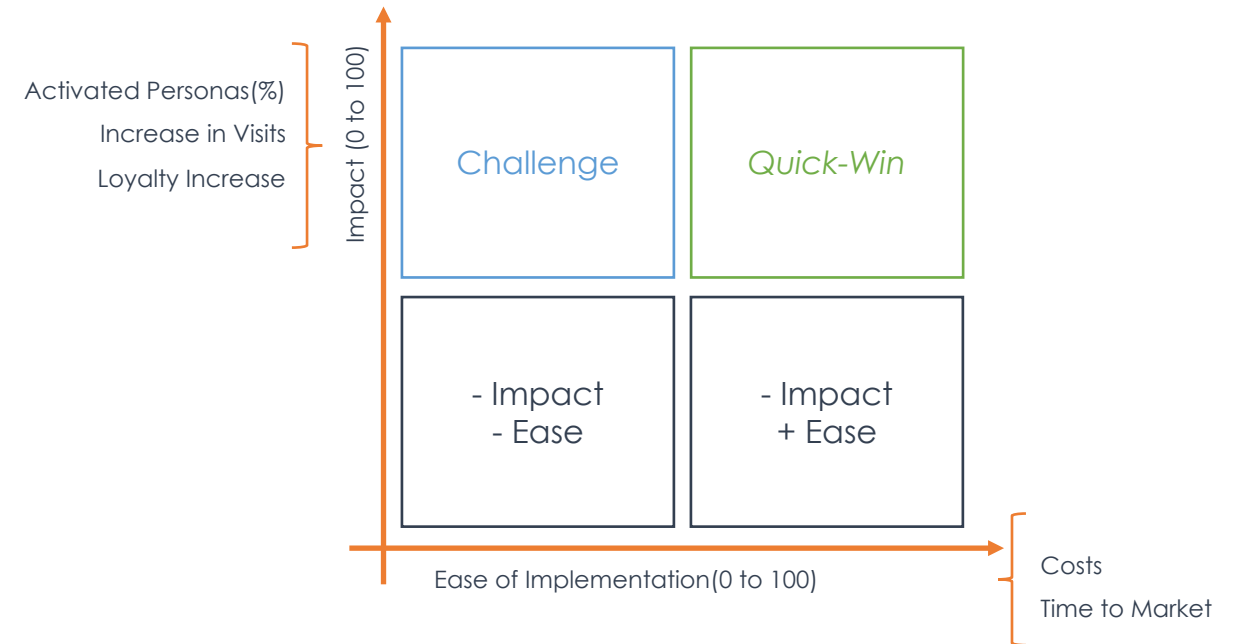


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A total of 37 interviews were conducted. The quotas defined were attended and half of the Customers were Galp regular customers.

6.1. QUALITATIVE INSIGHTS – Sample Description (1/6)

Interviews



37 in-depth interviews were conducted from October 1st to November 3rd.



The interviewees were selected from the Lisbon Metropolitan Area.



They took place in quiet settings (interviewees home, coffee houses, University and parks).



The average interview's length was 52 minutes.

See APPENDIX 2 – QUALITATIVE RESEARCH

Sample Characteristics



The defined goal was to have at least 50% women. Therefore, 20 of the 37 people interviewed were women.



19 out of 37 live in a suburban area, since the goal was to collect insights from consumer experiences at both urban and suburban gas stations, which can be significantly different (e.g.: gas station size, customer service, services available, etc.). These could affect the experience with the brand and ultimately the moment of choosing which gas station to go to.



18 out of the 37 people interviewed did not have an University degree, reflecting an attempt to have a more diversified sample in what concerns education.



12 out of the 37 were between 18 and 30 years old, 17 were between 31 and 55 and 8 were over 55 years old.

Galp

19 of the 37 interviewees were Galp customers, meaning that they go to Galp's gas stations more regularly than they go to other brand's gas stations.

Non-Galp

The other half of the sample was composed by regular customers of competitors, in which 9 were Repsol customers, 5 were BP customers and 4 were low-cost brands' customers (Jumbo, Intermarché and Prio).

*For the purpose of this project, low-cost brands refer to supermarket/ grocery stores gas stations, such as Jumbo and Intermarché and to Prio, a new player in the market who defines itself as being a "Top Low-Cost" gas provider.

A significant portion of the interviewees avoids letting the gas light turn on. To fill up the car every time they go to the gas station was a frequent behavior.

6.1 QUALITATIVE INSIGHTS – Planning (2/16)

There are different triggers to go to the gas station. While many of the interviewees admitted that their **trigger** was the gas light, a significant amount avoids it and goes to the gas station before it lights on. Promotions on specific days can also function as a trigger.

As for the amount of gas they fill each time they go to the gas station, some interviewees are used to put a certain amount of euros (e.g.: 20€) every week or every two weeks, while others prefer to always fill up the car (completely).

15 out of the 37 interviewees do **not let the gas light turn on**

The most common reasons for that are thinking it might **hurt the car's engine** (mentioned specifically for diesel cars) or being simply **afraid of running completely out of gas**



“Portanto, quando começa a descer de um quarto, já está a começar a chegar à hora, ainda antes de chegar à reserva. Até porque o meu carro é a gasóleo e **acho que os carros a gasóleo não devem chegar à reserva. Portanto, eu nunca o deixo chegar à reserva.**”/I think diesel cars should not get to the point when the gaslight turns on, so I never let the gas light turn on.

I10, M, 22y, Jumbo

“E também não tenho o hábito de deixar mesmo na reserva porque já fiquei empanada, com falta de gasóleo... Não fui eu que ia a conduzir mas ficou de, de... lição, **não se fica na reserva.**”/I don't let the gas light turn on because I was once left with no gas. Even though I was not the one driving, it served as a lesson.

I14, F, 35y, Galp

15 out of the 37 always **fill up the car** (completely). The most common reason for that was to **minimize the trips to the gas station**



“Sim, sim, sempre. Eu gosto tão pouco de... Tipo as pessoas “ah ponha 20€” e eu *what?* Não! **Encha até à gota. Encho sempre.**”/I always fill up the car. Always.

I23, F, 37y, Repsol

8 interviewees said that they try to go to the gas station on a **specific day** to take advantage of promotions (e.g.: Galp on Wednesdays)



“...Ao fim de semana, para aproveitar a **promoção habitual de fim-de-semana** e para abastecer para o resto da semana.”/I go to the gas station on the weekend to take advantage of the usual promotion.

I29, F, 24y, Repsol

The father and the mechanic are the most frequent influencers amongst the interviewees for car or gas related decisions.

6.3. QUALITATIVE INSIGHTS – Influencers (3/16)

Influencers are individuals to whom a person asks for help or for an advice when he/she has to make a car or gas related decision. It is relevant to stress that even though influencers are recognized as being “experts” on the matter by the interviewees, it does not necessarily mean that they are truly knowledgeable on the subject. It is highly subjective to tell who can be considered an influencer as this “status” can be given to anyone seen as trustworthy and perceived as someone who knows more about cars than the interviewee.

The **father** was the most frequent influencer, mentioned by **9** out of the 37 interviewees



“Mas sempre que faço uma coisa no carro, faço sempre aquela coisa que é perguntar ao meu pai” / I always ask my father before I do something in my car.

17, F, 31y, BP

The **mechanic** was the influencer of **4** out of 37 interviewees



“Já sei, agora estou-me a lembrar de uma coisa, já sei porque é que eu comecei a ir à Galp. Aquelas vezes que eu tentei ir à Galp, já sei porque é que foi. Porque foi naquela altura que eu tive o problema com o meu carro e o meu mecânico disse que o melhor combustível era o da Galp. Sim, que era o mais limpo, e eu comecei a ir lá” / The times that I tried to go to Galp... it was when I had a problem with my car and my mechanic told me that Galp had the best gas.

123, F, 37y, Repsol

Other less frequent influencers were the **husband**, the **car dealer** and **family members or friends who know about the subject**



“Eu antigamente metia sempre o, era o Galp energia, não era energia, era o GForce, mas depois **uma vez em conversa com taxistas disseram me que aquilo fazia mal aos carros, porque aquilo limpa melhor os injetores, mas os carros a gasóleo, eu achava que aquilo fazia bem ou se calhar faz, sabe cada um diz aquilo que lhe apetece, mas como os taxistas normalmente são indivíduos que se preocupam que os carros durem**” / I used to always choose Gforce but then in a talk with taxi drivers they told me it hurted the cars [...] But taxi drivers are individuals who care about their cars.

149, M, 52y, Galp

The relationship each individual has with his vehicle might influence the type of gas they choose. There are several reasons not to use gas with additives.

6.1. QUALITATIVE INSIGHTS – Gas type (4/16)

15 of the 37 interviewees always choose **gas with additives**



“No meu carro **só entra aditivado** [Evologic]”/In my car, only gas with additives goes in.

I1, M, 28y, Galp

Most of the interviewees **who care about their vehicle and consider it more than a means of transportation,** choose **gas with additives**



“No carro a **gasóleo meto o aditivado, como já tem mesmo muitos quilómetros para lhe dar um pequeno miminho,** e noto que ele... quando é o gasóleo aditivado ele faz mais uns quilómetros com o mesmo montante [...]” /I choose gas with additives for my car to pamper him a little.

I28, M, 36y, Repsol

6 interviewees **alternate between simple gas and gas with additives** because they are either not sure if it is really better. Therefore, they choose simple gas to save money and the other because they are afraid of hurting their car



“Eu faço não digo 50/50, não vou assim ao pormenor. Mas eu faço **umas vezes meto o mais forte e outras vezes meto o simples...** Lá está **como não tenho o conhecimento total sobre essas coisas, é mais por descargo de consciência,** ah vou pôr o mais caro porque dizem que ajuda a limpar e tal porque se não usava sempre o outro”/Sometimes I choose the strongest [gas], other times, I choose the simple [gas]. Since I don’t know the difference, it’s a precautionary choice.

I5, F, 38 Y, Galp

10 out of 37 know that **gas with additives exists but do not use it**

The following **reasons** were stated:

- All gas is the same
- **It does not pay off to pay more for gas**
- I don’t think I can cover more kilometers with the same amount of gas
- I feel no difference in performance



“[...] eu não vejo benefício em pagar mais por gasóleo, portanto ponho o básico. [...] não uso o carro tão frequentemente que justifique uma diferença de performance e não... Para mim a **funcionalidade do carro é andar e movimentar-me de um lado para o outro.**[...]Para mim o gasóleo simples... Desde que garanta que o carro ande, serve-me perfeitamente”/I always choose simple gas because I don’t see the benefits in paying more for gas. I don’t think my car needs to have a better performance. The car’s function is to make me move around, so simple gas is perfect as long as the car works.

I11,F, 40 y, BP

Some interviewees prefer that an employee pumps gas for them. The majority also referred to at least one complication about using the self-service payment.

6.1. QUALITATIVE INSIGHTS – Customer Service & Payment (5/16)

11 of the 37 interviewees prefer gas stations that have an employee who pumps gas for them

“Eu vou àquelas em que vão-me abastecer. Não quer dizer que eu não abasteça às vezes, eles não estão e eu faço. Mas gosto mais de ser abastecida do que estar-me a levantar e ter que pôr aquela coisa e não sei quê.” / Sometimes I pump my own gas but I prefer if someone else does it for me.

I19, F, 57y, Repsol

4 respondents referred to customer service as being slow. Some said that it does not make sense that there is only one person doing everything (handling payments, serving coffee), which seems to happen in smaller gas stations

“Porque é que na bomba continua a ter que estar só uma senhora a atender 7 pessoas que tão a tentar abastecer? Muitas vezes o que acontece é que a pessoa que tá a tirar cafés é a mesma a quem tenho que pagar. Se aparece alguém à minha frente que quer tirar 5 cafés, sou eu e umas quantas pessoas atrás dela a ver isso. Ou seja, acho que eles ainda podiam mudar muito.” / The person that is making coffee is the same that is receiving payments. If someone shows up and asks for 5 cups of coffee, me and the other customers have to wait.

I4, M, 23y, Galp

19 respondents referred that the self-service payment system was complicated because:

- They don't understand when the process is finished;
- They don't know in which pump they can do it;
- They are afraid to use their card in the machine
- They don't get a receipt from it

“Eu tenho *bué* medo do multibanco lá, porque aquilo é muito confuso. Por exemplo, nunca me calhou fatura no multibanco, eu não sei se é normal ou não [...] e às vezes fico confuso porque aquilo diz “pode abastecer”, tudo bem, vou abastecer e de repente acaba e não acontece mais nada. Fico com medo, se o cartão fica lá ativo. De início tinha muito medo disso, que é se o cartão fica lá a contar. Se a próxima pessoa ia lá pôr gasóleo e eu é que ia pagar.” / It is very confusing. I never got a receipt there and I don't understand when the process is finished.

I4, M, 24y, Galp

9 interviewees do not use the self-service payment machine (Pay&Go) because they cannot use Cartão Continente there

“Uma coisa que eu não sei se era possível, mas que era muito bom que fosse possível, era que a máquina fizesse logo os descontos do Continente ali e eu pagava com cartão na máquina [...] Não uso a máquina por causa disso, acho eu que não faz o desconto.” / I don't know if it's possible but it would be great if I could use Continente's discounts on the machine.

I24, M 22y, Galp

Most of the interviewees use a loyalty card or discount card for gas. However, some pain points were identified regarding the usage of Cartão Continente.

6.1. QUALITATIVE INSIGHTS – Loyalty Card (6/16)

23 of the 37 interviewees use a **loyalty card** or a “direct discount card” when they go to the gas station. 12 use **Cartão Continente** on a regular basis.

9 respondents **have** Cartão Continente but **do not use it** to get discounts **at Galp**



“é o kit que levo: cartão multibanco, Cartão Continente e os talões que acumulamos das compras no Continente” /It’s the kit that I take: Visa Card, Cartão Continente and the discount vouchers.

I41, M, 22y, Galp

Some of the **Pain Points** mentioned by the interviewees **regarding the usage of Cartão Continente** were the following:

- It is necessary to carry and present both the card and the vouchers
- It is not a direct discount (the money saved goes to the balance in Cartão Continente and can then be used only in Continente’s stores)
- It is not yet possible to use Cartão Continente in the self-payment machines (Pay&Go)
- It cannot be used in vehicles who have small gas deposits (usually motorcycles), since the minimum quantity of gas that one has to fill up to use the discount is 20 liters



“Eles têm os descontos do Continente mas aquilo é uma palhaçada porque quer dizer a pessoa recebe 300 mil talões quando vai ao Continente e **o talão é perdido em 30 segundos** portanto esquece, **nunca vai dar como desconto e depois o desconto nunca é direto, é desconto para o cartão Continente [...]** Eles ganham dos dois sítios. Ganham porque eu compro no Continente e ganham porque eu ponho na Galp. Para mim isso não é um desconto, para mim um desconto direto é ter um valor, eles tiram esse valor. Isso é um desconto. **Agora estarmos aqui a brincar ai vai ao Continente ganha x, vai aqui ganha x, não acho que seja razoável.**” /The voucher is lost in 30 seconds. The discount is not direct, it goes into Cartão Continente [...] They win in both places: when I go to Galp and when I go to Continente. For me, this is not a discount and I don’t think it’s reasonable.

I17, F, 30y, Repsol



“Também tenho um cartão de desconto na Galp e tenho aqueles talões do Continente, todos nós... somos presenteados com, com eles. [Aproveito] mais com o carro porque como eles dizem sempre para... **a maioria é para mais do que 20 litros e até 60. A mota não leva os 20 litros por isso não tenho essa vantagem.**” /I cannot use the vouchers with my motorcycle because it is only for gas deposits higher than 20 liters.

I27, M, 44y, Repsol

The majority of interviewees buys something at the cafeteria sporadically or not nothing at all. There are concerns about the quality of perishable products.

6.1. QUALITATIVE INSIGHTS – Cafeteria (7/16)

Only 4 out of 37 interviewees use the gas stations' cafeterias on a regular basis. Only 1 has breakfast there everyday.*

“Mas há uma coisa que eu gosto que é: tirar uns cinco minutos para mim aqui [posto de abastecimento Galp] antes de começar a minha atividade profissional que eu acho que é desgastante, eu preciso deste bocadinho para mim, para ganhar, para ganhar balanço, pronto. Pronto, **as minhas manhãs é isto basicamente, é tomar o pequeno almoçinho tranquila, que é o único momento tranquilo que eu tenho no meu dia e pronto.**” /The only peaceful moment I have every day is having breakfast here at Galp every morning.

151, F, 43y, Galp

The majority of the interviewees buys something at the cafeteria **sporadically** or does **not** consume there **at all**

Concerns about the **quality of perishable food products** are frequent amongst interviewees

“Não me parecem muito caseiros [os produtos perecíveis], é tudo muito artificial, muito caro, qualidade duvidosa...não me parece coisas muito frescas, muito boas. **Não quer dizer que não tenha sido feito no dia, não é isso, é artificial, quase comida descartável, de plástico, é um bocado essa a ideia que tenho. Bolos, então é de evitar porque não... [faz uma careta].** Café, é café, à partida, tem um bocadinho mais de qualidade, mas... evito. **Só em último recurso... Só em viagem.**” /It does not mean that they are not fresh but the products are artificial, almost disposable food, junk food[...] Pastry should be avoided. It's the last resource. Only on the go, on holidays.

19, F, 46y, Repsol

“Não é por nada em particular mas costumamos ir a cafés em que sabemos que o fabrico é próprio, que não são coisas congeladas... **As coisas da bomba são coisas daquelas empresas que são coisas congeladas, [...] aquilo acaba por não ter a mesma qualidade...**” /The food products at the gas station are from those companies that sell frozen products [...] It does not have the same quality [as products from coffee shops or pastry shops].

15, M, 38y, Galp

*Since there was no one from the 36 in-depth interviews that had breakfast in the gas station everyday, the team had to recruit someone to interview in a Galp's gas station, completing 37 interviews after having conducted this one. Even though the cafeteria was not the focus of the project, it was important to have insights from someone who visits a gas station everyday and consumes different services.

The convenience store was often considered to be unappealing by interviewees who do not associate it with leisure and use it for emergency purchases.

6.1. QUALITATIVE INSIGHTS – Tangerina Store (8/16)

There were some issues revealed in the in-depth interviews concerning the convenience store and cafeteria's physical space and environment, namely:

Do **not associate** it with **leisure**



“Alguns [postos de abastecimento] são bons mas tem sempre aquilo, a bomba de gasolina é a bomba de gasolina, **tem sempre aquele cheiro, aquela coisa. Não associo muito a lazer, a bem estar.** Não gosto do cheiro, não acho que seja um espaço para lazer.”/They are alright but they always have that smell...It is not a space for leisure.

I19, F, 57y, Repsol

Smell of gas does not go well with food



“Mas eu acho que mesmo que a qualidade fosse igual, **comer uma coisa na bomba de gasolina ou comprar uma coisa comestível na bomba de gasolina epá parece que vai saber mal ou não vai saber tão bem.** Até porque temos o cheiro da gasolina e mesmo que gostemos do cheiro, **aquele cheiro misturado com comida não fica bem...**” /Eating something at a gas station...It seems like it is not going to taste that well. That smell of gas does not go well with food.

I10, M, 22y, Jumbo

The physical space is **not appealing**



“É assim, **a bomba não é um sítio muito apelativo. Ainda que cada vez mais tenha um ar de centro comercial em que se vende um bocadinho de tudo.**” /The gas station is not an appealing place, even if it is becoming more and more like a mall that sells a little bit of everything.

I14, F, 35y, Galp

It's a place for **emergency purchases**



“a Galp e a BP vais lá dentro e tem muita oferta e tem isso tudo, **tem o essencial para alguma emergência que tu precisas.**” /The stores have the essential for an emergency.

I6, M, 36y, Galp

There is a perception that products are more expensive in the cafeteria and convenience store. This is due to an association with prices at service areas.

6.1. QUALITATIVE INSIGHTS – Price Perception in Tangerina (9/16)

13 of the 37 interviewees consider that **prices** at the gas station convenience store and cafeteria are quite **high comparing to similar shopping areas** (e.g. coffee shops, grocery stores).

“Acho que é um sítio abusivamente caro e digo abusivamente caro, e sublinho! [...] Ok, tens um determinado produto que acaba por ser um bocadinho mais caro mas depois, mesmo que estivesse inflacionado face a um supermercado, não era preciso estar tão inflacionado. **E a verdade é que tudo é mais caro num posto de abastecimento, inclusive os gelados que estão na carta, não é?** E acabam por ser coisas que são ridículas porque em todo o lado é o mesmo preço.” /I think it is an abusively expensive place and I say that it is abusively expensive and I want to reinforce it. The truth is that everything is more expensive at a gas station [in the convenience store], even ice cream on the menu, right?

I14, F, 36y, Galp

Prices at the convenience store

POSSIBLE ASSOCIATION

Prices at other stores in service areas on highways

“Regra geral não sou muito de comprar nada nas lojas de conveniência porque também é muito mais caro, pronto. **Até um simples café que nós tenhamos que beber, pagamos mais.** Aqui não sei mas, por exemplo, nos autoestradas por exemplo, é uma diferença significativa[...] Nas outras do abastecimento... eu penso que sim, que se aproveitam sempre, penso que sim... Só assim numa situação, uma água, se tiver com muita fome, um pacotinho de bolachas.” /Even a simple cup of coffee that we might drink, we have to pay more [...] Here I don't know but in highways, for example, it is a significant difference [...] In other gas stations I don't know but I think so, yes, I think they always take advantage of it [of the fact that there is no other option around]

I42, F, 59y, Jumbo

The moment to fill up on gas does not coincide with the moment to wash the car. Interviewees tend to do these activities in distinct places.

6.1. QUALITATIVE INSIGHTS – Car Wash Service (10/16)

Only 3 of the 37 interviewees wash their car in the same place where they fill up on gas.

One reason for this behavior seems to be that these are **different moments for the interviewees**. For example, many of them wash their car on the weekends, not necessarily when they need to fill up their cars with gas and they usually do it close to home (while they mostly get gas on their commutes, not necessarily close to home).

Some prefer **specialized car wash services** and there are others who wash their **cars at home** to save money. There are also customers who prefer **to wash their car themselves** to make sure it gets thoroughly cleaned or because they are afraid to damage the car paint with automatic car wash. Some gas stations **do not offer a jet wash manual service** and others (the smallest gas stations) do not offer a washing service at all), which might also explain why most interviewees don't wash their cars in the same place where they go to fill up their cars.

FILL UP ON GAS

DIFFERENT MOMENTS

CAR WASH

“E também há uma bomba mais à frente que eu acho que é a Repsol, se não *tou* em erro. Lá está, eu até digo, **essa que vou em frente, vou de propósito só para ir à lavagem. Porque é uma boa lavagem, é a melhor que há lá, é um bocado mais barata que a da Galp, por isso eu vou lá. Nem nunca lá pus gasóleo, só lá vou mesmo para a lavagem automática.**”/There is a gas station over there that I think it is a Repsol gas station. I go there on purpose just to wash my car because it has a good automatic car wash [...] I have never fill up on gas there, I only go there to wash my car.

14, M, 23y, Galp

Many respondents believe simple gas from low-cost brands has lower quality than others. To some interviewees different brands offer the same experience.

6.1. QUALITATIVE INSIGHTS – Brand Perception (11/16)

15 interviewees think that simple gas from low-cost brands has lower quality than simple gas from other brands.

In the specific case of Galp, before the State regulation that forced every gas station to start offering simple gas in 2015, it only sold gas with additives in its gas stations. Therefore, this could be one reason why some customers still think that even the cheapest gas at Galp is better than other brand's gas. It was also referred by some interviewees that even though the quality of simple gas is said to be the same across brands, the maintenance of the pumps might not be the same. However, there are some interviewees who assume that branded gas should be better just because it comes from a renowned brand.

“Acho que há diferenças entre o simples da Galp e o simples das outras (...) O simples da Prio, isso eu tenho a certeza porque o meu pai é bastante estável a conduzir, não dura tanto como o da Galp. Eu sinto que o da Galp é melhor porque dá para mais quilómetros e nunca me deu problemas nos motores dos meus carros.” /I think that are differences between simple gas from Galp and those of other brands. I am sure Galp's gas lasts longer than Prio's gas.

I41, M, 22y, Galp

9 of the 37 respondents consider that gas stations from different brands offer the same experience in terms of customer service, layout, among others.

Since Galp aims at differentiating itself from its competitors by offering products and services of higher quality, it seems that for some customers it is not enough to change their perception.

“Agora a nível de embrulho em si, portanto a nível de postos acabam por ser todos muito parecidos, as próprias bombas, a forma de atender, a forma de (...) é tudo, muito, muito igual. Se calhar se houvesse um que fosse diferente, poderia fazer a diferença, também não sei como poderia ser diferente, pá, não faço ideia.” /Gas stations are all very similar to one another, the layout, the customer service... They are all the same.

I3, M, 51y, Galp

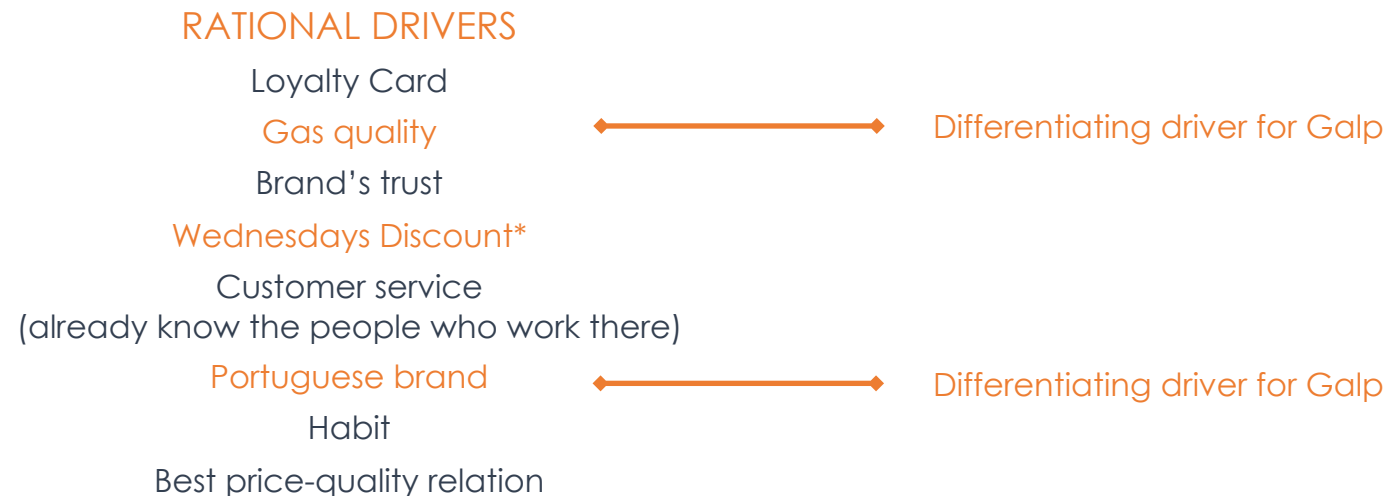
“Mas eu acho que o trabalhar é todo ele muito idêntico, mesmo em relação à Galp... é tudo dentro da mesma linha, não diferem entre uns e outros.” /Gas stations [from different brands] do not differ from one another.

I9, F, 46y, Repsol

Gas quality and the fact that it is a Portuguese brand are Galp's differentiating choice drivers.

6.1. QUALITATIVE INSIGHTS – Rational Drivers (12/16)

The list below has all the rational drivers that make someone choose a gas station of any brand that were identified through the in-depth interviews. However, there are some drivers, namely gas quality and the fact that it is a Portuguese brand that were only mentioned by the interviewees when referring to Galp. Therefore, they can be considered differentiating drivers for Galp.



NOTE ABOUT PRICE

Price is usually the first driver mentioned by interviewees when asked about why they choose a gas station from a specific brand. However, it is almost never the case that it is actually true, as most customers are not truly informed about marked prices at the pump and there are many factors (discounts, loyalty card) that influence the price paid in the end. Therefore, it is often misleading to consider that price is the main choice driver for any customer.

NOTE ABOUT LOCATION

Regarding the choice of the gas station they go to, the majority of interviewees (28 out of 37) choose gas stations in their commute to work or school. They all go to gas stations either close to home, work place or in other areas that they already attend.

*Galp's promotion on Wednesdays (price of gas with additives equal to simple gas) was still running when the interviews were conducted

Galp was personified as a leader, concerned with its posture and image, but also has someone who likes to talk a lot and who is a little annoying.

6.1. QUALITATIVE INSIGHTS – Projective Techniques (13/16)

When asked to characterize Galp as a person the answers ranged from an **attractive lady** (due to its concern with its image and with the cleanliness of its gas stations) to a **hard-working Portuguese man** (possibly due to its commercials with football players). Many interviewees said that **in a group** of friends context, Galp would be the **leader**, but also the most **annoying** person.



“A Galp é a senhora do grupo, de vestido e salto alto e com uma écharpe, lá está. E é, se calhar, a que trás o lado feminino, a **parte sexy ao grupo**. Porque acho que eles têm essa **preocupação com a imagem, e com a postura** que passam, mesmo nos postos deles são sempre os **mais limpinhos, arrumadinhos, arranjadinhos**, pá sem dúvida são as pessoas, são os que trabalham mais a imagem, do meu ponto de vista.”/Galp is the lady of the group. I think they have that concern with their image and the posture that they project [...] Their gas stations are always the cleanest and the tidiest.

I28, M, 36y, Repsol



“A Galp não sei talvez pelos anúncios que fez do futebol e assim, mas imagino mesmo um português, mesmo aquele **português mais rústico, mais forte... Uma pessoa trabalhadora**, tipo, está habituada a carregar coisas e assim. Tipo... Até mesmo o senhor do gás, estás a ver? Mas, **bem-parecido.**” /A rustic Portuguese man, but strong... Someone who is hard-working [...] But a good-looking man.

I2,F, 22y, BP



“A Galp é o líder do grupo, é sem dúvida aquele que **gosta muito de falar, embora seja o mais chato**. Ah, como é que eu posso dizer? **É o fanfarrão. É o que faz o que bem lhe apetece** porque os outros até o seguem. Os outros não têm muito poder sobre ele, porque ele é um bocado autónomo no que quer fazer. **Ele sabe o que quer.**” /Galp is the group leader. He is certainly the one who likes to talk, even though he is the most annoying [...]. He does whatever he likes because the others follow him. He knows what he wants.

I4, M, 23y, Galp

Galp is friendly, trustworthy and popular. BP is similar to Galp but considered more old-fashioned. Prio and Repsol did not have many consensual associations.

6.1. QUALITATIVE INSIGHTS – Projective Techniques (14/16)

Galp has mainly **positive associations**: trustworthy, popular and a friend. However, some interviewees considered it to be **old** and there were others who found it **talkative** and vain. Even though Galp distinguishes itself from its main competitors in a positive way, there is evidence that there might be **room for improvement** for it to be considered a young and innovative brand.

BP was considered equivalent to Galp by many interviewees. However, it was usually perceived as being more **old-fashioned** than Galp. It was the brand with the most complimented **logo** by the interviewees.

Regarding **Repsol**, it was considered to be **sporty** by some due to its association with Moto GP and **rural** and local by others. As for **Prio**, the associations across interviewees also lacked consensus. It was said to be someone young and innovative (it is somehow perceived to be connected to electric vehicles) by some interviewees, since it is a new brand in the market, but it was still unknown to others.

Friend			
Trustworthy			
Vain			
Sociable			
Group leader			
GALP			
Extrovert			
Popular			
Strong personality			
One of the oldest			
Typical Portuguese			
	The oldest	Sporty (Moto GP)	Younger
	Old-fashioned	Spanish	Simple
	British/Foreigner	REPSOL	PRIO
	BP	Rural	Innovative
	Trustworthy	Local	Unknown
	Similar to Galp		
	Most complimented logo		

Most interviewees associate Galp with premium car brands, while others think it would be a medium range or family car.

6.1. QUALITATIVE INSIGHTS – Projective Techniques (15/16)

21 of the 37 interviewees associate Galp with a premium car brand.



“A Galp diria que é aquele Mercedes, é imponente, é uma marca que já ninguém associa a um luxo, mas... porque a Mercedes embora seja uma marca luxuosa, muita gente hoje em dia já tem, porque já se adaptaram a toda a gente. Eu acho que é isso que a Galp faz, ou seja, é o líder, como a Mercedes, mas adapta-se, ou seja, dá a possibilidade a todos.” /Galp is a Mercedes. It’s imposing, it’s a brand that no one associates with luxury anymore. Even though it is a luxury brand, nowadays a lot of people have it, since they have adapted to everyone.

14, M, x23y, Galp

“Se calhar as gamas mais de topo, a Galp, desde a Audi, a BMW, a Mercedes [...]. Não sei talvez porque quem tem algo melhor, quer o melhor... sim, se tiver de escolher, acho que é a melhor. No entanto, acaba por ser uma contradição porque não é lá que eu abasteço” /Top cars like Audi, BMW, Mercedes...Maybe because who has the best [cars] wants to give it the best [gas]. But it is a contradiction because I don’t fill up my car at Galp.

19, F, 46y, Repsol

9 interviewees out of the 37 associate Galp to a medium range or family car.



“A Galp talvez aqueles carros mais familiares. Um Volvo, ou um da Volkswagen talvez. Porque acho que é uma coisa mais tradicional, mais antiga, que não sei se é. E por isso a família também entra nesse âmbito.” /Family cars because it is something traditional, old and that is also related with family.

17, F, 31y, BP

Comparison with other brands:

GALP
Premium brands
Family cars/ robust cars

EQUIVALENT

BP
Premium brands
British brands

PRIO
“Weaker” cars
City/ small cars
Young

LACK OF CONSENSUS

REPSOL
Sport cars (Moto GP)
Pick-up trucks

The Decision Moment depends on three dimensions: brand image, influencers and rational drivers.

6.1. QUALITATIVE INSIGHTS – Decision Moment Mapping (16/16)

IRRATIONAL

RATIONAL



Influenced by past experiences with the brand, media, advertising and others' opinions.



Person who influences opinions relative to brands and gas types.



Rational Drivers taken into account while choosing the gas station.

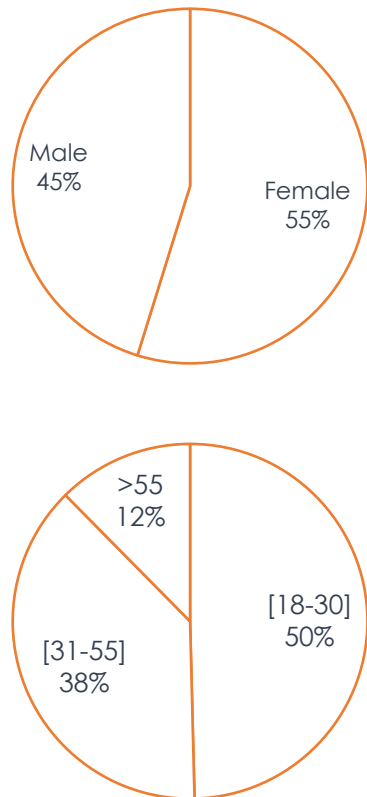
REALIZES THE NEED FOR GAS

ENTERS THE GAS STATION

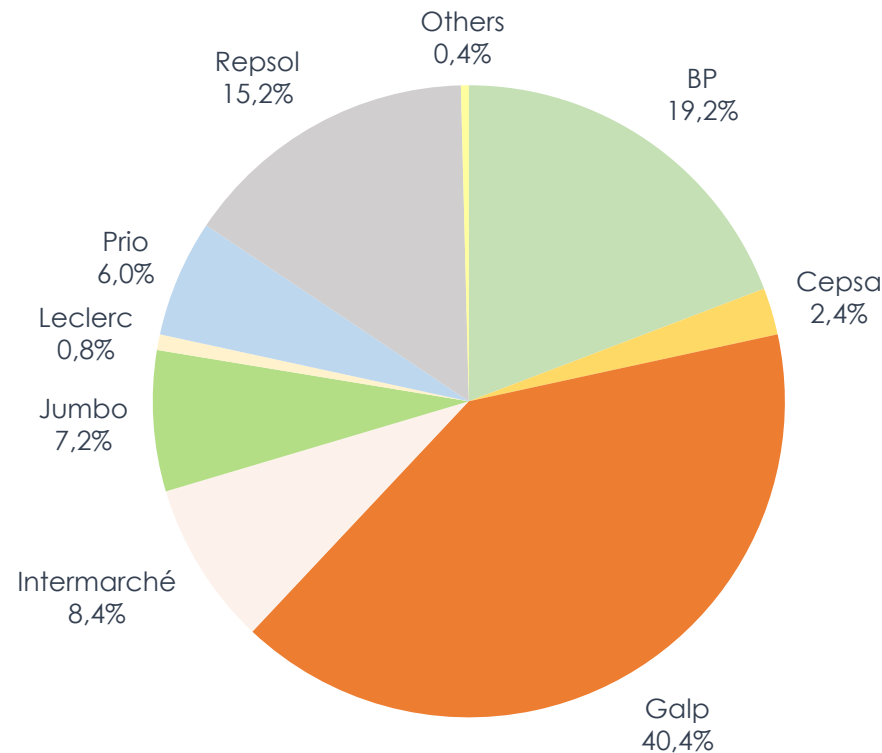
Among the 250, 40.4% are regular Galp customers, 44.8% go to the gas station every week and Continente's loyalty card is the most used.

6.2. QUANTITATIVE INSIGHTS - Sample Description (1/3)

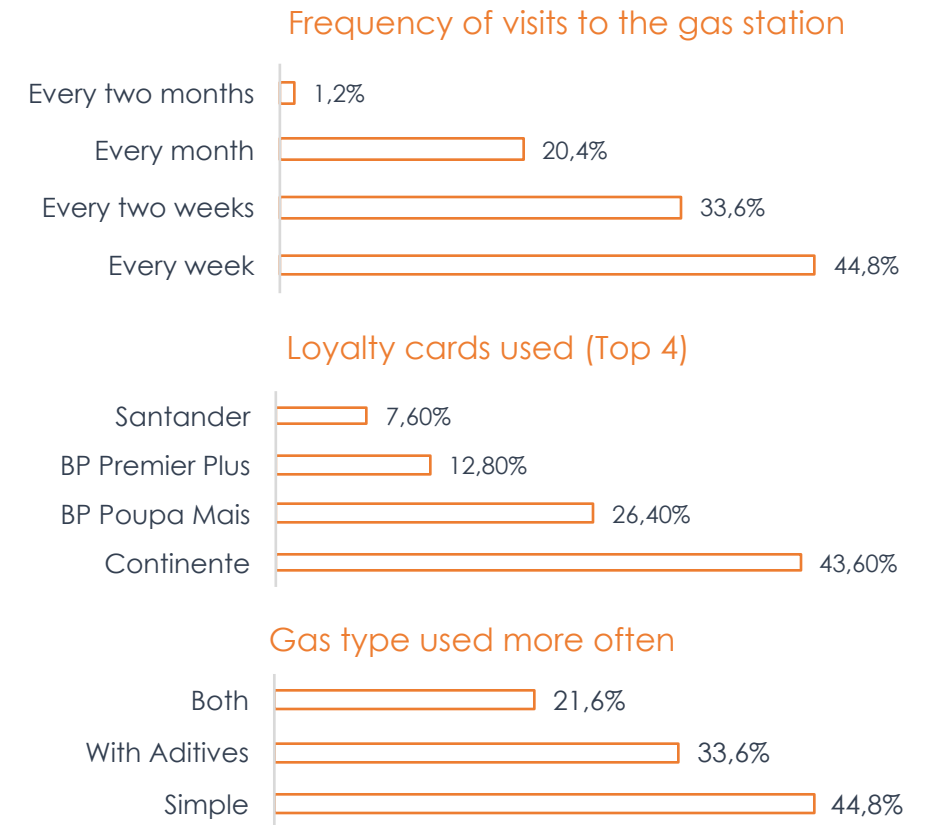
DEMOGRAPHIC DATA



BRAND USED MORE OFTEN



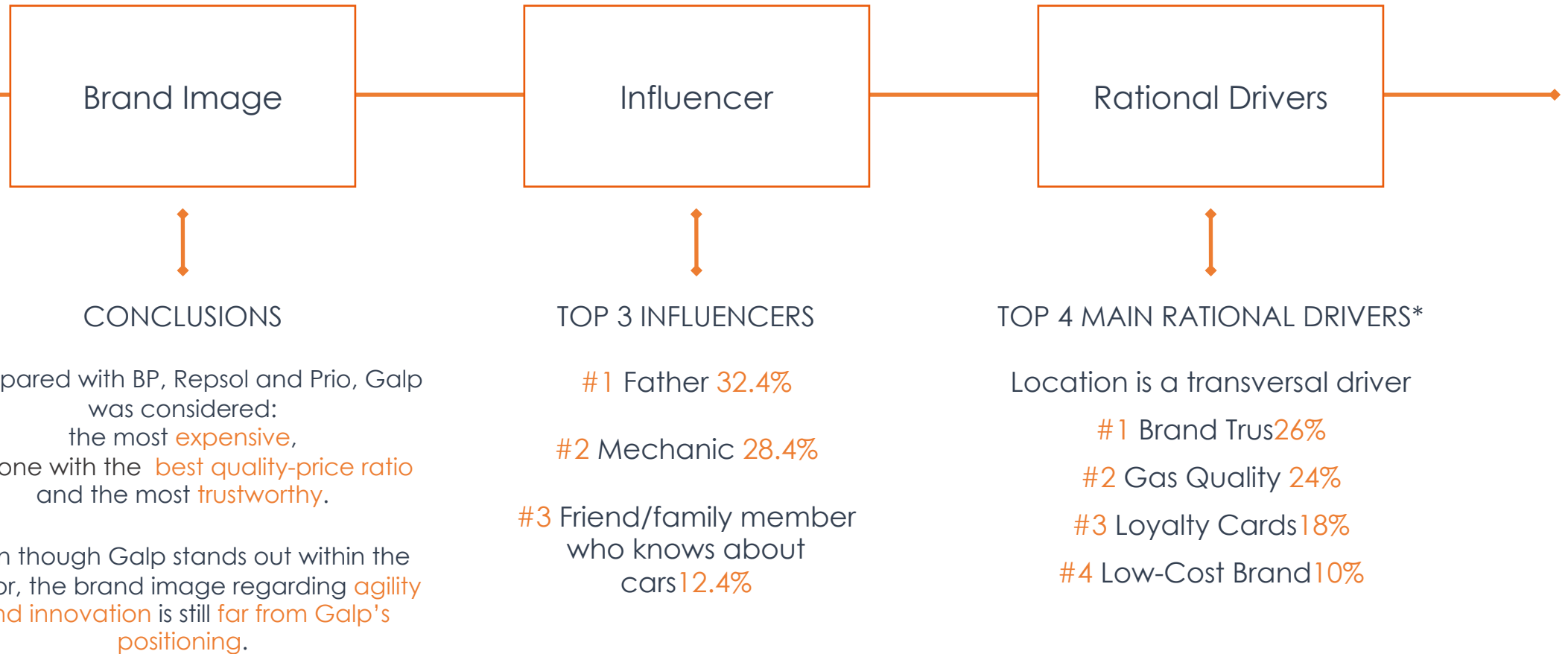
BEHAVIOR AT THE GAS STATION



Sample Size = 250

The majority considers Galp the most expensive brand. The father is the main influencer and brand trust is the most common rational driver.

6.2. QUANTITATIVE INSIGHTS – Dimension Insights (2/3)

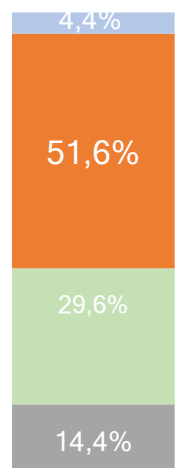


* Price was not an option because it is dependent on the other options

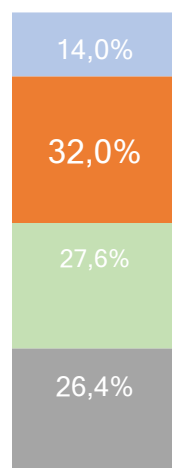
Even though Galp stands out within the sector, the brand image regarding agility and innovation is still far from Galp's positioning.

6.2. QUANTITATIVE INSIGHTS – Brand Image (3/3)

Which brand is the most expensive?

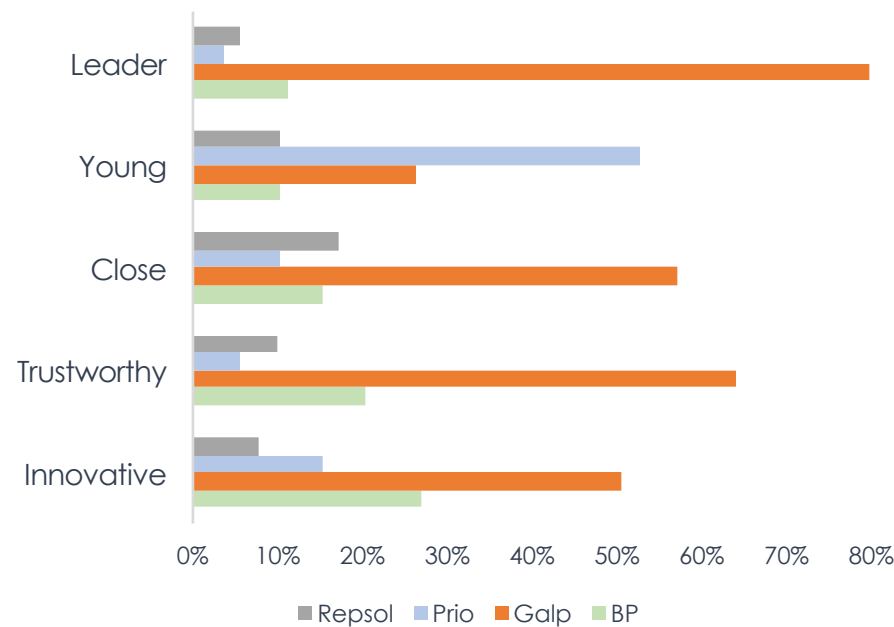


Which brand has the best quality-price ratio?



■ Repsol ■ BP ■ Galp ■ Prio

Which brand is more...?



■ Repsol ■ Prio ■ Galp ■ BP

Where is Galp from 0 to 10?



6 personas were identified after performing a behavioral segmentation that was conducted through a Cluster Analysis in SPSS.

6.3. QUANTITATIVE INSIGHTS – Personas in the Decision Moment (1/7)



**Carla
Cartões**
23.6%

Her main rational driver is the loyalty card



**Marta
Marca**
22%

Her main rational driver is brand trust



**Vitor
Veículo**
19.2%

He has a relationship of affection with his car



**Luís
Low-Cost**
15.7%

He chooses a low-cost gas station



**Pedro
do Papá**
11.2%

He is strongly influenced by his father



**Dora
Dondoca**
8%

She chooses a gas station that has an employee who fills up on gas for her

Carla always uses a loyalty card. When she does not have balance or discount vouchers, she puts just enough gas to make it until she has balance again.

6.3. QUANTITATIVE INSIGHTS – Cluster 1 (2/7)



Carla Cartões 23.6%

Preferred brand: BP

Age: 37 years-old

Residence: Urban Area

Type of gas: Simple

Carla goes to the gas station every **two weeks** and she always uses a **loyalty card**. When she does not have balance in her card, she puts just enough gas to hold on until she has balance. **She does not use the self-service** payment option because she **cannot use the loyalty card** there. She thinks that there are differences between different types of gas but she always **chooses simple gas** because she considers that it does not pay off to spend more money in gas. She is responsible for her **family's** grocery shopping and her favorite store is Pingo Doce.

The gas light comes on and she realizes she has to go to the gas station

BRAND IMAGE

Galp is a trusted brand but BP has the best price-quality ratio.

INFLUENCER

Mechanic

RATIONAL DRIVERS

Loyalty Card (BP Poupá Mais and/ or Continente)

She enters the gas station

She waits until she has a discount voucher or balance in her loyalty card. She goes to one of the gas stations she is used to

“Vou, eu basicamente vou a dois: ou vou ali ao da BP na Estrada da Luz, ali na saída da 2ª Circular ou vou à BP em Setúbal. Porque eu compro no Pingo Doce e eles no Pingo Doce dão descontos para a BP e utilizo a BP. Agora o El Corte Inglés fez um cartão que dá descontos na Repsol, se calhar começo a ir um bocadinho à Repsol (risos). Normalmente tem a ver com os descontos que a pessoa tem no gasóleo [...] . **Se não tiver descontos para utilizar, não abasteço totalmente. Mas a regra é abastecer o tanque todo para minimizar as viagens ao posto de gasolina.**” |11| I basically go to two [gas stations]. I either go to BP at Estrada da Luz, on the exit of 2ª Circular, or I go to BP in Setúbal. Because I buy at Pingo Doce and it gives me discounts for BP, so I go there. Now El Corte Inglés made a card that offers discounts at Repsol. Maybe I will start going to Repsol too [laughs]. It usually has to do with the discounts one has on gas. If I don't have discounts, I do not fill up the car completely. But the norm is to fill up the car completely to minimize the trips to the gas station.

Marta Marca always chooses gas stations from premium brands because she trusts them more. However, she always chooses simple gas.

6.3. QUANTITATIVE INSIGHTS – Cluster 2 (3/7)



Marta Marca 22%

Preferred brands: Galp/BP/Repsol

Age: 23 years-old

Residence: Suburban Area

Type of gas: Simple

Marta goes to the gas station **every week** and uses a **loyalty card**. She thinks all gas stations look the same. She **does not know** if there are differences between simple gas from different brands. Therefore, she only **chooses the brands she trusts the most**. She does not select gas with additives because she thinks it does not pay off to pay more for gas. She has never tried **Pay&Go** (self-service payment) because **she does not know how it works**. Every time she has a problem with her car or needs some advice, she **asks her father** for help.

The gas light comes on and she realizes she has to go to the gas station

BRAND IMAGE

Galp is a brand that is close to her and it has a good price-quality ratio.

INFLUENCER

Father

RATIONAL DRIVERS

Brand trust and gas quality but she chooses simple gas because she does not think it pays off to pay more for gas.

She enters the gas station

She waits until she has a discount voucher or balance in her loyalty card. She goes to one of the gas stations she is used to

“Eu acho que [os combustíveis simples] podem ser semelhantes mas não sei parece que *tu* mais habituada ao da Galp. Parece que em si, e se calhar *tu* me a contradizer um bocadinho mas parece que a Galp transmite um bocadinho mais de confiança, vá. Não quer dizer que o do Intermarché não seja bom mas não sei parece que tenho uma melhor relação com o da Galp, estou mais confiante e prefiro o da Galp. Se tem mais qualidade ou não, não sei mas a marca em si tem muita influência nesse aspeto [...] Entre a Repsol e a Galp **não há diferença.**” I15 I think [simple gas] might be similar but I don’t know it seems like I am more used to Galp’s gas. It seems like, and maybe I am contradicting myself a bit, but it seems like Galp transmits a bit more confidence. It does not mean that the one from Intermarché might not be good but I don’t know it seems like I have a best relation with Galp’s, I am more confident about it and I prefer it. If it is of higher quality or not, I don’t know but the brand itself has a strong influence in that matter [...] Between Repsol and Galp there is no difference.

Vítor Veículo enjoys taking care of his car and giving it the best gas from a trustworthy brand.

6.3. QUANTITATIVE INSIGHTS – Cluster 3 (4/7)



Vítor Veículo 19.2%

Preferred Brand: Galp

Age: 50 years-old

Residence: Suburban Area

Type of gas: With additives

Vítor really likes to **take care of his car**. He considers it to be more than a **means of transportation**. He believes that there are differences between gas of different brands and he wants to give **the best** to his car. He chooses **Galp's gas with additives** because he thinks it has a good price-quality ratio and most of all because it is his **trusted brand**. He prefers gas stations that offer different services to his car like a washing service but he would rather **wash his car himself with a manual jet wash to make sure it gets thoroughly cleaned**.

When the gas tank goes down to ¼ of its capacity he realizes he has to go to the gas station before the light comes on

BRAND IMAGE

Galp has a good price-quality ratio and it is his trusted brand.

INFLUENCER

Mechanic

RATIONAL DRIVERS

Brand trust and gas quality.
He uses Cartão Continente.

He goes to the Galp gas station on his commute

He enters the gas station

“Tenho ideia que por cada 500€ ganho 10€ em combustível, não fico milionário e a empresa não perde nada com isso. **É mais um tick que outra coisa, o lucro muitas vezes não compensa o trabalho. Não é por causa de 10 euros que não deixo de abastecer na Galp.** O que eu uso se calhar mais é os talões que dão no Continente.” ¹¹ I think that for each 500€ that I spend I get 10€ in gas. I will not become a millionaire and the company does not lose anything with it. It's more like a tick than anything else, but many times the profit does not compensate for the effort: it is not because of 10€ that I would stop going to Galp gas stations. What I use the most maybe are the vouchers that they give at Continente.

Luís Low-Cost always picks the cheapest gas. Therefore, he chooses a low-cost gas station.

6.3. QUANTITATIVE INSIGHTS – Cluster 4 (5/7)



Luís Low-Cost 15.7%

Preferred brand: **Jumbo**

Age: **32 years-old**

Residence: **Suburban Area**

Type of gas: **Simple**

Luís thinks that simple gas is the same across brands. He believes that gas with additives is an unnecessary luxury for his car that does **not justify the higher price**. Luís does not know if there are differences in the quality of gas from different brands, Therefore, he chooses **simple gas from a low-cost brand**. He goes to the gas station **every week** but he does not use other services, neither he plans to take advantage of promotions, since he already goes to **the cheapest gas station** and he does not want to worry about that.

The gas light comes on and he realizes he has to go to the gas station

BRAND IMAGE

Galp is a close brand and trustworthy but the price is not suitable for the offer.

INFLUENCER

Mechanic

RATIONAL DRIVERS

He chooses a low-cost gas station and simple gas because he knows it is the cheapest.

He enters the gas station

He waits until he drives through the gas station that he always goes to

“Deixo chegar à reserva... Durante a semana, como tenho de me deslocar, não fica na minha zona de trajeto. Então aí **deixo arrastar até**...por exemplo, chegar o fim de semana e **passar por aquela zona**. Tento evitar ir lá de propósito [...] A pessoa tem de saber os dias em que o posto é mais barato por isso **mais vale ir sempre à marca branca que já sabes que o preço é sempre aquele.**” I46 I let the gas light come on... During the week, since I have to drive there... it is not in my commute. So I wait until... For example, it's the weekend and I will drive through the area. I try to avoid going there on purpose [...] You have to know in which days each gas station is the cheapest so it always pays off to go to the white label. There you know the price will always be the same.

Pedro always asks his dad for money or vouchers before he goes to the gas station. He cares deeply about his first car.

6.3. QUANTITATIVE INSIGHTS – Cluster 5 (6/7)



Pedro do Papá 11.2%

Preferred Brand: Galp

Age: 19 years-old

Residence: Suburban Area

Type of gas: With additives

Pedro goes to the gas station **once a month** since he uses mainly **public transportation**. He tries to go to a Galp gas station on a **Wednesday** to be able to benefit from the **discount** (price of gas with additives equal to price of simple gas). Before he goes, he asks **his father for money and Continente's vouchers**. His car is **more than a means of transportation** to him because it is **his first car**. Pedro prefers to wash it himself at home or with a manual jet wash to save money and to make sure it gets properly cleaned. He sees the gas station's convenience store as a place for **emergency purchases**.

Wednesday is getting closer and he is running out of gas

BRAND IMAGE

Galp has a good price-quality ratio and it is his trusted brand.

INFLUENCER

Father

RATIONAL DRIVERS

Brand trust and gas quality

He enters the gas station

He asks his father for money and goes to the gas station

“Normalmente até é o meu pai que paga o gasóleo, mas sou sempre eu que vou pôr. Pá e **quando eu penso que tenho de ir pôr gasóleo, o que eu penso sempre é: como é que eu me vou coordenar com o meu pai para ir pôr gasóleo, para ele me dar o dinheiro ou para ele me dar os talões [...] é o kit que levo: cartão multibanco, cartão Continente e os talões que acumulamos das compras no Continente.**” I41 Usually it is actually my dad who pays for gas, but I am always the one who fills up the car. When I think I have to go to the gas station, I always think: how am I going to coordinate with my dad to go there, so that he can give me the money or the vouchers? [...] It's the kit that I bring: Visa card, Cartão Continente and the vouchers that we get from shopping at Continente.

Dora prefers that her husband or a gas station's employee fills up the car for her. She is willing to pay more for this service.

6.3. QUANTITATIVE INSIGHTS – Cluster 6 (7/7)



Dora Dondoca 8%

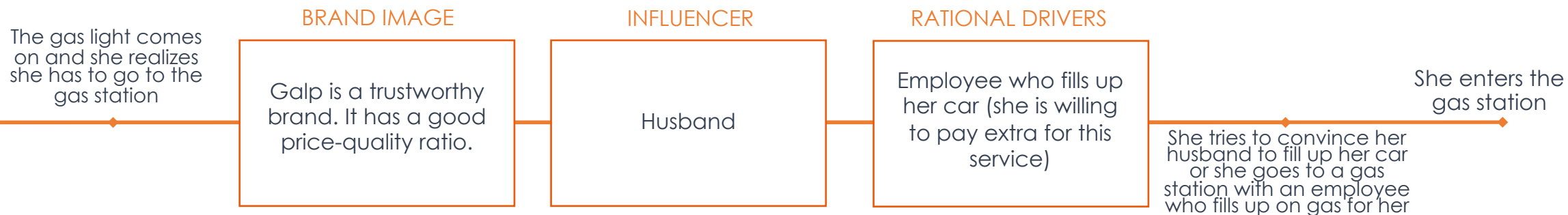
Preferred Brand: Galp

Age: 50 years-old

Residence: Suburban Area

Type of gas: Both

Dora **hates going to the gas station**. Therefore, she always tries to convince her husband to go instead. When she really has to go, Dora picks a gas station that has **an employee who fills up the car for her**. She thinks that there are differences between gas from different brands. Dora **alternates between simple gas and gas with additives** because she believes the difference in price does not pay off. She ends up going to the gas station every **two weeks** and she uses a loyalty card. She does not like to wash her car.



“Ah **não tenho paciência nenhuma**. Porque tenho de *tar* à espera que me ponham gasóleo, e depois depende da pessoa que me ponha gasóleo. Não tenho paciência nenhuma, **preferia ter um... uma maneira de não ter que ir ao posto... Irrita-me, tipo *graaa*, tenho de ir meter gasóleo, que nervos!** De vez em quando ponho o... **O que eu faço é uma vez ponho o melhor, outra vez ponho o menos melhor** (risos). Ele sabe que é do melhor. «Qual é que é? **É do melhor? Sim, despachem-se, ponham-me gasóleo**». É mesmo. Não gosto de ... **É um tempo perdido** e quando tá lá muita gente, irrita-me” ¹²³ Ah... I have no patient. Because I have to wait until they pump gas for me and then it depends on who is doing it. I have no patient, I would rather... Have a way of not having to go to the gas station... It irritates me, like grrrr, I have to go to the gas station, it gets in my nerves! Once in a while... What I do is sometimes choosing the best [gas], other times I put the less good [laughs]. He knows which one is the best. «Which one is going to be? The best?» [the employee asks] Yes, hurry up, pump gas!. It is really like that. I don't like it... It is a waste of time and when there is a lot of people there, I get angry.

For Carla, Galp has to be the brand with the loyalty card that has the best partnerships, while being the most user-friendly.

6.4. STRATEGY - Carla Cartões (1/6)



Carla Cartões
23.6%

STRATEGIC PRIORITY

Increase share of wallet

RELEVANT CHANNELS

Online: Facebook

Offline: Rádio Comercial, RFM (radio stations)

BRAND IMAGE

Galp is a trusted brand but BP has the best price-quality ratio.

What does Galp have to be?

The brand with the loyalty card that has the best partnerships, while being the most user-friendly

INFLUENCER

Husband

How to activate the influencer?

Offer a driving experience of a luxury car when she reaches a total of 1000 liters of gas at Galp (so that she can offer it to her husband)

Quick-Win

Give the possibility to send discounts to her husband through the Evodriver app

Stickers booklet for children that once completed gives away tickets to the amusement park Kidzania to activate the next generation

Challenge

RATIONAL DRIVERS

Loyalty Card

How to activate the rational drivers?

Live copy at Rádio Comercial in which the advantages of Cartão Continente are explained: use card's balance at Galp, manage vouchers through Continente app and always collect 2 cents per liter of gas

Target through Facebook Ads so that she would download the app Evodriver in return of discount vouchers of 10 cents in gas. Offer repeated discounts so that she will continue to go to Galp

Feature of managing vouchers in the app Evodriver that gives the possibility to collect balance in Cartão Continente with purchases at Galp's convenience stores

For Marta, Galp must be the most trustworthy brand and the one that offers the best gas.

6.4. STRATEGY – Marta Marca (2/6)



Marta Marca
22%

STRATEGIC PRIORITY

Increase share of wallet

RELEVANT CHANNELS

Online: Instagram, YouTube, Zomato, Spotify

Offline: MegaHits, Rádio Comercial (radio stations)

BRAND IMAGE

Galp is a brand that is close to her and it has a good price-quality ratio.

What does Galp have to be?

The most trustworthy brand and the one that offers the best gas.

INFLUENCER

Father

How to activate the Influencer?

Quick-Win

Video with a Portuguese comedian (Raminhos) in which he asks his daughters to take care of his car, and in the end he says that he only asks for them to do one thing: to always choose Evologic

Challenge

TV commercial and YouTube video with a daughter and father, depicting two moments: father goes to the gas station with his daughter in the baby car seat and then she (all grown-up) going there with her father

RATIONAL DRIVERS

Brand trust and gas quality but she chooses simple gas because she does not think it pays off to pay more for gas.

How to activate the Rational Drivers?

Campaign with promoters at universities in which they would offer vouchers of Evologic gas, cafeteria menus or a washing service, after spinning a roulette

Exam's Survival Kit available for sale at the convenience store with coffee or Redbull, water, chocolate and cookies

Coffee, coffee with milk or tea To-Go available at the cafeteria

In-store wi-fi

For Vítor, Galp has to stand out as the brand who takes better care of his car, given his strong affection with it.

6.4. STRATEGY – Vítor Veículo (3/6)



Vítor Veículo
19.2%

STRATEGIC PRIORITY

Cross-selling

RELEVANT CHANNELS

Online: Facebook,
Cars/Motorcycles blogs

Offline:
Cars/Motorcycle
magazines

BRAND IMAGE

Galp has a good price-quality ratio and it is his trusted brand.

What does Galp have to be?

The brand that takes better care of his car

INFLUENCER

Mechanic

How to activate the Influencer?

Invest in Relationship Marketing with mechanics: presentation to Midas' mechanics team about the advantages of Evologic and other products

Sell Galp's washing service booklet at car repair shops of partner brands

RATIONAL DRIVERS

Brand trust and gas quality.
He uses Cartão
Continente.

How to activate the Rational Drivers?

Highlight the car products section in store

Sampling of cafeteria products on Saturday morning (e.g. pastéis de nata)

Put magazines about cars and motorcycles on the cafeteria tables

Quick-Win

Challenge

Partnership with mechanics from brands of three ranges of cars (e.g.: Mercedes, Toyota and Dacia) to recognize Galp as their trusted brand

To offer a discount at the annual car check-up in car repair partners if he is a Star Customer

Distinguish customers that always choose Evologic and use other services as Star Customers (control it with the app Evodriver) and offer them gifts when they go to the gas station (e.g. cafeteria menu, air freshener or cleaning cloths)

For Luís, Galp should be the brand with the gas with additives that represents savings, as one can drive more kilometers for a small price difference.

6.4. STRATEGY – Luís Low-Cost (4/6)



Luís Low-Cost
15.7%

STRATEGIC PRIORITY

Attract to Galp

RELEVANT CHANNELS

Online: Paid Search,
Price Comparison
Websites, Facebook

Offline: RFM, Rádio
Comercial (radio
stations)

BRAND IMAGE

Galp is a close brand and trustworthy but the price is not suitable for the offer.

What does Galp have to be?

The brand with the gas with additives that represents savings, as one can drive more kilometers for a small price difference

INFLUENCER

Mechanic

How to activate the influencer?

Quick-Win

Poster at Midas repair stores advertising Evologic in a rational way: "Use Evologic, save in the repair shop's bill"

Challenge

Videos on Facebook with mechanics from different car brands explaining the advantages of gas with additives

Offer car check-up at Midas after buying 500 liters of gas at Galp (control this with Evodriver app)

RATIONAL DRIVERS

He chooses a low-cost gas station and simple gas because he knows it is the cheapest.

How to activate the Rational Drivers?

Interactive quiz that would ask the difference between simple gas and gas with additives that pops up in social networks, followed by an explanation of how much it represents in one deposit savings (e.g.: 1€ extra in a 50 liter deposit translates into an extra 50 km)

Disclose study by Coimbra University that proves that using gas with additives pays off (value for money)

For Pedro, Galp has to be the brand that his father would choose and the one that offers the best products for his first car.

6.4. STRATEGY – Pedro do Papá (5/6)



Pedro do Papá
11.2%

STRATEGIC PRIORITY

Cross-selling

RELEVANT CHANNELS

Online: Instagram,
YouTube, Zomato,
Spotify

Offline: MegaHits,
Cidade FM, Muppies at
public transports

BRAND IMAGE

Galp has a good price-quality ratio and it his trusted brand.

What does Galp have to be?

The brand that his father would choose and the one that offers the best products for his first car

INFLUENCER

Father

How to activate the influencer?

Offer the first gas deposit at Galp, if the father brings his son to the gas station (control with app Evodriver and driving license)

Possibility of the father being able to send discounts in fuel to his children through the app Evodriver

During the FIFA World Cup 2018, promote a contest "Take your dad to Russia", in which the son has to make a video explaining how soccer strengthens their relationship. They both win tickets for a match

RATIONAL DRIVERS

Brand trust and gas quality

How to activate the Rational Drivers?

Happy Hour at car wash in hours with low traffic (communicate this to young people through the app Evodriver)

Game with a GPS feature: winning points based on kms travelled with friends (2 friends, double the points, 3 friends, triple the points...). All of them have to download the app Evodriver

Festival Pack for sale at the convenience store (including fresh water, sun screen, potato chips, a condom and a car wash for after the festival)

Quick-Win

Challenge

For Dora, Galp should be the brand that minimizes her effort at the gas station, as she prefers someone else to fill up the car for her.

6.4. STRATEGY – Dora Dondoca (6/6)



Dora Dondoca
8%

STRATEGIC PRIORITY

Up-selling

RELEVANT CHANNELS

Online: Facebook

Offline: M80,
Comercial, RFM, TV

BRAND IMAGE

Galp is a trustworthy brand. It has a good price-quality ratio.

What does Galp have to be?

The brand that minimizes her effort at the gas station

INFLUENCER

Husband

How to activate the influencer?

On Saturday, offer discounts for the second car wash (in case someone washes two cars)

Quick-Win

Possibility to exchange discount vouchers with her husband through the app Evodriver

Challenge

Premium subscription for her family, in which the second member joining pays less than the first one (family discount). It would include special access to a fast-tracking pump and discounts in other services (car wash, store, cafeteria and Midas repair shops)

RATIONAL DRIVERS

Employee who fills up her car for her (she is willing to pay extra for this service)

How to activate the Rational Drivers?

Map of gas stations that have an employee who fills up on gas in the app Evodriver

Employee at the gas station who works as a "handyman": fills up fuel and provides assistance in other services when necessary

Button in the app to ask for an employee to fill up on gas in exchange for a fee. A pop-up would follow: "Buy at our store while we fill up on gas for you"

Monthly subscription giving access to a premium pump in the gas stations that has an employee who fills up on gas for the customer

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The lack of national representation, the single focus in gas consumers and the time effort necessary to fill the online questionnaire limited our research.

7. LIMITATIONS & FURTHER RESEARCH

LIMITATION

SOLUTION

Lack of national representation

Both the qualitative and quantitative research were conducted in the Lisbon area.

Apply the same methodology across the country and establish interview and questionnaire quotas per region.

Focus in gas consumers

Our research did not consider customers who used other services but did not buy gas.

Adapt the methodology to users of cafeteria, car wash and convenience store who do not purchase gas, separately.

15 minutes long questionnaire

The online questionnaire took too long to be completed, reducing the number of respondents.

Shorten the online questionnaire by eliminating the questions that did not work and focus only in the dimensions under study.

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8. INDIVIDUAL REPORTS – André Carmo #27360 (1/2)

MAIN LEARNINGS

Marketing Skills

As an engineer, and despite learning something about marketing during my masters, I was far from being a marketing expert. With this project and all the involved I ended up learning quite a lot and developing a deeper interest on the subject.

Syndication

Working with the client instead of working for the client was one of the most important lessons I can take of this project. By involving Galp's team since the beginning of the project and incorporating its valuable feedback we managed to improve the end result and deliver what Galp intended.

Methodology Development

This was one of the most thrilling stages of the project, specially because I have never been involved in a marketing project like this one. It was also interesting due to the multiple meetings with some very knowledgeable Nova professors.

Managing Expectations

I learned in this project, that besides syndication, managing the client's expectations is one of the most important skills for any consultant. As we know relationships are highly influenced by expectations therefore we should always strive to keep the client's expectations at a sensible level while striving to over deliver.

Metaplan

Learning this brainstorming technique was also very interesting, since it allows for a more structured team collaboration, resulting therefore in an easier identification of the best initiatives.

Qualitative Data Importance

As a more quantitative and numbers driven person, I always disregarded the importance of qualitative data. That changed with this project, as I learned by experience that in certain cases, the best results come from an intersection between the results of both types of data.

8.3. INDIVIDUAL REPORTS – André Carmo #27360 (2/2)

BELBIN RESULTS

Prospector

President

Intellectual

Monitor

Operational

Finisher

I can say that I identify myself with the Belbin's results and these **top three roles**, given that I possess characteristics, some better than others, of all three. Some of those characteristics are for instance the **ability to be a good communicator** and **pro-active**. I also believe that the intellectual role is a good complementary of the other two that might lack some creativity. On the other hand, the first two roles help the intellectual side specially in **under pressure situations**. All these complementarities came in hand during our project given that we **worked under pressure a lot of the time**, while managing to keep a **good communication** with the client and **maximizing** all Galp's resources that were available to us.

In hindsight, I usually focus on the **big picture** of the project and never loose sight of its end goal, even in difficult times, and if in some cases that is a **good thing** in other it is not enough, and a **deeper attention to detail is needed**. It is in this last situation that I need to improve myself, and **devote more attention** to detail, specially in tasks that I sometimes considerer, wrongly, of **less importance**. With this in mind I can say that this bottom roles, specially the monitor and finisher, fit those areas in which I need to improve the most. Another one of the points in which I need to improve myself is in working in a more **methodical** and **organized** way, since I sometimes produce results that only I can understand, and if those results were better organized that would help other team members to understand them better.

MAIN LEARNINGS

Syndication

Throughout the project, it was clear that it was crucial to keep the client on board and make them feel part of the project, which required constant communication, asking for feedback and for their opinion as Marketing experts.

Focus

I tend to get nervous if deadlines are about to expire and the work is not completed yet, specially if everyone else remains calm. Towards the end of the project, I learned to control my anxiety, as it can hurt not only my performance but also the team's performance. Staying focus and calm through the "storm" is important.

Listening

Learning how to truly listen to others was a key take-away from this project. The experience of the in-depth interviews made me a better listener, which allowed me to communicate more effectively with my colleagues and with the client.

Flexibility

Adapting to my team and to the work environment was something I had to develop and that I think will be extremely useful in the future. In the end, I feel like I was able to understand all parties involved and to take a step back before jumping to rushed judgements.

Planning

Due to the somehow tight schedule of the project, it was hard to plan ahead and keep up with the plan. However, the truth is that when we had the time to plan and prepare ahead, everything worked out more smoothly.

Self-confidence

I became more self-confident and I learned to speak up for myself. The presentations for the client played an essential role in developing confidence in myself and in our project, as we received constant feedback in our meetings and we had the chance to always do better next time.

BELBIN RESULTS

Team Worker

I identify with the role of **Team Worker**. For me, it is crucial that the members of the team get along and **deal with conflicts in a honest way**. Unfortunately, I am not always able to stay calm and promote harmony. However, I believe we were able to work well as a team and to turn our **differences** into our **strengths**. Regarding the Monitor role, I do not agree that it applies much to me as I am not a very analytical person and I do get emotions interfere with my judgement. However, I do try to always make the best decision because I want the team to achieve a high level of performance and this means that I might **take some time to reflect and evaluate all possible solutions**. Finally, I do not relate much with the role of Intellectual. Even though I think I am creative, I am not an introvert, dominating and I do not disregard deadlines.

Monitor

Intellectual

Prospector

I am definitely not a Prospector. Even though I can work under pressure, **I don't like to improvise** and I would rather be **well-prepared** for the situation ahead. This is something that I had to work on but that I can still improve. The other roles in which I obtained a low score involve having strong analytical skills, being perfectionist and in-control, which are all aspects I need to work on. I can be disciplined and focused, but I tend to have trouble concentrating when working in a team setting. I am **demanding about the substance of a project but I tend to overlook small details**. I learned that how something is presented is as important as what it is being presented. Finally, I tend to get stressed when deadlines are getting closer. I made an effort to **remain calm and positive** since my goal was always to **motivate the team**, not to bring us down.

Operational

Finisher

8. INDIVIDUAL REPORTS – Maria Frade #22069 (1/2)

MAIN LEARNINGS

Syndication

Involving the client in all steps of the process is sometimes difficult, although extremely important to the success of the project. With that said, I am confident that syndication will play a major role in my career.

Manage Expectations

I come to realize the importance of not to over promise, but to over deliver. With a demanding client, the risk of over promising is high. Therefore, I learned how to be careful with this matter.

Time Management

Given the short time of the project and the fact that I had a part-time job during the Consulting Lab, I needed to be extremely time efficient. Although it was not easy, it was a key learning.

Focus

Keeping the eye on the objective proved to be difficult sometimes, given that it is easy to get lost in the amount of information at stake. Therefore, focusing on the task at hand proved to be important.

Storytelling

Having a great project but not being able to present it correctly may damage its assessment. Despite being a challenge to present a technical project as a story, it was extremely important for the client.

Team Management

Although splitting tasks is essential, staying align in all aspects of the project is difficult. Hence, it was necessary to promote results sharing and discussion on a daily basis to keep everyone on the same page.

8.3. INDIVIDUAL REPORTS – Maria Frade #22069 (2/2)

BELBIN RESULTS

President

Team-Worker

Intellectual

Finisher

Monitor

Operational

I understand I may have a **natural tendency** to start **coordinating** people and tasks within a group, which is aligned with the President role. However, I try my best to involve everyone and to **ensure all ideas are heard**, which meets the Team-Worker's description. As for me is more **important to reach agreement** between all parts than to follow my own view, I try my best to balance voicing my opinion and listening to my teammates. Furthermore, I am aware that I am a **creative person** as I am always looking for an innovative and better way to approach a problem. With that said, I am **very critical regarding my own work**, which leads to being very defensive about it as well. Nonetheless, I take constructive critics very seriously and try to improve accordingly.

My attention to detail is constantly **struggling with deadlines**, which represented high stress levels during the project. Therefore, the Finisher role only applies to my case in the sense that I am **extremely perfectionist** regarding my work. Moreover, I have a tendency to be as strict with my teammates as I am with myself. However, I avoid being over demanding, which may be the reason why my results on the Monitor role were lower. Regarding the Operational role, I am perfectly aware that it goes against my personality. Even though I believe I am always **able to organize my own work**, it is **difficult** for me to **keep up with a time frame**. As I understand this could represent a problem, I try to always compromise with the client and the team to establish deadlines and meet them.

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Consulting Project for the
Marketing Oil Department of Galp

3rd January



APPENDIX

Consulting Lab carried under the supervision of
Professor Constança Monteiro Casquinho

André Diogo Maroto Carmo, Masters in Management #3490

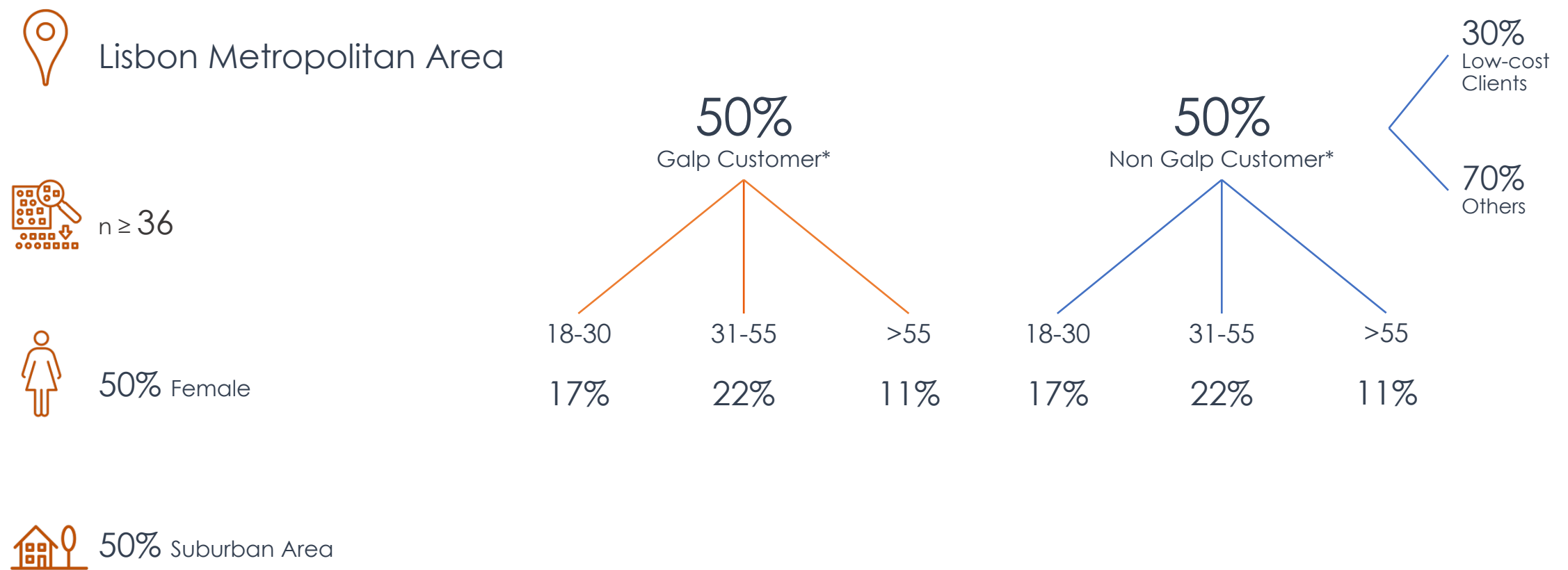
Catarina André Inácio Pinheiro, Masters in Management #3498

Maria Brás Frade, Masters in Management #3542

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1.1. QUALITATIVE RESEARCH - QUOTAS



Galp Customer: customers that go mainly to Galp.
 Non Galp Customer: customers that go mainly to other Brands.
 Low-cost Client: costumers that go mainly to low-cost brands.

1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE

The interview guide is presented in his original version in Portuguese, the language spoken during the interviews.

Warm-up

Bom dia/tarde/noite!

Antes de mais, muito **obrigada pela sua disponibilidade**. O meu **nome** é _____ e sou aluno/a de **Mestrado em Gestão** na Universidade Nova de Lisboa. A minha **tese** é focada na utilização de **postos de abastecimento** e é nesse âmbito que se insere esta entrevista.

Esta conversa terá uma duração **entre 45 e 60 min**. Antes de começarmos, vou fazer umas perguntas iniciais e depois passamos à entrevista em si, onde vou fazer **perguntas gerais**, às quais poderá responder com tudo aquilo que lhe **vier à cabeça sobre o assunto**. Não há respostas certas, nem erradas e vou tentar falar o menos possível durante a conversa para que possa falar à vontade.

Com o propósito de poder analisar as nossas entrevistas mais tarde, gostaria de **gravar a nossa conversa**, é possível?

Esta entrevista é **anónima** e não será contactada/o posteriormente.

1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE

The interview guide is presented in his original version in Portuguese, the language spoken during the interviews.

Filtros

F1: Tem pelo menos 18 anos?

Sim: [IR PARA F2]

Não: [AGRADECER PELO TEMPO DISPENSADO E TERMINAR A ENTREVISTA]

F2: Viveu em Portugal nos últimos 3 anos?

Sim: [IR PARA F3]

Não: [AGRADECER PELO TEMPO DISPENSADO E TERMINAR A ENTREVISTA]

F3: É a sua empresa ou qualquer outra entidade (familiar, amigo) que escolhe a marca de combustível que usa? (Por ter cartão frota)

Sim: [AGRADECER PELO TEMPO DISPENSADO E TERMINAR A ENTREVISTA]

Não: [IR PARA F4]

F4: Vou mostrar-lhe uma lista com marcas de postos de abastecimento ([Mostrar Anexo 1](#)). Em quais destes postos de abastecimento pôs combustível ou utilizou qualquer outro serviço nos últimos 2 anos? Por favor, aponte.

Selecionou Galp: [IR PARA F5]

Não selecionou Galp: [AGRADECER PELO TEMPO DISPENSADO E TERMINAR A ENTREVISTA]

F5: É cliente de um posto de abastecimento pelo menos de 2 em 2 meses?

Sim: [INICIAR A ENTREVISTA]

Não: [AGRADECER PELO TEMPO DISPENSADO E TERMINAR A ENTREVISTA]

1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE

The interview guide is presented in his original version in Portuguese, the language spoken during the interviews.

1ª Questão Aberta

Nesta parte da entrevista não se interrompe o entrevistado enquanto ele fala. Quando há uma pausa, podemos pedir-lhe que explore um dos tópicos que tenha mencionado anteriormente, caso seja necessário.

Vou começar por pedir que me descreva um dia típico da sua semana.

Tópicos a explorar:

- Amigos
- Animais domésticos
- Família
- Férias
- Interesses
- Km percorridos num dia habitual
- Locais frequentados
- Meio de Transporte
- Objetivos
- Passatempos
- Percurso habitual
- Refeições
- Rotinas
- Tecnologia (Telemóvel, Aplicações, Computador)
- Trabalho

Questões Diretas (se o entrevistado não mencionar e se for apropriado)

- Fale-me das suas manhãs.
- Fale-me do seu final de dia.
- O que gosta de fazer para descontraír?
- Quais as diferenças entre um dia de semana e um dia de fim de semana?
- Qual a sua relação com a tecnologia? **Se não perceber:** Como o telemóvel ou o computador

1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE

The interview guide is presented in his original version in Portuguese, the language spoken during the interviews.

2ª Questão Aberta

Nesta parte da entrevista não se interrompe o entrevistado enquanto ele fala. Quando há uma pausa, podemos pedir-lhe que explore um dos tópicos que tenha mencionado anteriormente, caso seja necessário.

Fale-me do momento em que percebe que tem que ir a um posto de abastecimento.

Tópicos a explorar

- Atendimento ao cliente
- Campanhas Publicitárias
- Cartões de desconto/ Promoções/ Descontos
- Férias
- Frequência
- Influenciadores
- Localização
- Marcas
- Ocasão
- *Pain Points*

Questões Diretas (se o entrevistado não mencionar e se for apropriado)

- Qual foi o posto? (Marca e Localização)
- Porque escolheu esse posto?
- A que posto vai mais regularmente?
- Como se sente quando vai a um posto de abastecimento?
- O que acha das outras opções de postos de abastecimento em Portugal?
- Já utilizou outros serviços nos Postos de Abastecimento? (Se não) porque não?
- Que tipos de combustível conhece?
 - (Se mencionar aditivado na resposta anterior) Qual a sua opinião sobre o combustível aditivado?
- (Se não menciona o fim de semana) Costuma abastecer ao fim-de-semana?
 - (Se sim) Porquê?
 - (Se não) Porque não?
- Como se sente quando percebe que tem que abastecer durante a noite?
- Como escolhe o seu posto de abastecimento durante as férias?

1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE

The interview guide is presented in his original version in Portuguese, the language spoken during the interviews.

Técnicas de Projeção

1ª Técnica [Mostrar Anexo 2](#)

Estamos quase no fim desta entrevista, mas antes de terminarmos vamos fazer um exercício diferente. Se as marcas que estão nesta folha fossem uma pessoa, como as descreveria? Qual a sua personalidade e estilo de vida?

2ª Técnica

E se fossem um carro, que carro seriam e porquê?

Caracterização da Amostra

[Mostrar Anexo 3](#)

Antes mesmo de terminar, gostava de lhe pedir que preenchesse essa informação para podermos caracterizar a nossa amostra.

Wrap-up

E chegámos ao fim. Como forma de agradecimento, **pedimos à Galp** que nos facultasse este **vale de combustível** para lhe oferecer, por ser **empresa parceira da Universidade Nova**. Muito obrigada pelo seu tempo e pelas suas respostas que são muito importantes para o nosso trabalho final. Ficou com alguma dúvida?

Até uma próxima!

1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE

The interview guide is presented in his original version in Portuguese, the language spoken during the interviews.

Anexo 1



1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE

The interview guide is presented in his original version in Portuguese, the language spoken during the interviews.

Anexo 2



1.2. QUALITATIVE RESEARCH – INTERVIEW GUIDE

The interview guide is presented in his original version in Portuguese, the language spoken during the interviews.

Anexo 3

Sexo: Feminino

Masculino

Idade (em anos): _____

Educação: Não sabe ler nem escrever / Analfabeto

Primária incompleta / Sabe ler e escrever sem ter completado a primária

4º ano

6º ano

9º ano ou antigo 5º ano dos liceus (completo)

12º ano ou antigo 7º ano dos liceus (completo)

Curso Profissional / Artístico

Curso Médio / Frequência universitária / Bacharelato

Licenciatura

Mestrados/ Pós-Graduações

Doutoramento

Ocupação: _____

Localidade: _____

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

13.1.1. Porque não coloca gasóleo aditivado mais frequentemente?
Escolha a opção com que mais se identifica.

- Acho que são todos iguais (simples e aditivados).
- Acho que a diferença de preço não se justifica.
- O meu veículo não necessita de mais performance.
- Penso que é um luxo desnecessário.
- Não noto diferença no desempenho do veículo.
- Não noto diferença na autonomia (kms percorridos com um depósito).
- Fui aconselhado/a a não o fazer.
- Outros. Quais?

13.2. Que tipo de gasolina escolhe quando vai abastecer?

- Simples.
- Aditivada (ex: Evologic, Ultimate, Top, Neotech).
- Alterno entre simples e aditivada.
- Não sei.

13.2.1. Porque não coloca gasolina aditivada mais frequentemente?
Escolha a opção com que mais se identifica. Acho que são todos iguais (simples e aditivados).

- Acho que a diferença de preço não se justifica.
- O meu veículo não necessita de mais performance.
- Penso que é um luxo desnecessário.
- Não noto diferença no desempenho do veículo.
- Não noto diferença na autonomia (kms percorridos com um depósito).
- Fui aconselhado/a a não o fazer.
- Outros. Quais?

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

14. Alguém o aconselhou a utilizar esse tipo de combustível? Escolha a opção com que mais se identifica.

- Pai
- Mãe
- Marido
- Mulher
- Mecânico
- Funcionário/a do stand
- Amigo/ Familiar que penso que percebe do assunto
- Ninguém

15. Ordene as seguintes marcas da mais cara para a mais barata em relação ao combustível, sendo 1: a mais cara e 4: a mais barata. Arraste as marcas para a posição que acha correta.

Repsol	1
BP	2
Galp	3
Prio	4

16. Ordene as seguintes marcas da em termos de relação qualidade-preço do combustível, sendo 1: melhor relação qualidade-preço e 4: pior relação qualidade-preço. Arraste as marcas para a posição que acha correcta.

Repsol	1
BP	2
Galp	3
Prio	4

17. Que cartões de desconto TEM ?

- Cartão Continente
- BP Pingo Doce Poupa Mais
- BP premierplus (pontos)
- Mais por Menos (Galp)
- Cartão Galp Frota Business
- Montepio
- Santander Totta
- Outros. Quais?
- Nenhum

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

17.1 Que cartões de desconto UTILIZA nos postos de abastecimento?

- Cartão Continente
- BP Pingo Doce Poupa Mais
- BP premierplus (pontos)
- Mais por Menos (Galp)
- Cartão Galp Frota Business
- Montepio
- Santander Totta
- Outros. Quais?
- Nenhum

17.1.1. Qual a principal razão para não utilizar o Cartão Continente nos postos de abastecimento da Galp? Escolha aquela com que mais se identifica.

- Não vou à Galp com frequência.
- Não sabia que o podia fazer.
- É outro familiar que utiliza os descontos.
- Prefiro descontos diretos.
- Perco/ deito fora os talões.
- Não vou muito frequentemente ao Continente (não tenho saldo acumulado).
- O depósito do meu veículo é demasiado pequeno (não compensa).
- Prefiro pagar com cartão de multibanco logo na bomba (Pay&Go).
- Outros. Quais?

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

18. Onde lava o seu veículo? Escolha a opção que utiliza com mais frequência.

- Numa lavagem com jatos.
- Numa lavagem automática.
- Casa.
- Empresas especializadas (parques de estacionamento de centros comerciais e supermercados, oficinas, entre outros)
- Não sou eu que lavo o meu veículo.

18.1. Lava o seu veículo no mesmo posto em que põe combustível?

- Sim.
- Não.

18.2. Classifique a seguinte afirmação:

	Discordo Totalmente	Discordo Parcialmente	Não concordo, nem discordo	Concordo Parcialmente	Concordo Totalmente		Nunca	3 vezes por ano	6 vezes por ano	Todos os meses	Todos as semanas	Todos os dias
"Prefiro ser eu a lavar o meu veículo."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Com que frequência toma o pequeno-almoço ou lancha na cafeteria do posto de abastecimento?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18.3. Porquê? Escolha que mais se adequa a si.

- Não confio noutra pessoa para lavar o meu veículo.
- Prefiro ser eu a lavar para garantir que fica bem lavado.
- Lavo eu com os jatos para poupar dinheiro.
- Prefiro lavar em casa para poupar dinheiro.
- Não confio na lavagem automática.
- Gosto de lavar o meu carro.
- Outros. Quais?

19.1. Responda à seguinte questão, escolhendo a opção que mais se adequa a si.

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

19.2. Responda à seguinte questão, escolhendo a opção que mais se adequa a si. (Se não bebe café, seleccione essa opção)

	Não bebo café	Nunca	3 vezes por ano	6 vezes por ano	Todos os meses	Todas as semanas	Todos os dias
Com que frequência bebe café num posto de abastecimento?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19.3. Responda à seguinte questão, escolhendo a opção que mais se adequa a si. (Se não fuma, seleccione essa opção)

	Não Fumo	Nunca	3 vezes por ano	6 vezes por ano	Todos os meses	Todas as semanas	Todos os dias
"Com que frequência vai de propósito a um posto de abastecimento comprar tabaco?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19.4. Responda à seguinte questão, escolhendo a opção que mais se adequa a si. (Se não compra revistas/jornais, seleccione essa opção)

	Não compro jornais/revistas	Nunca	3 vezes por ano	6 vezes por ano	Todos os meses	Todas as semanas	Todos os dias
Com que frequência compra revistas/ jornais no posto de abastecimento?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Classifique as seguintes afirmações relativas à sua experiência na loja:

	Discordo Totalmente	Discordo Parcialmente	Não concordo, nem discordo	Concordo Parcialmente	Concordo Totalmente
"Em viagem, compro snacks (ex.: chocolates, bolachas) na loja de conveniência do posto de abastecimento."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Quando vou abastecer, gosto de passar na loja e ver os produtos disponíveis."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"A loja é uma agradável distração enquanto estou na fila para pagar o combustível."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

19.2. Responda à seguinte questão, escolhendo a opção que mais se adequa a si. Se não bebe café, seleccione essa opção)

	Não bebo café	Nunca	3 vezes por ano	6 vezes por ano	Todos os meses	Todas as semanas	Todos os dias
Com que frequência bebe café num posto de abastecimento?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19.3. Responda à seguinte questão, escolhendo a opção que mais se adequa a si. (Se não fuma, seleccione essa opção)

	Não Fumo	Nunca	3 vezes por ano	6 vezes por ano	Todos os meses	Todas as semanas	Todos os dias
"Com que frequência vai de propósito a um posto de abastecimento comprar tabaco?"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19.4. Responda à seguinte questão, escolhendo a opção que mais se adequa a si. (Se não compra revistas/jornais, seleccione essa opção)

	Não compro jornais/revistas	Nunca	3 vezes por ano	6 vezes por ano	Todos os meses	Todas as semanas	Todos os dias
Com que frequência compra revistas/ jornais no posto de abastecimento?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Classifique as seguintes afirmações relativas à sua experiência na loja:

	Discordo Totalmente	Discordo Parcialmente	Não concordo, nem discordo	Concordo Parcialmente	Concordo Totalmente
"Em viagem, compro snacks (ex.: chocolates, bolachas) na loja de conveniência do posto de abastecimento."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Quando vou abastecer, gosto de passar na loja e ver os produtos disponíveis."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"A loja é uma agradável distração enquanto estou na fila para pagar o combustível."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Classifique as seguintes afirmações:

	Discordo Totalmente	Discordo Parcialmente	Não concordo, nem discordo	Concordo Parcialmente	Concordo Totalmente
"Os preços dos produtos da cafetaria de um posto de abastecimento são mais caros do que noutras superfícies que vendem produtos semelhantes (ex.: pastelaria, café)."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Os produtos alimentares da cafetaria têm qualidade."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Os preços dos produtos da loja de conveniência do posto de abastecimento são mais caros do que em superfícies que vendem produtos semelhantes (ex.: supermercados, outras lojas de conveniência, mercearias)."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"O posto de abastecimento é uma superfície para compras de emergência."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

22. Que método de pagamento utiliza com mais frequência?

- Pagamento na loja.
- Pagamento na própria bomba.
- Via Verde.
- Linha de crédito.

22.1. Já utilizou pagamento na própria bomba?

- Sim
- Não

22.1.1. Qual o principal motivo para NÃO realizar o pagamento na bomba mais frequentemente?

- Não sai fatura.
- Não sei em que bomba posso fazê-lo quando chego ao posto.
- Não sei como funciona.
- Não dá para utilizar cartão de desconto.
- Tenho medo de utilizar o cartão na máquina.
- Outros. Quais?

22.1.2. Qual o motivo para NUNCA ter experimentado pagar na própria bomba?

- Não sai fatura.
- Não sei em que bomba posso fazê-lo quando chego ao posto.
- Não sei como funciona.
- Não dá para utilizar cartão de desconto.
- Tenho medo de utilizar o cartão na máquina.
- Outro. Quais?

23. Como se sente quando tem de pagar antes de abastecer (pré-pagamento)?

- Não Gosto.
- É indiferente.
- Prefiro.

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

24. Distribua 100 pontos pelos fatores que considera mais importantes na escolha do posto de abastecimento. (Sem ter em conta o preço marcado na bomba e a localização)

Confiança na marca	<input type="text" value="0"/>
Qualidade do combustível	<input type="text" value="0"/>
Método de pagamento	<input type="text" value="0"/>
Funcionário/a que abastece o carro por mim	<input type="text" value="0"/>
Cartão de descontos	<input type="text" value="0"/>
Promoções	<input type="text" value="0"/>
Já conheço as pessoas que lá trabalham	<input type="text" value="0"/>
Porque já utilizo o posto por outro motivo	<input type="text" value="0"/>
Por ser uma marca portuguesa	<input type="text" value="0"/>
Por ser uma marca low cost (marca branca)	<input type="text" value="0"/>
Total	<input type="text" value="0"/>

25. Qual das seguintes marcas (BP, Galp, Prio, Repsol) é a mais:

	BP	Galp	Prio	Repsol
Inovadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De confiança	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Próxima	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jovem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Líder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26.1



	Nada Provável	Pouco Provável	Indiferente	Algo Provável	Provável
Qual a probabilidade de comprar nesta loja de conveniência de um posto de abastecimento regularmente?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26.2



	Nada Provável	Pouco Provável	Indiferente	Algo Provável	Provável
Qual a probabilidade de comprar nesta loja de conveniência de um posto de abastecimento regularmente?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

27. Na sua opinião, a Galp é:

Modesta	0	1	2	3	4	5	6	7	8	9	Vaidosa
	0	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Suspeita	0	1	2	3	4	5	6	7	8	9	De Confiança
	0	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Distante	0	1	2	3	4	5	6	7	8	9	Próxima
	0	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Antiquada	0	1	2	3	4	5	6	7	8	9	Inovadora
	0	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lenta	0	1	2	3	4	5	6	7	8	9	Ágil
	0	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. Classifique as seguintes afirmações:

	Discordo Totalmente	Discordo Parcialmente	Não concordo, nem discordo	Concordo Parcialmente	Concordo Totalmente
"A Galp é um símbolo de Portugal no mundo."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Na Galp, a qualidade do serviço prestado e produto estão adequados ao preço."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"A Galp ouve os seus consumidores e atua de acordo com as suas necessidades."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"A Galp é uma empresa que contribui para o desenvolvimento das comunidades."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"A Galp é transparente em relação aos preços praticados."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.3. QUANTITATIVE RESEARCH – QUANTITATIVE QUESTIONNAIRE

33. Quanto tempo passa a conduzir, em média, num dia de semana?

- Menos de 30 minutos
- Entre 30 minutos e 1 hora
- Entre 1 hora e 3 horas
- Mais de 3 horas

34. Quanto tempo passa no trânsito, em média, num dia de semana?

- Não apanho trânsito
- Até 30 minutos
- Entre 30 minutos e 1 hora
- Mais do que uma hora

35. Sexo:

- Feminino
- Masculino

1.4. METHODOLOGY – BEHAVIORAL SEGMENTATION

HIERARCHICAL CLUSTERING

Hierarchical clustering is a widely used data analysis tool used specially for **smaller** data sets (K-means is the preferred method for large data sets). The basic idea behind this clustering technique is to build a **binary tree**, visualized with a dendrogram.

Hierarchical clustering can be performed in **two** opposite ways:

- **Agglomerative approach** – a more commonly used bottom up approach, in which, at each **new stage, similar groups of cases are merged**. It is important to note that this approach is a monotonic one, meaning that with each **new hierarchical stage the similarity between merged clusters decreases**.
- **Divisive approach** – a less used top down approach, usually regarded as **more complex** than the agglomerative version due to the need of having a second algorithm as a subroutine. In this approach all cases start in the **same pool** and will be **subdivided with each new hierarchical stage**.

In this thesis the team decided to use the **agglomerative approach**, performing the analysis with IBM's SPSS Statistics.

WARD'S METHOD

Ward's method is widely used and is also known as Ward's **minimum variance method**. With this method, the two clusters that merge at each stage of the hierarchical clustering, are the ones that lead to the **smallest increase** in the **total within-cluster variance after merging**.

Considering S_{ij} as the similarity or dissimilarity measure between cluster i and cluster j , N_i the number of cases in cluster i , and $j+k$ as a new cluster, the following formula, known as Lance-Williams formula, can be used to explain how Ward's method **creates a new cluster** at each stage:

$$S_{i,j+k} = \frac{1}{N_i + N_j + N_k} [(N_i + N_j)s_{ij} + (N_i + N_k)s_{ik} - N_i s_{jk}]$$

The **main advantage** of the Ward's method when compared to some other Hierarchical Clustering methods, derives from the fact that it uses the **F-Value**, similar to ANOVA, **maximizing the significance of the differences between clusters**.

- Of all the Hierarchical clustering methods, Ward's method guarantees the highest significance of the differences between clusters.

1.4. METHODOLOGY – BEHAVIORAL SEGMENTATION

CHI-SQUARE MEASURE

The Chi-Square measure is based on the **chi-square test of equality** for two sets of frequencies (see formula below) :

$$\chi_{ih}^2 = \sqrt{\sum_{j=1}^p \frac{1}{a_{+j}} \left[\frac{a_{hj}}{a_{h+}} - \frac{a_{ij}}{a_{i+}} \right]^2}, \text{ where}$$

- p is the total number of columns (**variables**) in matrix A ;
- j is the abundance of variables in each sample unit i ;
- a_{ij} are the elements in matrix A ;
- i and h are the samples **between** which the **distance will be calculated**;
- a_{h+} is the **total** for sample unit h ;
- a_{i+} is the **total** for sample unit i ;
- a_{+j} is the **total** for variable j ;

Bottom line, the Chi-square measure it's a way of computing the distance between two samples. This measure is **similar** to the so commonly used **Euclidean distance***, however, it is **weighted by the inverse of the variable's total**.

*Euclidean Distance - The distance, or dissimilarity, between two people in the sample taking into account the studied variables.

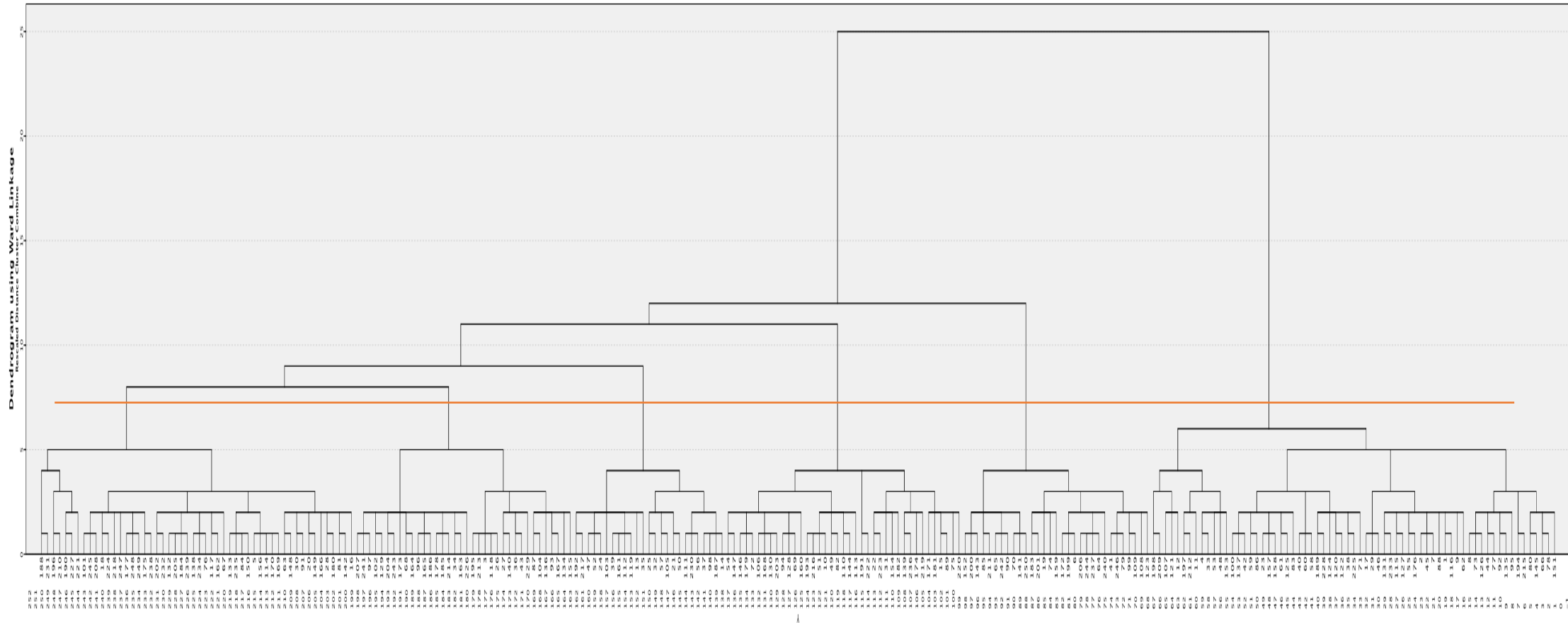
1.4. METHODOLOGY – BEHAVIORAL SEGMENTATION

Thirty variables (online survey questions) mostly behavioral, were selected to be used in the statistical clustering stage of the behavioral segmentation.

1. Frequency of visits to the gas station
2. Preferred brand
3. Brand influencer
4. Gas influencer
5. Vehicle influencer
6. Main rational driver
7. Price perception - ranking (Galp, BP, Prio, Repsol)
8. Price-quality ration – ranking (Galp, BP, Prio, Repsol)
9. Only goes to the gas station to fill up on gas (degree of agreement)
10. Wastes too much time at the gas station (degree of agreement)
11. Does not like to go to the gas station (degree of agreement)
12. Gas stations are all the same (degree of agreement)
13. There are differences in the quality of gas between brands (degree of agreement)
14. Gas stations from different brands provide a similar [customer] experience (degree of agreement)
15. Simple gas is the same across different brands (degree of agreement)
16. Prefers small gas stations with fewer services [degree of agreement]
17. Hates to fill up on gas (degree of agreement)
18. Tries that some one else fills up on gas for him/her (degree of agreement)
19. Prefers gas stations with an employee that fills up on gas for him/ her (degree of agreement)
20. Willing to pay more for someone to fill up on gas for him/her (degree of agreement)
21. Prefers to go to gas stations in suburban areas (degree of agreement)
22. Plans to go to gas stations on specific days to take advantage of promotions (degree of agreement)
23. Likes to take care of his/ her car (degree of agreement)
24. His/ her vehicle is more than a means of transportation (degree of agreement))
25. Average time driving (per day)
26. Average time spent in traffic (per day)
27. Vehicle (own car, own motorcycle, company's car/ motorcycle)
28. Urban/ suburban
29. Gender
30. Age

1.4. METHODOLOGY – BEHAVIORAL SEGMENTATION

Dendrogram of the final clusters using Ward's Method as the clustering method and Chi-Square measure as the dissimilarity measure:

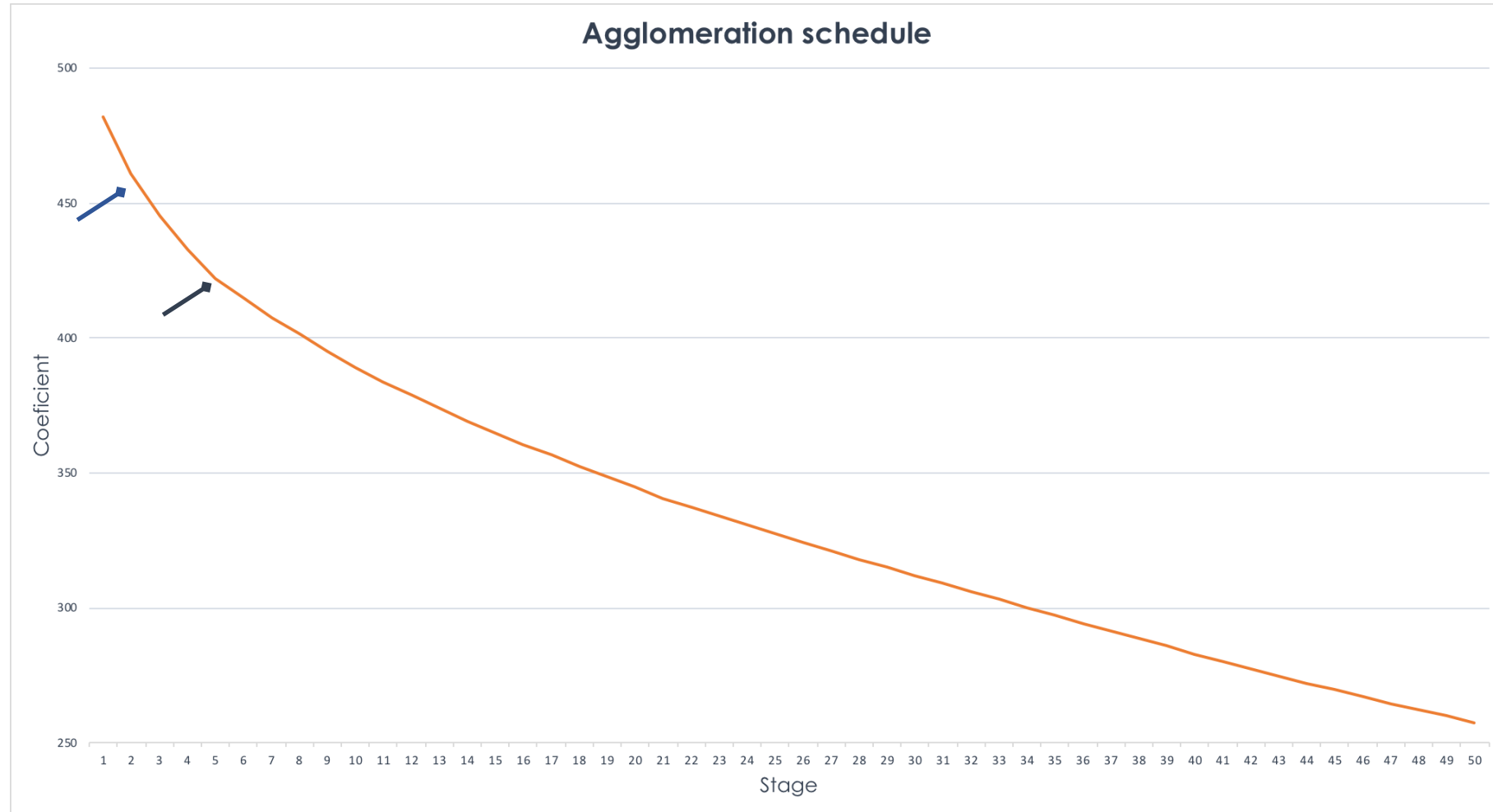


Dendrogram: Tree diagram frequently used to illustrate the arrangement of the clusters produced by hierarchical clustering.

Source: Everitt, Brian (1998). Dictionary of Statistics. Cambridge, UK: Cambridge University Press. p. 96

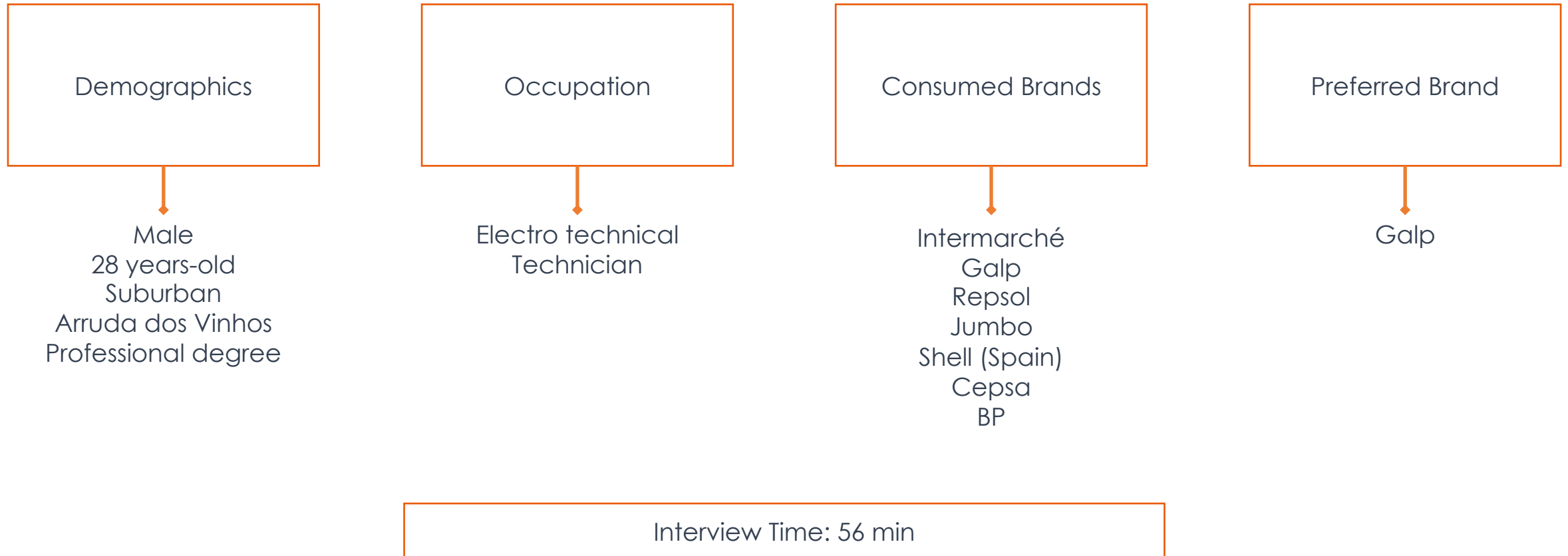
1.4. METHODOLOGY – BEHAVIORAL SEGMENTATION

There are two initial inflection points (indication of optimal number of clusters): one at stage two and the other at stage five. After a more in depth analysis it was possible to notice a better cluster fit to reality at the second point.



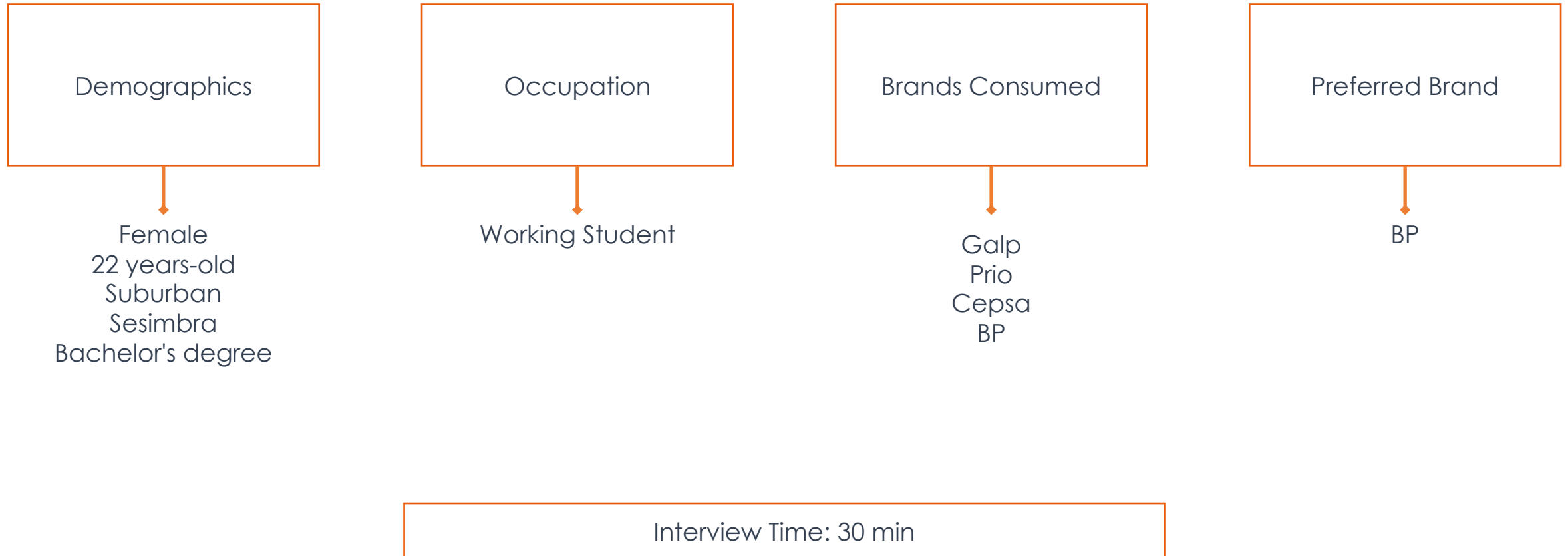
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 1



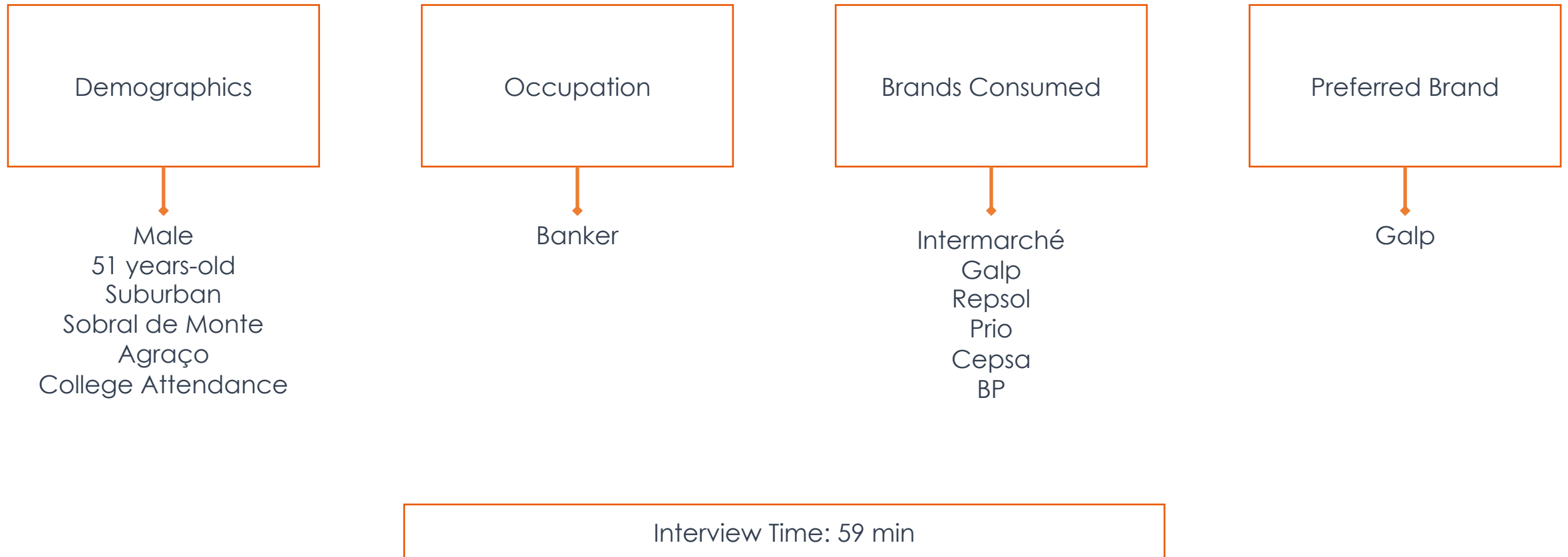
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 2



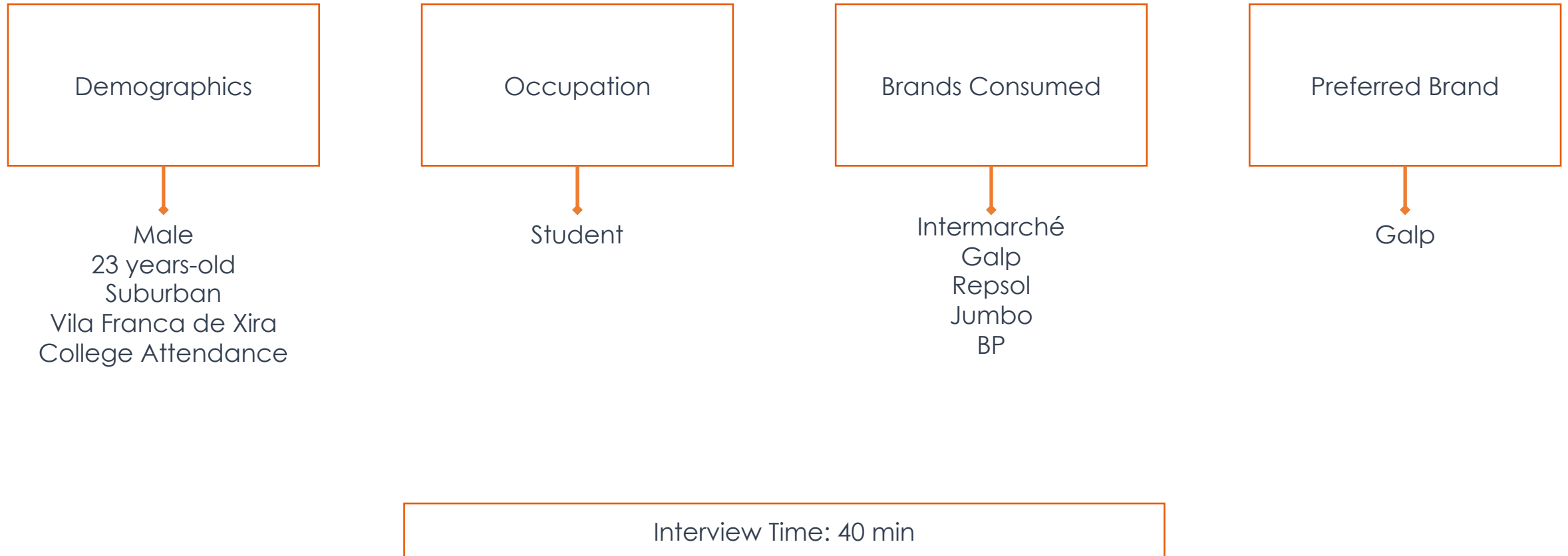
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 3



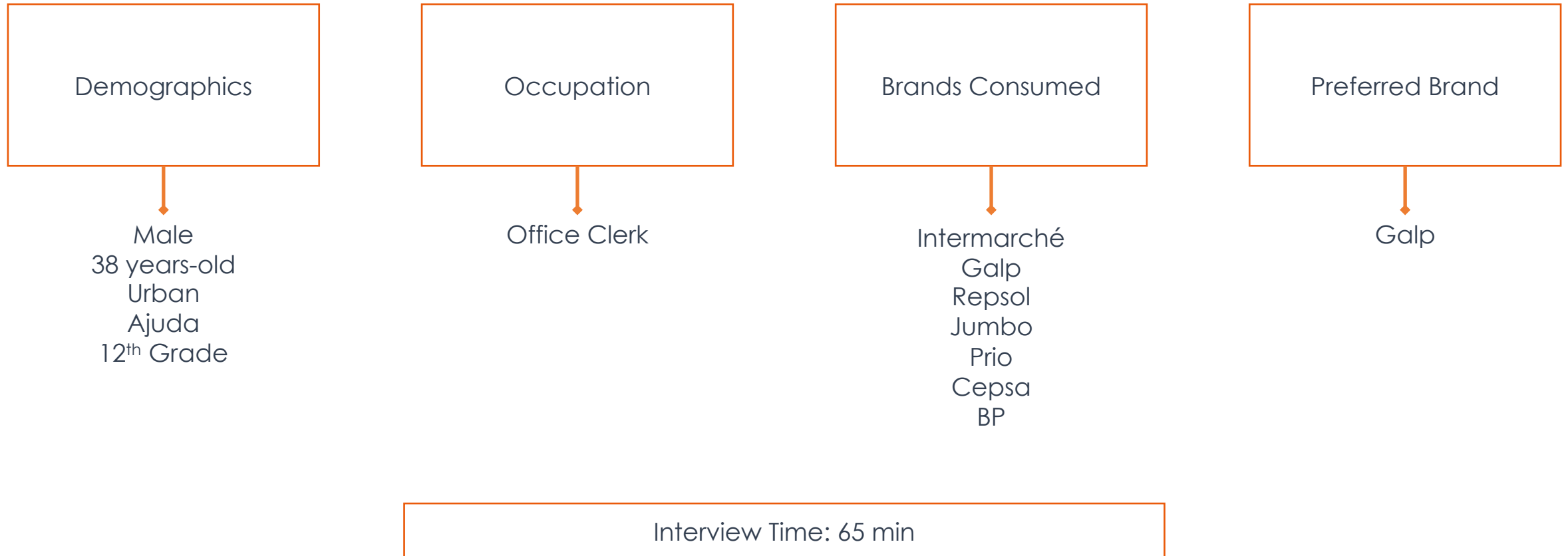
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 4



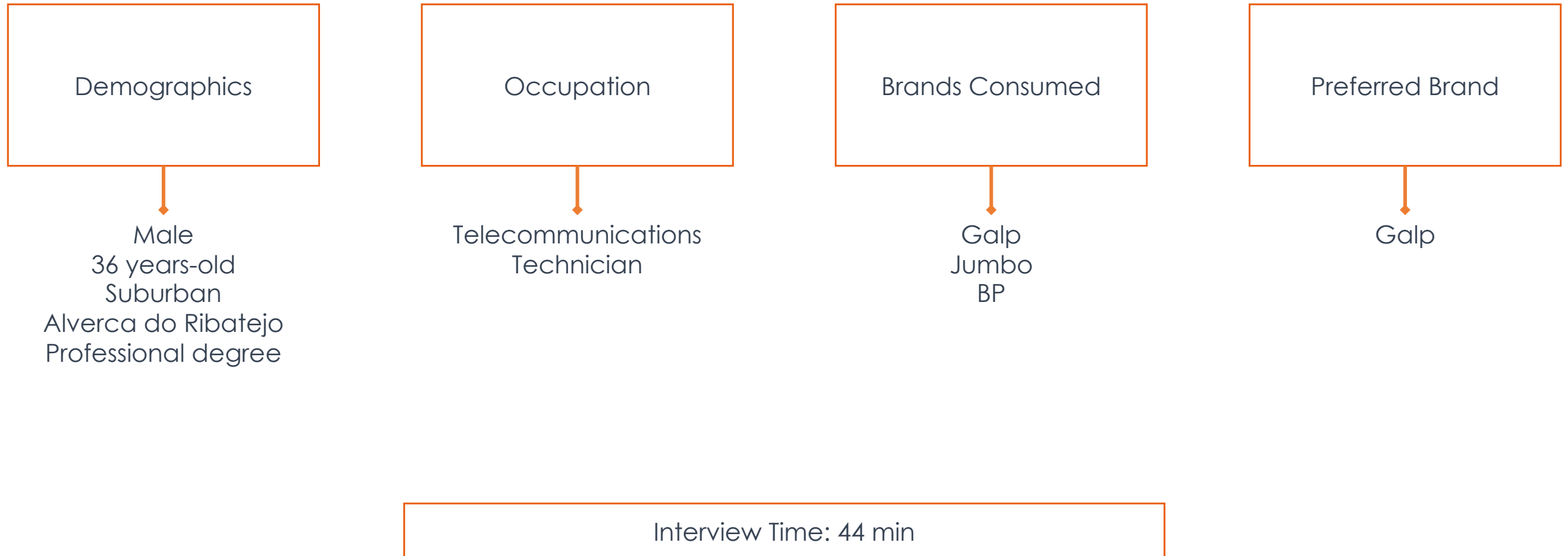
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 5



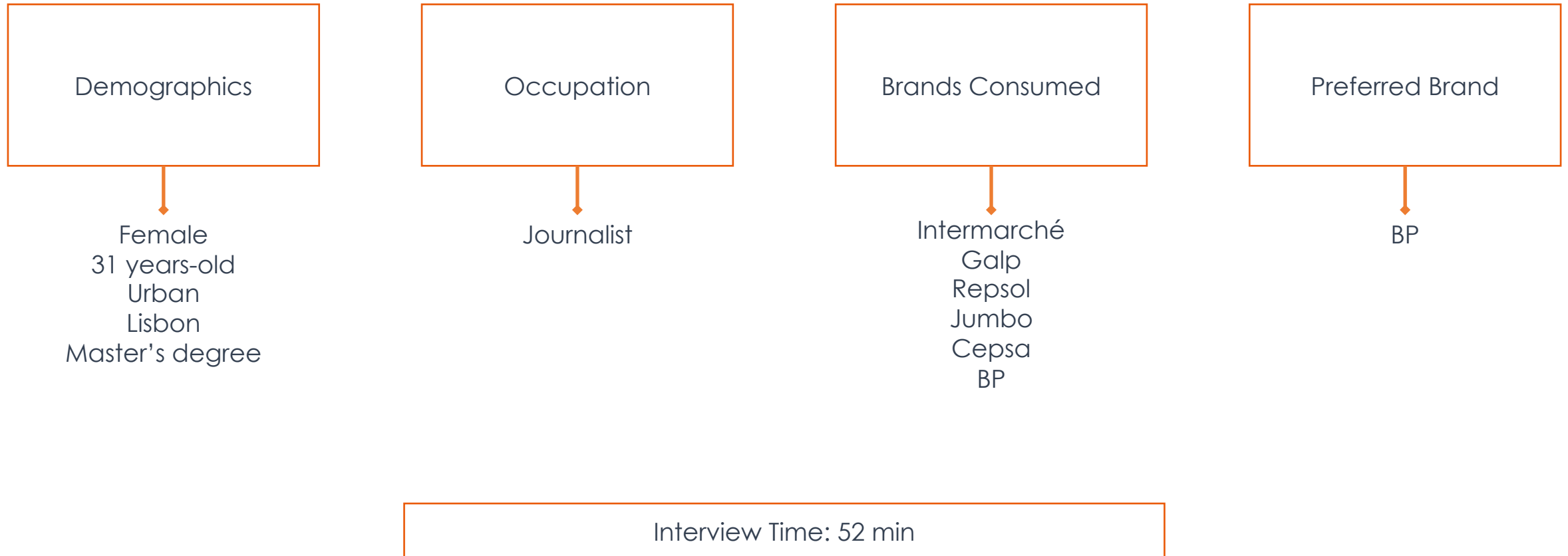
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 6



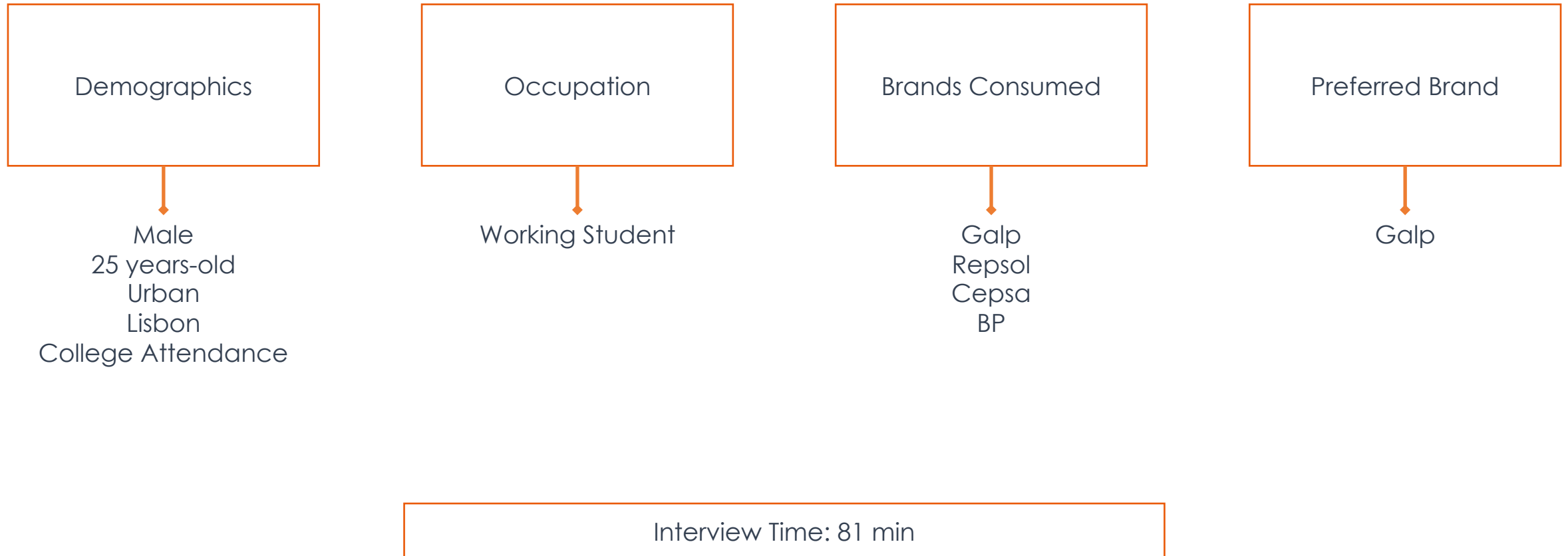
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 7



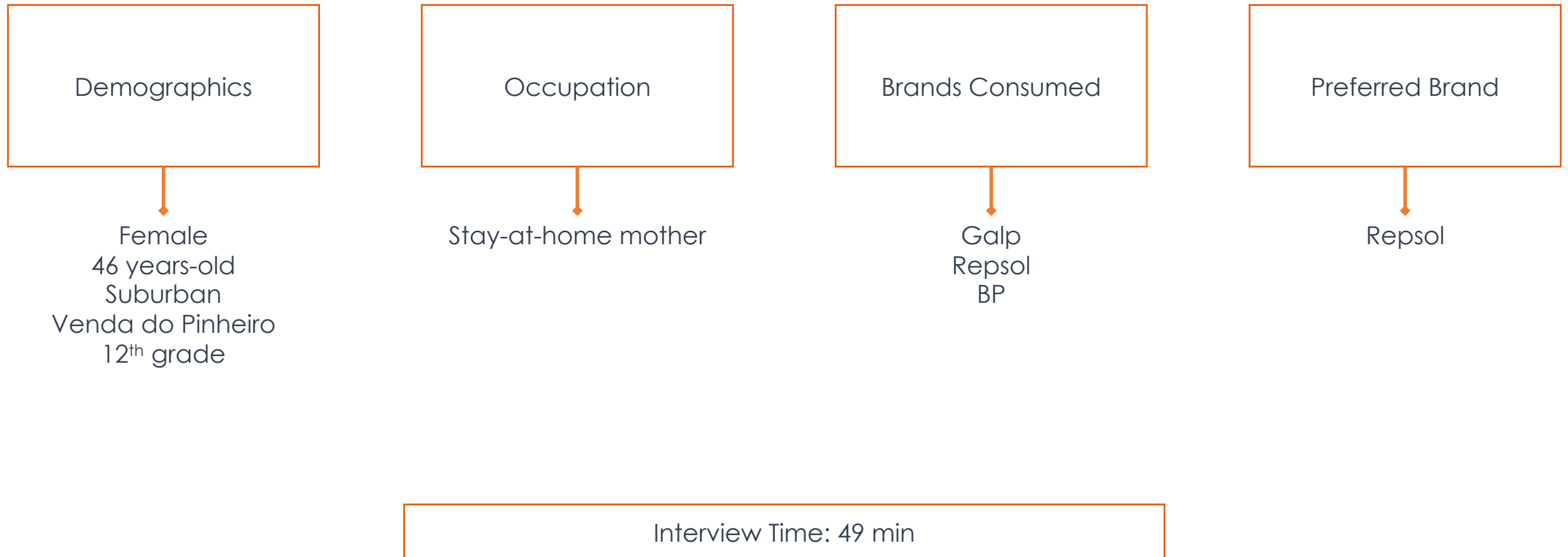
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 8



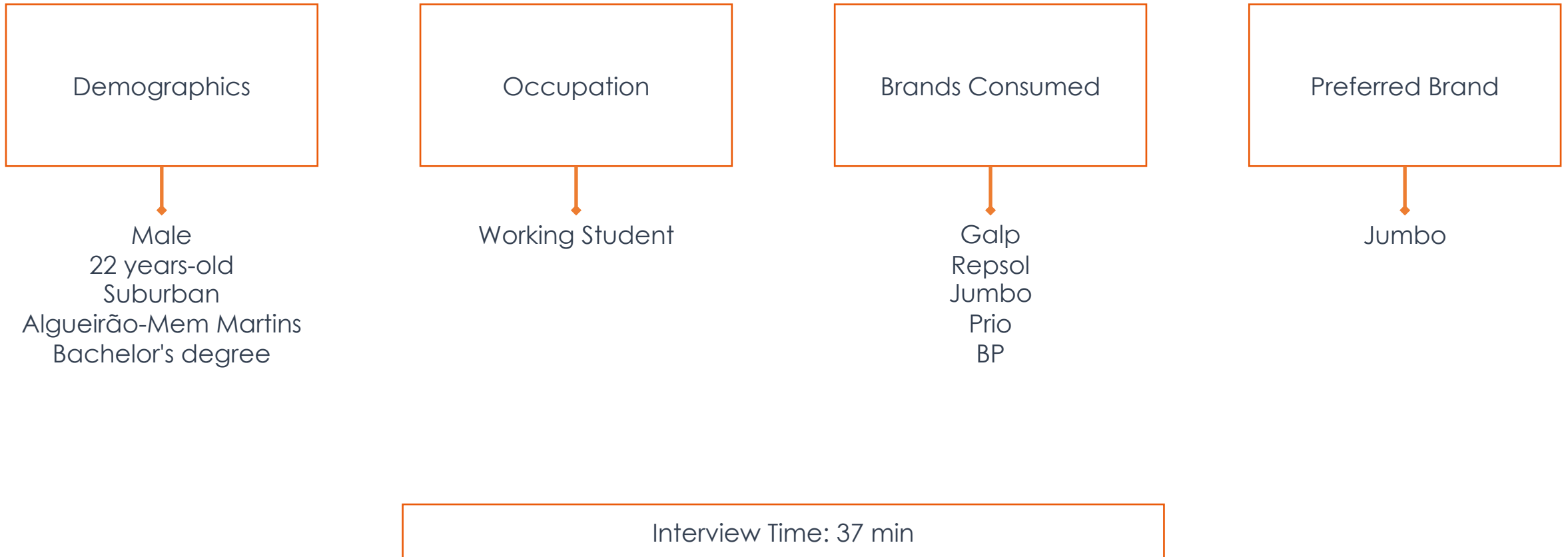
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 9



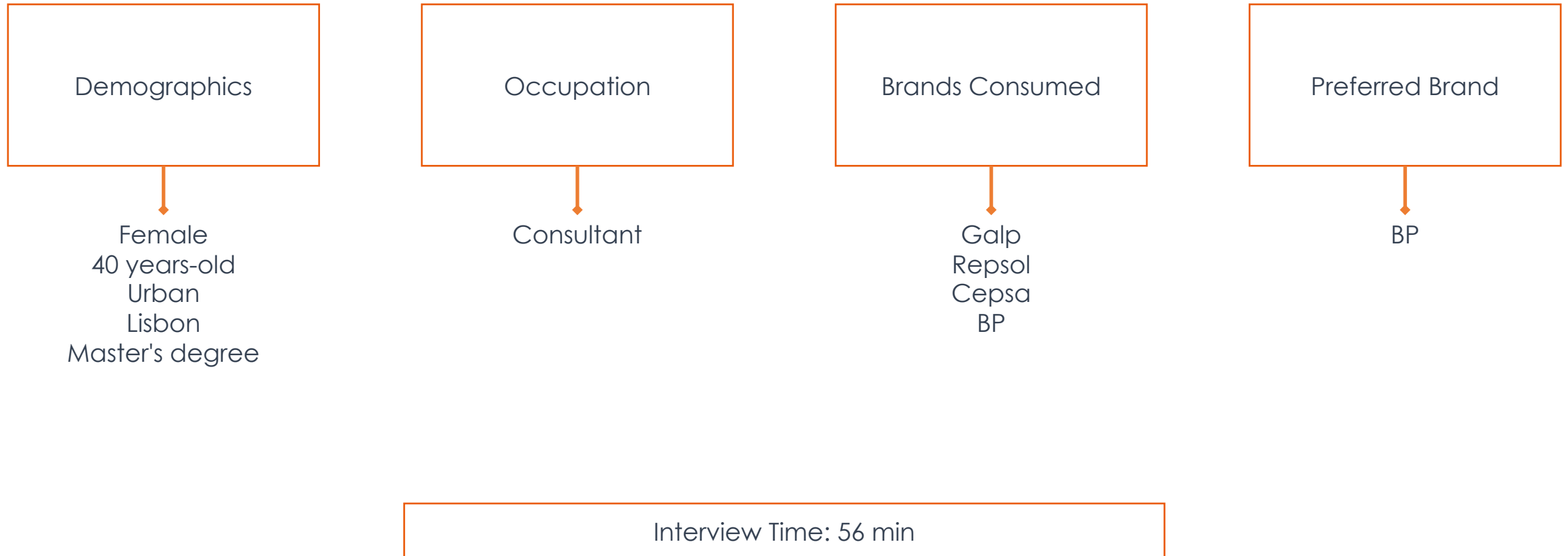
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 10



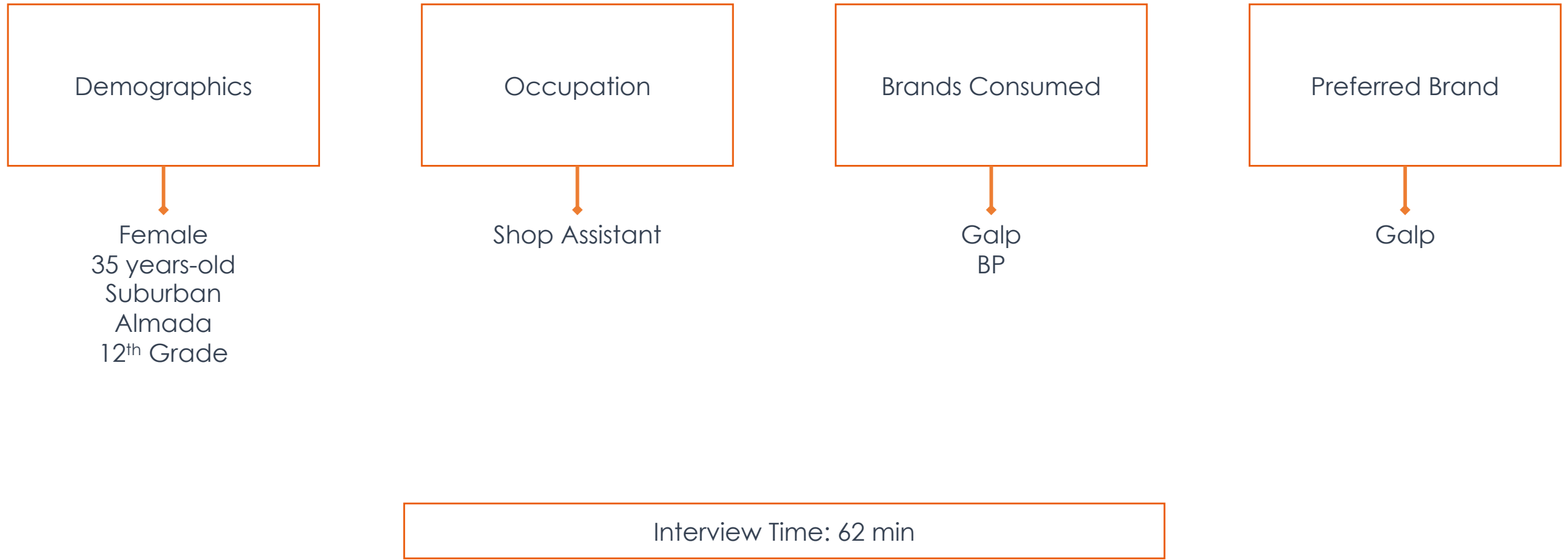
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 11



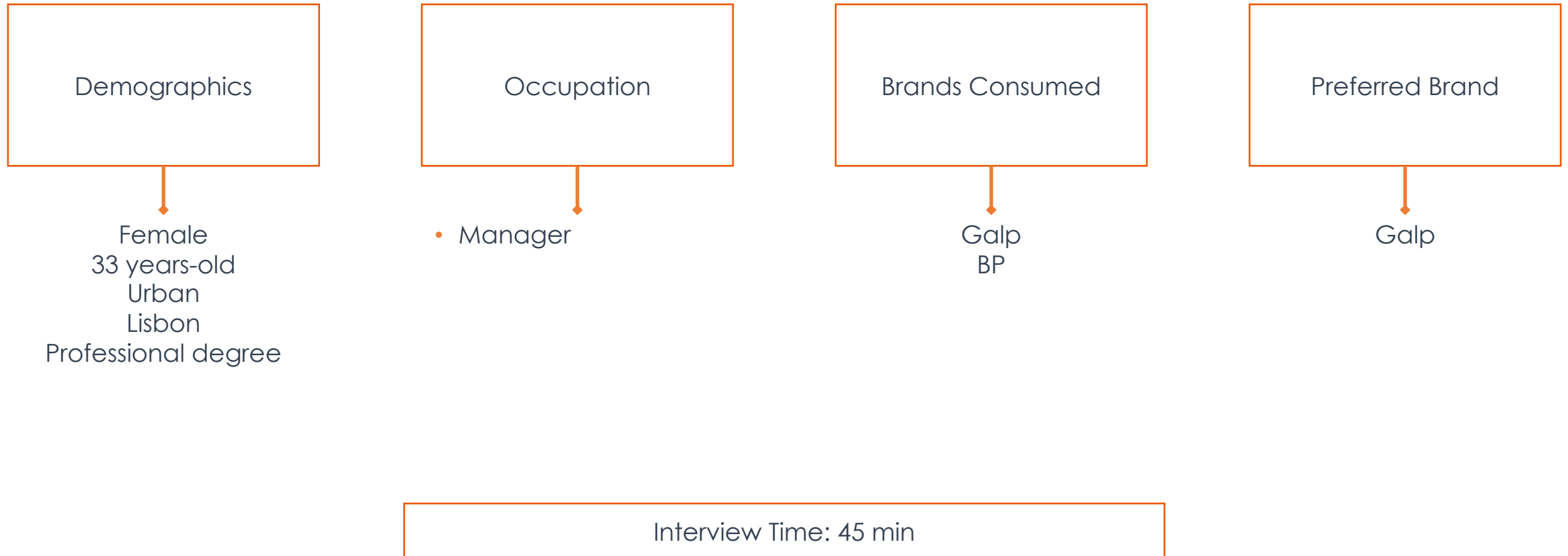
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 12



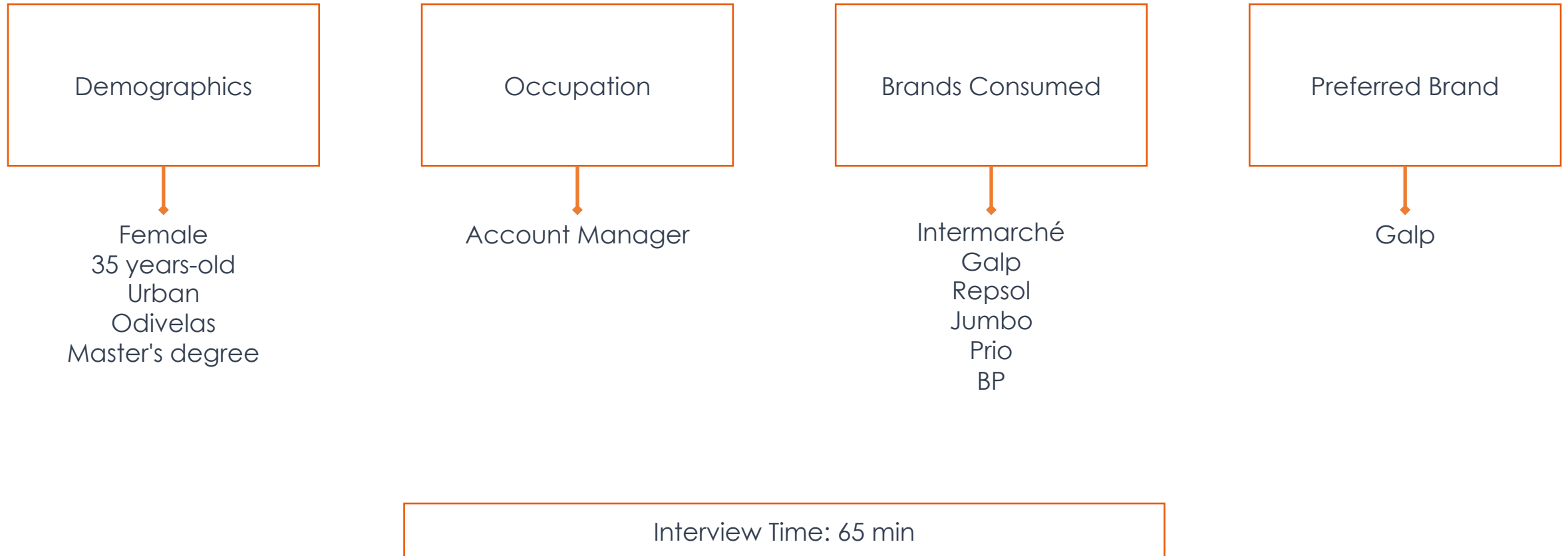
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 13



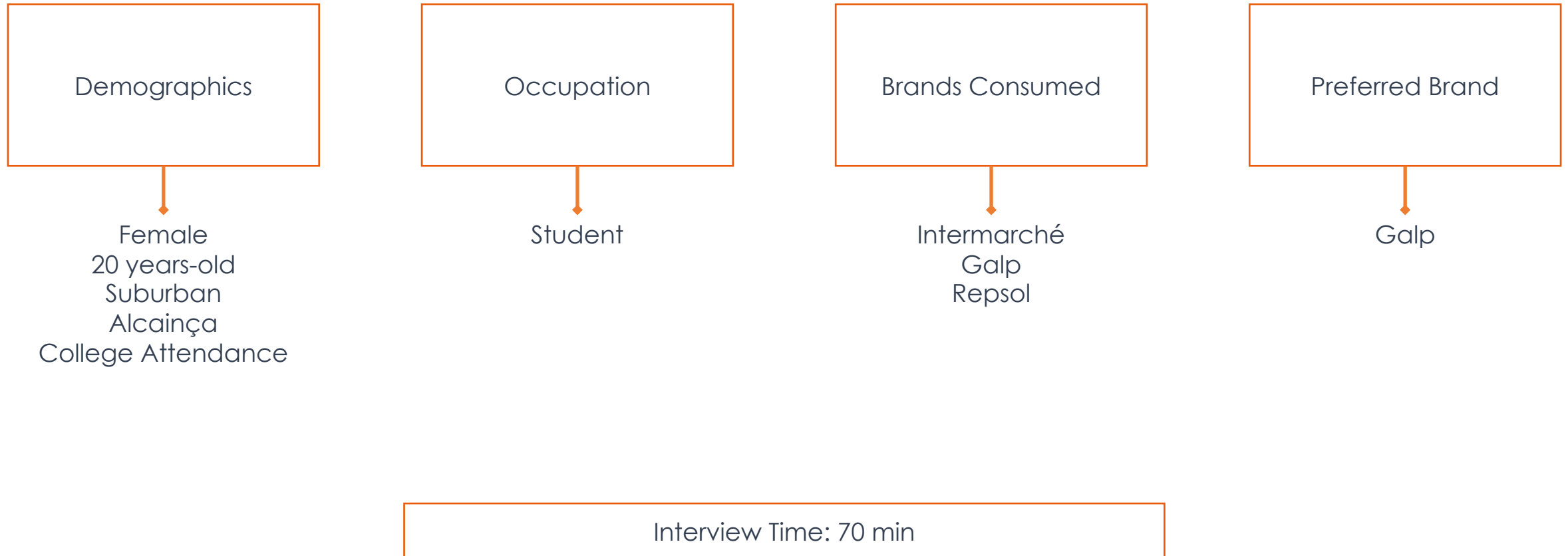
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 14



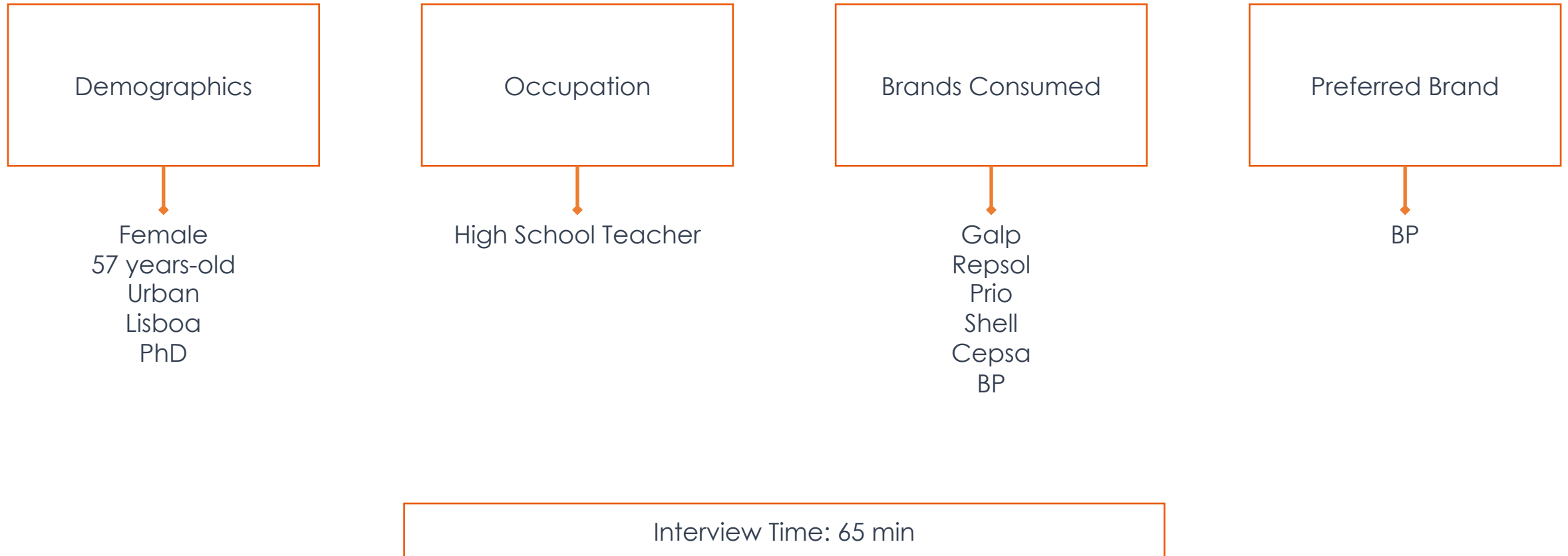
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 15



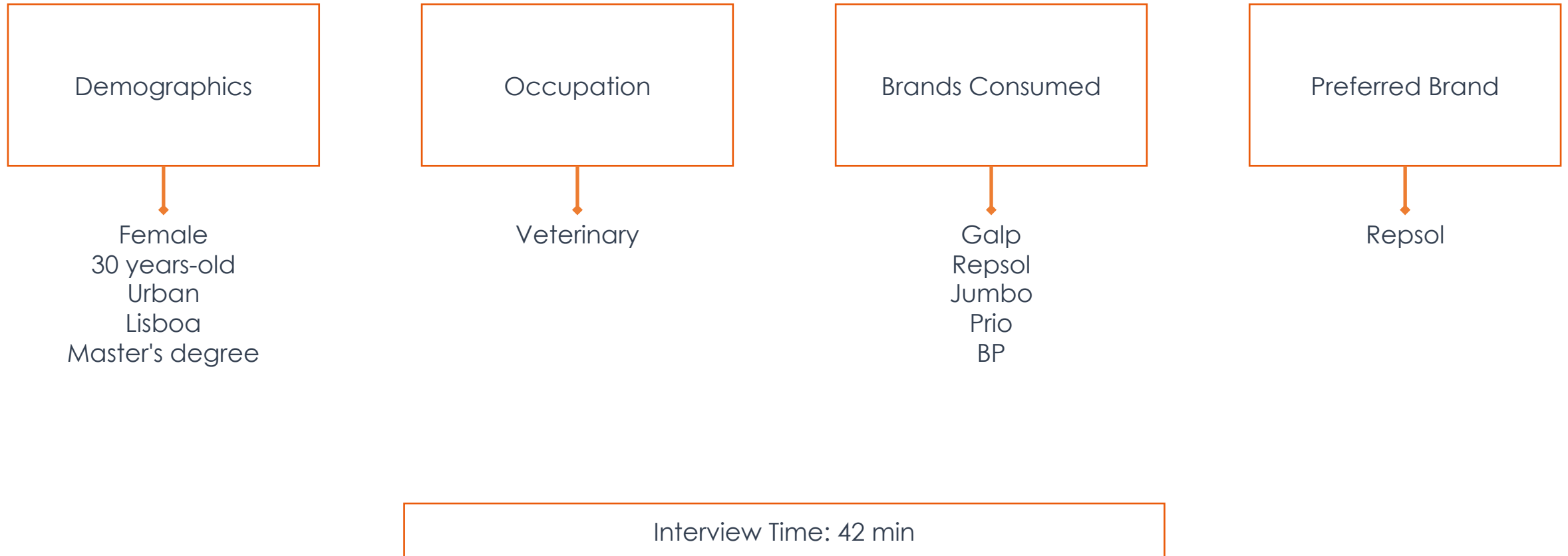
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 16



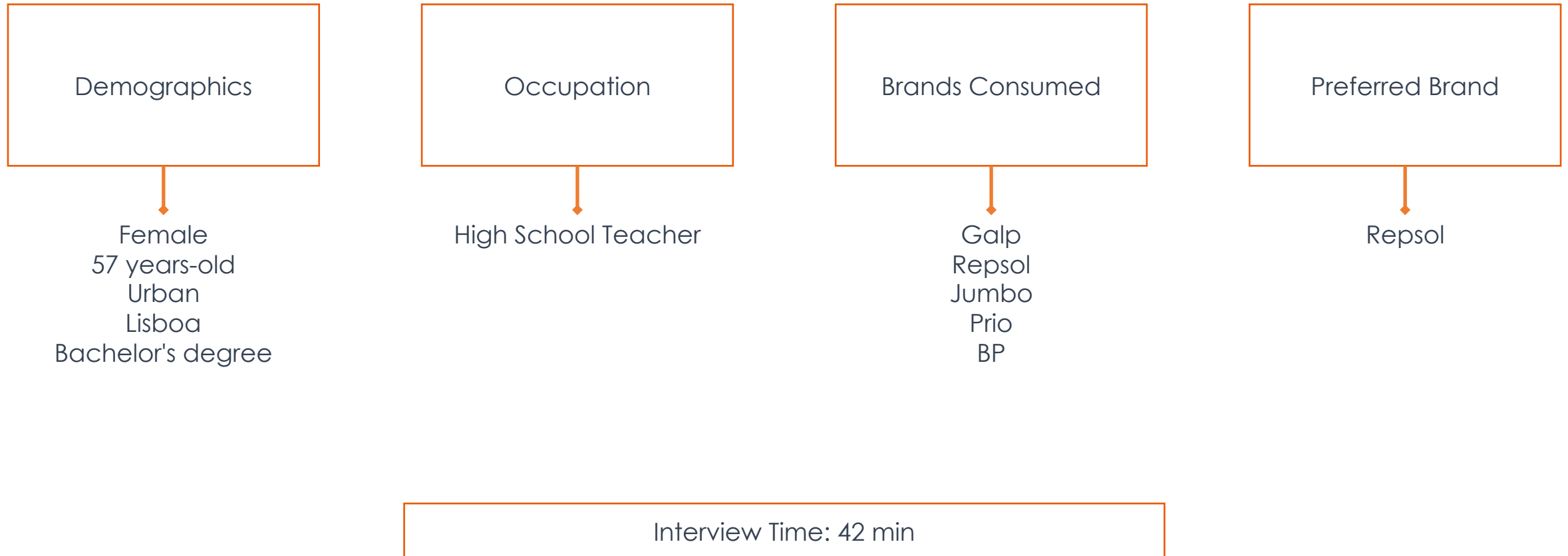
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 17



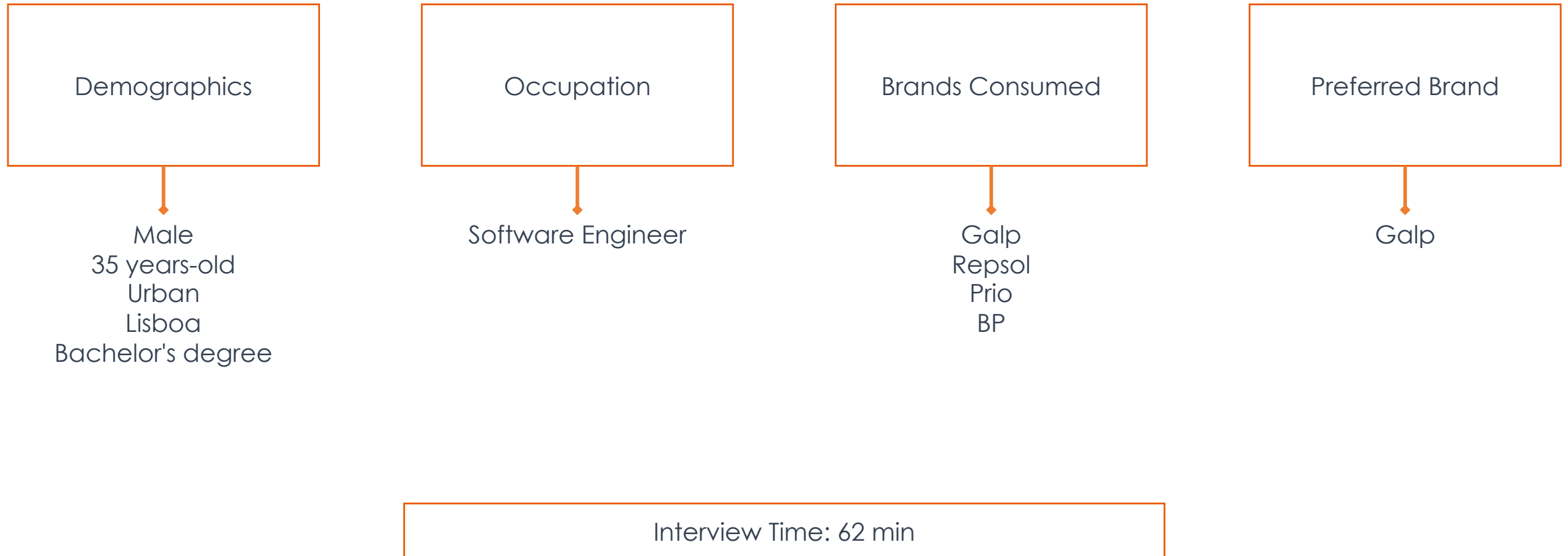
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 19



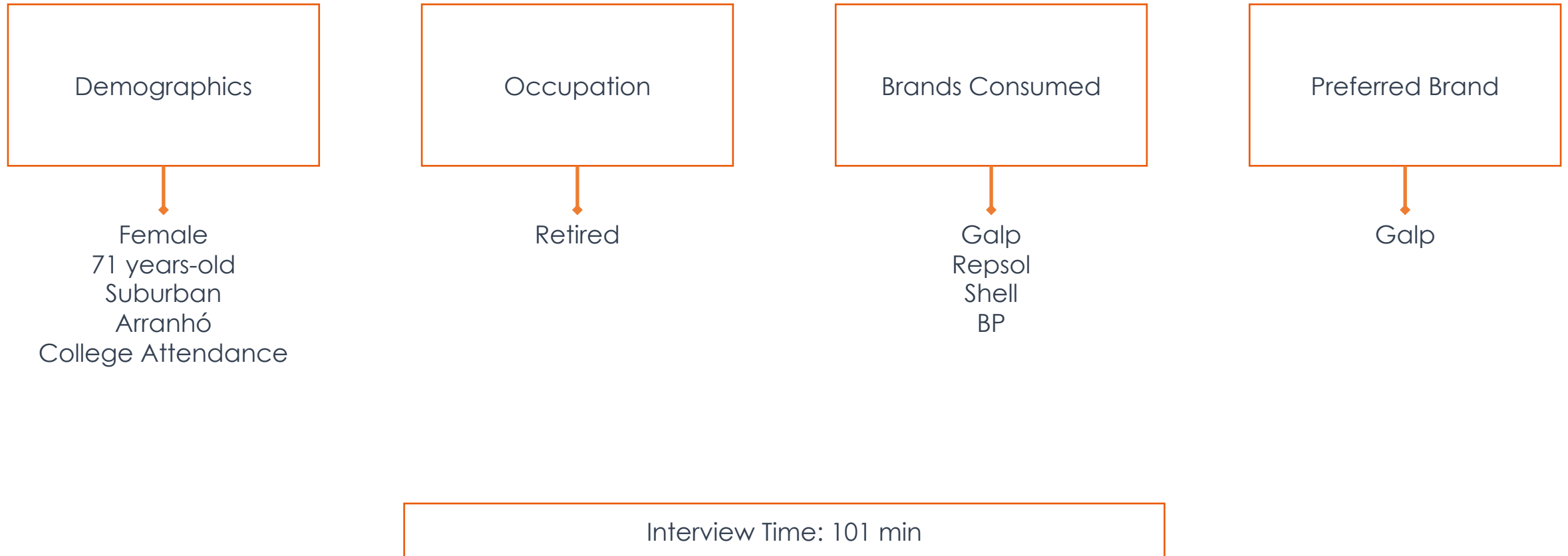
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 20



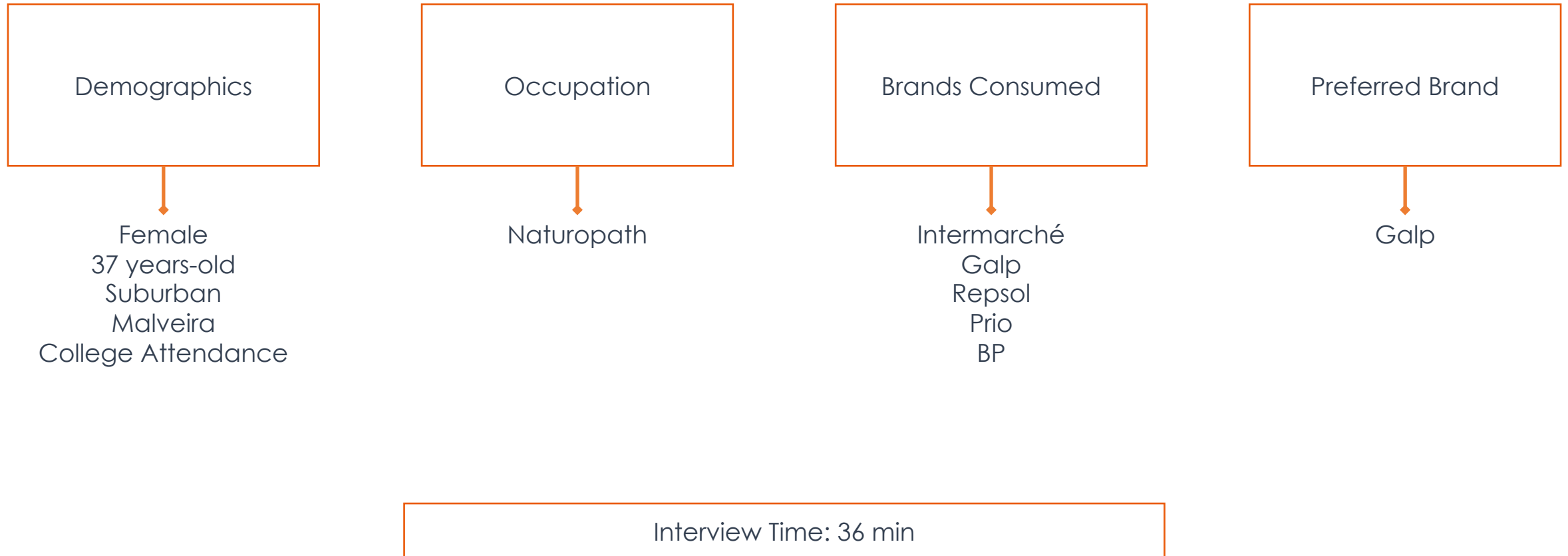
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 22



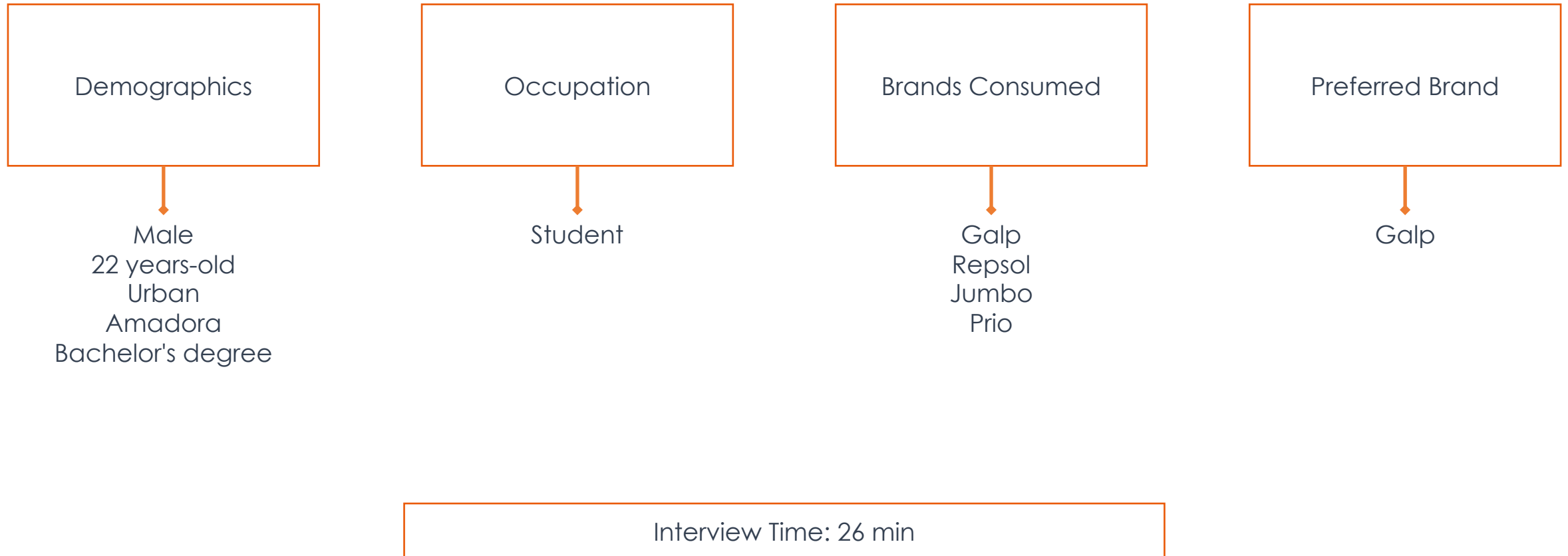
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 23



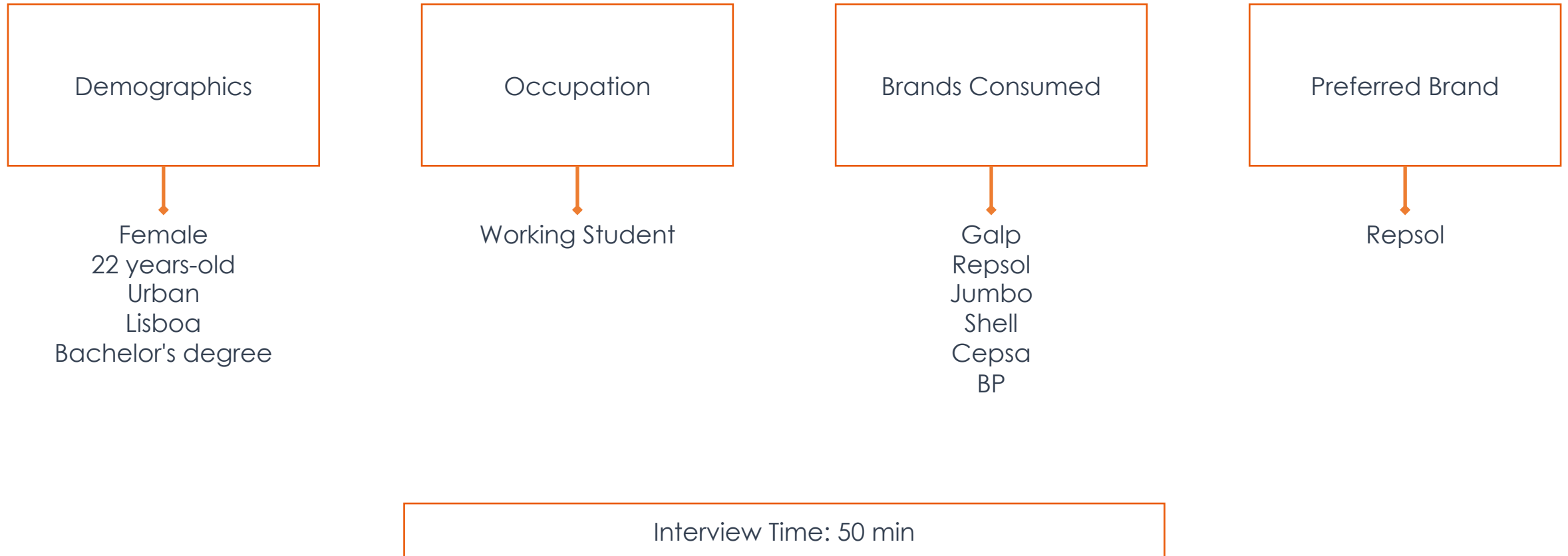
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 24



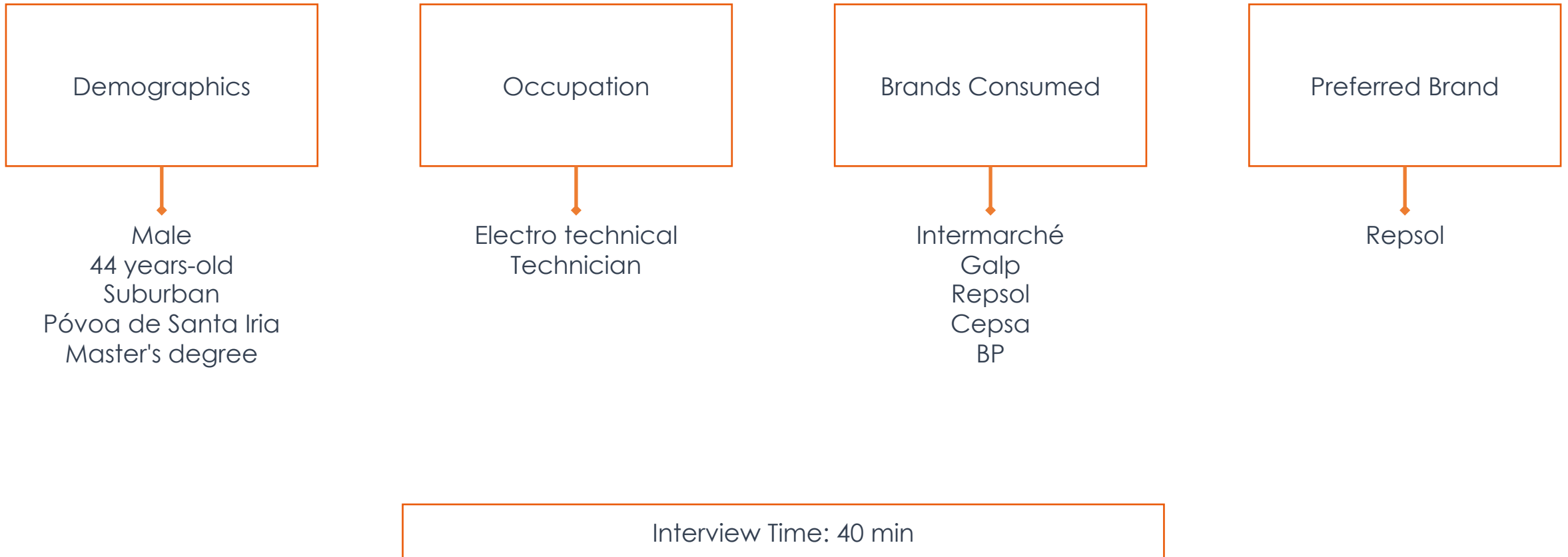
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 25



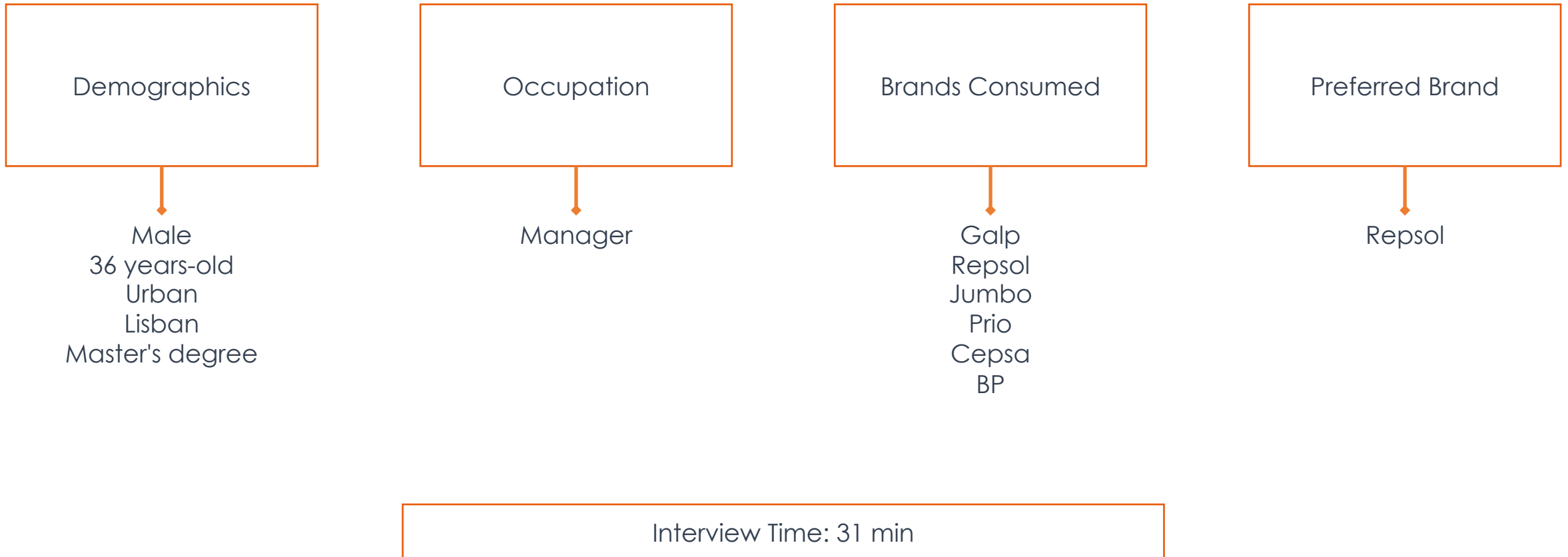
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 27



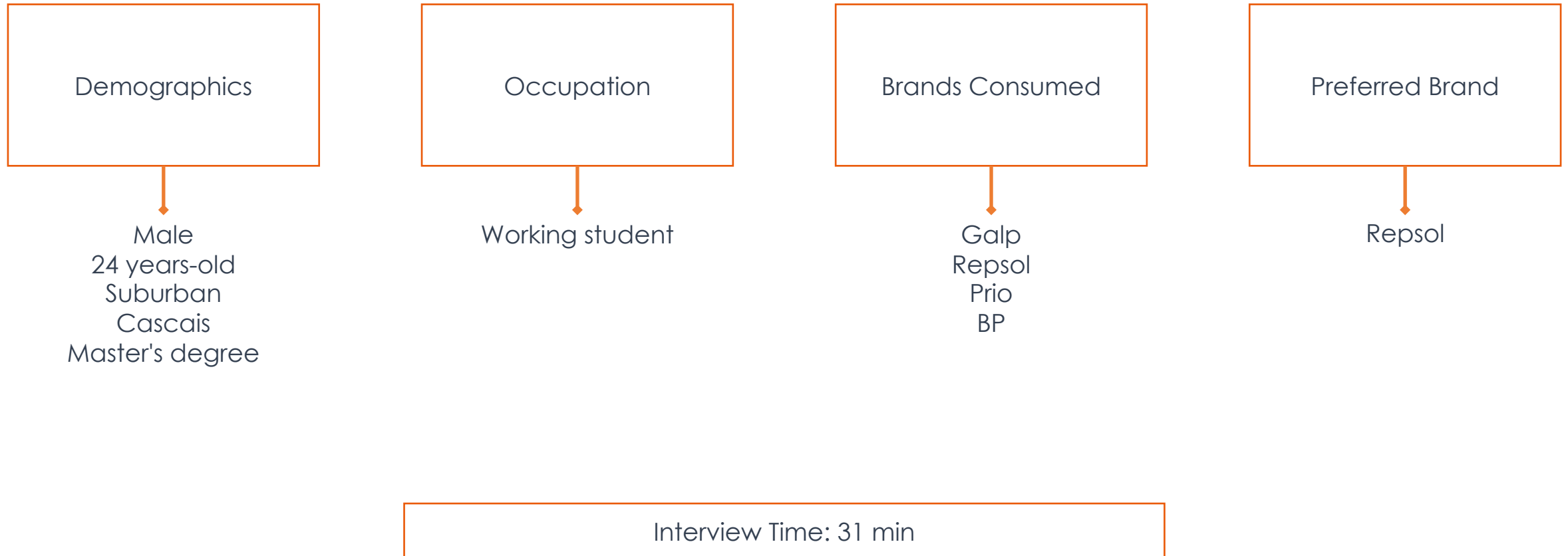
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 28



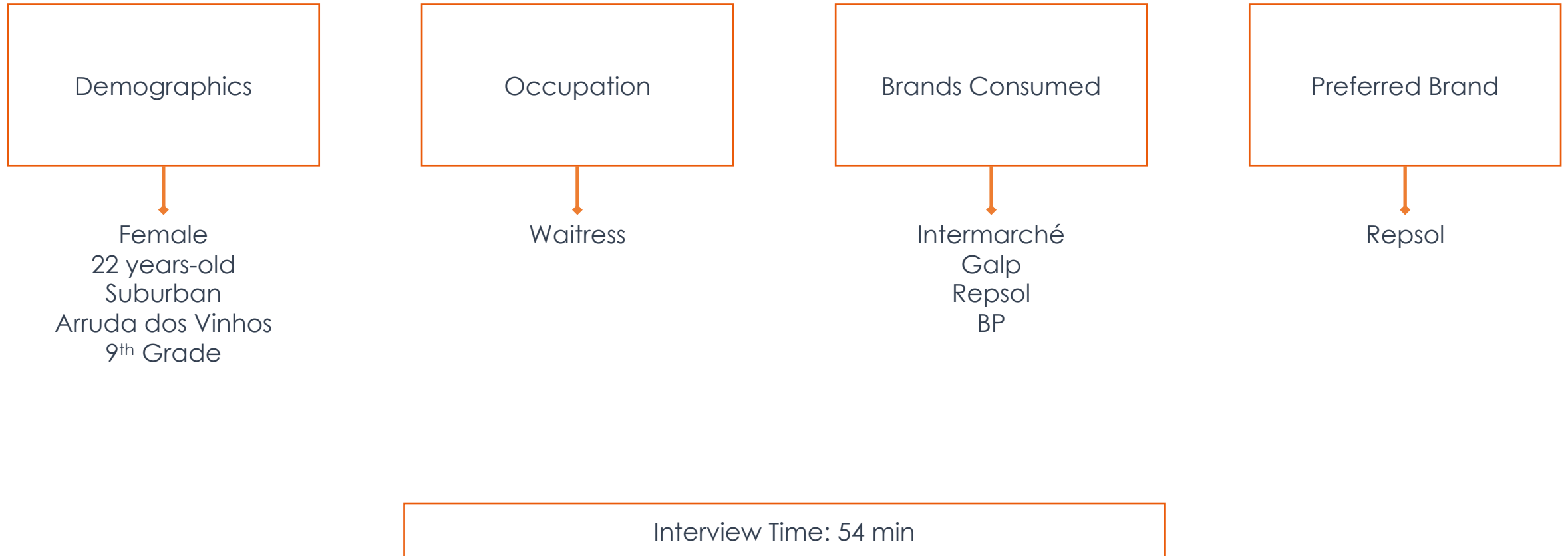
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 29



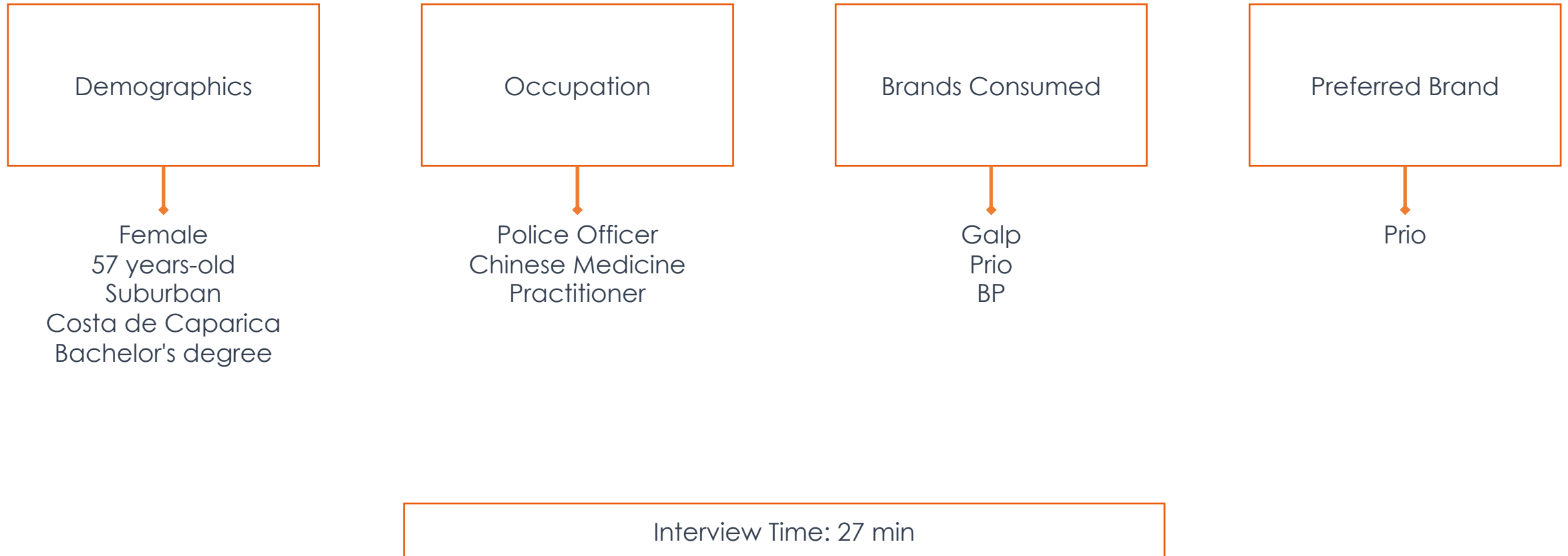
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 36



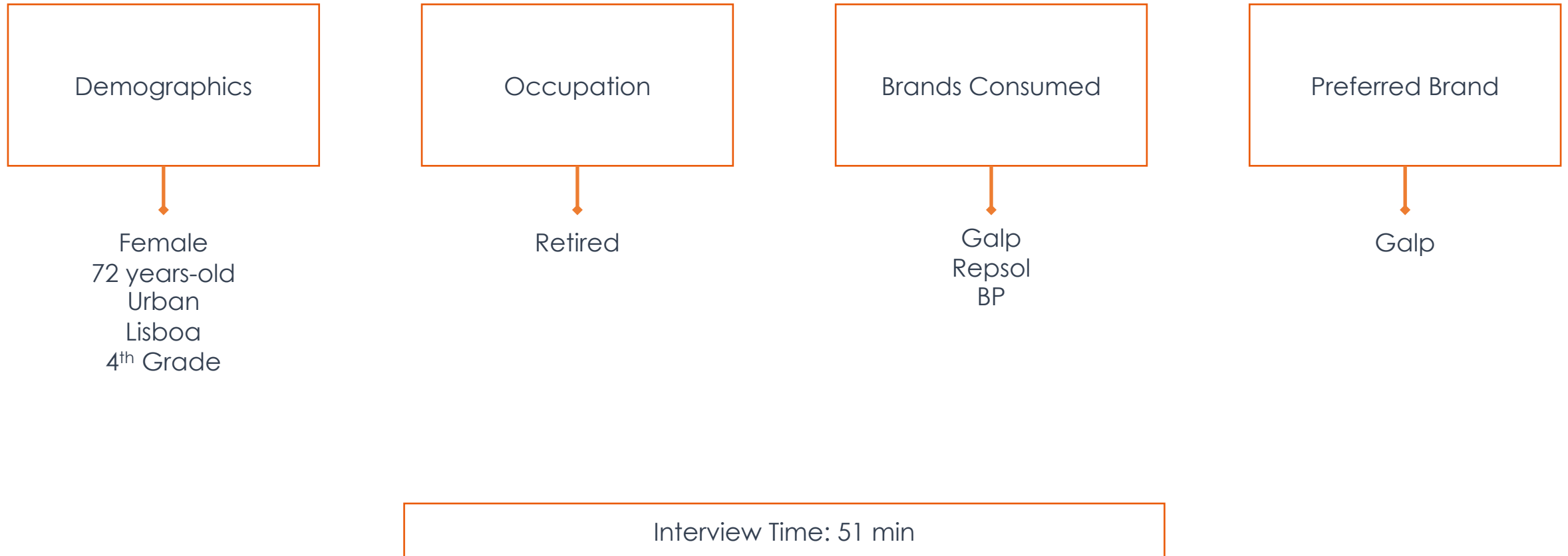
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 39



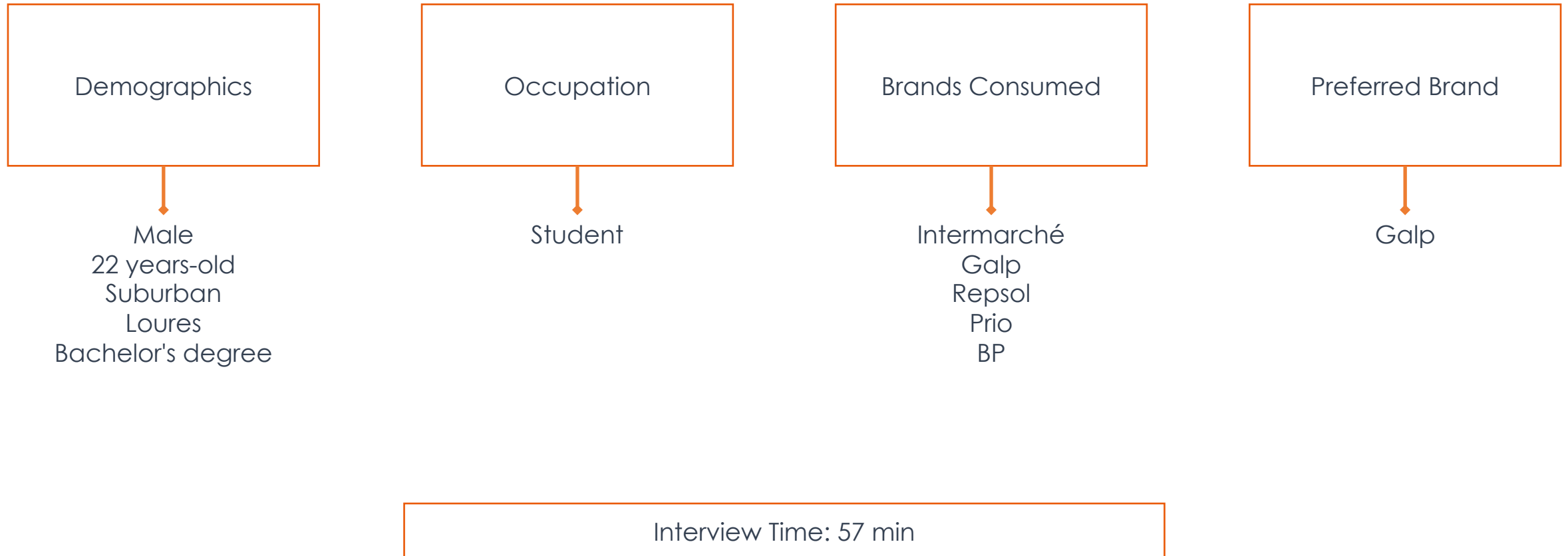
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 40



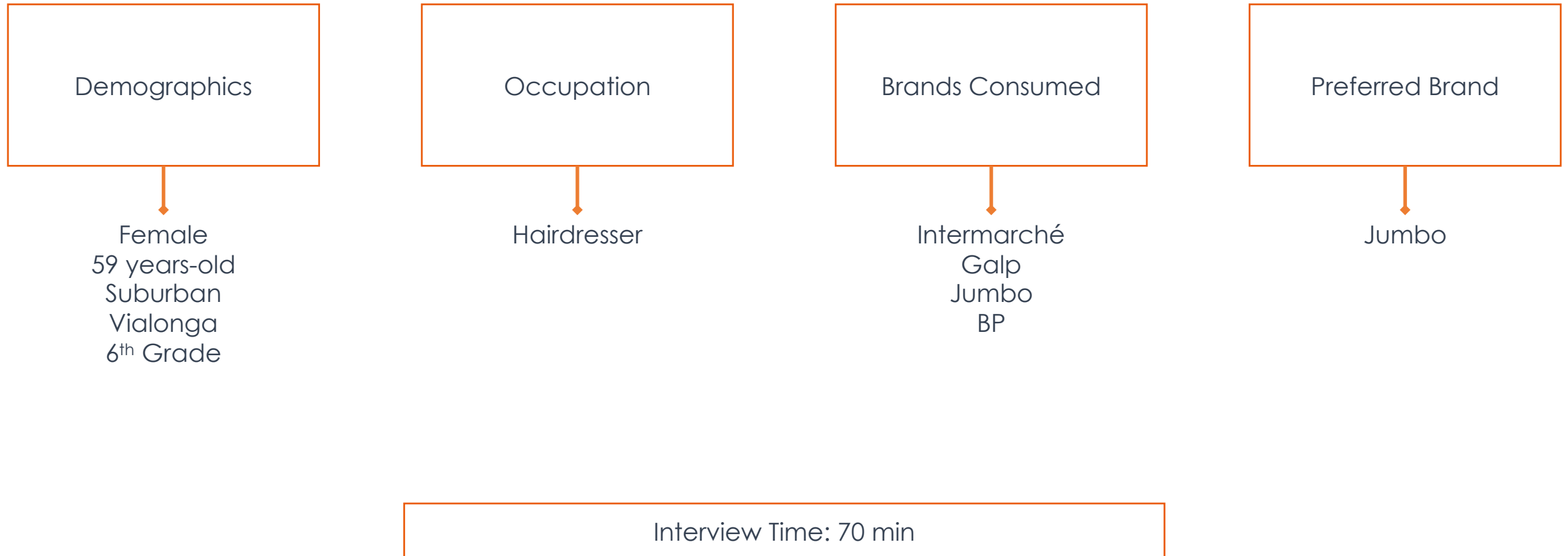
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 41



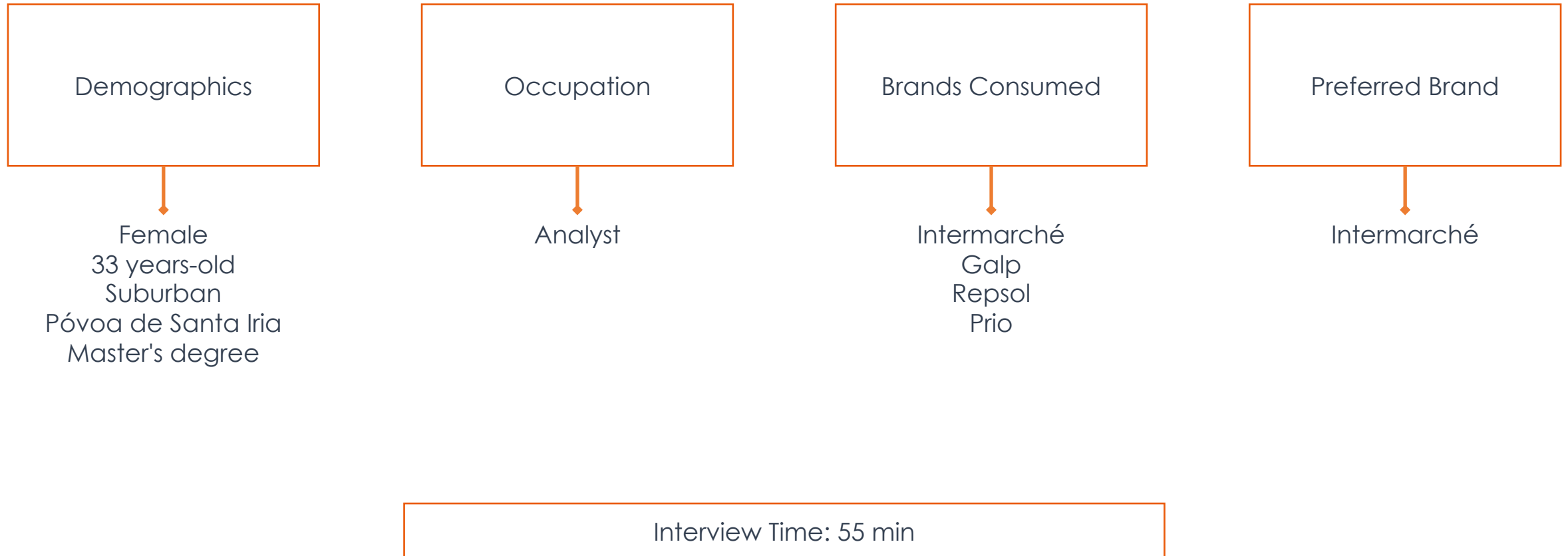
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 42



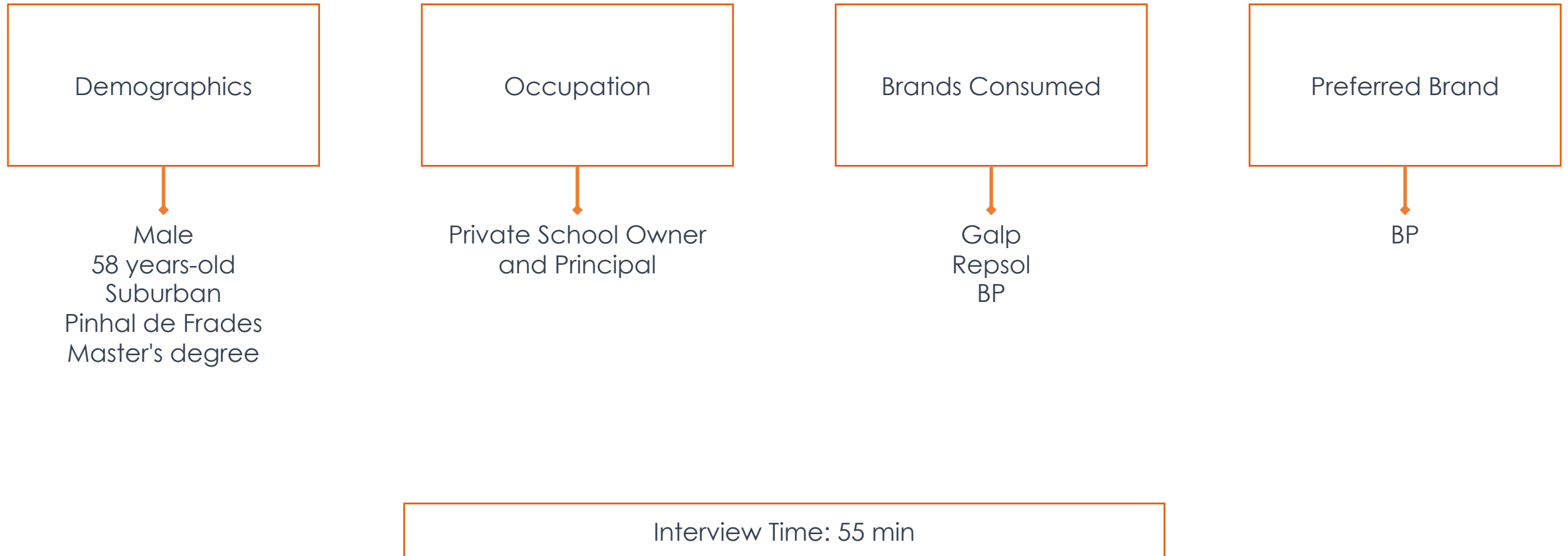
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 46



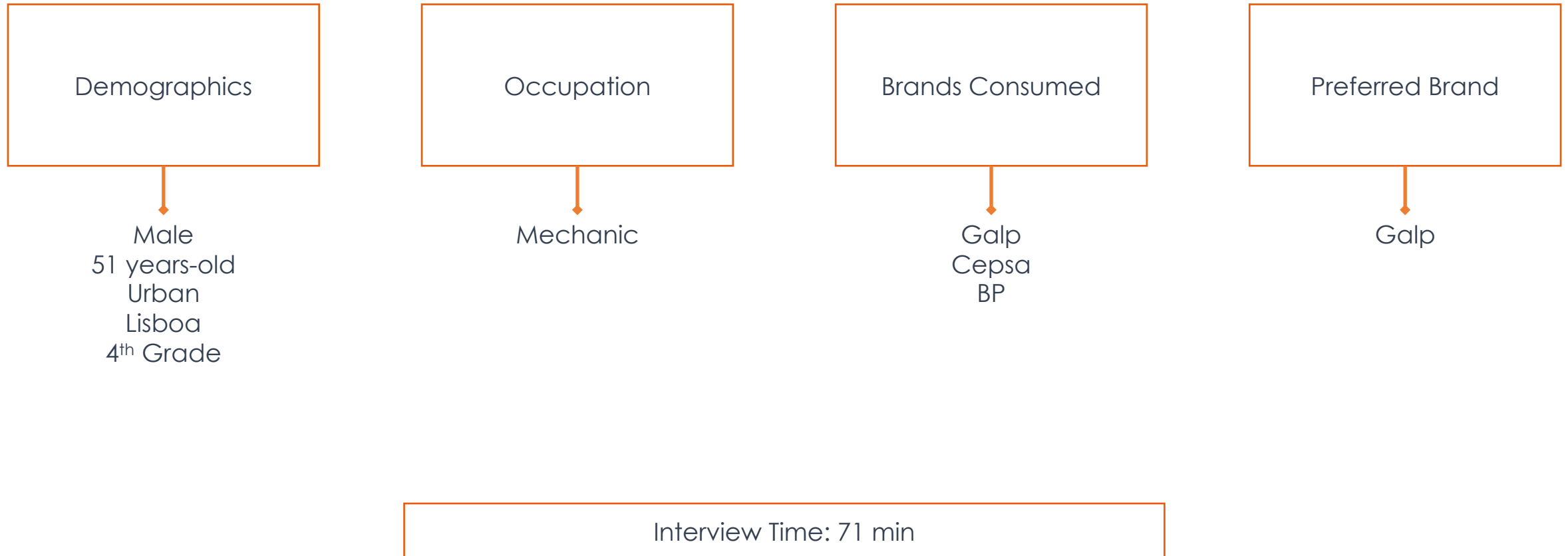
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 47



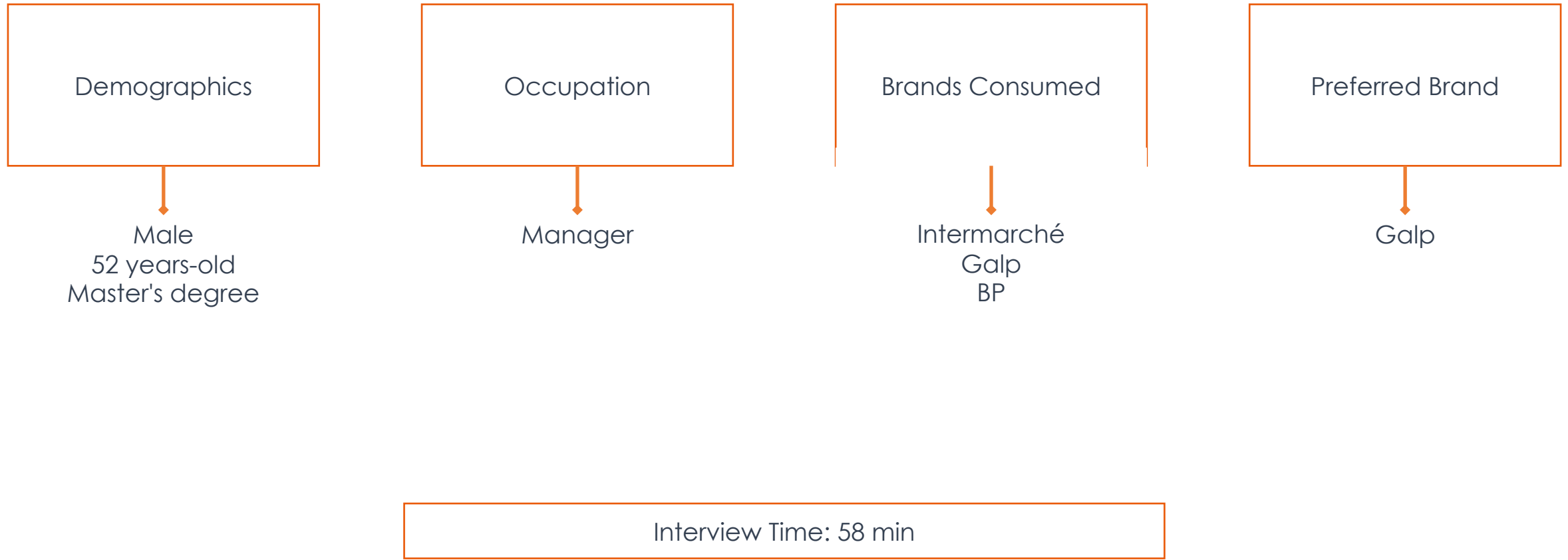
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 48



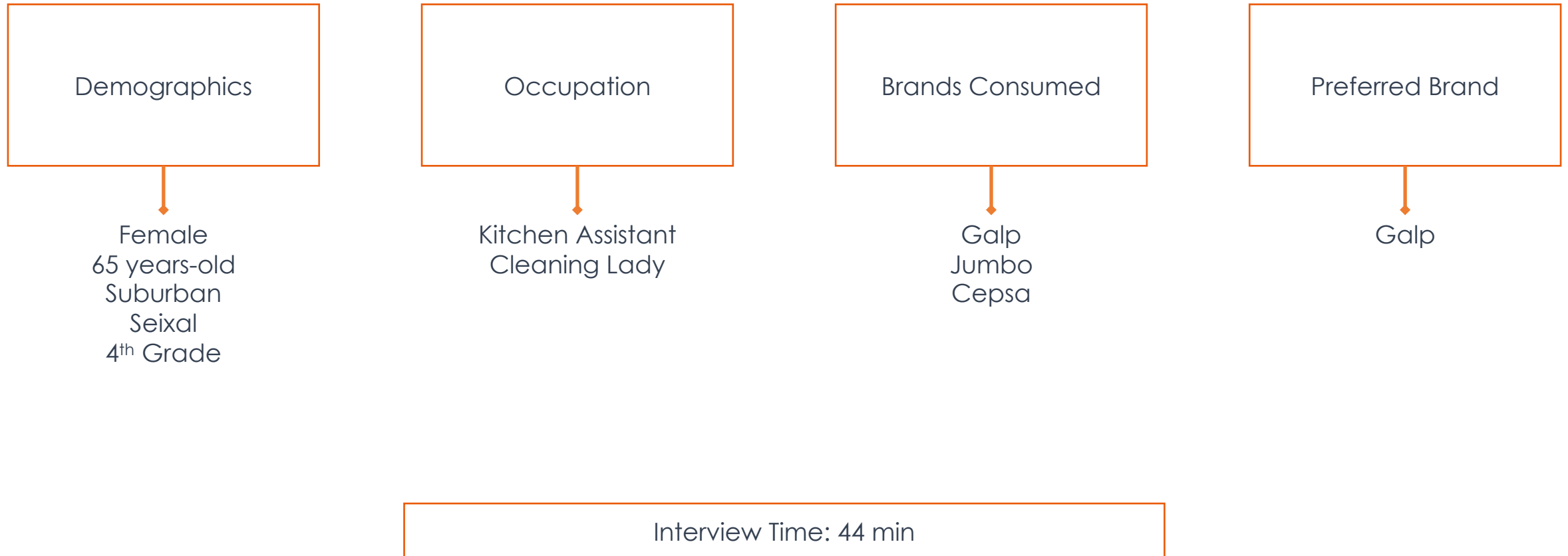
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 49



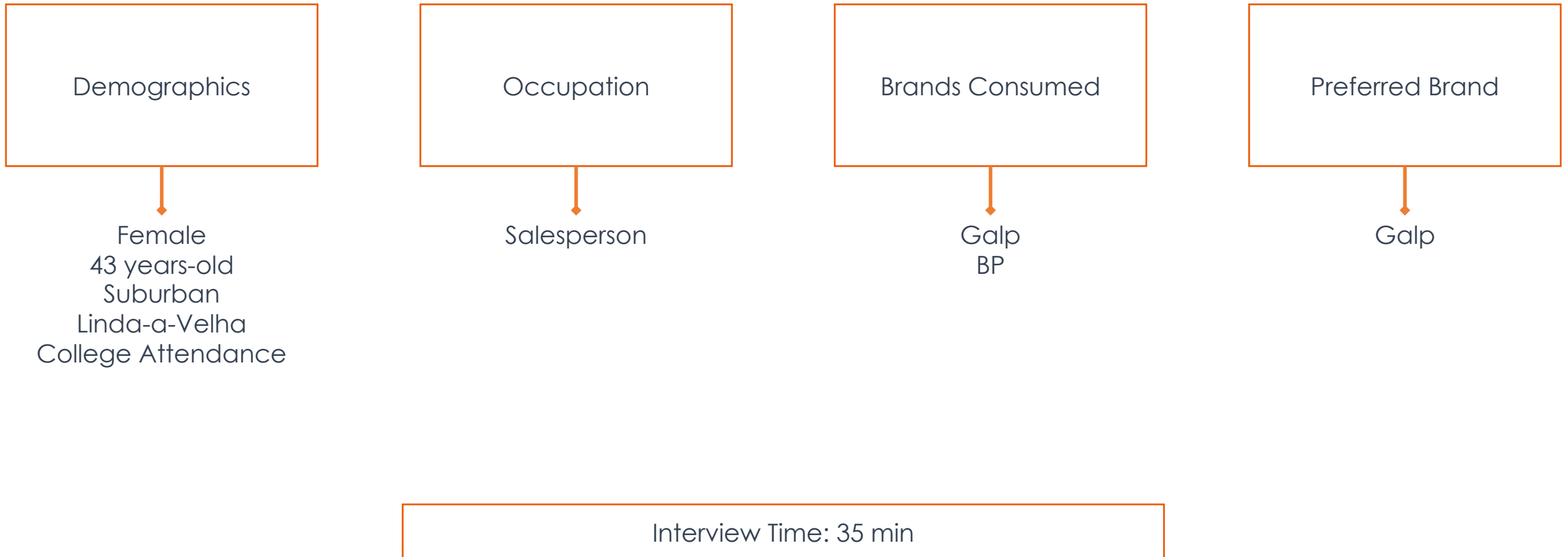
2.1. QUALITATIVE RESEARCH – SAMPLE

Interview 50



2.1. QUALITATIVE RESEARCH – SAMPLE

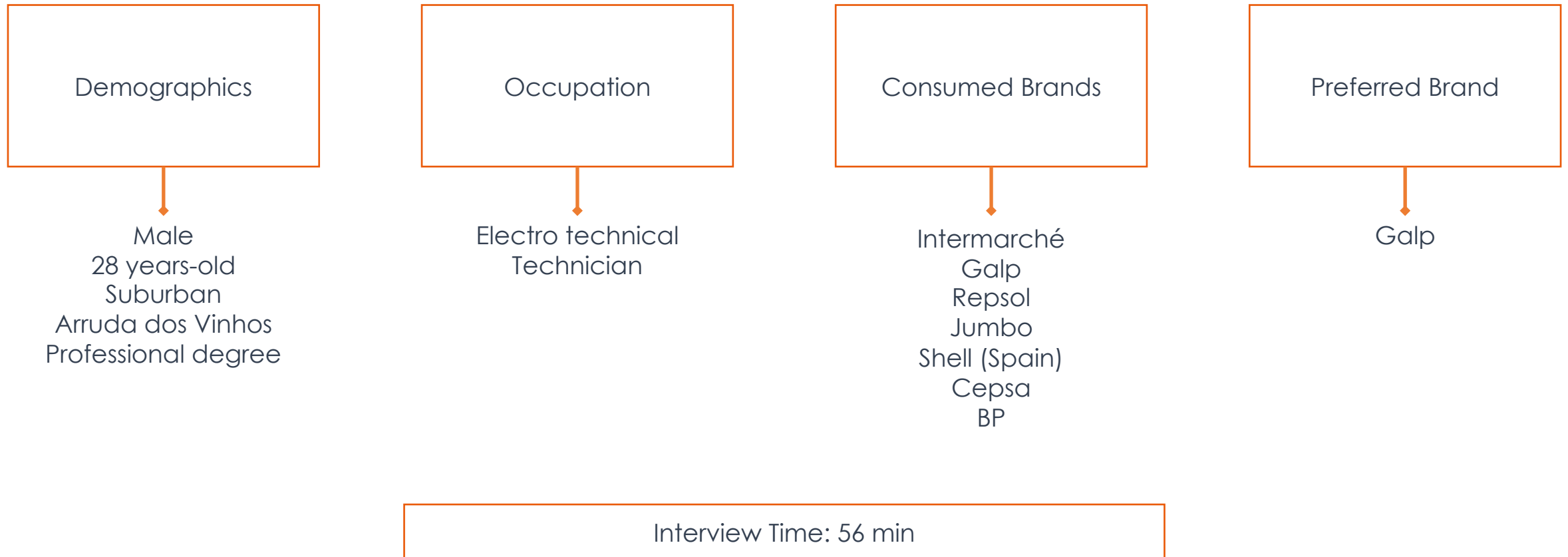
Interview 51



2.2. QUALITATIVE RESEARCH – TRANSCRIPT OF IN-DEPTH INTERVIEW 1

This is one example of the transcript of one Interview and intends to show how data was presented to Galp.

Interview 1



2.2. QUALITATIVE RESEARCH – TRANSCRIPT OF IN-DEPTH INTERVIEW 1

Já usei Intermachê, Galp, Repsol, Jumbo, a Shell em Espanha que a Shell cá já não existe. Em Espanha também Repsol. Ahh.. Eu acho que já usei a Cepsa, não sei se foi agora nos últimos 3 anos, ou não, mas sim. É possível que tenha usado muita raramente a BP.

Sou cliente [de um posto de abastecimento] praticamente todos os dias.

Eu faço reparação de equipamentos de laboratório e então tenho que andar pelo país todo e Espanha, uma boa parte da Estremadura espanhola. Eu normalmente por semana faço sempre 1000 a 1500 km de carro...carrinha Citroen que gasta mais ou menos por volta de 8 litros aos 100 por isso eu abasteço muito apesar da carrinha ter um depósito de mais ou menos 60 litros. E então eu normalmente ou todos os dias ou de dois em dois dias, eu abasteço e atesto sempre o depósito. Normalmente é sempre em autoestrada também. Claro que pode-se abastecer e abastece-se aí de vez em quando nas terriolas ou nas cidades mas muitas das vezes é em autoestrada, prefiro porque tem menos gente, apesar de ser mais caro mas... tem menos gente.

Eu levanto-me, normalmente quando já tenho coisas preparadas e se vou fazer por exemplo uma manutenção de um equipamento de análise de vinhos, agarro na carrinha, tenho lá dentro a ferramenta e os kits para aplicar e vou por exemplo a uma adega que pode ser em Borba. Arranco daqui de Arruda para Borba, vou até Borba, faço a aplicação do kit e depois retorno a casa. Há outras semanas em que saio segunda-feira e só retorno na sexta, fico a dormir em hotéis, vou a vários clientes, ah... e depois retorno à base quando não houver mais trabalho previsto para aquela semana. Mas por exemplo há semanas que quando é tudo aqui muito perto, saio de Arruda, vou ao cliente que pode ficar vá a... 150km, volto pra casa e nesse dia fiz 300km. Depois arranco noutra dia e vou fazer por exemplo uma reparação, arranco daqui e vou por exemplo a outro cliente a outro laboratório, faço outra reparação e volto para casa, ou então vou andando a saltar e vou ficando a dormir fora de casa até voltar para o fim de semana. Quem faz a agenda é o meu chefe, claro que já houve vezes em que se teve que reagendar situações... não chegou os kits completos... então ficamos mais um dia para depois chegar no outro dia os kits por transportadora e então nós vamos lá e é assim que funciona.

Quando não estou no trabalho, vou aos cafés, vou a Lisboa por exemplo, ando de carro por aí. Não saio de casa sem carro! E então é assim, vou a Lisboa ao cinema, tou por Arruda, vou passear ao fim de semana, vou para Peniche... Gosto de estar com os amigos, sair com os amigos, gosto de festa, gosto de paródia, gosto de cinema, gosto de ver filmes, gosto de estar no computador, no Youtube, ah... gosto de muita coisa!

Em primeiro lugar, eu técnico de eletrónica, por isso acho que sou muito aficionado da eletrónica e da tecnologia. Passo muitas horas ao computador, não só por causa do trabalho em que é necessário realmente ter suporte informático para fazer o que eu faço a nível laboral mas já é uma paixão que vem e... eu considero-me um autodidata, aprendo muita coisa através da internet e vejo muitos vídeos no Youtube (passo horas!) à procura de assuntos para resolver, conhecimento. Quando não estou no computador, estou com amigos, estou fora de casa, estou com a namorada, *tou* a passear... Agora menos porque antes de trabalhar onde trabalho e viajar tanto, gostava mais de viajar ao fim de semana. Agora como passo muito tempo fora de casa, ao fim de semana, fico um bocadinho mais por casa, aqui por onde moro e não tanto distância porque, lá está, depois de durante a semana estar a fazer 2000km ou 1500km, prefiro ficar por aqui e não conduzir tanto ao fim de semana. Mas, lá está, não ando a pé!

2.2. QUALITATIVE RESEARCH – TRANSCRIPT OF IN-DEPTH INTERVIEW 1

Eu tenho dois telemóveis, um pessoal e um do trabalho, e temos que estar constantemente agarrados ao telemóvel. Porque estamos constantemente a receber emails, tenho que estar constantemente a falar com clientes, eles ligam-me, mesmo fora de horas, mesmo de férias. O telemóvel hoje em dia é utilizado não só de uma forma pessoal, como de uma forma profissional. Tudo o que nós recebemos hoje em dia é por telemóvel, hoje em dia usa-se outros suportes, como o Whatsapp para fins profissionais também. Os clientes mandam-nos fotografias com erros, com coisas do género e então nós usamos. Lá está, é mais fácil pedir uma fotografia de um erro do que estar a pedir ao cliente para nos ler o erro e perguntar... Uso muito o GPS, uso para procurar restaurantes, para reservar hotéis... para tudo. O telemóvel está sempre comigo, sempre a apitar. As aplicações que uso mais são o eBay, o Wliexpress, o Whatsapp, o Facebook, o Messenger, o Gmail, o Youtube, o Waze que é GPS e uso a parte das chamadas e mensagens também. Não tenho muita coisa para jogar no telemóvel, já foi mais o tempo, que isso gasta a bateria num instante. Só ao fim do dia é que carrego o telemóvel.

[Quando não fica em casa] Ao final do dia retorno ao hotel e, das duas uma, ou janto no hotel ou vou procurar um restaurante através das aplicações: Booking ou Tripadvisor. Vou jantar, pago e retorno ao hotel. *Tou* ali um bocadinho no computador, *tou* no Youtube, se for preciso despacho logo uns mails do trabalho e depois vou dormir que no outro dia tenho que acordar para ir ter com outro cliente, ou para voltar ao mesmo que às vezes acontece.

[Se for dormir a casa] Janto (não tenho que pagar!) e depois arruma-se a cozinha, vou para o computador um bocadinho, vejo um bocadinho de televisão e depois dormir que no outro dia há mais.

Tudo o que é comida e coisas do género é a minha mãe que compra, tudo o que é coisas mais tecnológicas desde lâmpadas, aparelhos lá para casa, isso tudo sou eu. Tudo o que seja resto sou eu. Inclusive peças para carros e tudo mais.

Se na altura estiver a conduzir, a primeira coisa que faço é ir ao GPS da carrinha, procuro por postos e vejo a distância. Ah... depois depende. Normalmente se estiver em viagem, se estiver atrasado para ir ao cliente, vou depois abastecer o carro, para não estar a perder tempo. Se estiver no retorno a casa ao fim do dia, abasteço aí. Vejo mais ou menos quantos quilómetros tenho de combustível e tento sempre rentabilizar o tempo que o tempo é sempre muito precioso. Se for depois do cliente, normalmente é antes de sair para a autoestrada, na terra.

Normalmente de manhã, eu prefiro abastecer de manhã antes de ir para o cliente porque aproveito e bebo café. Depois sigo já com o café tomado e o carro abastecido. Quando vou para o Alentejo, uma das estações onde eu abasteço mais é a de Montemor da Galp. Como vou muito para Espanha, é um ponto onde não tem muita gente, é mais rápido abastecer. E lá está, bebo café e depois vou para Espanha. Depois normalmente dá para os dias em que estou em Espanha e depois quando volto abasteço ali, ou mais em cima, há ali Vendas Novas, há ali muitas. Abasteço mas lá está, tenho que ter sempre controlo no ponteiro e a carrinha também avisa quantos quilómetros dá mais ou menos mas também engana. Quando chega a reserva, procuro postos no GPS e giro a minha distância conforme o percurso que tenho a fazer.

2.2. QUALITATIVE RESEARCH – TRANSCRIPT OF IN-DEPTH INTERVIEW 1

Às vezes um tracinho antes da reserva, que deve dar aí para mais 250km, a carrinha atestada dá para 800/900km. Se eu sei que no dia a seguir vou ter que fazer quilómetros, prefiro abastecer no dia antes e ir logo com a carrinha atestada de casa, sem ter problemas e sem estar preocupado, lá está, com isso. Porque isso depois torna-se uma preocupação. Se tiver que ir a vários clientes no mesmo dia e ter que ainda estar preocupado em parar para estar a abastecer, pronto, pode ser uma preocupação. Por exemplo, é preferível abastecer no dia anterior e depois arrancas e já vais descansada no outro dia.

Eu abasteci durante muitos anos ali no Intermarché, muitas vezes já chego tarde a casa e depois é preciso fatura com contribuinte e não sei quê e o Intermarché infelizmente para essa questão é um bocado mau porque tu, quando é automático, tens que meter o contribuinte mas aquilo só te sai o papel quando voltares a introduzir o cartão. Pronto, aquilo da fatura nem sempre é bom. Então muitas vezes abasteço na Galp que dá até à meia noite com as pessoas. Se não também tens que abastecer na máquina como no Intermarché e se for assim, eu prefiro abastecer depois no outro dia de manhã, em que pago com o cartão e não tenho que ir à máquina automática. Porque depois na empresa tenho sempre que mostrar os talões de multibanco com o recibo da gasolina.

Eu sei como tirar o talão com contribuinte, mas aquilo é mais chato. É automático e para já aquele do Intermarché é uma porcaria. Tens que meter o cartão, depois aquilo pede-te qual é a bomba, qual é o combustível... tipo isso tudo... e no fim pede-te o contribuinte. E aquilo devia sair logo a folha com a tua fatura. Só que muitas vezes só sai o talão da próxima vez que fores abastecer. Por exemplo, no dia a seguir se for lá, sai-me um talão que era de ontem. E depois está muitas vezes avariado. Já me chegou a acontecer arrancar daqui quando tinha o Clio e depois chegava lá para abastecer e aquilo estava avariado. Fazias os passos todos, chegavas ao fim, metias a mangueira e nada. O processo é mais penoso e por isso prefiro muitas vezes a Galp [sem máquina].

Falando da Galp, um processo que eu detesto e toda a gente detesta e acho que não faz sentido algum é o pagamento também é um sistema super demorado. Faz lembrar o Pingo Doce nas compras. São empresas que faturam milhões e depois não têm 10 milhões para investir num sistema que seja super rápido até para operador despachar serviço. Porque tu metes o cartão, aquilo está montes de tempo até disponibilizar o saldo, tens que marcar o código, está montes de tempo até mandar a impressora imprimir, aquilo às vezes *tou* ali 4 minutos num processo que podia demorar 1. Depois ele pica o continente, pica não sei que, pica não sei que mais... demoras muito tempo até sair o talão. E os empregados da Galp queixam-se disso mesmo, eu como abasteço muito... Os computadores são velhos, eles queixam-se de tudo. Algumas bombas são mais rápidas que outras, tem a ver com o sistema que eles usam. Por exemplo, eu lembro-me que quando abasteci nos Açores ele não usava aquele sistema em que estava tudo ligado e aí era mais rápido. Saía o talão enquanto saía o do combustível e eles agrafam. Mas o outro que é tudo junto, é um bocadinho mau.

Não uso a carrinha sem ser para fins profissionais, até porque não quero bater com a carrinha e estar com a consciência pesada. Durante os dias que não uso, uso o meu Megane Clio 2004.

2.2. QUALITATIVE RESEARCH – TRANSCRIPT OF IN-DEPTH INTERVIEW 1

Mesmo quando vou pagar pela empresa, uso o cartão continente e o da BP. Principalmente na Galp que ao fim de não sei quantos euros que gastei a abastecer o da empresa, ganho um x para o meu carro. Tenho ideia que por cada 500 euros ganho 10eur em combustível, não fico milionário e a empresa não perde nada com isso. É mais um *thick* que outra coisa, o lucro muitas vezes não compensa o trabalho. Não é por causa de 10eur que não deixo de abastecer na Galp. O que eu uso se calhar mais é os talões que dão no continente, por exemplo aquilo diz que se abastecer com Evologic aquilo dá não sei quantos cêntimos no cartão e, lá está, se for assim escolho Evologic. Sempre que é quarta feira ponho Evologic, eu que ando com a carrinha e a carrinha é para eu estimar. Se poder pôr um combustível melhor, por mais 2 cêntimos... não é por aí.

Seguindo a parte química do processo, supostamente um combustível mais aditivado tem mais potência e tem menos impurezas e por isso dizem que é melhor. Segundo a Deco, não existe diferenças entre *low cost* e os outros. É assim, isso é um bocadinho difícil de acreditar. Já assisti a um ex-colega meu com um Audi desses mais recentes com injeção eletrónica e *blá blá blá*, que abasteceu no Jumbo e o carro assim que gastou o combustível que tinha no cano até ao motor sempre trabalhou bem, a partir daí sempre que acelerava com gasóleo *low cost* o carro deitava uma fumarada enorme e não tinha potência. Assim que analisaram o problema, chamou o reboque... limpavam-lhe o gasóleo manhoso e meteram aditivado. Assim que limpou o motor, o carro começou a trabalhar normalmente. Por isso tem que ser mais sujo, ter impurezas, tem de sujar mais o motor. Dá vontade de os processar pelos anos em que não tiveram esses combustíveis tão bons, quer dizer que montes de motores se estragaram.

Escolho 50/50 entre simples e Evologic [para a carrinha], mas no meu carro só entre aditivado. Normalmente na Galp, porque abasteço aqui e quero usar os pontos do cartão.

Faz-me confusão Prio ter o combustível melhor mais barato que o outro. Agora a questão é porquê? Dá para explicar, quando fazes refinação, para teres combustíveis de topo que é o dos aviões, tens que ter sempre aquele combustível que não serve para nada. A questão é se muita gente meter aditivada, os outros ficam mais baratos. E ninguém abastece do mais caro, portanto chega a um ponto que ele fica mais barato do que o outro.

Em teoria não há diferença entre combustíveis simples, eles vêm todos da refinaria de Sines, mas pode haver uma questão de menos cuidado. Num posto mais barato pode haver por exemplo infiltração de água, podem aldrabar as mangueiras.

Normalmente vou a esse de Montemor que é da Galp. Se for para o Norte, abasteço no da Aveiras que acho que é da BP, no de Santarém. Na Repsol das auto estradas.

No Norte, só existe Repsol quase em autoestrada.

Quando abasteço em Espanha e peço contribuinte é sempre uma complicação para eles. Então para não ser uma complicação para mim, prefiro abastecer em Portugal. Também gosto de trazer dinheiro de Espanha para Portugal, para melhorar a nossa economia.

2.2. QUALITATIVE RESEARCH – TRANSCRIPT OF IN-DEPTH INTERVIEW 1

Não sinto nada de especial. Se for eu abastecer, sinto-me mal porque vou largar a nota. Nunca meto 10 euros, acho estúpido, se sei que naquele mês vou gastar 40. Atesto sempre, pago o que tenho a pagar e venho embora.

Eu acho que a grande melhoria que devia haver nos postos era em frente ao posto haver sempre lugares de estacionamento, alguns têm outros não têm. Quando tu abasteces, ninguém quer estar a espera. É por isso que as pessoas não compram carros elétricos. Não faz sentido o teu carro ficar ali parado. Portanto, tu abasteces, puxas o carro para um lugar desses e outro vai logo abastecer enquanto vais pagar. Se não, estás na boa dentro do carro uns 15 minutos à espera que a pessoa tire o carro para poder abastecer.

Posso usar a água e a pressão dos pneus

Já comi em estações de serviço, mais de noite se tiver muita fome. Vou mais aos restaurantes que às lojas. No posto, às vezes compro umas pastilhas, café que acho que é uma estupidez pagar 1 euro pelo outro café, até tenho aquelas cadernetas da Galp. Enquanto *tou* lá dou uma vista de olhos nas revistas, mas nunca como.

Já comprei sandes nas lojas de conveniência, é raro, se calhar se for para comer durante a viagem.

Lavagem nunca usei

Casa de banho uso

É igual abastecer durante a noite ou de dia.

Ao fim-de-semana abasteço só o meu carro, mas lá está é só uma vez por mês porque durante a semana quase não uso o meu carro.

Durante as férias não conduzo muito, mas escolho de forma igual. Se tiver pontos no cartão tento usar, se não é numa qualquer.

Não olho para os preços quando entram, mais dois cêntimos aqui, menos dois cêntimos daqui a dois dias... são *peanuts*. Não é por aí.

Eu vou muitas vezes ao mesmo cliente e a clientes lá perto, por isso já sei mais ou menos onde abastecer.

Eu prefiro abastecer quando ele está mais vazio, porque é menos um processo que tenho que fazer... como abasteço sempre na totalidade. Em vez de estar a ir abastecer 40 vezes no mês, abasteço só 20.

2.2. QUALITATIVE RESEARCH – TRANSCRIPT OF IN-DEPTH INTERVIEW 1

Deixei de abastecer no Intermarché também por causa daquela situação do meu colega. Os carros novos são muito maricas nisso do combustível e eu como também mudei de trabalho, comecei a abastecer mais, a ganhar pontos no cartão da Galp que até então não ganhava e como tenho um carro melhor, passei a abastecer na Galp. Tento proteger o carro.

Depois estes novos combustíveis também poluem menos o ambiente e junta-se o útil ao agradável. Mas a verdade é que não são os carros que poluem mais o ambiente. As grandes empresas só querem saber de lucro e o lucro é mais importante que o ambiente

Ah um carro elétrico não polui nada, isso é mentira, é publicidade enganosa. De onde vem a eletricidade? Se for de uma central a carvão polui muito mais.

A Prio não conheço. Por isso se fores a uma festa, é aquela pessoa que cumprimentas e dizes “bom dia, boa noite” mas não sabes nada sobre a pessoa, não tens qualquer tipo de curiosidade em saber. Não tem grande destaque no nosso mercado mas também não existem muitos postos à minha volta. A Prio atrai mais do que a BP a nível de marca e acho que vai ganhar destaque em relação à BP. Tenho muitos amigos que abastecem lá

A Galp é a minha melhor amiga. Gosto do conceito da Galp, a nível das lojas de conveniência está com o Marketing bem feito, eles agora se calhar podiam alterar um bocado as lojas para um design mais moderno, mas de todas é a que acho que tem melhor apresentação. É uma das marcas mais na vanguarda. Está sempre disponível e tem tudo o que precisas, tens é que pagar.

A BP parou no tempo, é uma pessoa antiquada. É aquela pessoa que ainda sai para as festas com uma camisola de malha em pleno Agosto. Evoluiu pouco. Mais ou menos simpática.

A Repsol é um bocado idêntica à Galp mas num aspeto pior. Não é o teu melhor amigo mas é aquela pessoa que é boa para os copos, também está sempre disponível, mas não te atrai tanto como a Galp. É de confiança mas não a 100%

A Galp seria um Mustang porque é laranja e é topo de gama, tem muitos cavalos, até porque é o numero 1 em Portugal.

A Repsol seria pela imagem e pelo conceito um BMW. Um carro mais familiar tipo carrinha.

A Prio seria um Renault desses novos, um Clio desses novos.

A BP faz lembrar o meu Clio de 93. Porque não tem evoluído a nível de Marketing, não têm estado presentes no mercado.

2.2. QUALITATIVE RESEARCH – TRANSCRIPT OF IN-DEPTH INTERVIEW 1

É preciso melhorar o sistema de pagamento, é lento e até para quem trabalha lá é penoso. E cria-se ali uma espécie de silêncio mórbido, tu estás ali a olhar para o empregado, ele está a olhar para ti, depois bate com as mãos na mesa, o papel sai não sei... depois lá sai. Principalmente se estiveres em trabalho, não queres estar ali 20 minutos, estás com pressa, tens que ir a um cliente.

As gasolineras vão ter que mudar um bocadinho conceito, por causa das políticas do ambiente. As pessoas vão passar mais para os carros elétricos.

Muito obrigada!

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

This is one example of the grid used in the Topic Analysis presented to Galp. The analysis in Excel was conducted in Portuguese (language of the interviews).

Cód Pessoa	Caracterização da Amostra								
	Sexo	Idade	Educação	Ocupação	Localidade	Urbano	Marca Regular	Marcas Utilizadas	Tempo de Entrevista
15	Feminino	20	Curso Médio / Frequência universitária / Bacharelato	Estudante	Alcainça	Suburbano	Galp	Repsol, Galp, Intermarché	70

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

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1ª Questão Aberta - Vou começar por pedir que me descreva um dia da sua semana				
Amigos	Animais domésticos	Família	Férias	Fim-de-semana/Folga
Tenta sempre que pode passar tempo com os amigos (de vários grupos/ atividades e da faculdade) e namorado	-	Mora com os pais e irmã. Almoço de domingo sempre Vão passear ao fim de semana, jantar fora, almoçar Vão juntos ver o Sporting Tem de dar boleias à irmã mais nova às vezes vai visitar o avô	Algarve em família	Mais relaxado, raramente estuda Dedicado à família, amigos, namorado Jantar fora, cinema com namorado Reunião grupo jovens Catequese e missa Almoço de família Café com amigos Festas da faculdade Jogos de Sporting com a família Passeios em família Dar boleias à irmã Às vezes vai com o namorado para Massamá

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

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1ª Questão Aberta - Vou começar por pedir que me descreva um dia da sua semana						
Interesses	Km percorridos num dia habitual	Locais frequentados	Meio de Transporte	Objetivos	Passatempos	Percurso habitual
Religião (Catolicismo) (fez uma peregrinação a Fátima recentemente) Cinema Jantar fora	Poucos (só na zona de residência - Alcainça)	Faculdade Igreja Associações católicas Casas dos explicandos	Carro Autocarro Metro Inicialmente vinha de carro para Lisboa mas como tem bolsa que paga 60% do passe compensa-lhe mais em termos financeiros, vir de autocarro	-	Associações católicas (2 grupos de jovens diferentes: Juventude Mariana Vicentina e Equipas de Nossa Senhora) Dá catequese Ir a jogos de futebol (Sporting) Passeios	Casa-carro até paragem-autocarro para Lisboa (cerca de 40 min)-o-metro para a facultade-facultade-metro para estação-autocarro até paragem- carro até casa

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

This is one example of the grid used in the Topic Analysis presented to Galp. The analysis in Excel was conducted in Portuguese (language of the interviews).

1ª Questão Aberta - Vou começar por pedir que me descreva um dia da sua semana					
Refeições	Rotinas	Supermercado	Tecnologia	Trabalho	Trânsito
<p>Pequeno almoço em casa</p> <p>Almoça com as amigas da faculdade</p> <p>Por norma traz almoço e lanche de casa</p> <p>Se não tiver, compra algo no bar ou mesmo se lhe apetecer um doce, compra na máquina ou no bar</p> <p>Jantar em casa</p> <p>Pode almoçar ou jantar fora aos fins de semana coma. família ou namorado ou se tiver um jantar de aniversário/ festa (frequente)</p>	<p>Semana atarefada</p> <p>De manhã acorda bastante cedo entre as 5h45 e 6h15</p> <p>Tem aulas das 8h (um dia às 9h30) às 12h30</p> <p>Almoça na faculdade</p> <p>Estuda à tarde ou está com amigos (passear)</p> <p>Ao fim do dia dá explicações duas vezes por semana (2ª e 5ª) ou prepara catequese/ trabalha para as associações</p>	<p>A família vai ao Continente para as compras grandes (abastecer a casa) e intermarché e Lidl semanalmente</p>	<p>Não se considera perita mas sabe trabalhar.</p> <p>Apps:</p> <p>Instagram</p> <p>Facebook</p> <p>GPS</p> <p>Despertador</p> <p>Jogos</p> <p>2 apps para rezar que usa diariamente</p>	<p>Estudante (3º ano da licenciatura em gestão)</p> <p>Tem aulas de manhã e estuda à tarde</p> <p>Vai fazer Erasmus na Alemanha no próximo semestre</p> <p>Dá explicações perto de casa a dois miúdos (6º e 11º ano) de matemática</p> <p>É Vogal de Caridade (responsável de caridade) a nível regional da JMV e Tesoureira a nível do grupo local (responsabilidades)</p>	<p>Desloca-se maioritariamente de transportes durante a semana</p> <p>o trânsito tem impacto na duração da viagem de autocarro para Lisboa e no regresso</p>

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

This is one example of the grid used in the Topic Analysis presented to Galp. The analysis in Excel was conducted in Portuguese (language of the interviews).

2ª Questão Aberta - Fale-me do momento em que percebe que tem que ir abastecer					
Atendimento ao cliente	Cafeteria	Campanhas Publicitárias	Cartões de desconto	Diferença Aditivado/Simples	Tipo de combustível
Nada a apontar Gosta que abasteçam por ela mas não se importa de abastecer, como já tem de sair do carro para usar o desconto Preferia que fizessem tudo por ela, tinha mais comodidade, mas não se importa	Aos fins de semana, pai pára o carro e todos bebem café rápido no posto, antes ou depois de voltar do passeio. Acha que têm qualidade normal. Preços caros (só em viagem, possivelmente está a confundir com lbersol). Prefere ir a um café mesmo ao lado do que lá, não vê como um café. Pai bebe café na bomba frequentemente (hábito, aberta cedo de manhã).	-	Utiliza o cartão do Sporting que dá descontos na Galp (6 cêntimos por litro. Dá 10€ ao senhor e ele devolve uns cêntimos). Antes ia à Repsol porque partilhava cartão com a mãe. Pai vai à Galp com Cartão Continente (ele é que anda com o cartão, ela nunca utilizou). Não tem a certeza de como funciona. Mas sabe que ele anda sempre Continente-Galp, Continente-Galp.	Sabe que existe simples e aditivado. Chama "Normal" ao Evologic Sente que o Evologic dura mais do que o simples, só um bocadinho mais O pai diz que é melhor para o motor e confia na opinião dele. A avó diz o mesmo (dura mais). Chama ao aditivado o normal.	Antes: alternava consoante punha com o dinheiro dos pais (aditivado ou como diz, normal) e simples (com o dinheiro dela). Agora: põe sempre Evologic, sente que gosta mais (o pai também põe, parece que dura um bocadinho mais, já está habituada

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

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2ª Questão Aberta - Fale-me do momento em que percebe que tem que ir abastecer						
Emoções	Pain Points	Pleasure Points	Sensorial	Expectativas	Férias/Viagens longas	Fim-de-semana/Folgas
Está bem disposta lá, a desfrutar a música (na loja e na bomba) Às vezes é um bocado chato ter de ir abastecer e gastar dinheiro.	Não é muito asseado (pôr gasóleo)	Música na loja Tangerina e junto à bomba (costuma cantarolar e quase dançar enquanto espera na fila e põe gasóleo) Existirem quase sempre papéis para limpar as mãos. Abastecedor.	Mãos a cheirar a gasóleo	Que as bombas tenham papel	Abastece antes de ir ou lá. Não escolhe o posto, é o que aparecer, não procura a Galp. Normalmente consegue ir e vir e só voltar a abastecer quando volta.	Abastece mais durante a semana. Às vezes abastece ao fim de semana quando está acompanhada pelos amigos.

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

This is one example of the grid used in the Topic Analysis presented to Galp. The analysis in Excel was conducted in Portuguese (language of the interviews).

2ª Questão Aberta - Fale-me do momento em que percebe que tem que ir abastecer					
Frequência	Influenciadores	Lavagem	Localização	Loja de Conveniência	Marcas
<p>Quinzenalmente e (Pais atestam) (Ela põe 10, 20€)</p> <p>Atesta quando tem uma viagem grande</p>	<p>Pai: vai à Galp, diz que Evologic é melhor, bebe café no posto regularmente e costuma parar lá depois de um passeio em família para abastecer e beber café.</p>	<p>Lava sempre em casa.</p>	<p>Não tem postos perto de casa. Mais perto do que a Galp tem a Repsol (só um pouco mais perto) ou a BP, mas na autoestrada e não passa lá frequentemente. A Galp está perto da última paragem da viagem de autocarro, antes de seguir para Lisboa, Mais Galps e Repsóis na zona onde mora.</p>	<p>Costuma comprar coisas para o pai (tabaco, pastilhas, jornal). Para ela, não compra nada.</p> <p>Fuma mas diz que nunca comprou tabaco para ela num posto. Costuma comprar no café, acha que não costuma precisar quando vai abastecer</p>	<p>Acha que a BP era grande, de confiança (toda a família ia lá) mas já não está muito presente na zona (avó vai de propósito à AE para abastecer lá)</p> <p>Intermarché: dividida se tem qualidade ou não, mas prefere não ir lá Não consegue comparar com outras marcas (se dura mais o combustível) Ou põe em Mafra ao fim de semana ou na Venda ao fim de semana</p> <p>Já chegou a ir abastecer de propósito (10 a 15 minutos de carro), se estiver na reserva Só foi ao Intermarché depois da meia noite (única opção na zona)</p> <p>Antes ia à Repsol porque dividia cartão de desconto com a mãe Prefere gasóleo da Galp (Evologic) mas diz que não sabe se é melhor do que o da Repsol, acha que não</p> <p>Não sabe/ não associa a Prio a low-cost Tem mais confiança e prefere pôr na Galp (mas não vê diferença para a Repsol) Podem ser todas semelhantes mas está mais habituada à Galp Não consegue comparar com outras marcas (se dura mais)</p>

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

This is one example of the grid used in the Topic Analysis presented to Galp. The analysis in Excel was conducted in Portuguese (language of the interviews).

2ª Questão Aberta - Fale-me do momento em que percebe que tem que ir abastecer					
Método de Pagamento	Motivos de Escolha	Noite	Outros Serviços	Planeamento/Ocasião	Preço
Só usou Pay&Go no Intermarché porque era a única opção. Nunca usou na Galp porque não foi preciso. Acha que seria mais eficiente se funcionasse sempre e desse para usar o cartão de desconto mas nunca usou (parece que por hábito).	Cartão de desconto Sporting na Galp Pai vai à Galp Hábito/ acha que gosta mais do gasóleo da Galp, EVologic Localização (apesar de não ser muito perto é num local familiar, em que costuma passar) Mesmo quando se esquece do cartão, vai à Galp na mesma (hábito há mais de um ano, tirou a carta há 2) Antes ia à Repsol porque dividia um cartão com a mãe	Tem medo porque sabe que o posto a que vai mais regularmente já foi assaltado mais do que uma vez. Não se importa se vir mais pessoas a abastecer ou se estiver acompanhada.	-	Quando está na reserva (tenta não deixar mesmo entrar na reserva) ou quase a entrar ou pede aos pais ou vai pôr com o dinheiro dela (que no fundo são os pais que deram: mesada). Tenta alternar entre pedir aos pais e pôr com o seu dinheiro. Aproveita nas manhãs que está atrasada para perder o autocarro para ir de carro até à Venda (paragens mais à frente) e depois põe ao fim do dia (entre as 18h e as 20h). Ou quando os pais lhe dão dinheiro ou quando lhe enchem o depósito (surpresa) ou quando precisa, põe com o seu dinheiro. Agora vai sempre à Galp na Venda do Pinheiro ou em Maфра.	Acha que o Intermarché é o mais barato mas mesmo quando não tem desconto vai à Galp

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

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2ª Questão Aberta - Fale-me do momento em que percebe que tem que ir abastecer					
Preocupações ambientais	Pressão e Ar	Promoções	Recomendações	Sozinho/Acompanhado	Veículo
-	Normalmente é o pai que trata desses problemas. Usou uma vez mas com o avô, acha que na Repsol em Lisboa (ao é da casa do avô).	Diz que a Galp e a Repsol são as que têm mais descontos, têm logo mais cartazes com promoções e descontos. Acha que a Prio não oferece tantos incentivos ao cliente	Se o Pay&Go estivesse sempre a funcionar e desse para usar o cartão, seria muito mais rápido	Durante a semana, sozinha. No fim de semana, costuma estar acompanhada.	Carro próprio

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

This is one example of the grid used in the Topic Analysis presented to Galp. The analysis in Excel was conducted in Portuguese (language of the interviews).

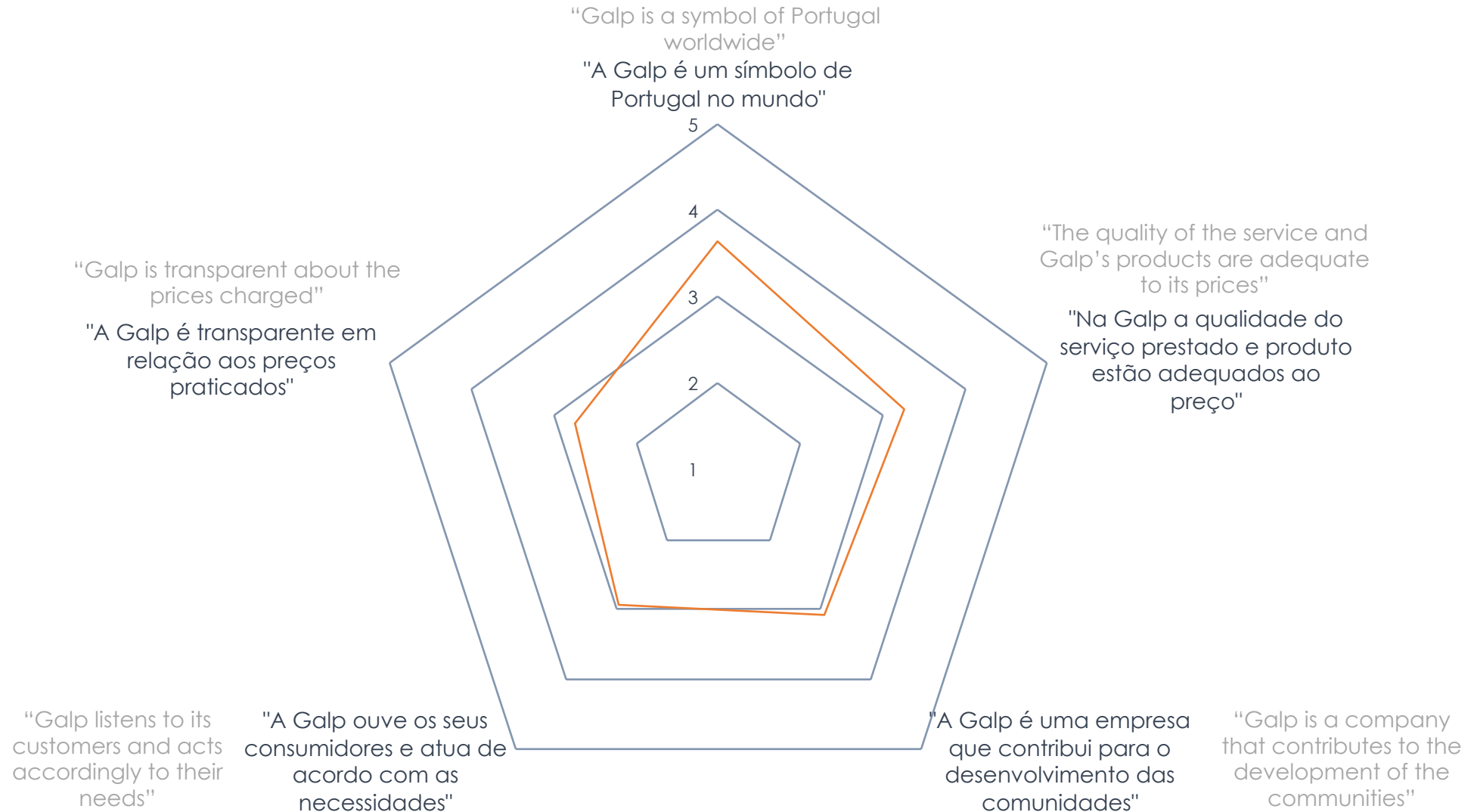
1ª Técnica - Se as marcas que estão nesta folha fossem uma pessoa, como as descreveria? Qual a sua personalidade?			
BP	Galp	Prio	Repsol
<p>50 anos Amigo mas velho Já foi muito grande Transmite confiança mas mais distante, vá O irmão mais velho</p>	<p>Popular como a Repsol Maior proximidade, mais familiares Mais espalhafatosos (por terem mais cartazes e promoções) Muito próxima da Repsol 29 anos Um bocadinho mais nova que a Repsol, por causa das letras, do logo</p>	<p>Mais acessível Para ajudar quando precisas (porque costuma ver em Aes) Mais novo Irmão mais novo</p>	<p>Mesmo que a Galp 33 anos</p>

2.3. QUALITATIVE RESEARCH – TOPIC ANALYSIS

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2ª Técnica - E se fossem um carro, que carro seriam e porquê?			
BP	Galp	Prio	Repsol
<p>Mercedes Associa a carros antigos mas de qualidade, de topo Antiga, reconhecida há muito tempo</p>	<p>BMW Transmite vida, profissionalismo Muita qualidade Muito reconhecimento por parte do público Boa marca, transmite confiança</p>	<p>Audi Associa a carros mais novos Qualidade mas mais acessível que as outras</p>	<p>Volkswagen Boa marca Comprava Mais comum, mais acessível que BMW</p>

3.1. QUANTITATIVE RESEARCH – RESULTS – BRAND IMAGE



4.1. PERSONAS IN THE DECISION MOMENT – PERSONAS TEMPLATE

PERSONAS TEMPLATE



Persona's name* % (weight in the sample)

Preferred brand:

Age:

Residence:

Type of gas:

Persona's story, including:

- How often she goes to the gas station
- Loyalty cards usage
- Payment option
- Perception about differences in gas (different brands and types of gas)
- Usage of other services at the gas station
- Other relevant characteristics/ behaviors

