

Using merchandising as a tool for sales increase

Uso de *merchandising* como ferramenta para o incremento de vendas

Pedro Chapaval Pimentel

Universidade Federal do Paraná, Curitiba, PR, Brazil

ABSTRACT

This article aims to verify the different uses of merchandising techniques applied in consumer good in retail and how they can be used to increase one's sales. The methodology was based on observatory and exploratory quali-quantitative researches. The observatory research was done in Fuel station's convenience stores located in the city of Curitiba and its metropolitan area. Then, the qualitative research was made through interviews with the responsible for the commercial establishment. Finally, the quantitative research was applied through an online survey directly with the costumers to identify their profile. It was found that the use of merchandising techniques must be considered essential for a brand survival at the market and that there still are opportunities for the increase of sales through these techniques.

KEYWORDS: Marketing; Trade marketing; Retail; Point of sail; Profit.

RESUMO

Este artigo tem como finalidade verificar a utilização de diferentes técnicas de *merchandising* de bens de consumo no varejo e de que maneira é possível utilizá-las na alavancagem de vendas. A metodologia utilizada envolveu pesquisa observatória e exploratória quali-quantitativa. A fase observatória ocorreu em lojas de conveniência de postos de combustível na cidade de Curitiba e região metropolitana. Em seguida, empregou-se a pesquisa qualitativa por meio de entrevistas com os responsáveis pelos estabelecimentos comerciais. Por fim, a pesquisa quantitativa foi aplicada por meio de um questionário *on-line* diretamente com consumidores para identificar o seu perfil. Constatou-se que o uso do *merchandising* deve ser considerado essencial para a sobrevivência de uma marca no mercado e que ainda existem oportunidades para o aumento de vendas por meio dessas técnicas.

PALAVRAS-CHAVE: Marketing; *Trade marketing*; Varejo; Ponto de venda; Lucro.

Submission: 12 March 2016

Approval: 15 July 2016

Pedro Chapaval Pimentel

Master's degree in Communication and Society (Communication, Politics and Collective Actors) in Universidade Federal do Paraná. (CEP 80035-010 – Curitiba, PR, Brazil).

E-mail: cp.pedro@gmail.com

Address: Setor de Artes, Comunicação e Design. Rua Bom Jesus, 650 - 80035-010, Curitiba, PR, Brazil.

1 MARKETING AND MERCHANDISING

The perception of merchandising use as a tool to increase sales dates back to the old one-stop shops or grocery stores which used to serve the customers through a window. Their owners realized that those consumer goods in customers' sight had a higher amount of sales when compared to those not exposed. Thus, soon after the walls have been turned into glass showcases, the customers were allowed to select manually their own purchases (Blessa, 2009).

Those point of sales (POS) that used to have their sales controlled by the store's attendant hands began to pay attention to elements that could help to increase their financial income. Referring to the sample analyzed by this article – fuel station's convenience stores -, Ferreira (2002) explains that as a result of the oil sector deregulation in Brazil the competition grew between oil retailers, and these business had to find ways to expand their sources of income. The 1990s were marked by a 'boom' of convenience stores as Fuel stations increased the influx of consumers by providing consumer goods' sales and oil offer in different work hours.

The expansion of these stores resulted in a new investment branch for big companies which explored the sales potential and its products' exposure. The know-how of different market segments, such as groceries or bakeries, became a way to expand the profitability in a new niche. It also allowed establishments to aggregate added-value to the business. The value is considered here as the "the difference between what the customer gets and what he or she gives for different possible choices" (Kotler, 2006, p. 141). In other words, value is a relation between functional and emotional benefits received by the client, and the costs in terms of time, energy, finances and psychological issues.

Motta, Santos and Serralvo (2008) explain that in order to make the customers loyal, consumer goods' companies started to work their interaction with the POS and, consequently, with the final customer. Thus, marketing started to take shape as a series of actions "to elicit desired responses from a target audience." (Kotler, 2006, p. 7). These marketing actions are planned and executed in a structure known as marketing mix that is a composition of attention to the product, to the price, to the place and to the promotion (4Ps)¹.

According to Kotler (2006), the purchase of any product is attached to social and management processes through which people pass until the moment of the purchase effectuation or the use any good or service. These processes are divided in seven groups:

1. Needs, wants, demands;
2. Goods, services and ideas;
3. Value, cost, satisfaction;
4. Exchanges and transactions;
5. Relationships and networks;
6. Marketing channels;
7. Companies and potential consumers.

In other words, for a sale to happen there is a series of conscious and unconscious steps through which an individual passes until he consumes any good or service. Thus, it is necessary to explore this process in order to maximize this sales potential.

Rasquilha (2006) calls attention to the fact that visibility, promotion and exposition can be even more important than quality of notoriety of a product since between 70% and 80% of sales decisions are made in front of store shelves. Therefore, retailers and consumer goods companies became attentive to the conditions determined by the market fetched differentiation alternatives. Not by chance, Kotler (2006) states that designing a set of competitive differentials can increase products sales.

An Instituto DataFolha (2010) survey corroborates with Kotler's statement once chocolate, soft drink and cigarette companies grant incentives and financial advantages to retailers in order to encourage them to work more actively in their own business. The most typical incentives and financial advantages are bonuses, gifts, promotions, sweepstakes and even financial contracts. As

stated before, the marketing process has become more than just a market differential, it is now vital issue for companies that want to survive in a high competitive market.

Such need, according to Blessa (2009), can be summed up in a process of planning, execution, pricing, communication and distribution of ideas, goods and services that aims to exchanges that satisfy individual and organizational goals. Thus, the application of this process in the available space of a POS can be explored in order to enhance consumers' experience is called trade marketing. Motta *et al.* (2008) explains that it creates a new dynamics directly focused on the POS. While marketing directs its efforts toward customers' satisfaction, the trade marketing aims to work together with the commercial establishment as it understands that consumers' decisions can be changed before the cash register.

In fact, since retail's role is to achieve the consumers' purchase, each department has its own roles and responsibilities; the sales department needs to assure product availability, the marketing department ought to awaken a purchase desire, and the trade marketing department negotiate with retailers the best exposition and visibility of his products inside the stores (Medeiros & Cruz, 2006).

Roscoe (2008) and Motta *et al.* (2008) explains that the most used trade marketing tools are showcases, storefronts, ambient lighting, store traffic, location, product's height exposure, store's layout, product's tasting, free samples, raffle prizes and contests. Furthermore, it also aims to work different kinds of sensations – sight, hearing, touch, smell and taste – in order to allow a full experience between final customer and product. Merchandising is then defined as this set of marketing and communication strategies aimed to identify, control, acclimatize and promote brands, products and services in the point of sale (Blessa, 2009).

Having said that, merchandising is any technique, action or promotion material used in a POS that provides both information about and better visibility to products, brands and services in order to motivate and induce consumers' shopping decisions (Blessa, 2009). Yet, the author considers this technique the fastest and most effective inside the point of sale because it contains three key elements for sale; customer, product and money.

2 METHODOLOGY

The research methodology was applied in three different stages as follows: observatory research, qualitative and quantitative exploratory research. During the first step – observatory research – 20 Fuel station's convenience stores were randomly selected in Curitiba² and its metropolitan area to describe market features (Malhotra, 2004) among which 75% are located in Curitiba, 15% in Pinhais, 5% in Colombo and the other 5% in Piraquara.

Once franchise convenience stores as Select (Shell), Am-Pm (Ipiranga) and BrMania (Petrobrás) have be in accordance with pre-structured patterns, the chosen stores were also from different Fuel station brands. They were also randomly selected as follows; 30% Petrobras, 20% Esso, 15% Ipiranga, 10% Shell and the others 25% were from independent brands.

At this stage, it was visually verified the presence or absence of merchandising techniques which could be used to stimulate purchases. The following techniques were observed according to Alcântara, Oliveira, Merenda, Vendrame, & Soares (2009):

- a) Visual *merchandising* – represents the set of materials and actions aiming to publicize products through its visibility inside of the POS. E.g. displays;
- b) Cross-merchandising – it was identified when different kinds of commodities were associated by their disposition in the store in order to force the client to get interested in both, i.e. coal and alcohol, steak and beer, cigarettes and lighters;
- c) Price – it can be used as a marketing strategy when differentiates competing or similar products. The customer usually chooses the lowest price;
- d) Exposure and availability – Usually, these elements are directly related and it means that an available product have to be exposed. Availability may attract new customers, make them

- loyal, increase profitability and enhance the store environment. Exposure turns the commodity accessible to the customer;
- e) Viewing angle – The eye level is the best height to expose the added-value products and make them more attractive to impulse buying, especially in the cashier area. The products allocated in the lower shelves must be targeted to children, e.g. toys and candies. The other possibility is to put a product next to a sales champion stimulating impulse buying;
 - f) Free samples and product tasting – it aims to attract the customer to a brand through direct contact. This activity is usually executed by a promoter inside the POS in order to move potential customers towards the product;
 - g) Sales promotion – Customer’s direct approach to stimulate the purchase because of any advantage. For instance, raffles, buy 3 pay for 2, discount coupon, etc.;
 - h) Layout – the best way of taking advantage of a store’s physical space is to plan it in a way that the clients pass by the greater amount of products before paying. This strategy can also help the customer to remember forgotten products;
 - i) Ambient lighting – the following procedures can substantially change customers’ willingness to buy a product: make the environment brighter, highlight goods and store decoration;
 - j) Stores’ aroma – it develops store’s personality by provoking different sensations in the clients. The smell of coffee or bread can stimulate people to eat even when it was not their main goal;
 - k) Products – the products itself are also a type of merchandising, especially when they are correctly positioned. A single product cannot meet all expectations, nor everyone. Therefore, a store needs to have an appropriate mix of products, positioning them in the right place to send the right message to the right customer, saving their time by bringing their needs to light. Products can increase a store’s space value, gain new customers and make them loyal to a brand and a store.

Afterwards, the second step of the research sought to evaluate how the responsible for the commercial establishments – managers or owners – understand the importance of using merchandising as a tool for financial support. Here, the qualitative exploratory research was carried out through semi-structured personal interviews in a sample of 10 stores. These interviews were conducted with the responsables who accepted to talk with the interviewer.

Finally, a quantitative exploratory research through an online³ survey was conducted for twelve days in order to identify customers' profile and behavior in the stores, according to Annex 1. At this stage 130 answers were considered as valid. It must be mentioned that the online results do not represent the whole population of the selected area, in other words, the results only reflect customers who use smartphones, tablets or PC with internet access a number that represents something around 49% and 54,4% of Brazil’s population (Almeida, Ducroquet, & Mariani, 2016; Brasil, 2015).

Worth mentioning that, according to Malhotra (2004), a sample composition only represents the elements of a target population. In other words, although representing elements of a target population, it does not perfectly reflect the whole population profile on the analyzed geographical area (Curitiba and Metropolitan area).

3 RESULTS

3.1 OBSERVATORY RESEARCH: MERCHANDISING IN THE CONVENIENCE STORES

The observatory research results showed that all of the considered stores had at least one kind of merchandising (visual merchandising), notably cigarettes (100%), drinks (75%) and ice-cream (70%). The presence of cross-merchandising was also verified by the proximity of cigarettes and bubble gum in 100% of the stores, cigarettes and lighters (85%), coffee and snacks (35%) and other kinds of food and drink in 30%.

The use of price as purchase decision qualifier was observed in 70% of the stores. Moreover, 65% of the stores presented concern with viewing angle of the products, either with a proper height or with its placement inside the POS, i.e. snacks next to drinks or beer next to ice. It was also verified that 40% of the stores did not show any concern with products placement in the store, for instance, in some stores there was oil and automotive filters inappropriately next to food.

Empty shelves were verified in 20% of the stores, it means products about to end or out of stock. If it was possible to visually detect the lack of products, a careful analysis of the stocks may show an even worst situation. It can be either the result of retailer negligence or a fail in the product distributor delivery. In both cases the whole consumption chain is impaired, when the customer does not find what he wants, retailers and companies are prevented from selling.

Sales promotion was only found in half of the stores (discounts, raffles, buy 3 pay for 2). Free samples or product's tasting were not found in none of the stores. A hypothesis for the absence of this strategy is that it may be carried out in different time periods from those the researcher evaluated the POS.

Seventy percent (70%) of the stores had special spaces for customer to spend more time in the POS, such as tables, chairs, stools and TV. However, in only 35% of the stores the customer had to pass by lots of products before paying. This is the case of those Fuel stations more concerned with oil sales.

The majority of the convenience stores (65%) had any kind of special lightning like displays or spotlights targeted to a particular product. Beyond those, 30% had recessed lighting, what provides more brightness in the stores. Concerning the store's aroma, 50% of them had a fresh food smell.

3.2 QUANTITATIVE EXPLORATORY RESEARCH: CUSTOMER PROFILE

The customer profile was identified through the quantitative exploratory research made online⁴ which resulted on the Table 1.

From all the analysed sample, 53% of the population goes to the Fuel stations in order to do shopping. Such percentage open a wide possibility for the sales potential of convenience stores to be better explored. Among the most significant factors that lead the customer to choose a certain store, its localization represents 31% of the sample, followed by fuel price (19%) and then form of payment (14%). Thus, it is possible to deduce that the Fuel station itself has a substantial influence on convenience store's movement, it means that the Fuel station lane has potential to attract customer into the store.

It was also verified that almost 28% of the sample rarely goes to this kind of business. This low rate opens space for future researches which would lead to the comprehension of their reasons for and then propose possibilities of making these businesses more attractive.

Considering the customers that usually go both to fuel their car and to buy something in the convenience stores were more prone to impulsive buying, 11% sometimes buy without previous plan, 8% frequently and only 1% always. Furthermore, the female population is more prone to buy without previous planning: 14% said that frequently buy without planning before whereas only 5% of the male population admitted doing the same. Regarding age, those between 18 and 24-years-old is more inclined to impulsive buying. Thus, the store that adapts itself to this customer profile may have better financial result by the aggregation of value.

Among those customers that never make impulsive buying, they opt for products that are visually more attractive when they do not find what they are looking for. The majority of the customers that rarely make impulsive buying (50%) affirm that they buy a similar product in case of not finding the one they want. Regarding impulsive buying, 80% of the sample claims that they make it at any moment. When the sample in case does not find something, 41% opts for a similar product and 15% anyone which calls its attention. It opens a wide possibility for using merchandising to conquer new customers.

Table 1
Customer Profile

Age	%
Up to 18-years-old	1,5
18-24-years-old	30,3
24-32-years-old	40,9
More than 32-years-old	27,3
Gender	%
Male	44,7
Female	55,3
Education	%
High school (incomplete/studying)	0,8
High school (complete)	6,1
Undergraduate	29,5
Graduate	25,8
Postgraduate Studies (incomplete/studying)	15,2
Postgraduate Studies (complete)	22,7
Monthly Income	%
Up to R\$ 500,00	12,9
R\$ 501,00 - R\$ 1.000,00	12,9
R\$ 1.001,00 - R\$ 2.500,00	34,1
R\$ 2.501,00 - R\$ 5.000,00	18,9
Over R\$ 5.001,00	20,5
Own vehicle	%
No	35,6
Yes – Motorcycle	3,0
Yes – Car	62,9

Finally, the most decisive issues in the purchase moment are exposure and price/sales promotion, representing 26% each one, followed by quality of the products (25%). Here, merchandising can be used in order to increase sales.

3.3 QUALITATIVE EXPLORATORY RESEARCH: MANAGERS AND OWNERS PERCEPTION

Aiming to understand business owners and managers perception about the use of merchandising in their stores ten exploratory qualitative interviews were carried out in this paper. Interestingly, the entire interviewed sample affirmed that they understand that loss leader products attract people to their establishments thus creating impulsive buys and tie-in sales especially in the cashier area. In this sense, cigarettes, drinks and recharge for prepaid mobile phones are the most important items according to them.

Two interviewed whose stores are in Curitiba highlighted the importance of the products height in the shelves. According to them, this is the result of their own perception that the easier the customers see and catch the product, greater is the purchase possibility. The same sample affirmed that had already made tests regarding product's height and observed significantly differences of sales. Still, one of the interviewed managers/owners in Pinhais described the increase of sales in an unknown brand after highlighting the word "SALE OFF". Curiously, the product was sold by the same price it had before the lettering, but the psychological effect of the word made the customers more prone to buy.

Although the entire interviewed sample claimed that they actually receive or have received financial benefits from other companies, the ones with a wider view of business know how to effectively take advantage of merchandising. They know how to develop their business through marketing strategies and the use of merchandising as they understand that the presence of top brands can improve the general customer willingness to go into their stores.

The manager of a store located in the Uberaba (Curitiba) mentioned that while in 2004 his store's revenue was around R\$ 40.000 per month, in less than four months it grew to an average of R\$ 360.000 per month. This was the result of the development of a business plan, the proper organization of its mix of products, of the shop layout and the partnership with big companies.

This manager understood that the better exposed and in greater quantities a product is, greater are its chances of sales as it avoids the occurrence of an out of stock. According to him, the client will never leave his shop without buying what he was looking for. He also knows that big companies can give him the required support to develop his own business, such as bonuses, discounts, gifts and prizes.

4 FINAL CONSIDERATIONS

The dynamics in Fuel station's in the region of Curitiba and Metropolitan area follows a pattern due to the changes in the oil sector in Brazil. The conducted researches in the paper allowed us to conclude that the use of merchandising, besides from increasing sales, enhances the revenue of retailers through partnership with big companies.

In order to highlight their companies in the POS big companies make financial investment on it through bonuses, gifts and discounts. They also provide displays for free to increase their sales as more than 70% of the customers buy things they do not need by impulse.

The most decisive factors for a sale to happen are the exposure of different brands, pricing strategies and the availability of a product. In other words, nowadays a brand needs to have quality, an interesting price and it have to be present in the POS. Exposure, price, promotion and quality are the most important issued for a product to be bought, according to the customer profile identified in this paper.

The most identified merchandising techniques are: visual merchandising and cross-merchandising. Still, there is a huge possibility for companies to better explore the potential of sales in the analyzed stores, especially when considering the implementation of techniques using communication technologies once half of Brazilian population has frequent access to the internet.

Making a convenience store more attractive to customers is a decisive factor for its sustainability. The retailer that aims at the success of his business needs to be open to partnerships that want to invest in his business. Finally, he also need to know that elements such as visibility and availability materialize a marketing plan and create the possibility of any good to be bought.

REFERENCES

Alcântara, B. G., Oliveira, D. A. de Merenda, M.; Vendrame, M. de C. R., & Soares, W. C. (2009). As técnicas de merchandising adotadas pelas empresas auxiliam na alavancagem das vendas? A pesquisa universitária na produção e difusão do conhecimento e da cultura. *Anais do II Encontro Científico e II Simpósio de Educação Unisaesiano*, Lins, SP, Brasil.

Almeida, R., Ducroquet, S., Mariani, D. (2016). Quem é a população sem acesso à internet. *Nexo Jornal*. Recuperado em 30, maio, 2016 de <https://www.nexojornal.com.br/grafico/2016/05/30/Quem-%C3%A9-a-popula%C3%A7%C3%A3o-sem-acesso-%C3%A0-internet>

Blessa, R. (2009). *Merchandising no ponto de venda* (4a. ed.). São Paulo: Atlas.

Brasil. (2014). Presidência da República. Secretaria de Comunicação Social. *Pesquisa brasileira de mídia 2015: Hábitos de consumo de mídia pela população brasileira*. Brasília: Secom.

Data Folha. (2010). *Presença de cigarros nos PDVs*. Aliança de Controle do Tabagismo. Recuperado em 10, maio, 2011 de http://actbr.org.br/uploads/conteudo/537_cigarros_no_pdv.pdf

Ferreira, A. M. H. (2002). *Lojas de conveniência – Suas tendências e influências nos postos de serviços*. Monografia (Especialização em Marketing no Mercado Globalizado). Universidade Candido Mendes, Rio de Janeiro, RJ, Brasil.

Instituto Brasileiro de Geografia e Estatística (IBGE). (2013). *Produto Interno Bruto dos Municípios 2010-2013*. Recuperado em 24, agosto, 2016 de http://www.ibge.gov.br/home/estatistica/economia/pibmunicipios/2010_2013/default_xls.shtm

Instituto Brasileiro de Geografia e Estatística (IBGE). (Julho 2015). *Estimativas populacionais para os municípios e para as Unidades da Federação brasileiros*. Recuperado em 24, agosto, 2016 de http://www.ibge.gov.br/home/estatistica/populacao/estimativa2015/estimativa_dou.shtm

Kotler, Philip. (2000). *Administração de marketing* (10a. ed., 7a. reimpr.). São Paulo: Prentice Hall.

Malhotra, N. K. (2004). *Pesquisa de marketing: Uma orientação aplicada* (4a. ed.). São Paulo: Artmed Editora.

McCarthy, E. Jerome. (1960). *Basic marketing, a managerial approach*. Richard D. Irwin, Inc., Homewood, Illinois.

Medeiros, J. F. de, & Cruz, C. M. L. (2006). Comportamento do consumidor: Fatores que influenciam no processo de decisão de compra dos consumidores. *Teoria e Evidência Econômica*, 14, 167-190.

Motta, R., Santos, N., & Serralvo, F. (2008). *Trade marketing*. Teoria e prática para gerenciar os canais de distribuição. Rio de Janeiro: Elsevier.

Rasquilha, L. (2006). *Merchandising*. Recuperado em 1, junho, 2016 de <http://comunicacaomarketing.blogspot.com/2006/10/merchandising.html>

Roscoe, D. (2008). *Como o merchandising pode contribuir no ponto de venda para conquistar clientes*. Recuperado em 15, março, 2011 de <http://www.webartigos.com/articles/7384/1/Como-O-Merchandising-Pode-Contribuir-No-Ponto-De-Venda-Para-Conquistar-Clientes/pagina1.html#ixzz1Epfr4uRG>

ANNEX 1 – ONLINE SURVEY MODEL – QUANTITATIVE RESEARCH

Lojas de Conveniência

Esta pesquisa busca identificar qual o perfil das pessoas que frequentam as lojas de conveniência e qual sua percepção sobre o uso de merchandising nelas.

* Required

Idade *

- Até 18 anos
- 18-24 anos
- 24-32 anos
- Mais de 32

Sexo *

- Masculino
- Feminino

Escolaridade *

- Ensino médio Incompleto/Cursando
- Ensino médio completo
- Graduação incompleto/cursando
- Graduação completo
- Pós Graduação, Mestrado, etc - incompleto/cursando
- Pós Graduação, Mestrado, etc - Completo

Qual bairro você mora? *

Em que cidade você mora? *

Qual sua profissão? *

Qual sua renda mensal?

- Até R\$ 500,00
- Entre R\$ 501,00 e R\$ 1.000,00
- Entre R\$ 1.001,00 e 2.500,00
- Entre R\$ 2.501,00 e R\$ 5.000,00
- Acima de R\$ 5.001,00

Possui veículo próprio? *

Marque suas opções

- Não
- Sim - Moto
- Sim - Carro

Na maioria das vezes, você vai em postos de gasolina para? *

- Abastecer seu carro/moto
- Abastecer e comprar algo na loja
- Somente comprar algo na loja

Com qual frequência você vai a uma loja de conveniência? *

- Mais de uma vez por semana

- A cada quinze dias
- Uma vez por mês
- Raramente

Quais fatores fazem você escolher um posto/loja de conveniência? *

- Preço do Combustível
- Preço dos produtos da loja
- Localização
- Variedade de Produtos
- Organização
- Limpeza
- Forma de pagamento (cartão, cheque, visa vale, senff...)
- Promoções
- Outros

Quais produtos você mais compra em lojas de conveniência? *

- Nada, só vou para pagar a gasolina
- Chicletes/Balas
- Bebidas
- Cigarros
- Salgadinhos/Bolachas
- Outros

Se você não encontra o produto da marca que procura, o que faz? *

- Compra outro parecido
- Compra outro que chamou atenção
- Compra o que o atendente indicar
- Procura em outro lugar
- Não compra nada, nem procura outra loja

Costuma comprar o que não precisa nessas lojas com qual frequência? *

- Nunca
- Raramente
- As vezes
- Frequentemente
- Sempre

O que faz com que um produto chame sua atenção? *

- Exposição
- Praticidade
- Cores
- Preço / Promoção
- Tamanho
- Qualidade
- Outros

Submit

Never submit passwords through Google Forms.

¹ The expression was first used by Jerome McCarthy in the book ‘Basic marketing, a managerial approach’ (1960) when referring to product, price, place e promotion.

² Curitiba is the capital of Paraná’s state. It is the 8th biggest Brazilian capital in terms of population with 1.879.355 inhabitants in and the 4th in terms of GDP (IBGE, 2015; 2013).

³ Retrieved from:

<https://spreadsheets.google.com/spreadsheet/viewform?formkey=dHppd2NvZDduTE4xb0tkYk5FcFdOMXc6MQ>.

⁴ All the answers are available on <https://docs.google.com/forms/d/1w5-bhRWmp7Y9UdwAtPm1NqRADcHs3nKcw mTQ3VJUK/viewanalytics>