



UNIVERSIDAD DE BURGOS
FACULTAD DE CIENCIAS ECONÓMICAS Y EMPRESARIALES

BACHELOR THESIS

Category Management in the food industry

Author: Cristina Pérez Gómez

Tutor: Sonia San Martín

Degree on Business Administration
(Bilingual)

Academic course: 2020/2021

Burgos, 11 May, 2021

INDEX

- 1. INTRODUCTION..... 4
 - 1.1. OBJECTIVES..... 5
 - 1.2. METHODOLOGY 6
 - 1.3. DOCUMENT STRUCTURE 6
- 2. CONCEPTUAL FRAMEWORK..... 7
 - 2.1. WHAT IS CATEGORY MANAGEMENT?..... 7
 - 2.2. OBJECTIVES OF CATEGORY MANAGEMENT 8
 - 2.3. ADVANTAGES OF CATEGORY MANAGEMENT 8
 - 2.4. DISADVANTAGES OF CATEGORY MANAGEMENT 9
 - 2.5. THE 8 STEP CYCLE OF CATEGORY MANAGEMENT 11
 - 2.5.1. 1st Step: Category definition 12
 - 2.5.2. 2nd Step: Role assignment 13
 - 2.5.3. 3rd Step: Category evaluation 14
 - 2.5.4. 4th Step: Objectives and targets 15
 - 2.5.5. 5th Step: Category strategy 16
 - 2.5.6. 6th Step: Category tactic..... 16
 - 2.5.7. 7th Step: Implementation plan..... 17
 - 2.5.8. 8th Step: Category review 17
 - 2.6. ELEMENTS FOR SUPPORTING CATEGORY MANAGEMENT 17
 - 2.7. THE CATEGORY MANAGER..... 18
 - 2.8. SUCCESS CASES..... 19
 - 2.8.1. Collaboration case between Nestlé and El Árbol 19
 - 2.8.2. Collaboration case between Freskibo and Aldi 19
 - 2.8.3. Heineken and the creation of a new category 20
- 3. EMPIRICAL STUDY..... 21

4.	STUDY RESULTS	23
4.1.	RESULTS OF THE ONLINE SURVEYS	24
4.2.	RESULTS OF THE INTERVIEWS	33
5.	CONCLUSIONS, LIMITATIONS AND WAYS OF IMPROVEMENT	37
5.1.	CONCLUSIONS.....	37
5.2.	LIMITATIONS AND WAYS OF IMPROVEMENT	40
6.	REFERENCES.....	42
7.	ANNEXES.....	45
7.1.	ANNEX 1: ONLINE SURVEYS	45
7.2.	ANNEX 2: RECORDING CONSENT LETTER.....	50
7.3.	ANNEX 3: IBM SPSS STATISTICS 25	51

RESUMEN

A lo largo de este Trabajo de Fin de Grado, se ha analizado el concepto de Gestión por Categorías, los objetivos que persigue su implantación, así como las ventajas e inconvenientes que genera para fabricantes, distribuidores y consumidores y de qué manera establecerla de forma correcta en las empresas; todo esto fruto de una extensa investigación bibliográfica. Del mismo modo, se han analizado casos exitosos de empresas que han llevado a cabo de una forma reseñable la Gestión por Categorías. Por otro lado, se ha realizado un estudio empírico basado en encuestas online a consumidores y entrevistas personales a dos distribuidores de la industria alimenticia (Alcampo, S.A. y Hermanos López Antoranz, S.A.). Finalmente, las conclusiones, limitaciones y opciones de mejora han sido expuestas, con el objetivo de comparar los resultados conseguidos con el marco conceptual.

Palabras clave: *Gestión por Categorías, industria alimenticia, fabricante, distribuidor, consumidor.*

ABSTRACT

Throughout this Bachelor Thesis, the concept of Category Management, the pursued objectives of its implementation, as well as the advantages and drawbacks that generate for manufacturers, distributors and consumers and in which way it should be correctly established in firms have been analysed; by means of an extensive bibliographic investigation. In the same way, successful firms' cases that have applied Category Management in a remarkable manner have been studied. Furthermore, it has been carried out an empirical study based on online surveys to consumers and face to face personal interviews to two distributors of the food industry (Alcampo, S.A. and Hermanos López Antoranz, S.A.). Finally, the conclusions, limitations and ways of improvement are given, with the goal of comparing the achieved results with the conceptual framework.

Keywords: *Category Management, food industry, manufacturer, distributor, consumer.*

1. INTRODUCTION

Everyday we go to the supermarket and we see that some products are along with other ones, like fruits with vegetables, mortadella with boiled ham, beer with chips... and, have we ever asked ourselves why? Well, the reason for this is Category Management.

After observing this and studying different subjects like Fundamentals of Marketing, Marketing Management I and II, Statistics, and other topics, I asked myself if this had any conceptual and practical foundation. Moreover, when I saw that the University of Burgos offers to the students of the fourth year of the degree on Business Administration a Bachelor Thesis about Category Management in the food industry I made a brief research and realized that it could be a very interesting concept on which to deepen my knowledge.

As Hernández (2005) states, since 1989 Category Management has been used in a lot of companies, especially in leading manufacturers and distributors of mass consumer products because customers have become more demanding, what it means most difficult to satisfy. This, along with the excessive number of products in the market have made that leading manufacturers and distributors begin to use Category Management, creating strategic business units denominated categories. Furthermore, thanks to Category Management they will increase profits and will offer a greater value to customers at the sale point.

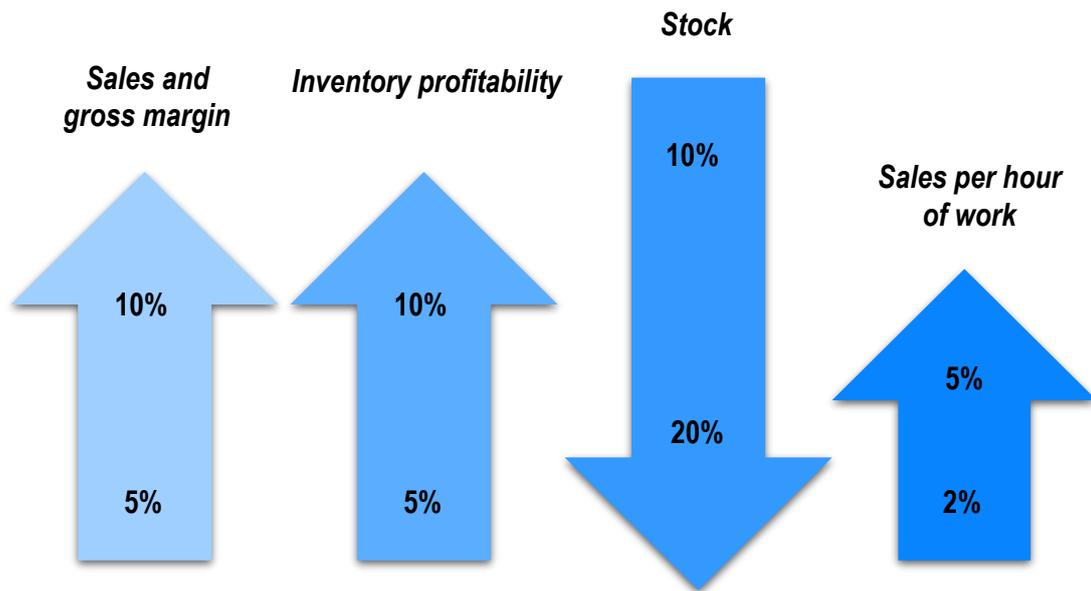
Having all of this into account, it is important to define the term of Category Management, and as O'Brien (2009, p.1) states, Category Management is "a strategic approach to maximize value, benefit and profit to the organization through structured procurement intervention and business-wide involvement and participation".

According to Bobadilla and ECR Europe (2016, p.14), Category Management can contribute to (figure 1.1.):

- "Increasing sales and gross margin between 5% and 10%."
- "Growing inventory profitability between 5% and 10%."
- "Decreasing the stock between 10% and 20%."
- "Rising sales per hour of work between 2% and 5%."

Moreover, a research has been carried out for this Bachelor Thesis. It is based on reporting what consumers think about the categories in supermarkets and the relationship between manufacturers and distributors, and how Category Management is helping them thanks to the collaboration and synergies.

Figure 1.1. Contributions of Category Management.



Source: Adapted from Bobadilla and ECR Europe (2016, p.14).

1.1. OBJECTIVES

The main purpose of this Bachelor Thesis is to study CM from different perspectives using secondary and primary information and data. Then, the main objectives of this thesis are the following ones:

- Offering an outline of Category Management, with the advantages and disadvantages for both, manufacturers and distributors.
- Analysing the different steps for achieving successfully Category Management.
- Giving diverse examples of successful cases in the food industry (Nestlé with El Árbol, Freskibo with Aldi and Heineken with the brand “Ladrón de Manzanas”).
- Evaluating online surveys to customers, relating them with Category Management.
- Analysing Category Management interviews to Alcampo supermarket and to a wholesaler called Hermanos López Antoranz S.A., both from the food industry.
- Assessing the effectiveness of Category Management implementation from the aforementioned interviewed companies.
- Making firms aware of the utility and benefits of Category Management.
- Deriving useful recommendations and conclusions regarding Category Management.

1.2. METHODOLOGY

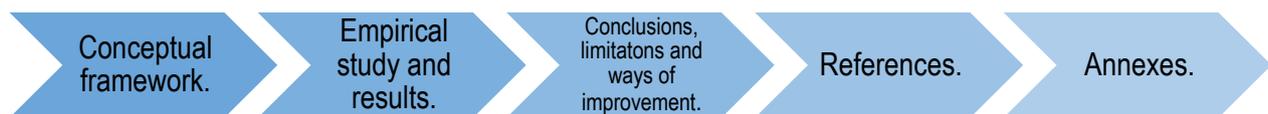
The methodology followed in this Bachelor Thesis begins with a searching of information of the subject of study. This search is carried out using internet searching engines like Academic Google, Dialnet, Hispana, Science Direct and other online sources of information; different books, articles and specialized blogs and magazines.

Following with the methodology, an empirical study has been performed through online surveys to customers as well as interviews to different companies of the food industry. The online surveys have both open and close questions, and have been done using non-random snowball sampling. The sample of the surveys encompasses 120 people (63% are women and 27% are men). Moreover, the program IBM SPSS Statistics 25 has been used for analysing the data of the online surveys. In relation with the interviews, which have been made face to face, the firms that will be discussed are Alcampo S.A., an enterprise of Auchan S.A. French group, and Hermanos López Antoranz S.A., a Spanish wholesaler located in Peñafiel (Valladolid).

1.3. DOCUMENT STRUCTURE

The structure of the document is divided in five sections. The first one is the conceptual framework, followed by the empirical study and the results of it, the conclusions, limitations and ways of improvement, the references and the last part with the annexes (figure 1.2.).

Figure 1.2. Document structure.



Source: Self-made.

To start with, the conceptual framework has been organised in four different parts. The first one is based on an overview of the subject, concerning definition, objectives as well as advantages and disadvantages of Category Management. In the second stage, the different steps proposed by Brian F. Harris (1989) are explained, with examples that show them in a realistic way. The following one is about elements that support Category Management and the figure of the Category Manager, the one who implements and evaluates it. Last but not least, the fourth part deals with success collaboration cases between manufacturers and distributors.

Secondly, the empirical study is divided in two parts. On the one hand, it deals with the datasheets and relevant information to be known, as well as with the study of the results, with different graphics and tables. On the other hand, a relationship between the Category Management revision and the aforementioned empirical study is made, drawing different points of view that help to offer diverse perspectives and guidelines to the companies.

In addition to this, conclusions based on conceptual and empirical studies, work limitations and ways of improving the Bachelor Thesis in a future are showed up.

In the final section of the document structure appears the references with the different allusions used in the document as well as diverse annexes that show aspects like the online questionnaires or the recording consent letter for the interviews.

2. CONCEPTUAL FRAMEWORK

2.1. WHAT IS CATEGORY MANAGEMENT?

The concept of Category Management was coined in 1989 by Brian F. Harris, an Australian economist who in the nineties created a consultant called “The Partnering Group” based on Category Management services advising.

The definitions of Category Management are abundant, but some of the most significant ones are the following ones:

“Category Management is a strategic approach to maximize value, benefit and profit to the organization through structured procurement intervention and business-wide involvement and participation” (O’Brien, 2009, p.1).

“Category Management is a process of joint management between manufacturers and distributors that promotes a long-term relationship and benefits to the end consumer.” (Garrido, 2007, p. 84).

With these definitions, the concept can be redefined stating that it is a marketing process which is based on the cooperation between manufacturers and distributors for improving their results thanks to commercial strategies that optimize customer satisfaction. It is a process focused on covering the potential demand in commercial areas regrouping products in categories that form strategic business units which are managed individually in the overall framework of the company.

Despite all of this, Category Management is sometimes difficult to implement, because it requires concentration in related product categories unlike the traditional marketing, which focuses on brands. Furthermore, Category Management is based on a change in the attitudes of manufacturers and

distributors: “Partners before adversaries” and “win-win is the highest ideal” are the usual leitmotifs (Dussart, 1998, p.52).

Besides, as Dussart (1998) affirms, Category Management is very relevant on business and started being used in the food industry in 1989, but now it has been expanded to other fields like pharmaceutical services, high-tech products or the service area, among others.

2.2. OBJECTIVES OF CATEGORY MANAGEMENT

The long term competitive benefit for a company that uses Category Management in their strategy comes from the ability to meet in a better way consumer needs, but not only offering a few products, also anticipating and proposing solutions to the consumer (Bobadilla and ECR Europe, 2016). Both parts (manufacturers and distributors) contribute in the process; the manufacturer gives information about the products; the distributor about their stores and consumers. This helps to offer a better product, with a better price, attractive promotions, in the correct quantity and in a good location in the store, the shelving and the linear.

Furthermore, as Dussart (1998) states, Category Management does not focus on dividing the products with specific brands or product lines, it is based on well-defined basic business units as the product category. As a consequence, to make easier and faster the shopping process, and also to do simpler the organization of the establishments, are objectives of Category Management.

All of this accelerates and makes easier achieving the results more efficiently and quickly, ensuring knowledge in management.

2.3. ADVANTAGES OF CATEGORY MANAGEMENT

First of all, the origin of Category Management comes from the necessity of the distributor to simplify the management of a large and growing number of references (Bobadilla and ECR Europe, 2016), as a consequence, one advantage is that it is easier to organize the products.

Secondly, another benefit is that the organization of the products facilitates the management of the purchases for the consumers. Additionally, both, manufacturers and distributors, improve their capacity of better meet consumer needs (Bobadilla and ECR Europe, 2016).

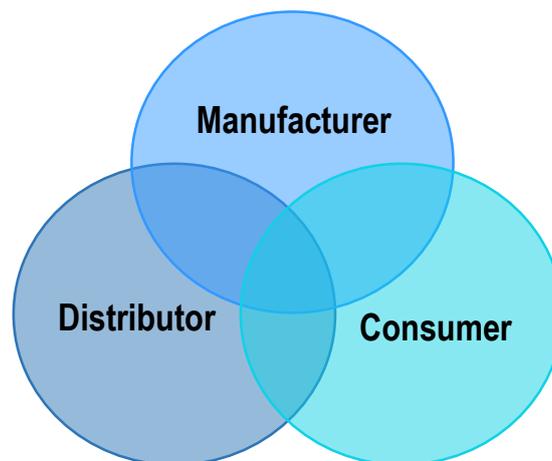
In third place, as a consulting company called Gestión-Calidad Consulting (2016) declares, Category Management as well reduces unnecessary costs, decreases deadlines (like production time or service delivery time) and improves the quality and the value perceived by customers, among other advantages for enterprises.

Last but not least, there are increasing benefits and efficiency because manufacturers and distributors can share their knowledge between them, performing a symbiosis process. All of this also turns into an optimization of the satisfaction of the consumer that wants to be attracted. Besides, Bobadilla and ECR Europe (2016) affirms that the implementation of this process can provide an increase in sales and gross margin around a 10%, an inventory profitability rise about the same percentage and a reduction of the stock nearby a 20%.

Just like it has been said, “win-win is the main ideal” (Dussart, 1998) for distributors and manufacturers, then, the relational marketing appears. The objective of relational marketing is based on creating value using a process that helps to develop long-term relationships. The interactions that are established in those relationships are used to create profitability throughout the life cycle of the consumer (Wakabayashi, 2010).

Consequently, as it can be realised in the figure 2.1., relational marketing creates a symbiosis between manufacturer, distributor and consumer that benefits all of its stakeholders.

Figure 2.1. Relational marketing.



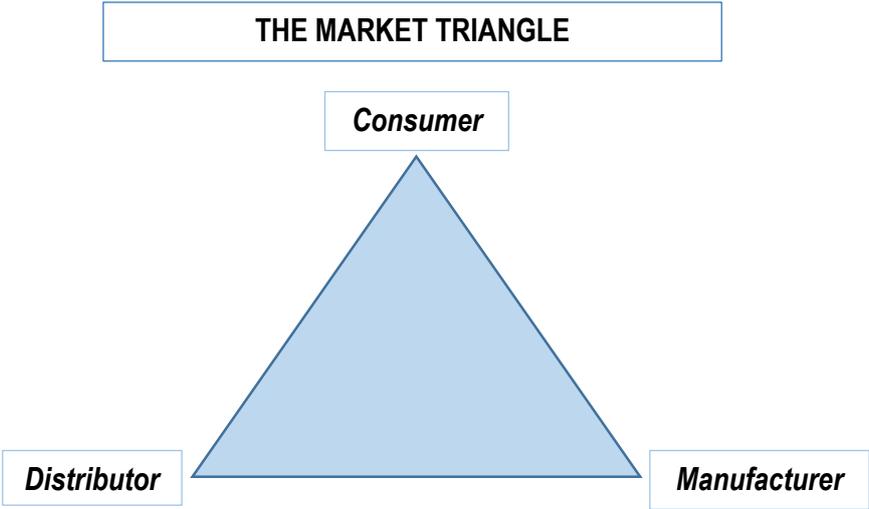
Source: Self-made.

2.4. DISADVANTAGES OF CATEGORY MANAGEMENT

Category Management is not simple to implement since markets are gradually more saturated, the competitiveness between manufacturers and distributors is very high and people sometimes is reluctant to changes.

The main problem is the one that arises in the market triangle (composed by consumer, manufacturer and distributor) that occurs when both, the distributor and the manufacturer, look only for their own interests, and then the equilateral triangle becomes an isosceles one, leaving frequently the manufacturer far away from the customer (Bobadilla and ECR Europe, 2016) (figure 2.2).

Figure 2.2. The market triangle.



Source: Made from Bobadilla and ECR Europe (2016, p.2).

The problem of the market triangle can show us disinterest on the part of the directors of both partners, manufacturer and distributor, distrust between them, lack of a clear objective, different problems about maintaining long term relationships, as well as trouble in the communication (Hernández, 2005).

In accordance with the aforementioned information, Morant (2001) ensures that these problems are usually taken in the last phase of “The 8 Step Cycle” that will be explained later (2.5.8. Category review), due to the difficulty of its implementation.

In the following table 2.1., there is a summary that includes the main advantages and disadvantages of Category Management for the ones that are involved, in this case distributors, manufacturers and consumers.

Table 2.1. Summary of advantages and disadvantages for the involved stakeholders of Category Management.

	ADVANTAGES	DISADVANTAGES
<i>Manufacturer</i>	<ul style="list-style-type: none"> ▪ Better meets consumer needs. ▪ Intensifies sales. ▪ Increases gross margin. ▪ Reduces costs. ▪ Decreases deadlines (like production time or service delivery time). 	<ul style="list-style-type: none"> ▪ Competitiveness. ▪ Saturated markets. ▪ Distrust between manufacturer and distributor. ▪ Trouble in communication. ▪ Lack of a clear objective.

<i>Distributor</i>	<ul style="list-style-type: none"> ▪ Better meets consumer needs. ▪ Increases sales. ▪ Rises gross margin. ▪ Makes easier to organize the products. ▪ Reduces costs. 	<ul style="list-style-type: none"> ▪ Competitiveness. ▪ Saturated markets. ▪ Distrust between manufacturer and distributor. ▪ Trouble in communication. ▪ Lack of a clear objective.
<i>Consumer</i>	<ul style="list-style-type: none"> ▪ Optimizes their satisfaction. ▪ Better product with a better price. ▪ Attractive promotions. 	<ul style="list-style-type: none"> ▪ Consumers sometimes are reluctant to changes.

Source: Self-made.

2.5. THE 8 STEP CYCLE OF CATEGORY MANAGEMENT

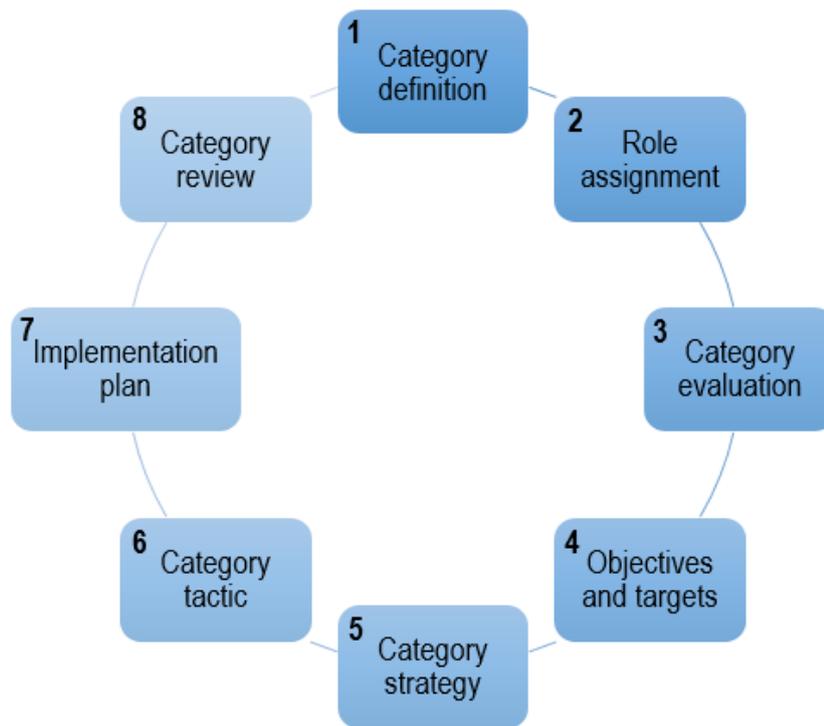
As it has been explained, Category Management consists on organizing categories or products into strategic business units. In this part of the Bachelor Thesis is showed up “The 8 Step Cycle” or “The 8 Step Process”, created by Brian F. Harris in the year 1989. This process is also well-known as “The Brian Harris Model” because of its founder.

Some people can reduce them just to five steps, like Nielsen did, and as Gómez (1995) explains, the first step is Category Analysis, based on a mix about the three first steps of “The 8 step model”; the second one about Consumer Analysis (studying demographic characteristics, trends, shopping behaviour, loyalty to brands...); the following one is the Merchandising Plan; later on goes the Implementation of the Strategy; and finally the Evaluation.

Brian F. Harris (1989) divided the Category Management in 8 steps, which are going to be analysed bellow (figure 2.3.). The different steps are: 1. Category definition; 2. Role assignment; 3. Category evaluation; 4. Objectives and targets; 5. Category strategy; 6. Category tactic; 7. Implementation plan; and 8. Category review.

The different steps are represented in the figure as a cycle since it is a continuous process that never ends. It has to be evaluated and reviewed periodically.

Figure 2.3. The 8 Step Cycle of Category Management.



Source: Made from Chiplunkar (2011, p.7).

2.5.1. 1st Step: Category definition

This is the first and the most relevant and necessary step in Category Management. “The way in which the category is defined has a primary influence on the rest of the stages of the analysis towards the optimal marketing-mix” (Valenzuela, 1999, p.105).

Before starting with this point, what is a category? As ECR Europe, Harris, the Partnering Group, Berger, and Partners (1997) declares, a category is a group of products that can be differentiated and which consumers perceive as interconnected or substitutes in the satisfaction of a specific necessity.

For instance, it can be understood that a category is the breakfast. Then, in that specific strategic business unit there would be cookies, bread, jam, cereals, coffee or even milk. Suddenly the difficulty of this step comes out, because if a person has a toast for breakfast, he or she will consider that jam, honey or butter would be beside, but another individual could have cereal for mealtime and wanted milk along with the cereals. Therefore, the categories are usually defined as the majority of the customers consider the interrelated and substitutes products.

2.5.2. 2nd Step: Role assignment

Now that the concept of category has been defined, it is necessary to decide its role. Categories can be differentiated in four roles depending on the acquisition frequency and the average purchase volume, and are the following ones (Valenzuela, 1999):

- *Destination categories*: Categories for which the establishment is considered as the main supplier and, therefore, positioning the store as a favourite place to buy by having a higher offer lastingly. They define the image that the customer has about the distributor, and that is why it is very relevant. They contribute between a 5% and a 10% of the categories from the supplier. Some examples of this category are fruits, vegetables, dairy products...
- *Usual categories*: These are the ones that contain products of habitual purchase to meet routine necessities and compete strongly in prices, place and promotions. They offer a stable and competitive price, the assortment should be complete and consistently, should facilitate the replenishment of products... Moreover, they contribute between a 50% and a 70% of the purchases. It is formed by, for instance, cookies, snacks, bread, coffee or pet food.
- *Seasonal categories*: They are categories that are bought in specific periods of the year. They place the store as preferred when buying seasonal products, offering a good value for money and reinforces the image of the distributor in specific times of the year. Between a 15% and a 20% of the acquisitions are part of this category. Examples that shows these categories are sunscreen in summer, nougat in Christmas time or roses in Valentine's Day.
- *Convenience categories*: The purpose of this category is to frame those categories that complete the basket and avoid customer escape. Between a 10% and a 20% of the purchases belong to this category. The optimal marketing plan for these categories should consist of a limited assortment, but carefully selected and not so aggressive prices and promotions. For instance, it is composed by greeting cards, Japanese food or certain wines.

All of these categories, besides all the aforementioned, answer the following questions about consumer decisions: Why, who, when, how, where and what buys? (Sierra, 2002). Making these inquiries can help to create the roles of categories. For instance, the answer to when buying expresses if it is a seasonal product or not, or how to buy gives information about the frequency and amount of purchases.

In the following table (table 2.2.) the categories can be summed up having into account assortment, prices, the location in the linear and the promotions:

Table 2.2. Roles of categories.

<i>CATEGORY</i>	<i>ASSORTMENT</i>	<i>PRICES</i>	<i>LINEAR LOCATION</i>	<i>PROMOTION</i>
Destination	Complete.	Leadership.	Optimal.	High.
Usual	Many varieties.	Competitive in time.	Intermediate.	Medium.
Seasonal	Varieties in the seasonal period.	Competitive seasonally.	Good position in the season.	Seasonally.
Convenience	Selected varieties.	Do not inflate.	Remaining place.	Low.

Source: Made from Valenzuela (1999, p.116).

Another way of determining the role of the category for the distributor is making three different questions (Del Castillo, 2004, p.97):

- “How important is the category to the target consumer?” The answer of this request helps to differentiate the category in the view of the target customer.
- “How important is the category to the distributor?” This aims to distinguish the category and relates it with the goal of the distributor.
- “What are the prospects for the category in the market?” It is useful to distinguish the position of the category in the market.

2.5.3. 3rd Step: Category evaluation

It is based on evaluating and understanding the existing performance of the categories, looking at sales, billing value per customer, footfall, conversion ratio or category profitability, for instance (Chiplunkar, 2011). It is a regular assessment of the roles of the categories.

Fergal (2001, p.79) advocates that “during this stage it is important to obtain, organize and analyze the necessary information for understanding the performance of categories, subcategories, segments, brands, manufacturers and even references, in order to determine the opportunities and reasons for those opportunities at each level of the category segmentation”.

Then, it is required information about the market as growth trends, market shares, sales by geographic areas... Likewise, it is needed a comparison with the competitors, looking at sales, profitability and so on. Furthermore, it is required data about manufacturers and details about their stores, in a continuous and periodic way, and last but not least, information about consumers, like frequency of purchase, quantity, price sensibility... (Hernández, 2005).

Besides, a SWOT analysis is very useful in this step, and it is based on four boxes (table 2.3.): Strengths, Weaknesses, Opportunities and Threats. This tool will be used for understanding visually, easily and without mathematics the possibilities of the categories; the internal and external factors that can affect them; or the helpful and harmful issues, for instance (Sarsby, 2016).

Table 2.3. SWOT Analysis.

	<i>HELPFUL to achieving the objective.</i>	<i>HARMFUL to achieving the objective.</i>
<i>INTERNAL ORIGIN</i> <i>(attributes of the organization).</i>	Strengths.	Weaknesses.
<i>EXTERNAL ORIGIN</i> <i>(attributes of the environment).</i>	Opportunities.	Threats.

Source: Made from Sarsby (2016, p.7).

For instance, it can be measured a category of sunscreen looking to the internal and external factors that disturbs it. In this example, summer season is an external factor that can create an opportunity to the category, since it is helpful to achieve the objective of selling the products of the category.

2.5.4. 4th Step: Objectives and targets

Subsequently, this step is about to set achievable and measurable objectives about sales, volumes, and margins, as Palmer (2002) declares in the webpage “Making Business Matter”.

As Villaluenga (2015) states, the objectives can be focused on profitability, fidelity or penetration, among others. Moreover, Hernández (2005) points out similar objectives, corresponding to increasing sales volume, growing profits, reducing stocks, rising loyalty or frequency of purchase, etc.

The target of these objectives is to reach the end consumer and to obtain customer satisfaction, increasing fidelity or growing sales.

2.5.5. 5th Step: Category strategy

According to Chiplunkar (2011, p.6), "it is not enough to determine targets... strategies or actions have to be planned in order to achieve the various targets".

Together, the distributor and the manufacturer can develop different strategies, and some of them are the following ones:

- *SCANTRACK*: It is a tool created by Nielsen in 1993, that consists on redesigning the traditional retail panel and adapting them to the scanner environment. Then, there is an automation for collecting information, making it faster, safer and more accurate. The SCANTRAK uses information about sales, prices, promotions... and compares it with a concrete competitor (Gómez, 1995).
- *Marketing Mix*: It is based on strategic decisions of the 4ps, that are product, price, promotion and place (or distribution). "Marketing Mix is not a scientific theory, but merely a conceptual framework that identifies the principal decision making managers make in configuring their offerings to suit consumers' needs. The tools can be used to develop both long-term strategies and short-term tactical programmes" (Palmer, 2004, p.2).
- *Consumer panel*: It is a tool consisting on a weekly tracking of the customer purchases in a representative way of the homes. It gives information about the type, behaviour and variety of consumers, the most acquired brands... and helps to regulate the distributor assortment (Gómez, 1995).

In addition to all of these tools, other strategies are based on the space of the shelf (Hernández, 2005), but the most used are the ones related to Marketing Mix that has been previously explained.

One example is a specific category that wants to be created. Then, a strategy has to be planned and it will be used the Marketing Mix. Distributor and manufacturer will think about the prices of the products; what promotions they will do; or where they will locate the products.

In addition, "Managers must understand the qualitative and quantitative benefits of the category to the consumer before an idea becomes a strategy" (Desrochers and Nelson, 2006, p.358).

2.5.6. 6th Step: Category tactic

The strategies have to be implemented following different tactics which are short-term in nature, and they have to be useful to provide price reductions on specific items or in particular moments (Chiplunkar, 2011).

As it has been mentioned, the tactic is formed by the different strategies that are going to be implemented, just like category assortment, Marketing Mix operative implementation or other tactics.

Following with the previous example, in this step manufacturer and distributor will reflect on how to implement the strategy that they thought, based on Marketing Mix.

2.5.7. 7th Step: Implementation plan

As Chiplunkar (2011, p.6) advocates, "The performance of any plan cannot be judged without its implementation". Because of this, the necessity of creating an action calendar appears. This calendar would include milestones that determine what to do to achieve the results wanted.

For the implementation of the plan it is necessary to train the workers that will be in charge of the category in the physical shop, to establish a calendar for coordinating changes in prices, promotions and dates, to assign a Category Manager (the one that will be the superior and the most relevant about the organization, explained in the part 2.7. of this Bachelor Thesis) and to supervise that everything is doing well periodically (Hernández, 2005).

Here, the strategy and the tactic are implemented, and following the previous example, manufacturers and distributors will create a plan for implementing the category little by little.

2.5.8. 8th Step: Category review

The 8 steps require periodic review and variations because of the continuous changes in the business environment. This step focuses on that. As Palmer (2002) states in the webpage "Making Business Matter" the strategies and tactics have to be adapted for being competitive.

Moreover, Hernández (2005, p.87) affirms that "The Category Management procedure is a circular process, in other words, it must do a follow up to the category over time and each time it deserves it, repeating again the whole development process if it was necessary".

The people that are in charge of the review of the categories are the Category Managers, which will be discussed below.

2.6. ELEMENTS FOR SUPPORTING CATEGORY MANAGEMENT

In Category Management a lot of information is needed before making decisions. Then, there are different elements that can help to make this choice. Del Castillo (2004) describes some of them, and are the following ones:

- *Information technologies*: For developing a good strategy is fundamental to have clear and relevant information, as well as to invest in hardware and software. The hardware will give access to have and exchange information, and the software to analyze the Category Management process.

- *Organizational capacities*: First of all, it is required a team to manage the categories, with a good and capable leader: The Category Manager. The abilities of communication are essential, as well as a good environment inside the team.
- *Situation sheet*: It is about knowing where the company is, but not only looking at sales and profits, also watching internal and external strategies, needs of consumers, place in the market or loyalty of customers.
- *Relationship between manufacturer and distributor*: If a successful Category Management implementation is wanted, there have to exist good relations between both partners, based on mutual trust, clarity, responsibilities, complicity and share of information.

2.7. THE CATEGORY MANAGER

The one that implements the Category Management is the Category Manager. It is an expert whose function is to boost sales. As Bobadilla and ECR Europe (2016) explains, the figure of the Category Manager can be from both sides, from the distributor's company or from the supplier's company, and in both cases it is complex and have to be managed carefully step by step, using different software (like "DotActiv" or "GEP smart") and data analysis.

Having said that, there will be a Category Manager for every strategic business unit that is a category. The Category Manager will be the one in charge of implementing strategies like Marketing Mix, training the workers of his/her category or managing consumptions (Garrido, 2007).

Then, Category Managers have diverse responsibilities, and as Palmer (2002), creator of the webpage "Making Business Matter", considers, some of them are the following ones:

- Performing periodic evaluations, considering new lines or consumer trends.
- Reviewing sales rate taking care of consumer's choice. This will help to ensure that the category is profitable.
- Optimizing the space. They have to make sure that the stores achieve the highest possible profitability per m².
- Following customer loyalty, looking at purchases, frequency and quantity of those acquisitions or even new trends.
- Focusing on visual merchandising, product placement, brands and other similar strategies.

2.8. SUCCESS CASES

This point is based on different success cases of the implementation of Category Management in companies, both related with the relationship between manufacturers and distributors, taking into account the consumer necessities and trends.

2.8.1. Collaboration case between Nestlé and El Árbol

This case started in 2012, when Nestlé discovered a drop in sales in the segment of baby food, caused by the descent of births. Then, Nestlé, along with El Árbol supermarket, began to work in a study based on interviews to four thousand mothers for understanding the real demand.

Both partners started to review the category of baby food, the assortment and the position in the linear. The strategy was a success and the differences between the points of sale involved in the plan and the rest were substantial, as sales presented variances between a 10% and a 20%. (Villaluenga, 2015).

Figure 2.4. Nestlé baby food products linear.



Source: Bradley (2020).

2.8.2. Collaboration case between Freskibo and Aldi

According to AECOC (2019), Freskibo received a prize in that year called "Action shopper marketing SMEs" for the relaunch of its Marineras brand, consisting in burgers made by fish, and for the creation of a variety of seafood products. At the beginning, they launched high quality fish products ready to cook, but this did not have a good response. Then, they launched its Marineras, in collaboration with Aldi supermarket, and they developed the new and unknown category of fish products. Freskibo has made growth the sales of the category into a 20% in two years.

Figure 2.5. Freskibo new Marineras products.



Source: Freskibo (2018).

2.8.3. Heineken and the creation of a new category

AECOC (2019) declares that Heineken, a manufacturer of the food industry, was awarded with the AECOC Shopper Marketing award for 'Best launch' in 2019 since they created a new category for people that did not like alcohol but wants to "go to bars" consisting in a drink called "Ladrón de Manzanas", that is a non-alcoholic cider. They have created a new category in the linear of cider.

As Eva Gil Trujillo, senior trade marketing manager of Heineken, declares to AECOC (2019, p.29), "the levers that were activated at the point of sale were: the creation of an exclusive and differential space for the cider, a permanent visibility plan (exhibitors) and numerous tasting areas". The category has suffered an exponential growth and "it was the most successful launch in the mass consumption sector according to the Radar of Innovation 2018 study carried out by Kantar" (AECOC, 2019, p.29).

Figure 2.6. Heineken new "Ladrón de Manzanas" cider product in the linear.



Source: Sainz (2021).

3. EMPIRICAL STUDY

The empirical studies that have been carried out are based on online surveys to customers. Furthermore, two interviews have been realized, one to the director of an Alcampo supermarket branch and the other one to the executive of Hermanos López Antoranz S.A., a wholesaler of the food industry.

Starting with the online surveys, they are based on a non-random sampling, more specifically a snowball one, which means that some people have been chosen to realize the survey, and they have sent it to others.

Furthermore, the surveys have been done using the application Google Forms, making the access of the survey manageable to the individuals. Some questions have produced quantitative results on customer satisfaction and others qualitative outcomes.

The measurement scale used for the age, income and other questions is based on intervals, and they are quantitative variables; while the family structure or the gender, among others, are centred on nominal scales since they are mutually excluded and they are qualitative variables. Furthermore, there are questions based on ordinal scales. Likewise, the gender is a dichotomous variable. The majority of the other questions are based on nominal scales, and are continuous ones (Padilla, 2007).

In the following tables 3.1. and 3.2., there are datasheets of the online surveys. In addition to all of this, an annex 1 with the survey can be seen at the end of the document.

Table 3.1. Datasheet of the online surveys.

Universe:	Individuals aged 18 years old or more.
Sampling procedure:	Quota based according to gender and age.
Information gathering:	Online surveys.
Scope:	Spain.
Sample:	120 individuals.
Date of fieldwork:	2 - 4 March, 2021

Source: Self-made.

Table 3.2. Datasheet of the online surveys, characteristics of the consumer sample.

Characteristics of the consumer sample:	
Gender:	Men 37% ; women 63% .
Age:	Between 18 and 35 years: 43% ; between 36 and 50: 17% ; between 51 and 65: 38% ; more than 65: 2% .
Family structure:	One-person: 18% ; partner without children: 15% ; partner with a child: 17% ; partner with two children: 34% ; partner with three or more children: 6% ; single parent with child or children: 3% ; extended family (with grandparents, uncles...): 7% .
Net monthly family income:	Between 0 and 1000€: 12% ; between 1001€ and 2000€: 44% ; between 2001€ and 3000€: 27% ; between 3001€ and 4000€: 4% ; more than 4000€: 9% ; no answer: 4% .

Source: Self-made.

Going to the interviews, two of them have been done: To the director of an Alcampo supermarket and to the marketing manager of Hermanos López Antoranz S.A., both distributors of the food industry.

On the one hand, the first one is to the director of the Alcampo supermarket located in Aranda de Duero (Burgos, Castilla y León, Spain). Alcampo S.A. is an enterprise of Auchan S.A. French group, and they have been present in Spain since 1981 with their first establishment in Utebo (Zaragoza, Aragón, Spain), being the first outsourcing experience of the company. They offer a wide range of products, with a strong specialization in the food industry (Alcampo S.A., 2021 a), and there are currently 62 hypermarkets and 277 supermarkets of Alcampo S.A. present through Spain. Moreover, their values are based on trust, openness and excellence (Alcampo S.A., 2021 b). In the following datasheet (table 3.3.) a little overview of the interview can be seen.

Table 3.3. Datasheet of the Alcampo S.A. interview.

Interviewee:	Director of Aranda de Duero Alcampo's supermarket.
Information gathering:	Personal interview, face to face.
Scope:	Aranda de Duero (Burgos), Spain.

<i>Date of fieldwork:</i>	12 th March, 2021
<i>Duration of the interview:</i>	30 minutes.

Source: Self-made.

On the other hand, the other interview has been done to the marketing manager of Hermanos López Antoranz S.A., a wholesaler of the food industry. It is a company located in Peñafiel (Valladolid), and it was founded in 1966. They have fifteen workers and they are in a provincial ranking among the top 650 companies of Valladolid. In the following table 3.4. a datasheet of the interview can be appreciated.

Table 3.4. Datasheet of the Hermanos López Antoranz S.A. interview.

<i>Interviewee:</i>	Marketing manager of Hermanos López Antoranz S.A..
<i>Information gathering:</i>	Personal interview, face to face.
<i>Scope:</i>	Peñafiel (Valladolid), Spain.
<i>Date of fieldwork:</i>	13 th March, 2021
<i>Duration of the interview:</i>	30 minutes.

Source: Self-made.

Both interviews have been recorded for the exclusive use of this Bachelor Thesis, and the recording consent letter can be seen as an annex 2.

4. STUDY RESULTS

The results of the study have been divided in two parts: On the one hand, there are displayed the results of the online surveys to consumers, and on the other hand, the interviews with Alcampo S.A. and Hermanos López Antoranz S.A..

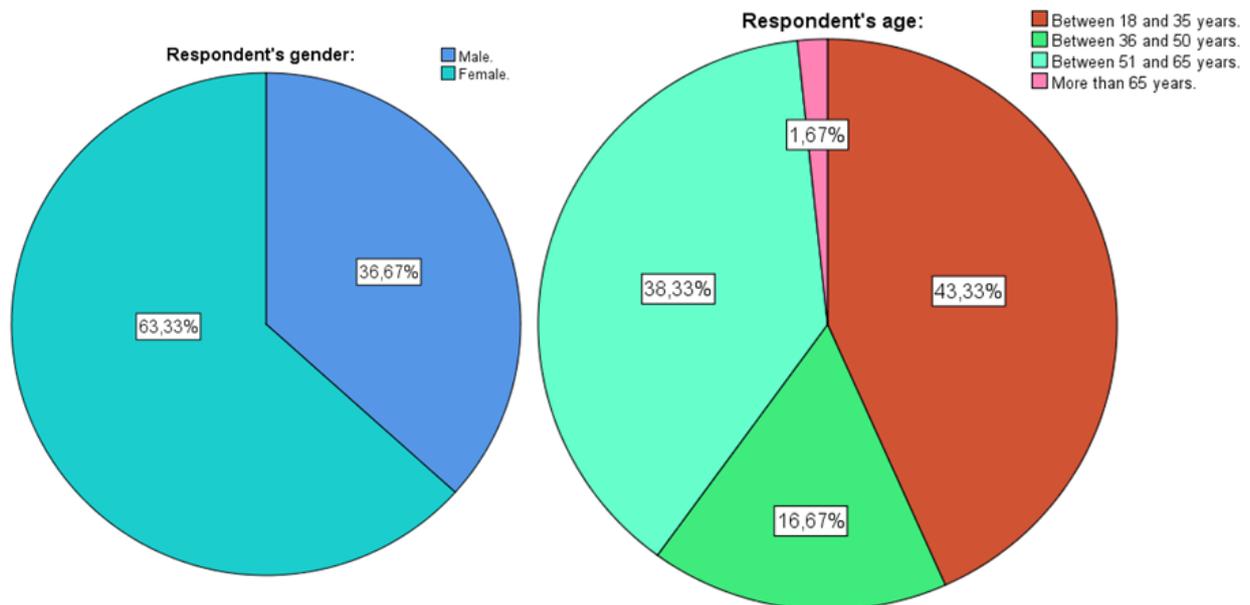
Two different types of analysis have been implemented. For the online surveys to consumers quantitative and qualitative data have been used in order to see the success or not of Category Management; and on the contrary, for distributors, a face to face interview allows to know in depth the work of the company.

4.1. RESULTS OF THE ONLINE SURVEYS

For analysing the data of the online surveys and turning it into information, the program used has been IBM SPSS Statistics 25, and the statistical methods used are univariate (percentages) and bivariate (chi-square). There are frequency distributions; bar graphics; pie charts; Chi-square analysis to determine the independence of two nominal variables; mean, mode and median; variance analysis and other statistics.

Beginning with the sociodemographic data (figure 4.1. and table 4.1.), the individuals that have done the online surveys are mainly people between 18-35 (43,33%) and 51-65 (38,33%) years old. Moreover, there are a majority of women, assuming around a 63% of the total. In addition, the correlation between the ages and the gender is similar, which means that in all the ages around a 60% or a 70% are women and the rest are men.

Figure 4.1. Pie charts of gender and age of the individuals.



Source: Self-made in IBM SPSS Statistics 25.

Table 4.1. Cross table: Gender and age.

			Respondent's age:				Total
			Between 18 and 35 years.	Between 36 and 50 years.	Between 51 and 65 years.	More than 65 years.	
Respondent's gender:	Male.	Count	18	6	18	2	44
		% inside Respondent's age:	34,6%	30,0%	39,1%	100,0%	36,7%
	Female.	Count	34	14	28	0	76
		% inside Respondent's age:	65,4%	70,0%	60,9%	0,0%	63,3%
Total	Count	52	20	46	2	120	
	% inside Respondent's age:	100,0%	100,0%	100,0%	100,0%	100,0%	

Source: Self-made in IBM SPSS Statistics 25.

Furthermore, in the table 4.2. the correlation between incomes per month and family structures is presented. The common incomes perceived among the surveyed are founded between 1001€-2000€, comprising a 44,2% of the total, and amongst 2001€-3000€, including a 26,7%. The people that do not answer this question supposes a 4% of the global. If we go deeper, it can be appreciated that the family structures that are the most popular are the one-person (18,3%), the partner without children (15%) or the partner with two children (34,2%), being also the most relevant family structures globally in the survey.

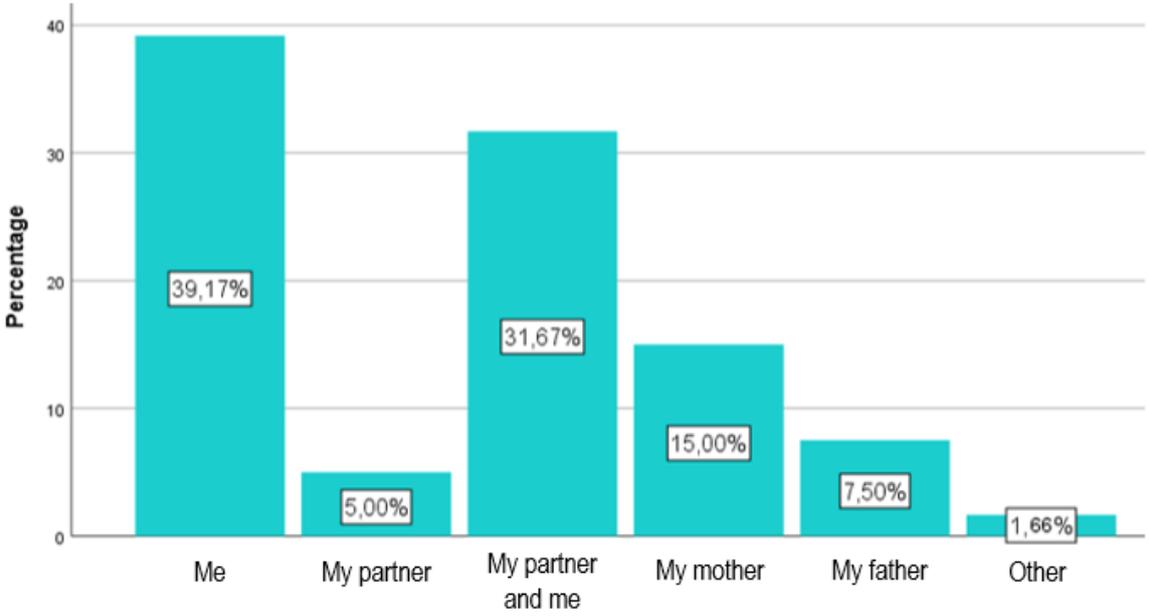
Table 4.2. Cross table: Family structure and income.

		Net monthly family income:						Total	
		0-1000€	1001€-2000€	2001€-3000€	3001€-4000€	More than 4000€	No answer		
Family structure:	One-person.	Count	5	12	3	1	0	1	22
	% inside Net monthly family income	35,7%	22,6%	9,4%	20,0%	0,0%	20,0%	18,3%	
Partner without children.	Count	2	8	7	0	1	0	18	
	% inside Net monthly family income	14,3%	15,1%	21,9%	0,0%	9,1%	0,0%	15,0%	
Partner with a child.	Count	2	8	4	1	3	2	20	
	% inside Net monthly family income	14,3%	15,1%	12,5%	20,0%	27,3%	40,0%	16,7%	
Partner with two children.	Count	4	16	13	1	5	2	41	
	% inside Net monthly family income	28,6%	30,2%	40,6%	20,0%	45,5%	40,0%	34,2%	
Partner with three or more children.	Count	0	3	1	2	1	0	7	
	% inside Net monthly family income	0,0%	5,7%	3,1%	40,0%	9,1%	0,0%	5,8%	
Single parent.	Count	0	3	1	0	0	0	4	
	% inside Net monthly family income	0,0%	5,7%	3,1%	0,0%	0,0%	0,0%	3,3%	
Extended family (with grandparents, uncles...)	Count	1	3	3	0	1	0	8	
	% inside Net monthly family income	7,1%	5,7%	9,4%	0,0%	9,1%	0,0%	6,7%	
Total	Count	14	53	32	5	11	5	120	
	% inside Net monthly family income	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	

Source: Self-made in IBM SPSS Statistics 25.

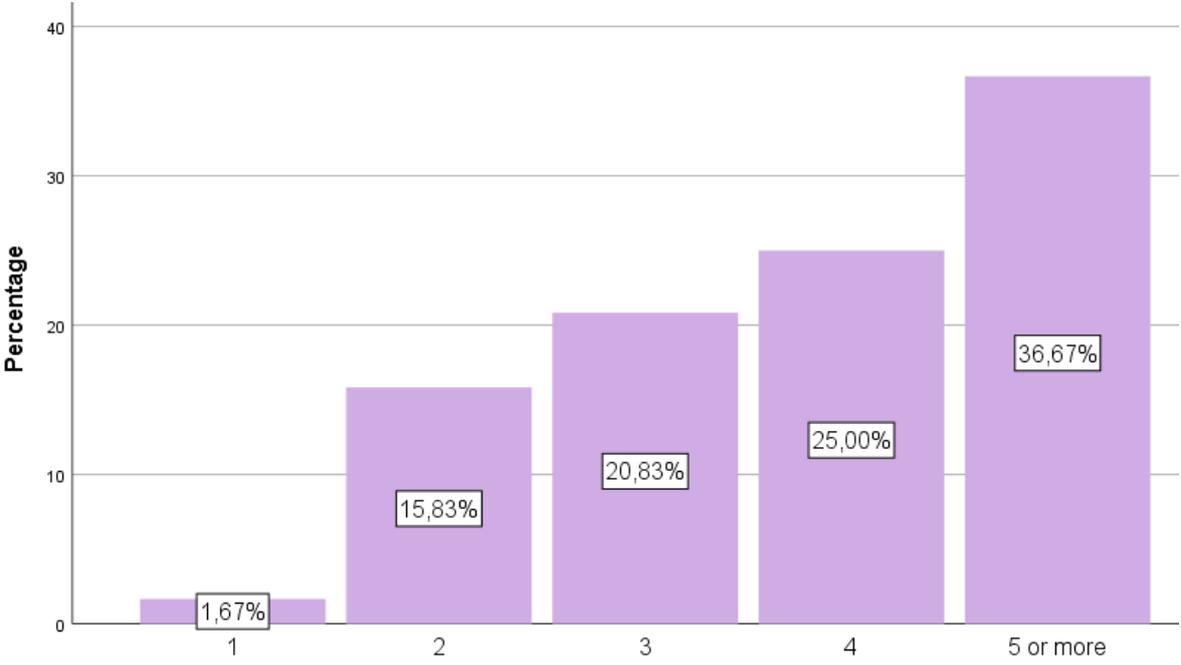
Starting with the first question of the survey, “Who usually buys groceries from the supermarket at home?” (figure 4.2.) it can be appreciated that the majority of people go along (39,17%) or with their partner (31,67%) to the supermarket. As a consequence, the answers of the survey are relevant for the study since the people that answer them were the ones who do the grocery shopping at the supermarket. Following with the second question (figure 4.3.), a 61,67% of the individuals go to the supermarket more than 4 times in a month. Considering the answers to both of the interrogations, it can be stated that they are familiar with the organization of the supermarkets.

Figure 4.2. Who usually buys groceries from the supermarket at home?



Source: Self-made in IBM SPSS Statistics 25.

Figure 4.3. How many times in a month do you go shopping to the supermarket?

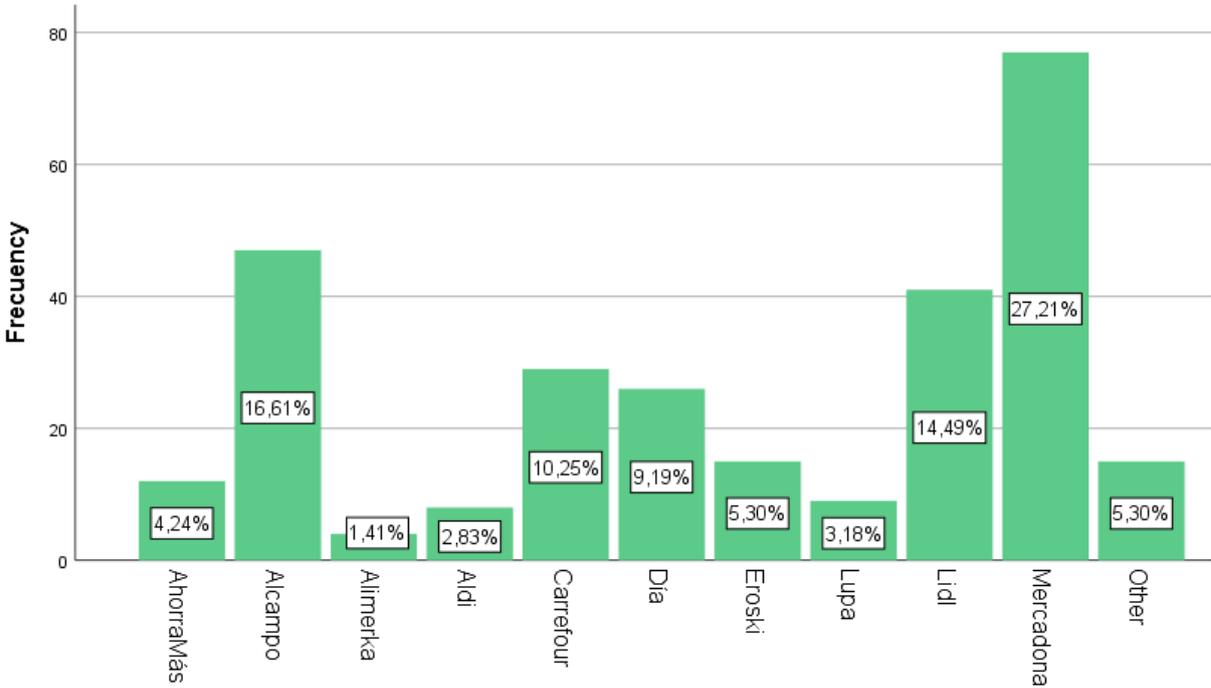


Source: Self-made in IBM SPSS Statistics 25.

The third question, “In which of these establishments have you shopped in the last month?” (figure 4.4.) has a multiple choice response and it tells us if individuals go to supermarkets that have Category Management implemented or not. The most relevant one, that dominates the others, is Mercadona (27,21%), a supermarket that has implemented Category Management in all of their establishments and

it is known because of the good application of it. It is followed up by Alcampo supermarket (16,61%), the one that will be analysed later in an interview, and by Lidl (14,49%), more known by their low prices instead of their good categories. Later on goes Carrefour (10,25%), another supermarket which uses Category Management, so this question advocates that people usually go for groceries to supermarkets that implement Category Management in their establishments.

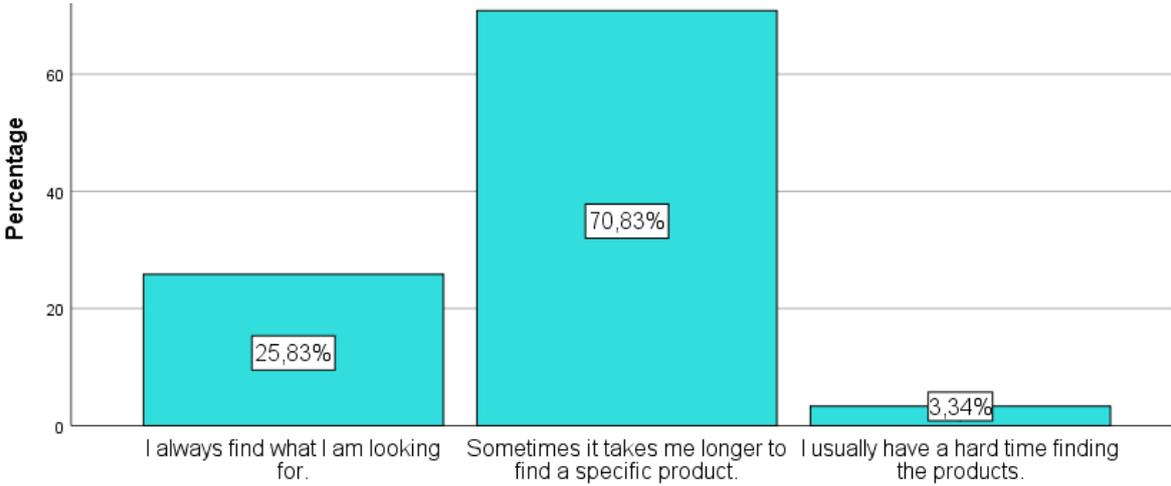
Figure 4.4. In which of these establishments have you shopped in the last month?



Source: Self-made in IBM SPSS Statistics 25.

The next question, “Do you consider that the location of the products within the selected establishments is correct or is it very difficult for you to find what you need?” (figure 4.5.), gives information to the study about the different categories in the supermarket that were previously mentioned. Mainly, the supermarkets most visited have Category Management implanted, then, people always find what they are looking for (25,83%) or sometimes it takes them longer to find a specific product (70,83%). All of this corroborates the studies which state that Category Management looks for the satisfaction of the customer and that it also makes their shopping processes easier.

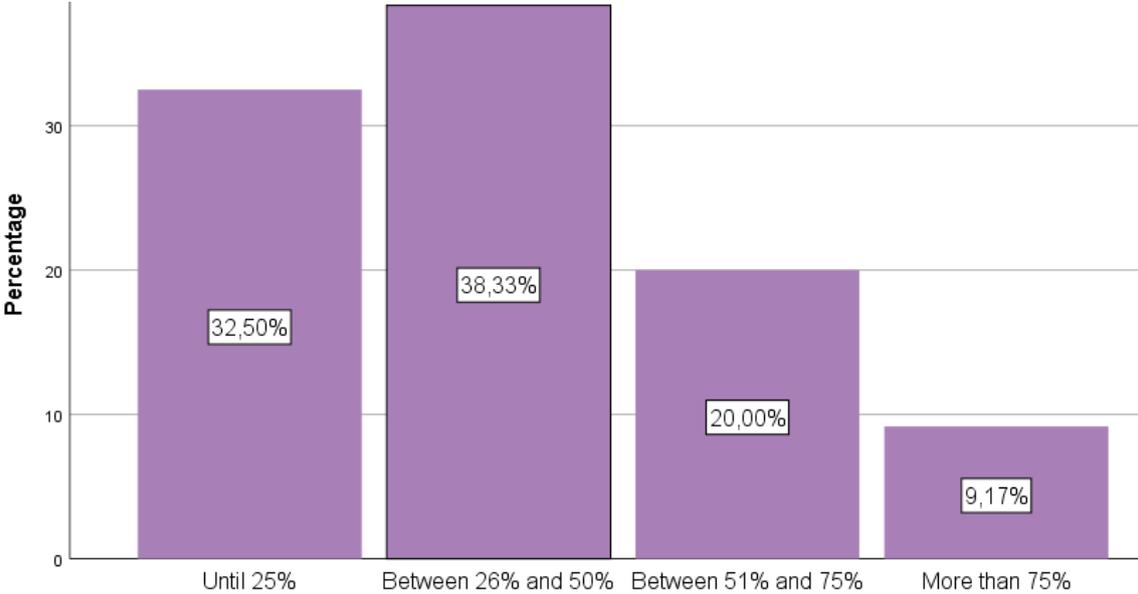
Figure 4.5. Do you consider that the location of the products within the selected establishments is correct or is it very difficult for you to find what you need?



Source: Self-made in IBM SPSS Statistics 25.

About the question “What percentage of the groceries in the shopping cart are white label products?”, it aims to know if people look for cheap brands instead of for products or categories. A 70,83% of the surveyed have in the shopping cart less than a 50% of grocery white label products; while the 29,17% have more than a 50%. Then, a location of the products by categories is the most recommended (figure 4.6.).

Figure 4.6. What percentage of the groceries in the shopping cart are white label products?

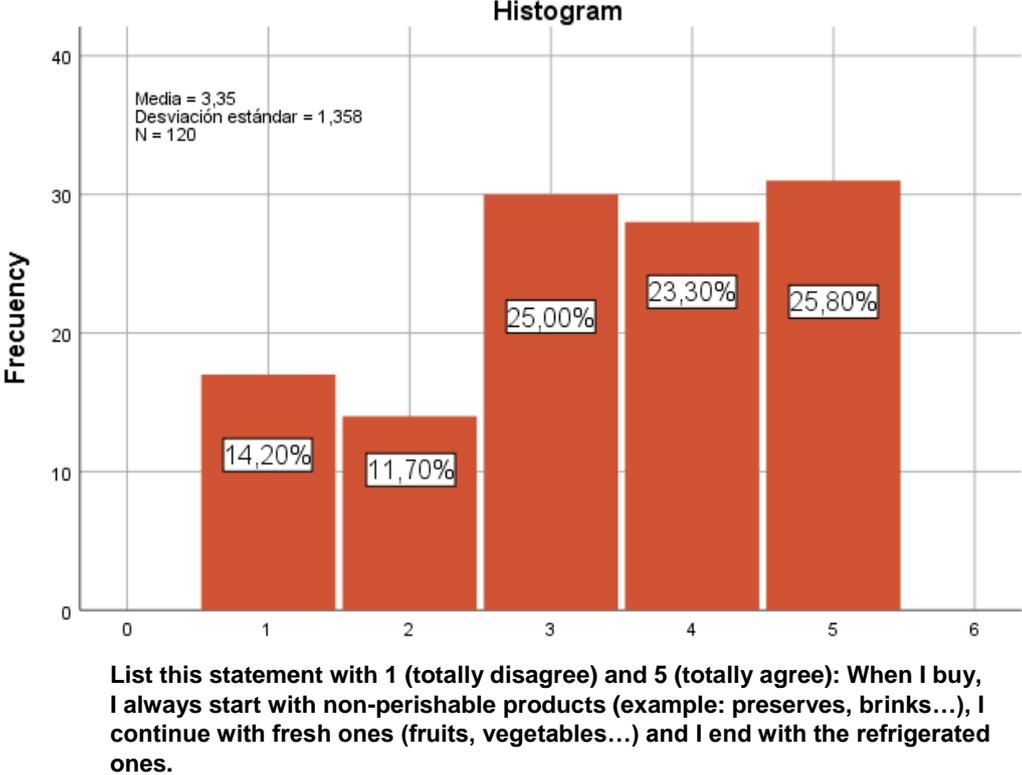


Source: Self-made in IBM SPSS Statistics 25.

In the figure 4.7. it can be seen the answers to the following statement, listed from 1 (totally disagree) and 5 (totally agree): “When I buy, I always start with non-perishable products (example: preserves, bricks...),

I continue with fresh ones (fruits, vegetables...) and I end with the refrigerated ones". A histogram shows that the mean is 3'35, so it is considered that people is in an intermediate position respecting the statement. This supports that the supermarkets which have Category Management implemented make shopping easier and faster (FACUA, 2014).

Figure 4.7. Histogram. Statement.



Source: Self-made in IBM SPSS Statistics 25.

The subsequent question is "How important is the category to the target consumer?". The answer of this interrogation has the objective to differentiate the category in the view of the target customer (Del Castillo, 2004). The question was based in the different Alcampo supermarket categories, to compare it with the information given in the survey. Also, the responders have indicated their frequency of purchase, being 1 (totally disagree) and 5 (totally agree). Following the mean of the answers (table 4.3.), the destination categories (the most valued by consumers that position the store as a favourite place to buy) positioned are "fruits and vegetables", "dairy products" or "milk". As usual categories (products of habitual purchase) can be situated the categories "bakery", "pastry"... (Valenzuela, 1999). Equally, the different roles of the categories are also noticed looking at the mode of each category.

Additionally, in the table 4.3. the most consumed category is "fruits and vegetables", followed up by "milk" and "dairy products". As it has been said, all of them are destination categories.

Table 4.3. Frequency of purchases of the different categories of Alcampo supermarket.

	Statistics								
	Water	Rice, pasta, legumes...	Sugar, floors...	Alcoholic drinks	Sugary drinks	Pastry	Baby food	Deli	Frozen food
Mean	2,09	3,54	2,37	2,18	1,94	2,33	1,19	3,63	2,88
Standard error of the mean	,136	,091	,093	,113	,095	,104	,077	,075	,095
Median	1,00	4,00	2,00	2,00	2,00	2,00	1,00	4,00	3,00
Mode	1	3	2	1	1	1 ^a	1	3	2 ^a
Deviation	1,489	,995	1,020	1,234	1,040	1,140	,843	,819	1,039
Variance	2,218	,990	1,041	1,524	1,081	1,300	,711	,671	1,079
Asymmetry	,989	-,169	,707	,669	,985	,524	4,242	,121	,146
Standard error of the asymmetry	,221	,221	,221	,221	,221	,221	,221	,221	,221

	Statistics							
	Preserves	Fruits and vegetables	Dairy (yogurt, cheese...)	Milk	Bakery	Fish shoop	Ready meals	
Mean	3,30	4,33	4,21	4,22	3,86	3,54	1,77	
Standard error of the mean	,084	,086	,098	,098	,131	,108	,079	
Median	3,00	5,00	5,00	5,00	5,00	4,00	2,00	
Mode	3	5	5	5	5	4	1	
Deviation	,922	,947	1,076	1,078	1,440	1,180	,867	
Variance	,850	,896	1,158	1,163	2,072	1,393	,752	
Asymmetry	-,047	-1,622	-1,455	-1,467	-,934	-,507	1,025	
Standard error of the asymmetry	,221	,221	,221	,221	,221	,221	,221	

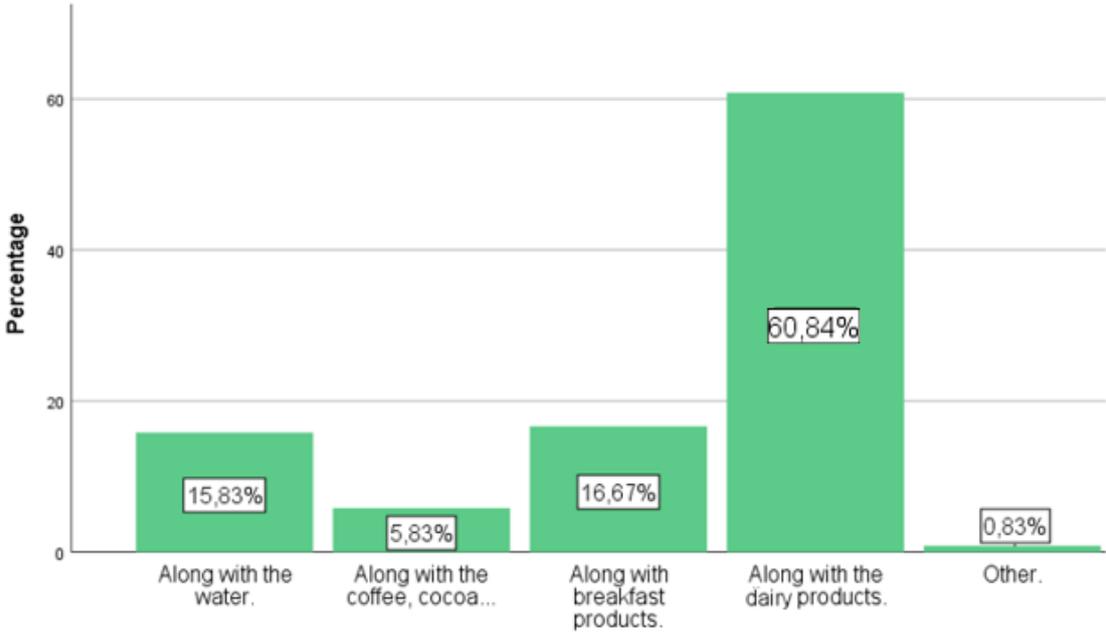
Source: Self-made in IBM SPSS Statistics 25.

The next statements are based on products that people sometimes have a hard time to find. They are related to the place of milk, olives and nuts in the supermarket.

The first one is “Where would you place milk in the supermarket?” (figure 4.8.), and the majority would place it along with dairy products (60,83%). Despite all of this, in Alcampo supermarket, milk belongs to the water category, something that can show us that Category Management could not be well implemented surrounding this category.

In addition to this, an open question for the “other” response is given, and the only consumer that marks it tells that he/she would place it “along with non-perishable products and vegetable drinks”, but as it is an isolated answer, it will be considered as not representative.

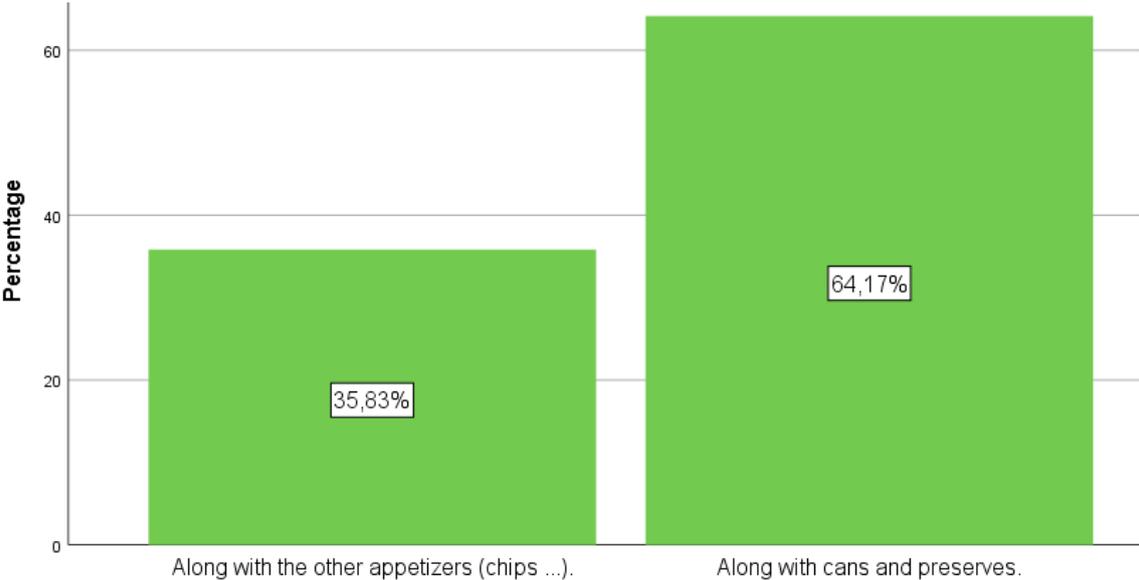
Figure 4.8. Where would you place milk in the supermarket?



Source: Self-made in IBM SPSS Statistics 25.

The following question is “Where would you place olives in the supermarket?” (figure 4.9.), and using the same method as in the previous one, along with cans and preserves is the most valued (64,17%), while the other response, along with the other appetizers (chips...), corresponds to the 35,83% remaining. Nevertheless, both answers have many votes and it is considered that olives could be placed in both categories.

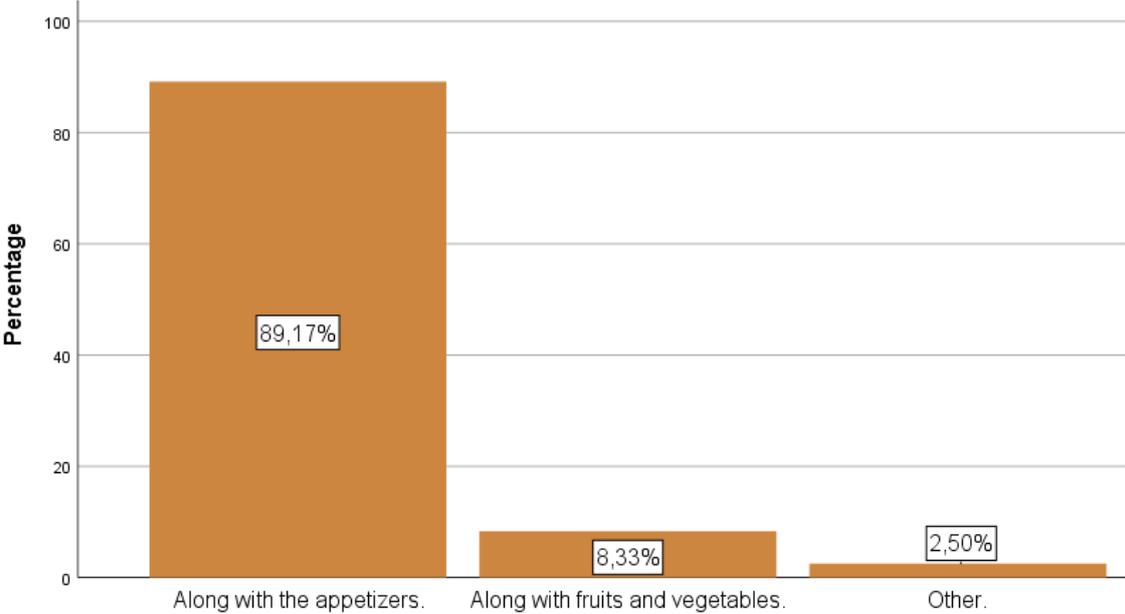
Figure 4.9. Where would you place olives in the supermarket?



Source: Self-made in IBM SPSS Statistics 25.

Last but not least, and talking about these three questions, the third one is “Where would you place nuts in the supermarket?” (figure 4.10.) and indisputably, along with the appetizers is the most voted (89,17%). Then, in Alcampo supermarket these products could be incorrectly distributed since some of them are along with vegetables and fruits and other ones are with the appetizers. Furthermore, the “other” responses, corresponding to the 2,50% (three people) of the surveyed, would place them along with spices.

Figure 4.10. Where would you place nuts in the supermarket?

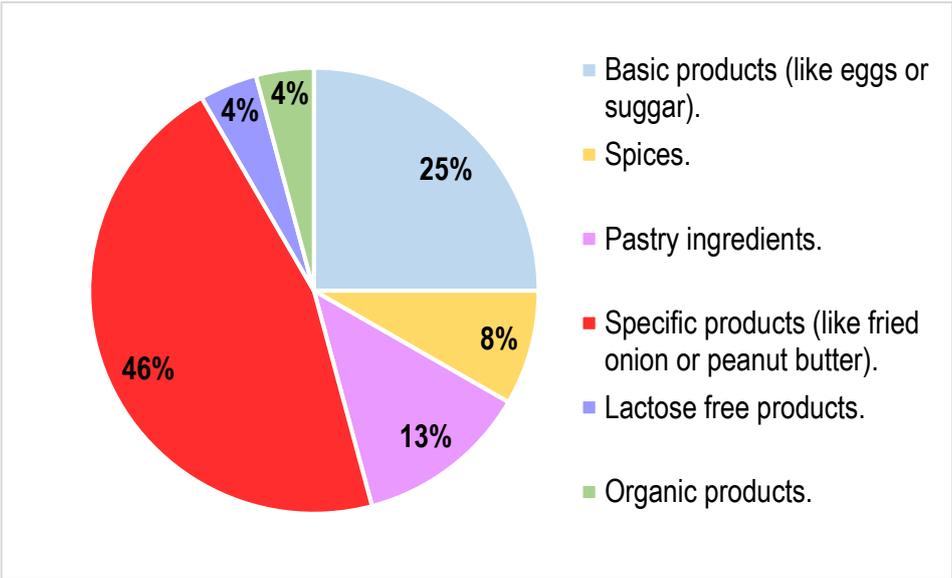


Source: Self-made in IBM SPSS Statistics 25.

Beside this, there is an open question for knowing if people sometimes have difficulties looking for products, and what type of products they are talking about. This brings information about if some categories are badly positioned in supermarkets. The different answers are encompassed in: dried fruit, pastry ingredients (like vanilla essence), peanut butter, lactose-free products, fried onion, cocoa, eggs, salt, spices, organic products, vinegar, pistachios, sugar, oatmeal, popcorn, noodles... (figure 4.11.).

As it can be seen, there are two types of products there, the ones that are “more specific” like fried onion, dried fruit or peanut butter, and common products like spices, salt, sugar, vinegar or eggs. Especially, the people who answered this inquiry had trouble finding basic products like eggs or sugar, and that could be because they are products that do not fit in a particular category for being basic products. They can be categorized along with pastry ingredients or milk. Supermarkets usually place them in different places since people will look for them as basic products. Changing the location of the products in the supermarket is another marketing technique for incrementing impulse sales, and these products are very useful for that and that could also be the reason why they don't have a specific category (Díaz and González, 2015).

Figure 4.11. Products that are difficult to find in the establishments for surveyed individuals.



Source: Self-made.

4.2. RESULTS OF THE INTERVIEWS

In this part of the Bachelor Thesis, the results of the two interviews will be analysed, one to the director of Aranda de Duero’s Alcampo supermarket (Burgos) and the other one to the marketing manager of Hermanos López Antoranz S.A., located in Peñafiel (Valladolid).

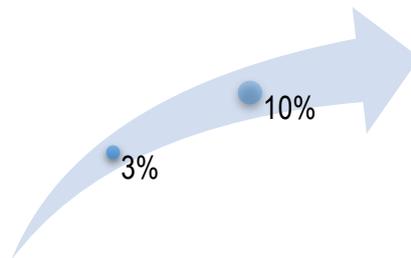
Opening with the first interview, the one to Alcampo supermarket, it started with a little definition and a question to open de conversation, and it was the following one: “*Category Management is a marketing process that is based on the cooperation between manufacturers and distributors to improve their results and the consumer satisfaction. In addition, it creates categories that help to define the items to be offered to the consumer, in what quantity, adequate prices and promotions and the location of the category both in the establishment and in the linear. Did you already know this term?*”. Esther Lucia García Velasco, the director of Aranda de Duero’s Alcampo supermarket, told that the term Category Management is something that she did not ever listen about, but that they called it “planograms”, that is a similar concept, so then, they apply it but they do not call it in that way.

In addition, other questions “*Do you apply it in supermarkets? When did you implant it?*” were done, and she answered that they constantly apply it in the supermarkets and hypermarkets, and that the Aranda de Duero’s one has been opened for 26 years, since 1994, and that they have always used Category Management or planograms.

Relating this interrogation with the online surveys made to customers, it is the second supermarket most frequently visited, and it could be because of that good implementation of Category Management, that

helps to make easier the grocery shopping and increases customer satisfaction. Besides, she affirms that, for the client, it is simpler, more sensitive and more perceptible buying in a linear with a criterion like this. Continuing with the next question of the interview, “*When you make a Category Management implementation, what advantages do you perceive?*” she states that they make a change in a category when an article or an entire category has difficulties, and that then they realize a growth of the sales between a 3% and a 10% (figure 4.12.). This shows that a good Category Management implementation has a lot of advantages, as it was previously commented.

Figure 4.12. Growth of sales with Category Management implementation in Alcampo supermarket.



Source: Self-made.

About if they analyze *Category Management* or the costs that suppose using it, she expressed that they are constantly reviewing the categories and that they use a complete marketing team for it, so that is the cost. Moreover, a conversation appeared about if they use any *software or computer equipment for helping them with Category Management*, and she recognized that in that exact moment they did not have it, but that they are in a project for implanting one. Relating this with the epigraph 2.6. “Elements for supporting *Category Management*”, for developing a good strategy it is needed clear and relevant information, and a software can facilitate the *Category Management* process (Del Castillo, 2004).

Besides, there were some *questions about manufacturers and the relation with them*. She stated that “Right now we are talking about 2.711 suppliers, and about 65.250 labels, but in centres of 16.000 m² there are up to 130.000 references, something crazy”. Additionally, they work hand by hand with most of their manufacturers, and they strongly believe in the benefit of both partners. It is the same as Dussart (1998) supports, “Partners before adversaries” and “Win-win is the highest ideal”.

Another inquiry was done, “*Do the employees know that Category Management exists or does only the management know about it?*”, and she answered that “The term as *Category Management* not, they know that planograms exist and why and how things are placed, but not the term. About 80% of the workforce knows it, and they know that the Auchan brand lives up to the vision, and where to place the leading brands”.

Moreover, she stated that they apply Category Management in all of the brands, not only in their white label or the manufacturer one, and in all of the manufacturer products, whether they are large or medium, like is logic because Category Management does not apply only to distributor brands.

Continuing with the Hermanos López Antoranz S.A. interview, it started with the same little definition and question to open the conversation as the one to Alcampo supermarket, and it was the following one: *“Category Management is a marketing process that is based on cooperation between manufacturers and distributors to improve their results and consumer satisfaction. In addition, it creates categories that help to define the items to be offered to the consumer, in what quantity, adequate prices and promotions as well as the location of the category both in the establishment and in the linear. Did you already know this term? Do you apply it?”*. Jose David López Lerma, the marketing manager of the firm, told that the term as Category Management was something unknown for him, but that they work in that way with Mahesa, a purchasing centre in which there are from large companies like Gros Mercat to smaller ones like them. Mahesa is the second largest shopping chain in Spain, and they benefit from a huge amount of discounts. Moreover, they have different lines of business. On the one hand, they have a supermarket, that is a customer of the warehouse, and on the other hand they have a distribution centre. The distribution centre has a division for Coca-Cola from the rest of products, which is different because Coca-Cola is in charge of their own customers. *“Let's say that Coca-Cola wants to keep track of its customers and we transmit all the purchase data to them so they can manage it, make us personalized promotions for each customer and well, they help us a lot in that aspect”*.

Another request was *“How long have you been working in that way?”*. He stated that they have used it for so long, not naming it as Category Management, but working in that manner. In addition, he declares that being a small distribution they have to go a bit with everything, and as sometimes they go to remote towns they have to transport the maximum amount and variety of products on each trip to get the maximum profitability.

Following with *advantages and disadvantages of this way of working*, on the one side, about the benefits that he notices, he expressed that dealing directly with manufacturers gives the power to deal with every customer necessity. Moreover, it gives more information, more security, provides promotions adapted to your needs... He declares that sometimes you can buy a little more expensive, but the advantages are worth it. Furthermore, he thinks that this has increased their sales, as they are valued in the market as a serious and consolidated company.

On the other side, some drawbacks are sometimes the prices. Also, they have exclusivity with Coca-Cola and Heineken, which means that they are not able to sell other brands of that products, but that only

happens with those two brands. Another disadvantage is the geographic scope of Coca-Cola exclusivity, which means that they can only sell it in a series of villages or territories that Coca-Cola proportionate. They have exclusivity in part of Segovia, part of Valladolid and part of Burgos, but they cannot get out of there because the next distributor is already entering, and that is something that they respect a lot.

Another inquiry was if they use some *software or computer system to carry this out*, and he said that they have one management program with distributors and another specific one with Coca-Cola.

Following with *manufacturers and distributors*, they have many references, and only from Coca-Cola may be more than 80. About suppliers, they work with nearby 100. Also, they are official distributors of Heineken group, Coca-Cola, Lauki milk and liquor groups such as Pernod Ricard or Diageo (which are those that include several well-known brands of alcohol).

The last question was “*Do you make questionnaires to your clients? And do you ask them about their satisfaction with the promotions...?*”. He stated that they make questionnaires, but not for asking about that. He told that for them, the face-to-face visit is very important because right now it is so easy to pick up the mobile phone and buy whatever, and as they cannot compete with that in prices or service, they have to be there for the customers, helping them a little, advising them, giving information about the trends of new products...

In the following table 4.4. a summary between both interviews is showed up.

Table 4.4. Summary of both interviews (Alcampo S.A. and Hermanos López Antoranz S.A.).

	ALCAMPO S.A.	HERMANOS LÓPEZ ANTORANZ S.A.
Do they use Category Management?	Planograms ≈ Category Management	No, they do not use it. Mahesa (the second largest shopping chain in Spain).
Benefits:	Growth of the sales between a 3% and a 10%.	Exclusivity with Heineken, Coca-Cola, Lauki milk, Pernod Ricard and Diageo.
Costs:	A marketing team.	Geographic scope.

<i>Did they use some software?</i>	Project for implanting a software for CM.	Common software with distributors and another specific one with Coca-Cola.
<i>Number of suppliers:</i>	2.711 suppliers and about 65.250 labels. They work hand by hand.	Nearby 100 suppliers.

Source: Self-made.

5. CONCLUSIONS, LIMITATIONS AND WAYS OF IMPROVEMENT

5.1. CONCLUSIONS

In this Bachelor Thesis the aim is offering an outline of Category Management, with the advantages and disadvantages for both, manufacturers and distributors. Moreover, different steps for achieving successfully Category Management have been proposed.

Overall, it can be stated that Category Management is a marketing process based on the cooperation between manufacturers and distributors for improving their margins and for optimizing customer satisfaction (Garrido, 2007). It is a symbiosis process in which “win-win” is the ideal for both partners (Dussart, 1998). Furthermore, Category Management regroups products creating strategic business units called categories, which are managed individually in the overall framework of the company.

In relation with advantages and disadvantages, on the one hand, the main benefits for manufacturers and distributors of Category Management are that it simplifies the organisation of the products and references, reduces unnecessary costs, decreases deadlines (like production time or service delivery time) and improves the quality and the value perceived by customers. On the other hand, the possible drawbacks are based on the market triangle problem, explained as a divergence of interests between distributor and manufacturer, that shows distrust between them, lack of a clear objective, different problems about maintaining long term relationships, as well as trouble in the communication (Bobadilla and ECR Europe, 2016).

In addition, as Del Castillo (2004) states, there are elements for supporting Category Management as information technologies, situation sheets, or even a team to manage the categories, leaded by a Category Manager, whose work is based on implementing and creating the strategies for the categories and evaluating them following customer loyalty, looking at purchases, frequency and quantity of those acquisitions, new trends... These elements are very important and relevant for reaching a successful

implementation of Category Management, since they make easier, quicker and more visual the categories and help to know how they are located or distributed, the role of each one or even their evaluation.

With all of this into account, an empirical study has been made with the objective of verifying if these benefits and drawbacks are true in real life companies. First of all, for consumers it is easier and faster to purchase the groceries in a supermarket that locates the products by categories, and this will increase customer satisfaction. Secondly, for the distributor, locating the products in this way decreases costs and saves time. Thirdly, the firms that have implanted Category Management detect more benefits than drawbacks, so it is worth to implant it. Last but not least, considering that the relationship between manufacturers and distributors is the most important thing, as well as customer satisfaction, will lead a company to a successful Category Management implementation.

Continuing with the empirical study, online surveys to customers and two diverse interviews to distributors of the food industry have been done.

On the one hand, the online surveys to customers, comparing them with other studies like the “Consumer Habits Survey 2019” of MPAC (Mesa de Participación, Asociación de Consumidores) (2019), show that the location of the products, for choosing an establishment, is more important than the price. Adding information to this fact, the study previously commented states that the price is still relevant, but as the third factor to choose the establishment. Furthermore, the MPAC (2019) study communicates that women prefer 3% the purchase in the supermarket more than men, supposing in the online surveys a 63% of women instead of that 53% of the MPAC (2019) study. Moreover, the online surveys and the MPAC (2019) study agrees on the “fruits and vegetables” category as the most consumed, naming its role as destination category.

The conclusions that the study results show about the online surveys are that consumers know how the supermarket is organized and they recognize the categories. Also, people usually go for groceries to supermarkets that implement Category Management in their establishments, just like Mercadona or Alcampo. Moreover, the study shows that Category Management looks for the satisfaction of the customer and that makes their purchases easier. In addition, the evidences demonstrate that a location of the products by categories is the most recommended for a supermarket.

Furthermore, assessing the effectiveness of Category Management implementation in Alcampo supermarket and looking at the online surveys, they have made a good application of this marketing process, but with little exceptions. A 60,83% of the surveyed would situate milk along with dairy products, while in Alcampo is located near to the water. Also, the 89,17% of the surveyed declares that they would place nuts along with appetizers, while in Alcampo supermarket is located incorrectly since it is along with

the category of vegetables and fruits. These exceptions should be reviewed by the Category Manager for a better implementation of the categories.

On the other hand, the interviews can be contrasted with the success cases of the conceptual framework. The interviewed firms should take into account that creating a good Category Management implementation is very important for being a leader of the market, and they have to review constantly the categories, taking into consideration consumers, but also competitors. Moreover, the better relationship with manufacturers (as both interviewed firms are considered distributors), will create the best application of Category Management.

The interview to Alcampo supermarket gives the conclusions that they have used some aspects of Category Management for a long time since it helps to the distributors, manufacturers and consumers, nevertheless, they use planograms. Moreover, they apply it in supermarkets and hypermarkets, and they notice a growth of the sales between a 3% and a 10% thanks to Category Management. The cost of Category Management for them is an entire marketing team dedicated to the categories, and also, in a time, a software for an easily management of the categories. Furthermore, as it has been mentioned in the studies, “win-win” is the ideal for manufacturers and distributors, and they strongly believe on it.

Following with the second interview, the one to the marketing manager of Hermanos López Antoranz S.A., it brings assumptions that tells that a good relationship between manufacturers and distributors is very relevant on business, specially to the food industry since, as a distributor, working hand by hand with manufacturers brings them more information, more security, provides promotions adapted to the necessities... and increases their sales.

Having into account all the information previously presented, Category Management is very useful for both, the firms (including distributors and manufacturers) and the consumers; giving powerful benefits to growth sales and margins and to reduce the waste of time in the process of shopping and organizing the linear and the establishment. Additionally, success cases are offered to the reader in order to be able to appreciate the benefits of this marketing process for manufacturers and distributors, like a collaboration case between Nestlé and El Árbol supermarket in 2012, based on a redefinition of the baby food category that led to an increase of the sales between a 10% and a 20%; a teamwork among Freskibo and Aldi in 2019, creating a new category of seafood ready meal products; or Heineken making a new category of non-alcoholic cider in 2018, with a brand named “Ladrón de Manzanas”. All of these cases are relevant for understanding that a good implementation of Category Management can create a leadership in the market, giving numerous benefits to the firms that have carried it out.

I would strongly recommend to apply Category Management since it is a marketing process that have different benefits for manufacturers, distributors and consumers, and it is a procedure that gives much more advantages than drawbacks, and even can give a leadership in the market to the one that has implanted it in a successful way.

Furthermore, as I have realized in the empirical study, there are some products that do not have a specific category and can create confusion to the customers, then, companies should take them into account and try to locate them in the most relevant category for them, giving them leadership in the market and enhancing fidelity with the customers.

To sum up, with this study it has been demonstrated that companies that implement Category Management have several benefits. Nevertheless, this is not the only process or tool that stimulates the good development of relationships and sales, there are other instruments that extend, qualify and complement the distribution, in order to get to a full satisfaction of consumers. Because of this, different marketing mechanisms and strategies have to be used complementary like discounts coupons, free trials or the visual aspect of the establishment, among others.

5.2. LIMITATIONS AND WAYS OF IMPROVEMENT

The limitations of this research are fundamentally derived from the high extension of Category Management, a fairly recent concept but used so many years ago without a specific name.

Likewise, the concept of Category Management has been evaluated in a general way through this investigation, which is centred on the food industry, with the objective of narrowing it down and making it viable.

In addition, the limitation of obtaining a representative amount of surveyed showed up, and that is why 120 surveys have been done, trying to be as varied and representative as possible. Additionally, the situation with COVID-19 has complicated the condition, forcing to make online surveys instead of face to face ones.

As an improvement method, an inside investigation in a distribution centre could be very interesting for an empirical study, giving objective information for the research. Moreover, it would give different data about the benefits that Category Management offers to a firm. In addition, talking with the management team in charge of the categories could help to understand how them apply “The 8 steps” of Brian F. Harris.

Furthermore, as it has been mentioned before, the surveys could be made to a more representative amount of people, following a contrast with data from the INE (Statistics National Institute or “Instituto Nacional de Estadística” in Spanish), and also dividing for geographic areas.

Finally, the investigation could be carried out to other economic sectors, since this one was based on the food industry. In this way, the diverse reactions of Category Management could be seen in action on the different economic sectors.

Despite all of these limitations, I personally consider that the data obtained in this Bachelor Thesis are useful and interesting enough for achieving real conclusions which are related with the conceptual framework. Nevertheless, if all of these limitations could be overcome, the results would be more meaningful.

In the future, I would like to investigate in a deeper way this subject in order to get to know more about Category Management, how it is implemented in different economic sectors and how the customer behaviour and satisfaction are affected.

6. REFERENCES

- AECCOC (2019). Premios Shopper Market. *Estrategia comercial y marketing*, C84: 34-35.
- Aguilar, A. P. (2018). Análisis y mejora del proceso de mejora continua de la gestión de categorías en una empresa de distribución alimentaria. *Trabajo fin de máster en ingeniería industrial*. Valencia, España.
- Alcampo (2021 a). *Nuestra actividad*. Retrieved on 17th March from Alcampo: <https://www.alcampocorporativo.es/nuestra-actividad/>
- Alcampo (2021 b). *¿Quiénes somos?*. Retrieved on 17th March from Alcampo: <https://www.alcampocorporativo.es/quienes-somos/>
- Aragonès, O. B. (2013). Optimización de costes en la industria alimentaria. *Escola Tècnica Superior d'Enginyeria Industrial de Barcelona - Enginyeria Química*. Barcelona, España.
- Bobadilla, L. M. and ECR Europe (2016). *Gestión por categorías*. Retrieved on 15th January from vom: <http://www.venderomorir.com/recursos/articulos.asp>
- Bradley, C. (2020). *Baby milk and baby food brands found around the world*. Retrieved on 13th February from Flying with a Baby: <https://www.flyingwithababy.com/baby-milk-baby-food-brands-found-around-the-world/>
- Chiplunkar, R. M. (2011). *Product Category Management*. New Delhi: Tata McGraw-Hill Education.
- Del Castillo, Á. M. (2004). *Gestión por categorías, una integración eficiente entre fabricantes y distribuidores*. A Coruña: NETBIBLO S.L.
- Desrochers, D. M., and Nelson, P. (2006). Adding consumer behavior insights to category management: Improving item placement decisions. *Journal of Retailing*, 82(4): 357-365.
- Díaz, M., and González, M. A. (2015). *Dinamización del punto de venta*. Madrid: Ediciones Paraninfo S.A.
- Dussart, C. (1998). Category management: Strengths, limits and developments. *European Management Journal*, 16(1): 50-62.
- ECR Europe, Harris, B., the Partnering Group, Berger, R., and Partners (1997). *Category Management Best Practices Report*. London: ECR Europe Publications Office.
- FACUA (2014). *Estudio sobre hábitos de consumo de alimentos en Andalucía*. Retrieved on 13th February from FACUA: https://www.facua.org/es/documentos/estudio_alimentacion_andalucia2014.pdf

- Fergal, S. (2001). *The Category Management assessment*. ACNielsen. Retrieved on 15th January from ISBN: 84-669-2731-X: <https://eprints.ucm.es/id/eprint/7195/1/T28622.pdf>
- Freskibo (2018). *Bienvenidos a Freskibo*. Retrieved on 13th February from Freskibo: <https://www.freskibo.es/>
- Garrido, J. (2007). *La gestión por categorías. La respuesta eficiente al consumidor (ECR)*. Barcelona: Ediciones Pirámide (Grupo Anaya, S. A.).
- Gestión-Calidad Consulting (2016). *Ventajas y desventajas de la gestión por procesos*. Retrieved on 25th January from Gestión-Calidad Consulting: <http://gestion-calidad.com/ventajas-y-desventajas-de-la-gestion-por-procesos>
- Gómez, C. (1995). La gestión del surtido por "categorías de productos". *Distribución y Consumo*, 24(1): 26-30.
- Hernández, M. L. (2005). *Sistemas de soporte de decisiones y su implementación tecnológica: gestión por categorías*. Madrid: Universidad Complutense de Madrid.
- INE (2020). *Población por sexo, comunidades y provincias y edad (hasta 100 y más)*. Retrieved on 14th April from INE: <https://www.ine.es/jaxi/Tabla.htm?path=/t20/e245/p04/provi/l0/&file=0ccaa003.px>
- INE (2018). *Renta anual neta media por persona y unidad de consumo, por edad y periodo*. Retrieved on 14th April from INE: <https://www.ine.es/jaxiT3/Datos.htm?t=10926>
- Išoraitė, M. (2016). Marketing mix theoretical aspects. *International Journal of Research-Granthaalayah*, 4(6): 25-37.
- Morant (2001). *Propuesta de integración de funciones comerciales a través de herramientas de gestión de espacio en el entorno de la "respuesta eficiente al consumidor". Una aplicación para fabricantes de productos envasados de gran consumo*. Retrieved on 15th January from Dialnet: <https://dialnet.unirioja.es/servlet/tesis?codigo=71438>
- MPAC (Mesa de Participación, Asociación de Consumidores) (2019). *Encuesta de Hábitos de Consumo 2019*. Madrid: MPAC.
- O'Brien, J. (2009). *Category Management in Purchasing: A Strategic Approach to Maximize Business Profitability*. London, New York and New Delhi: Kogan Page Limited.
- Padilla, J. C. (2007). Escalas de medición. *Paradigmas: Una Revista Disciplinar de Investigación*, 2(2): 104-125.

- Palmer, A. (2002). *Guía Esencial del Category Management*. Retrieved on 25th January from Making Business Matter: <https://www.makingbusinessmatter.co.uk/esencial-del-category-management/>
- Sainz, V. (2021). Lineal en un supermercado de Madrid con diferentes marcas de 'cider'. Retrieved on 14th February from EL PAÍS: <https://www.msn.com/es-es/dinero/empresa/cider-el-arma-secreta-de-la-sidra-para-hacer-frente-a-la-hegemon%C3%ADa-de-la-cerveza/ar-BB1dbMmp>
- Sarsby, A. (2016). *SWOT Analysis*. England: Leadership Library.
- Sierra, M. (2002). Gestión por categorías, el cliente y el espacio valen oro. *Horticultura internacional*, 58(1): 16-33.
- Valenzuela, A. M. (1999). Definición de categoría y planificación en función al análisis de roles. *Distribución y Consumo*, 9(45): 104-123.
- Villaluenga, J. V. (2015). *Colaboración Fabricante-Distribuidor en la era del Shopper Marketing con la Gestión por Categorías como eje estratégico de actuación*. Bilbao: Universidad del País Vasco.
- Wakabayashi, J. L. (2010). La investigación sobre el marketing relacional: un análisis de contenido de la literatura 2007-2008. *Journal of Economics, Finance and Administrative Science*, 15(29): 119-130.

7. ANNEXES

7.1. ANNEX 1: ONLINE SURVEYS

Encuesta para un TFG sobre hábitos de compra en supermercado - Anónimo

* Obligatorio

1. ¿Quién realiza habitualmente la compra de alimentación del supermercado en casa?
(Respuesta única) *

- Yo
- Mi pareja
- Yo y mi pareja
- Mi madre
- Mi padre
- Otro

2. ¿Cuántas veces al mes realiza la compra en el supermercado? (Respuesta única) *

- 1
- 2
- 3
- 4
- 5 o más

3. ¿En cuál de estos establecimientos ha comprado en el último mes? (Respuesta múltiple) *

- AhorraMás
- Alcampo
- Alimerka
- Aldi
- Carrefour
- Día
- Eroski
- Lupa
- Lidl
- Mercadona
- Otros

4. ¿Consideras que la ubicación de los productos dentro de los establecimientos seleccionados es la correcta o te resulta muy difícil encontrar lo que necesitas? (Respuesta única) *

- Siempre encuentro lo que busco.
- A veces tardo en encontrar algún producto específico.
- Normalmente me cuesta encontrar los productos.
- Nunca encuentro los productos y tengo que pedir ayuda.

5. ¿Qué porcentaje de alimentos de la cesta de la compra son productos de marca blanca? (Respuesta única) *

- Hasta el 25%
- Entre un 26% y un 50%
- Entre un 51% y un 75%
- Más del 75%

6. Enumere esta afirmación siendo 1 (totalmente en desacuerdo) y 5 (totalmente de acuerdo): Cuando compro, siempre empiezo por los productos no perecederos (ejemplo: conservas, briks...), sigo con los frescos (frutas, verduras...) y termino con los refrigerados y congelados. (Respuesta única) *

1 2 3 4 5

7. Observando las diferentes categorías, indique según frecuencia de compra siendo 1 (nada frecuente) y 5 (muy frecuente): *

	1	2	3	4	5
Agua	<input type="radio"/>				
Arroz, pasta y legumbres	<input type="radio"/>				
Azúcar, harinas...	<input type="radio"/>				
Bebidas alcohólicas	<input type="radio"/>				
Bebidas azucaradas	<input type="radio"/>				
Bollería	<input type="radio"/>				
Comida para bebés	<input type="radio"/>				
Charcutería	<input type="radio"/>				
Congelado	<input type="radio"/>				
Conservas	<input type="radio"/>				
Frutas y verduras	<input type="radio"/>				
Lácteos (yogures, queso...)	<input type="radio"/>				
Leche	<input type="radio"/>				
Panadería	<input type="radio"/>				
Pescadería	<input type="radio"/>				
Platos preparados	<input type="radio"/>				

8. ¿Dónde ubicarías la leche dentro del supermercado? (Respuesta única) *

- Junto al agua.
- Junto al café, cacao...
- Junto a productos de desayuno.
- Junto a los lácteos.
- Otros.

9. Si la respuesta anterior era otros, especificar:

10. ¿Dónde ubicarías las aceitunas? (Respuesta única) *

- Junto a los demás aperitivos (patatas fritas...).
- Junto a las latas y conservas.
- Otros.

11. Si la respuesta anterior era otros, especificar:

12. ¿Dónde ubicarías los frutos secos? (Respuesta única) *

- Junto a los aperitivos.
- Junto a las frutas y verduras.
- Otros.

13. Si la respuesta anterior era otros, especificar:

14. ¿Alguna vez ha tenido dificultades para encontrar un producto en específico dentro de su supermercado habitual? Si es así, ¿Cuál / cuáles?

15. Sexo del encuestado: *

- Masculino.
- Femenino.
- Otro.

16. Edad del encuestado: *

- Entre 18 y 35 años.
- Entre 36 y 50 años.
- Entre 51 y 65 años.
- Mayor de 65 años.

17. Estructura familiar: *

- Unipersonal.
- Pareja sin hijos.
- Pareja con un hijo/a.
- Pareja con dos hijos/as.
- Pareja con tres o más hijos/as.
- Padre/madre soltero/a.
- Familia extensa (con abuelos, tíos...).

18. Renta neta familiar mensual (ingresos familiares/número de miembros de la familia):

- 0-1000€
- 1001€-2000€
- 2001€-3000€
- 3001€-4000€
- Más de 4000€

7.2. ANNEX 2: RECORDING CONSENT LETTER

CARTA DE CONSENTIMIENTO

PROPÓSITO

El propósito de este documento es obtener su consentimiento para poder grabar la sesión de prueba del día de hoy.

Deseamos grabar la sesión para analizar a profundidad la información que conseguiremos este día.

La cinta será utilizada única y exclusivamente para el análisis y desarrollo de los proyectos de fin de grado realizados internamente dentro de la UBU.

La información revelada en las grabaciones no será difundida o utilizada para algún otro propósito.

Si usted está conforme con lo anteriormente dicho, firme por favor donde se le indica.

CONSENTIMIENTO

Yo, el interesado, doy permiso por este medio para que la sesión que hoy sea grabada sirva para los propósitos mencionados arriba.

Nombre:

Firma:

Fecha:

7.3. ANNEX 3: IBM SPSS STATISTICS 25

	Nombre	Tipo	Anchura	Decimales	Etiqueta	Valores	Perdidos	Columnas	Alineación	Medida	Rol
1	Compra	Númérico	8	0	Who usually buys groceries from the sup...	{1, Me}...	Ninguno	8	Centrado	Ordinal	Entrada
2	Veces	Númérico	8	0	How many times in a month do you go s...	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
3	funcion1	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
4	funcion2	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
5	funcion3	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
6	funcion4	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
7	funcion5	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
8	funcion6	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
9	funcion7	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
10	funcion8	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
11	funcion9	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
12	funcion10	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
13	funcion11	Númérico	2	0	f	{1, AhorraMás}...	Ninguno	8	Centrado	Ordinal	Entrada
14	Ubicacion	Númérico	8	0	Do you consider that the location of the p...	{1, I always find what I am looking for }...	Ninguno	8	Centrado	Ordinal	Entrada
15	MarcaBlanca	Númérico	8	0	What percentage of the groceries in the s...	{1, Until 25%}...	Ninguno	8	Centrado	Ordinal	Entrada
16	Enumere	Númérico	8	0	List this statement with 1 (totally disagre...	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
17	f1	Númérico	2	0	Water	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
18	f2	Númérico	2	0	Rice, pasta, legumes...	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
19	f3	Númérico	2	0	Sugar, floors...	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
20	f4	Númérico	2	0	Alcoholic drinks	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
21	f5	Númérico	2	0	Sugary drinks	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
22	f6	Númérico	2	0	Pastry	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
23	f7	Númérico	2	0	Baby food	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
24	f8	Númérico	2	0	Deli	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
25	f9	Númérico	2	0	Frozen food	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
26	f10	Númérico	2	0	Preserves	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
27	f11	Númérico	2	0	Fruits and vegetables	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
28	f12	Númérico	2	0	Dairy (yogurt, cheese...)	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
29	f13	Númérico	2	0	Milk	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
30	f14	Númérico	2	0	Bakery	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
31	f15	Númérico	2	0	Fish shoop	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
32	f16	Númérico	2	0	Ready meals	{1, 1}...	Ninguno	8	Centrado	Ordinal	Entrada
33	LecheUbi	Númérico	8	0	Where would you place milk in the super...	{1, Along with the water}...	Ninguno	8	Centrado	Ordinal	Entrada
34	AceitunasUbi	Númérico	8	0	Where would you place olives in the sup...	{1, Along with the other appetizers (chi...	Ninguno	8	Centrado	Ordinal	Entrada
35	FrutSecUbi	Númérico	8	0	Where would you place nuts in the supe...	{1, Along with the appetizers }...	Ninguno	8	Centrado	Ordinal	Entrada
36	Sexo	Númérico	8	0	Respondent's gender:	{1, Male }...	Ninguno	8	Centrado	Ordinal	Entrada
37	Edad	Númérico	8	0	Respondent's age:	{1, Between 18 and 35 years }...	Ninguno	8	Centrado	Ordinal	Entrada
38	EstructuraF	Númérico	8	0	Family structure:	{1, One-person }...	Ninguno	8	Centrado	Ordinal	Entrada
39	Renta	Númérico	8	0	Net monthly family income (family incom...	{1, 0-1000€}...	Ninguno	8	Centrado	Ordinal	Entrada