



THE EMOTIONAL COMPONENT OF CONSUMER DELIGHT: THE CHALLENGE OF THE SUPERNOSSO FOOD RETAIL GROUP IN THE DIGITAL AGE

O COMPONENTE EMOCIONAL DO ENCANTAMENTO DO CONSUMIDOR: O DESAFIO DO GRUPO DE VAREJO ALIMENTAR SUPERNOSSO EM TEMPOS DIGITAIS

EL COMPONENTE EMOCIONAL DEL DELICIE DEL CONSUMIDOR: EL DESAFÍO DEL GRUPO SUPERNOSSO FOOD RETAIL EN TIEMPOS DIGITALES

ABSTRACT

Dilemma: This teaching case raises a fundamental question: Are the current company's marketing strategies able to sustain its growth, or should it consider focusing on digital transformation?

Educational objective: To empower students in debating complex issues, proposing alternatives for the company's future and considering business strategy, digital transformation, and consumer behavior.


Background: The data collection for the case comprised an in-depth interview with the group's vice president and documentary analysis based on news and information about the retail group on the Internet and social networks. The results indicated that the usage of heuristics, such as anchoring, significantly impacts consumer choices.

Main topic: The marketing strategies of a food retail company, Grupo Supernoço, in Belo Horizonte (MG), Brazil, from the perspective of Consumer Behavior. It uses the Theory of Planned Behavior and the Theory of Heuristics as its theoretical bases. The case investigates how the company's actions can influence consumers' purchasing decisions, such as the organization of products on the shelves and the architecture of the stores.

Audience: Undergraduate and postgraduate marketing students and training programs for marketing and management executives.

Originality/value: This study offers opportunities for learning and debate about the future impacts on businesses, considering that the competitive edge is based on the emotional components of the consumer experience. The case stimulates critical reflection on innovative alternatives for sustaining the company in the face of emerging digital disruptions.

Keywords: Consumer behavior. Teaching case. Food retail.

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RESUMO

Dilema: O caso de ensino traz como questão fundamental a provocação sobre as estratégias de *marketing* até então utilizadas pela empresa: serão suficientes para sustentar seu crescimento ou dever-se-ia considerar focar na transformação digital?

Objetivo educacional: Contribuir para que os alunos possam debater questões complexas e propor alternativas sobre o futuro da empresa, considerando a estratégia de negócios, a transformação digital e o comportamento do consumidor.

Contextualização: A pesquisa para elaboração do caso utilizou como coleta de dados uma entrevista em profundidade com o vice-presidente do grupo e uma pesquisa documental, que buscou notícias e informações sobre o grupo na internet e nas redes sociais. Os resultados indicam que a utilização de heurísticas, como a ancoragem, tem um impacto significativo nas escolhas dos consumidores.

Tema principal: As estratégias de marketing de uma empresa de varejo alimentício, o Grupo Supernosso, de Belo Horizonte (MG), considerando a perspectiva do Comportamento do Consumidor. Utiliza como bases a Teoria do Comportamento Planejado e a Teoria das Heurísticas. O caso aborda como as ações da empresa podem influenciar a decisão de compra dos consumidores, como a organização de produtos nas gôndolas e a arquitetura das lojas.

Público: Alunos de disciplinas de marketing da graduação e pós-graduação lato sensu, além de programas de capacitação para executivos de Administração.

Originalidade/valor: Este estudo oferece oportunidades de aprendizagem e debate sobre os impactos futuros em negócios, nos quais o diferencial competitivo é progressivamente baseado nos componentes emocionais da experiência do consumidor. O caso estimula uma reflexão crítica sobre alternativas inovadoras para sustentação do negócio frente às disrupções digitais emergentes.

Palavras-chave: Comportamento do consumidor. Caso de ensino. Varejo alimentício.

RESUMEN

Dilema: El artículo plantea como pregunta fundamental la provocación de si las estrategias de marketing utilizadas hasta ahora por la empresa serán suficientes para asegurar la continuidad de su crecimiento o si debería considerar enfocarse en la transformación digital.

Objetivo educativo: Contribuir para que los estudiantes puedan debatir temas complejos y proponer alternativas sobre el futuro de la empresa considerando la estrategia de negocio, la transformación digital y el comportamiento del consumidor.

Contextualización: La investigación para la elaboración del caso utilizó como recolección de datos una entrevista en profundidad con el vicepresidente del grupo y una investigación documental, que buscó noticias e información sobre el grupo en Internet y redes sociales. Los resultados indican que el uso de heurísticas, como el anclaje, tiene un impacto significativo en las elecciones de los consumidores.

Tema principal: Las estrategias de marketing de una empresa minorista de alimentos, el Grupo Supernosso de Belo Horizonte - MG, considerando la perspectiva del Comportamiento del Consumidor. Utiliza como bases la Teoría del Comportamiento Planificado y la Teoría de la Heurística y analiza cómo las acciones de la empresa pueden influir en la decisión de compra de los consumidores, como la organización de los productos en los lineales y la arquitectura de las tiendas.

Destinatarios: Estudiantes de cursos de pregrado y posgrado en Marketing, así como de programas de formación para ejecutivos de empresas.

Originalidad/valor: Este estudio ofrece oportunidades de aprendizaje y debate sobre los impactos futuros en negocios cuyo diferencial competitivo se basa crecientemente en los componentes emocionales de la experiencia del consumidor. El caso estimula una reflexión crítica sobre alternativas innovadoras para la sostenibilidad del negocio ante las disrupciones digitales emergentes.

Palabras clave: Comportamiento del consumidor. Caso de enseñanza. Venta minorista de alimentos.



INTRODUCTION

In the large Metropolitan Region of Belo Horizonte (MG), Brazil with approximately 5,7 million people, food retailer Supernosso has reached a considerable market position. Established in 1998, the chain currently has 53 stores throughout the city. The company's core strategy is to meet customers' needs by offering a distinctive and engaging shopping experience.

The Supernosso Group stands out in the market for its products and services, aimed mainly at the AB-class (high income) public. Its stores offer a sophisticated atmosphere and a variety of premium products, including national and imported brands. The focus is on fresh produce and special cuts of meat, such as the Supernosso Angus line. The bakery, with artisan breads and fine pastries, is also a distinctive feature.

With a smaller format and a focus on convenience, the Momento Supernosso stores offer a mix of products selected to meet daily needs, emphasizing ready-made foods. Despite the reduced layout, the service quality and standard are compatible with Supernosso larger stores.

The Supernosso group stands out for the creativity of its marketing strategies. For example, instead of sticking to the conventional method of organizing shelves by category, Supernosso groups items based on popular recipes, indulgences, or specific diets, facilitating the customer experience and saving time.

Cause-related marketing is also a valuable strategy that Supernosso has adopted. The chain gets involved in local philanthropic activities and invites its customers to participate, creating an atmosphere of cooperation and social responsibility. One example was the sustainability project that promoted the reuse of materials such as plastic, iron, and aluminum in 2019 (AMIS, 2019). Collectors for cell phones, batteries, tablets, batteries, and aerosol cans were installed at the Supernosso unit located on the border between Belo Horizonte and Nova Lima (MG).

Inside the group's stores, products with attractive offers are strategically positioned to attract customers' attention, who often end up buying more than planned. In addition, Supernosso strives to understand and incorporate local

beliefs and values into its strategies. Furthermore, Supernosso respects and includes customers' religious beliefs in its promotional and charitable activities. A good example was donating food baskets for the Living Without Hunger Community campaign (Comunidade Viva Sem Fome, 2020).

These practices are well-known and commonly found in other supermarkets. Supernosso's adoption of these strategies is related to the founder's experience as a shopkeeper and has been passed on to his current successor. The company's openness to seeking external knowledge, including from competitors, is also noteworthy.

In 2018, the group prioritized digital marketing, marking a significant transition from its predominantly offline strategies. Although the food group already had e-commerce and the Clube Supernosso (customer loyalty program) app, both made a limited contribution to turnover, with the app needing help to expand. Co-creating a new app with the help of consumers and employees brought innovative features, including a shopping list suggested by a cashier, resulting in a substantial increase in active users. The success of this initiative led to partnerships with delivery apps and the establishment of an in-house digital agency, emphasizing data-driven marketing and improvements to the CRM (Customer Relationship Manager) service, culminating in an increase in digital sales and the digital share of total revenues.

This case study shows that understanding consumer behavior is vital to any successful business strategy. Supernosso has expanded its operations by trying to know and satisfy what customers want and like, always seeking to impress them with novelties and effort.

MARKETING: ART OR SCIENCE?

In this continuous quest for innovation and dedication to the customer, Supernosso understands the complexity of marketing in today's retail scenario, arising an intriguing question: Is marketing an art or a science? This duality reflects the complexity and multifaceted marketing nature.

On the one hand, marketing is considered a science because it relies on data, analysis,



and systematic methods to understand consumer behavior and the market. Marketing science involves using research, statistical analysis, and quantitative methods to collect and interpret data. This approach is essential for making evidence-based decisions and formulating effective marketing strategies.

On the other hand, marketing is also seen as an art due to its need for creativity, intuition, and innovation. The art of marketing involves the ability to tell stories, create messages, and create advertising campaigns that resonate emotionally with the public, generating the development of a unique brand. Creativity is crucial to standing out in a competitive market and creating meaningful connections with consumers.

The vision of Rodolfo Nejm, vice-president of Grupo Supernoço, tends more towards the artistic side of this dichotomy. According to him, marketing is not limited to numbers and analysis. Moreover, marketing is interwoven into all the company's activities, creating an emotional link that leads the consumer to its brand, product, and services. Retail marketing thus becomes the art of attracting and retaining customers, a challenge that is renewed every day in the age of omnichannel and fierce competition.

Rodolfo is a leader whose passion for commerce is rooted in his family history. Heir to the company founded by his grandfather and managed by his father, Rodolfo is the first-born son and a dedicated member of the Supernoço Group team. His relationship with the supermarket is a life story, officially beginning in 1998 when he was 15, just like his father, Euler Fuad Nejm.

Euler also started accompanying his father in the family warehouse at the age of eight. He became an entrepreneur at 15 when he was emancipated and a partner in a wholesale establishment. According to the newspaper *O Tempo* (2019), the book "An Escada e a Porta," which tells the story of Euler, reveals that the surname "Nejm" means star and the name "Fuad" means heart in Arabic. This explanation is related to the Lebanese origin of Euler's parents, who were born in Belo Horizonte in 1961. The book by Henrique Leal recounts the successful career of the president of the Supernoço Group. This conglomerate

includes the Supernoço supermarkets, the Apoio Mineiro self-service wholesaler, the Decminas distributor, and Raro Indústria de Alimentos, a food factory.

According to the ABRAS (Brazilian Supermarket Association) 2023 Ranking, released at the Smart Market event (ABRAS, 2023), the Supernoço Group ranks 25th on the list of Brazil's largest supermarkets, with a turnover of R\$3.6 billion. Dedicated and tireless, Rodolfo grew up learning how retail works in practice. He had the opportunity to go through all the functions of the supermarket, from the bakery to the butcher's shop, including the administrative departments, which gave him a broad view of the business. Combined with his academic appetite, this practical experience has shaped Rodolfo's professional personality.

He maintains a constant commitment to learning, believing that the harmony between theoretical academic knowledge and practical application is the foundation of success. With an academic background enriched by multiple specialization courses in retail, commerce, and leadership, Rodolfo shows a persistent dedication to continuing education.

The world of retail may be constantly evolving, but Rodolfo is not intimidated. He sees change as an opportunity, a chance to innovate and improve. For him, the challenges lie in maintaining a balance between the old and the new approaches, harmonizing the academic with the practical perspective, and keeping employees engaged with the company's purpose.

A PROMISE IS BORN

Over the years, Grupo Supernoço has built its image on a promise: to make it easier to supply homes and businesses. According to Nejm, this promise is more than a marketing strategy; it's the group's DNA and manifests in all the company's actions, from the type of product they sell to the way they engage their customers.

The business aim is making each customer feel at home, so great care is taken when selecting products for families. Supernoço is currently being renovated, with more stores in vibrant colors. In this context, no effort is



spared to provide a welcoming environment, the highest quality products, and services capable of transforming every consumer interaction into a surprising experience.

When discussing partnerships for product development, Rodolfo Nejm discusses his company's various businesses. Supernosso is part of a larger group: the Deck Minas Group, which distributes to small supermarkets in Minas Gerais and Bahia. In June 2023, the company had a supermarket division with 53 stores and a cash and carry division with 20 stores called Apoio Mineiro.

In addition, the company has a bakery, a cold-cuts processing plant, and a butcher's shop, which is responsible for producing most of its own-brand products. These items are made in-house using raw materials purchased by Supernosso. In addition to these products, the company produces lines of preserves, spices, emporiums, and exclusive brands of wine and grocery products.

Supernosso has a large presence in the private label market, which accounts for 15% of its turnover, much higher than the national average of 5%. It also invests heavily in importing specialty products, with a strong focus on Europe.

SUPERNOSSO EXPERIENCE

At Supernosso, the customer experience is central to its business strategy. Nejm observes that today's consumer is bombarded with information and options, making it difficult for them to choose. This information overload makes his company's mission to make it easier to supply homes even more critical and challenging. Ease is the key—through the 53 physical stores in Belo Horizonte or online, the goal is to provide quality products at a fair price quickly and efficiently.

Regarding the choice of store location, Nejm points out that they look for spaces that offer comfort to their customers and make it easy to get in and out quickly. In addition, Supernosso focuses on the greater Belo Horizonte area, offering delivery in areas where it needs physical stores.

Regarding the architecture and layout

of the stores, Nejm says that Supernosso has a standard design and façade that reflects its commitment to providing a familiar, pleasant, and welcoming customer environment. He points out that they have an in-house department focused on store design with a team of architects from the group to maintain this standard.

He also mentioned the influence of the arrangement of products on the shelves on customers' purchasing intentions. The aim is to facilitate the customer's shopping experience. The product mix's definition and the shelf's composition are based mainly on what the customer wants and needs. To anticipate these customer needs, the group has a department that uses computer resources such as CRM - Customer Relationship Management - software to forecast demand. However, he admits that sometimes they consider negotiations with suppliers, but Supernosso's priority is always the consumer.

THE HEART EVERYWHERE

One of the critical elements in Supernosso's brand strategy is the heart symbol. The brand is more than just about a supermarket; it represents a family business that seeks to establish an emotional connection with its customers. The slogan "Everything with love" manifests this approach, promoting engagement and belonging through an emotional appeal.

According to the visual identity project developed by Greco Design (2021), the supermarket chain has redesigned its identity. Made up of a heart and a star, the new symbol (Figure 1) refers to the Lebanese surname of the founding family and takes on a spiral grid shape, representing the company's continuous expansion towards infinity.



Figure 1

Supernosso's new logo



Source: Greco Design (2021)

Now open, the new version of the heart symbolizes the brand's extension, continuity, and progress. The tagline "Everything with love" accompanies the visual identity, conveying the idea of convenience and the variety of products and solutions offered by Supernosso. The word "love" represents the brand's history, connection with the land, curation, and difference that Supernosso provides. The visual identity project also extended to the ambiance of the stores and the creation of the packaging for the private label products, reinforcing the message that everything at Supernosso is made with love.

The stores' product layouts provide a detailed overview, reflecting the retail strategy and the constant adjustments needed in the sector. The grocery store and bakery near the entrance highlight the supermarket's main sales categories.

However, the beverages, which generate a large customer flow, are located towards the back of the store, as are the butcher's counters. This product layout strategy invites consumers to browse the entire store, passing through the different sectors and consequently increases the chances of impulse purchases.

Groceries, cleaning, and perfumery products are distributed in the center and in islands throughout the store, while the commodities sec-

tion, which includes high-turnover items such as milk and rice, is located on the other side.

Another highlight is the presence of a wine cellar, which differs from the standard in many supermarkets and gives Supernosso an edge. There is also a Japanese food counter, where the sushi man prepares the fresh dishes on the spot, and a specific section for oriental products and healthy, gluten- and flour-free foods.

Rodolfo also highlights the importance of cross-merchandising, using the area next to the butchers, where beer islands and gondolas with snacks are placed, as an example. He mentions that this is part of retail's continuous adjustments and learning dynamic.

When asked how the product layout was defined, Rodolfo explained that there is a retail standard that is adjusted according to the store's strategy and market changes. In addition, the company has a category management department, which is responsible for analyzing each product category performance and determining the space dedicated to each of them in the stores. With this strategic arrangement of products and the continuous analysis and adaptation of retail practices, Supernosso seeks to optimize the consumer experience and increase its sales.



VOCATION FOR THE DIGITAL PLATFORM

According to Rodolfo, in 2018, the group decided to implement a revolution in its digital initiatives, establishing digital marketing as a strategic priority. This decision came two years before the pandemic. Even though supermarkets remained open throughout the pandemic, many customers chose to do their shopping remotely for safety reasons.

Until 2018, the emphasis was predominantly on offline marketing, with campaigns on television, radio, and other traditional media without a consolidated digital strategy. Despite the existence of e-commerce and the Clube Supernosso app, both contributed minimally to total turnover, with the app needing help expanding its user base. At the time, the group had almost a million registered customers, but the app had no more than 250,000 downloads.

One of the first strategic initiatives carried out in collaboration with a consultancy and a technology company was co-creating a new application with a selected group of consumers. This process also involved the company's top management, including customer service representatives such as cashiers. The aim was to develop innovative functionalities for the app that would meet customers' needs and consequently boost the number of downloads.

On that occasion, in May 2019, an intensive seven-day workshop was held to discuss various new and potential features. A turning point came during the discussions when a cashier suggested including shopping list functionality in the app, which was simple, but not yet available. This idea was incorporated for development within a map of new features, culminating in the creation of an improved version of the app. This latest version proved to be highly effective, increasing the number of active users from around 250,000 to almost 400,000.

The initiative's success encouraged Supernosso to explore partnerships with delivery apps, providing customers with an omnichannel experience: the possibility of making purchases through e-commerce, the app, and delivery platforms. The company also recognized the importance of data-driven marketing, incorporating a data scientist into the team to

improve analysis and develop more effective campaigns.

Finally, the group invested in improving its CRM service, adopting software capable of making precise recommendations and identifying the best times to buy. These efforts culminated in the establishment of an in-house digital agency, consolidating the resources to carry out digital strategies autonomously. As a result, digital sales increased significantly, increasing the share of digital platforms in the group's total revenue.

EVERYTHING WITH LOVE

Supernosso's vision transcends the simple sale of products, moving towards building relationships and creating a shopping experience based on love. The motto "Everything with love" exemplifies this approach, reflecting the company's mission to serve and delight customers. This perspective reinforces Nejm's conviction that marketing goes beyond the promotional aspect, incorporating an emotional component.

Hence, Brazilian and Minas Gerais's identity is enhanced through the curation of products that represent local culture and flavors without neglecting the best international options available. This job depends on the keen eye, experience, and knowledge of the curators who specialize in gastronomy, cheese, wine, beer, and bakery.

Continuing his understanding of this approach, Rodolfo shares exciting insights into the work of curators and influencers, the location strategy of stores, and the arrangement of products on the shelves.

Nejm recognizes the importance of influencers and curators in consumer behavior, pointing out that regional and micro-influencers can have a significant impact. He understands that these can be more relevant to the business than well-known social media personalities. Additionally, he ponders that the effectiveness of such a strategy can vary depending on the product category or the topic under discussion.

Regarding the most attractive products, Rodolfo separates supply items from indulgence categories. The items that weigh most heavily on the consumer's pocket, such as cleaning produc-



ts, basic groceries, and fruit and vegetables, are the most sought-after in all supermarkets. However, Supernosso stands out in specific categories, such as bakery, health products, wine cellars, and unique beers, with a significant share of sales in these areas. In addition, the company is a reference in barbecue meats, especially premium-quality Angus beef.

Regarding product positioning in the store, Supernosso has a special section for healthy products, including gluten-free, diet, and light items. In addition, lactose-free and organic products are separated into their sections. However, Rodolfo clarifies that there is no division in the store focused on the age or gender of the consumer, except for specific products such as perfumery and baby items.

Rodolfo, who would like to visit the stores every day, manages to be there at least twice a week and visits competitors' stores to keep up to date with retail trends. When asked about the challenges the group faces in positioning itself in front of consumers and influencing their buying behavior, he talks about the speed of technological changes affecting retail, with autonomous stores and delivery services in minutes, and the need to adapt quickly to meet consumer expectations. He stresses the importance of providing better customer service than competitors, offering convenience, speed, and a comprehensive product mix to be the consumer's first choice.

THE CHALLENGES OF GROWING WITH LOVE

However, growing with love presents its challenges. As Nejm notes, today's consumers are increasingly demanding, and the company must be ready to adapt and innovate continuously to meet these demands. Supernosso is committed to meeting these challenges while maintaining its focus on love and customer engagement.

Grupo Supernosso's story is a powerful narrative about transformation, growth, and love of retail. Over the years, the company has cultivated customer trust and continues to adapt to an increasingly digital world without losing its essence.

Today, customers expect more than just products or services. They are looking for per-

sonalized and authentic experiences powered by technology without losing the human connection. Under Rodolfo's leadership, Supernosso seems to understand this challenge. The company strives to balance the efficiency provided by technology with the need to keep humanity at the center of everything.

As reported by ABCOMM (Brazilian e-commerce association) (2023), the e-commerce sector in Brazil achieved significant revenues in 2022, reaching R\$169.59 billion. Projections for 2023 indicate an increase to R\$185.70 billion, which represents an estimated growth of 9.5%. In 2022, more than 368 million orders were registered, placed by approximately 83 million consumers. The predominant consumer profile is female, accounting for 60% of the total, aged between 35 and 44, belonging to social class C, and living in the country's Southeast region. Digital sales now make up 8.84% of the total retail sales volume, reflecting a significant increase of 46.36% since 2020, a period marked by the context of the COVID-19 pandemic; in terms of sectors, food accounts for 3.96% of online sales. Specifically, Minas Gerais stands out as the second largest in online sales volume, with 10.95% of the total, behind only São Paulo, which accounts for 33.29% of sales.

Digital connection is the key, but customers still value authenticity and personal care. So, the challenge is to ensure that the company grows and adapts to the new realities of the market, keeping the essence that makes it unique. Supernosso understands that its differential is not just in the product variety or competitive prices but in its customers' holistic experience.

Therefore, companies must maintain sight of humanity when seeking growth and expansion. After all, behind every purchase, click, and interaction is a person with their own expectations, desires, and needs. It is the ability to understand and meet these human needs that will determine true success.

In 2019, the group incorporated 16 stores from the Carrefour Bairro chain, increasing its size and complexity of operation. This move marked a significant change in the retail scene in Belo Horizonte and the metropolitan region. The operation was later approved by the Brazilian General



Superintendence of the Administrative Council for Economic Defense (Cade). These stores belonged to real estate developer WRV, which was part of the DMA group.

The partnership between Grupo Super-
nosso and Grupo Carrefour Brasil resulted in Super-
nosso managing the Carrefour Bairro stores in
Belo Horizonte and the metropolitan region. The
expectation was that this change would double
the turnover of these establishments. The units
underwent a complete overhaul, including a new
layout and the implementation of products selec-
ted by the Supernosso group. In addition, the en-
tire team underwent logistical restructuring and
training, following Supernosso standards.

For Rodolfo Nejm, it is time to analyze whether the strategies used so far to delight consumers are enough. Are there other ways of getting to know the consumer in greater depth? Will strategies based on anchoring heuristics be enough to influence consumer behavior? The future of retail seems to be digital. Is focusing the strategy on digital transformation an appropriate choice in this situation? However, how can we maintain the human side and face-to-face service that has enabled the group to grow and develop so far?



TEACHING NOTES

This section has been structured into six parts: teaching objectives, data source, subjects suggested for using the case, axes of discussion, pedagogical aspects, and dialog with the literature.

TEACHING OBJECTIVE

The teaching objective of the case is to act on the student's cognitive domain based on six categories: synthesis, ordering, organization, association of ideas, critical thinking, and overview. The students explore the topic of consumer behavior and consider digital transformation and business strategies. The discussion is structured around the students creating a mind map to answer the dilemmas faced and questions proposed in the discussion axes section. Afterward, the students must present and defend what they have produced.

DATA SOURCES

In June 2023, a 54-minute interview was conducted with Rodolfo Nejm, vice-president of the Supernosso Group. Nejm consented to take part in the research and agreed to share his experiences. In addition, documentary research was carried out to collect news and information about the group under analysis. It is important to note that the interview participant authorized and validated the study.

SUGGESTED SUBJECTS

This case can be presented in undergraduate, graduate, and executive programs. It can also be used in disciplines such as digital marketing, consumer behavior, strategic marketing, and the like.

AXIS OF DISCUSSION

The following lines of discussion are proposed to enable an effective problematization of the phenomenon: I. Identify how consumer behavior has influenced the Supernosso Group's marketing strategy; II. Identify how the Super-

nosso Group's strategies have influenced consumer behavior; III. How heuristics influence store organization; IV. How can the use of technology influence the Supernosso consumer experience; V. How can the Supernosso Group grow with its digital strategies without losing its proximity to the customer.

The teaching case presented addresses complex and multifaceted issues involving business strategy, digital transformation, and consumer behavior. Based on the description provided, it is possible to identify some fundamental questions that can form the axis of discussion with the students:

Key issues:

1. How can organizations balance growing and adapting to the digital world with maintaining a human relationship with consumers?
2. What are the strategic and operational implications for the group of the recent incorporation of 16 stores from the Carrefour Bairro chain?
3. Are anchoring and other heuristics enough to influence consumer behavior in the new organizational context?

Optionally, the professor can also choose to make use of more immediate questions in the face of emerging needs due to the context of the incorporation of the Carrefour chain stores:

Immediate questions:

1. What specific strategies should Rodolfo Nejm consider to better understand the consumer in the context of the new incorporation?
2. How can the group evaluate the effectiveness of the "consumer delight" strategies already in use?
3. Which are the challenges and opportunities of digital transformation in the retail sector?
4. How can the "human side" of the organization be maintained in an increasingly digitalized environment?

These questions are designed to stimulate



critical thinking and discussion around the dilemmas presented in the case. The aim is to allow students to explore the complexities inherent in strategic and operational decisions in a rapidly evolving business environment (Christensen et al., 1991).

PEDAGOGICAL ASPECTS

Two moments are proposed for developing the case in the classroom: I. Discussing the Supernosso Group's past, considering what was presented in the case text; II. Developing the mind map methodology to reflect on Supernosso's current strategies and confront the dilemmas presented. This mind map can be carried out in person or virtually for students of online courses.

Based on the case under study, the teacher should then use the first moment to foster a comprehensive theoretical discussion on the perspectives for analyzing consumer behavior. Initially, it is essential to present an overview of the various theoretical approaches, starting with the economic school, as discussed in the literature. This approach highlights analytical tools in consumer decision-making, including heuristics such as anchoring. In addition, it should be explored how store atmosphere can influence purchasing decisions, pointing out that although these factors are crucial, more is needed to guarantee an effective marketing strategy that ensures consumer attention, loyalty, and fidelity.

It is also essential to discuss the use and analysis of data and the adoption of digital tools from the perspective of digital transformation. The professor can enrich this discussion by presenting studies contextualizing digital transformation, especially in the Brazilian scenario. It is essential to use the information in the case dialogues as a basis for this presentation, taking the opportunity to advance the topics related to digital transformation already introduced in the case.

It is recommended that this theoretical presentation be allocated between 45 and 60 minutes. This period will allow the professor to properly contextualize the topic before developing strategies in the next stage of the course, Phase 2.

The professor should guide the initial discussion, and the students can use the reflections generated at this point as they develop the activities in the second part, the mind map. The latter aims to use an approach that allows information to be linked, helping to learn through non-linear associations of information (Camargos & Daros, 2021).

With the mind map, students can record their ideas like the brain stores information in neural synapses. This map will make it possible to relate fragmented information to the concepts discussed with the professor at the first discussion point. For face-to-face classes, the mind map can be constructed using pen and paper, while for online classes, you can use tools such as Goconqr, Coggle, or Mindmeister.

The professor should briefly explain mind maps, which should last 15 minutes. Afterward, the students will draw a mind map in accordance with the questions asked at the end of the Grupo Supernosso case. The map can be created online or in person in the classroom.

To draw up the mind map, students should use the information contained in the case, look for new information that they believe could add value, select and create categories that can summarize the issues and variables addressed, try to break down categories into units to get more detail on the topic and, finally, assemble the mind map.

Once the mind map has been created, students in online courses can post it in the course's virtual environment. Both face-to-face and online students can present their maps in a defense format so that other classmates can comment and collaborate interactively (Camargos & Daros, 2021).

The professor can start with immediate questions to stimulate debate, effectively carrying out the first stage, which consists of discussing the group's background as presented in the case text. It is recommended that small groups of students be formed, where each group will be responsible for discussing one or more specific issues. After the discussion, which should last around 30 minutes, each group should present its conclusions to the rest of the class. This presentation should also last around 30 minutes,



followed by a debate on the conclusions about the group's past.

The second stage involves developing a mind map that summarizes the current strategies and addresses the dilemmas mentioned in the case. The professor should distribute key questions among the groups, who should then draw up the mind map. Depending on the conditions of the class, whether face-to-face or online, the mind map can be created using materials such as paper, pens, post-its, or appropriate digital tools. This map will serve as a visual resource while presenting the answers to the questions raised. We

suggest allocating 30 minutes to create the mind map and another 30 minutes to present and defend it. Finally, the professor should set aside 15 to 30 minutes for closing and concluding the case analysis.

Figure 2 shows a summary of the classroom activities proposed to facilitate the development of the professor's work.

Figure 2
Summary of classroom activities

Topic	Duration
1 - Case discussion	
1.1 Theoretical discussion	45 to 60 minutes
1.2 Immediate questions and dilemmas - group formulation	30 minutes
1.3 - Immediate issues and dilemmas - presentation of the groups	30 minutes
2 - Drawing up mind maps	
2.1- Introduction to the topic	15 minutes
2.2 - Drawing up the mind map in the working groups	30 minutes
2.3 - Presentation of mind maps	30 minutes
Conclusion and analysis of the case	15 to 30 minutes
Total Time	From 3h15 to 3h45

Considering 50-minute classes, it is believed that the case can be worked on in four evening classes (standard MBA and lato sensu postgraduate classes) or two days in undergraduate classes, with the preparation of the mind map being reserved for the second day.

DIALOGUES WITH LITERATURE

The proposed analysis of the case starts from the perspective of the economic approach to consumer behavior, which is based on two fundamental elements. The first points out that people have needs that can be satisfied with objects and seek to maximize the value of these objects. The second points out that the item value varies according to its availability or scarcity. Understanding this strategy involves an analysis of consumer behavior from various perspectives, such as the economic school (Angelo et al., 2010; Bettman et al., 1998; Engel et al., 2005).

In the economic approach, we work with

the concept of heuristics, which comprises cognitive tools that consumers use to simplify decision-making, especially when alternative information is scarce or in significant volume (Cervi, 2020). The anchoring heuristic (Luppe & De Angelo, 2010; Tronco et al., 2019) is used by Supernosso.

According to Tversky and Kahneman (1974), some of the most popular heuristics are anchoring (using a reference point or anchor to arrive at an estimate), representativeness (assuming similarity between similar-looking objects), and availability (basing the prediction of an outcome on emotional impact rather than actual probability).

The atmosphere of stores can foster heuristics, and product layout on the shelves can influence the customer's decision-making process (Cervi, 2020). Kotler & Keller (2016) even argue that store atmosphere, in specific scenarios, influences the purchasing decision that can be greater than the product's characteristics. Solo-



mon (2020) argues that creativity and innovation are essential for developing marketing strategies that capture consumer attention and loyalty.

Turley & Milliman (2000) point out the layout and design variables as the dimensions of store atmosphere which include the design and allocation of space, merchandise placement and grouping, equipment and cashiers location of, waiting areas, traffic flow, location of departments, and furniture.

Part of these variables is present in the product arrangement on the shelf. This arrangement can be broken down into two ways. The first is shelf space, which includes the amount of space the product occupies and how the products are distributed in this space. The second is the position on the shelf, which can be horizontal, vertical, centrally arranged, peripheral, top, or bottom (Cervi, 2020).

The effect of heuristics on consumer behavior and the product arrangement on the shelf are related to a process that runs counter to consumer rationality. In a rational process, the consumer considers all available information, learns during the process, and adjusts their behavior during this learning (Angelo et al., 2010). Kotler and Keller (2016) highlight the importance of market research and data analysis in understanding consumer needs and desires, which is fundamental to marketing success.

However, according to Angelo, Lupe, and Fouto (2010), Brazilian consumers tend towards bounded rationality when considering retail sales. This bounded rationality occurs due to various environmental and psychological limitations, which often mean that people are unable to make genuinely ideal decisions and, in these circumstances, are forced to make choices based on a limited set of information, which leads them to settle only for satisfactory results (Angelo et al., 2010).

When retailers use heuristics to try to understand and influence consumer behavior, they are based on the theory of planned behavior, which, according to Ajzen (1991), is designed to predict and explain human behavior in specific contexts.

One perspective for the company develop-

ment and its relationship with consumers is to seek to accelerate the process of Digital Transformation to improve the customer experience. The Digital Transformation (DT) process can be triggered by significant technological advances, with the use of disruptive technologies such as Artificial Intelligence, or by external events, such as the COVID-19 pandemic (Amankwah-Amoah et al., 2021) or by a strategic business need, as occurred in the case in question.

Digital transformation transcends the simple implementation of digital technologies. It requires completely restructuring business models and organizational strategies, capitalizing on digital capabilities to invent new ways of adding value, and reconfiguring business operations and customer value delivery (Bharadwaj et al., 2013). It involves cultural, organizational, and operational transformations permeating digital technology. Hence, digital transformation is recognized as a technological advance and a strategic, holistic, and integrated business approach (Kane et al., 2015).

Rogers (2017) also identifies the following drivers of digital transformation: the emergence of connected customers who are highly dependent on technology, the advent of new digital competition, the use of data to generate insights, the potential to accelerate innovation through technology, and the ease of developing new and dynamic value propositions.

Companies can follow two main (non-exclusive) paths to develop a DT strategy: (i) developing new digital competencies, which includes preparing leaders for the digital environment, promoting more agile and scalable operations, using data to create value and continuously adopting new technologies (Sia et al., 2016); (ii) formulating new digital strategies aimed at improving operational efficiency, enriching the customer experience, progressing up the value chain and implementing digital platforms (Subramanian, 2021).

Investments in digital transformation are emerging as a global priority, with particular emphasis on Brazilian companies. An analysis by McKinsey reveals that digital strategies and analytics represent significant challenges even for digital leaders, suggesting the need for more am-



bitious and well-aligned plans to excel in this area (McKinsey, 2019). The study, which involved 124 large and medium-sized companies from various sectors, identified that digital maturity varies by industry, with areas such as financial services, retail, and telecommunications leading the way in Brazil, indicating that digital transformation can be a significant competitive differentiator.

In Brazil, the digital transformation is expected to receive public and private investment of R\$666.3 billion by 2026. Areas such as cloud computing, big data and analytics, and Artificial Intelligence are the primary recipients of this investment, as indicated by Brasscom (2023). This investment is part of accelerated growth, with the information and communications technology sector expected to significantly influence economic growth in the coming years, according to a report by Futurecom (2021).

This data indicates a robust investment scenario and an optimistic outlook for the evolution of digital transformation (DT) globally and nationally. The annual survey on the use of Information Technology carried out by the Getúlio Vargas Foundation (FGV) provides a comprehensive overview of Brazil's current state and IT trends. The latest edition of this survey shows a significant increase in IT investments by Brazilian companies, with the index measuring total spending and investments in IT about company revenue reaching 8.7% in 2021. This substantial increase reflects the need to adapt to market changes and the search for innovation in business models. This index varies according to the degree of computerization and the industry in which companies operate, suggesting that more digitalized organizations tend to invest proportionally more in IT (FGV, 2023).

Based on the concepts to be worked on during the case's development, it is believed that interesting discussions can take place with the students about consumer behavior as a strategic guide for a traditional, family-run company from the perspective of the economic approach, considering digital transformation as an important drive for the development of new strategies proposed by the group.

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