

A Work Project, presented as part of the requirements for the Award of a Master's Degree
in Management from the NOVA – School of Business and Economics.

A MARKETING PLAN FOR O'TEMPLUS ORGANIC GIN

NADINE ALEXANDRA VAN DEUREN, 1786

A project carried out under the supervision of:

Professor Victor Centeno

January, 14th 2014

ABSTRACT

The purpose of the project was to create a marketing plan for the Portuguese brand O'Templus Gin, owned and managed by Oficina de Espíritos in Évora, Portugal. Here O'Templus gin is marketed as an artisanal, organic gin for organic consumers. Information collected to understand the market was consistent with previous research, however there continues to be a lack of information on the organic alcoholic drinks market in Portugal. Identifying the needs of the organic consumer in Portugal, and gauging interest in the product itself, a marketing plan was developed to bring O'Templus to a wider audience.

TABLE OF CONTENTS

GENERAL OVERVIEW	1
PART I: THE EXTERNAL AUDIT	1
PART II: THE INTERNAL AUDIT	8
PART III: SWOT ANALYSIS.....	9
PART IV: THE OPPORTUNITY STATEMENT	10
PART V: RECOMMENDED BRAND IDENTITY	11
PART VI: BRAND ELEMENTS.....	13
PART VII: OBJECTIVES.....	14
PART VIII: BUDGET	14
PART IX: MARKETING STRATEGY AND EXECUTION	15
PART X: CONTROLS – KEY PERFORMANCE INDICATORS.....	20
CONCLUSION	22
APPENDIX	24
REFERENCES	26

GENERAL OVERVIEW

O'Templus Gin is an organic, artisanal, premium gin distilled from 100% certified organic ingredients owned and managed by Oficina de Espíritos, Unipessoal, Lda in Évora, Portugal. Launched in September of 2013, it was conceived as a unique, artisanal, premium gin for conventional gin consumers. Due to a lack of resources, and the amount of competition in the gin market, it would be prudent to reimagine the product as an alcoholic beverage for organic consumers with the aim of building up awareness and a loyal consumer base.¹ O'Templus will be an organic, artisanal, gin characterized by purity, and simplicity, a natural alcoholic beverage which is sustainably produced. The focus of this analysis will therefore be the organic alcoholic drinks market in Portugal, a niche for which there is no specific data.

PART I: THE EXTERNAL AUDIT

A. The Customer – Defining Needs and Preferences

O'Templus's market is comprised of organic consumers who prefer consuming alcoholic drinks consistent with their values and principles. Information on organics and organic consumers in Portugal is scarce. Of particular interest were the articles *Marketing Trends for Organic Food in Portugal (2004)* by L.Costa, M. Sottomayor, and A. Mendes, and *Consumer Behaviour towards Organic Food in Portugal (2013)* by Maria Raquel Ventura Lucas, and Cristina Marreiros. It was concluded that Portuguese organic consumers often turn to organics for health reasons, ecological reasons, because they are concerned with consuming synthetic chemicals, and to supplement special dietary regimes (vegetarian, vegan, etc.). To verify this information, discussions were held with individuals involved in the retail of

¹ Oficina de Espíritos, Unipessoal, Lda were not able to find any major retailer or distributor for their product and do not have the budget to compete with established gin brands.

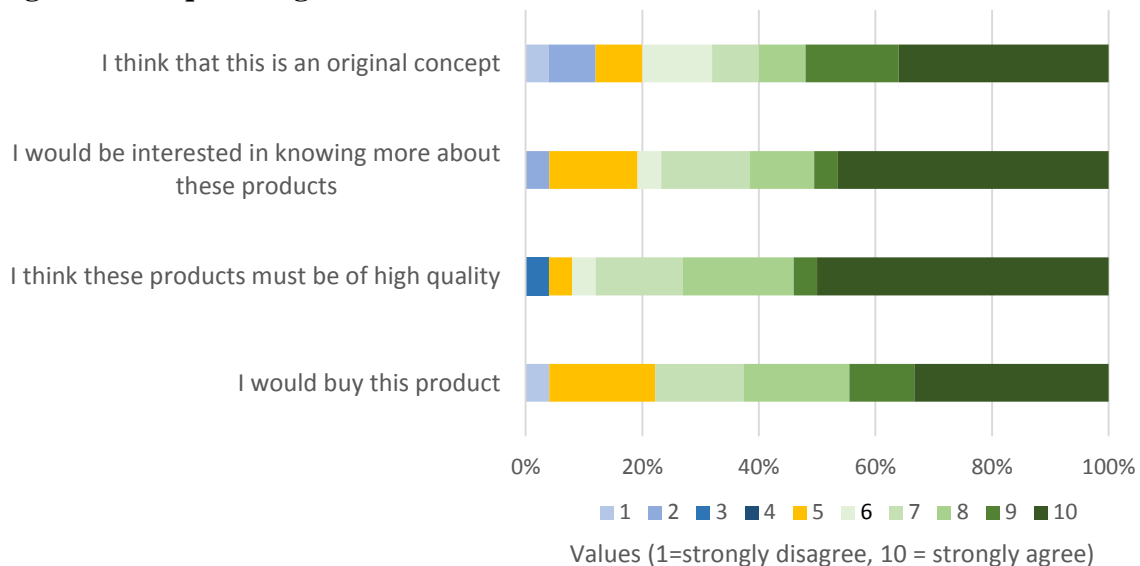
organic products, two of which were willing to be interviewed. This revealed a fifth need, the desire for unique, unconventional products. The market has been segmented according to benefits sought from consuming organic products. The table below presents the segments to be targeted by O’Templus and the corresponding features O’Templus provides.

Table 1: Organic Consumer Segment Benefits Sought and Corresponding Features

Segment	Primary Benefit Sought	Corresponding Features
Wellness Devotees	<ul style="list-style-type: none"> Improved wellness 	<ul style="list-style-type: none"> Purity, an absence of synthetic chemicals
Ecological Enthusiasts	<ul style="list-style-type: none"> A low ecological footprint 	<ul style="list-style-type: none"> Sustainable production practices Locally produced Purity, an absence of synthetic chemicals
Novelty Seekers	<ul style="list-style-type: none"> Unconventional, unique products 	<ul style="list-style-type: none"> Artisanal Locally produced Purity, an absence of synthetic chemicals

A survey was distributed to gauge interest in a hypothetical product similar to O’Templus. Frequent organic consumers who also consumed alcohol were receptive to the idea.²

Figure 1: Frequent organic consumers who consume alcohol



² Appendice A provides the survey structure, Appendice B provides total respondents by consumer type.

B. The Context – Analysing the External Environment

Demographic Context: Gin appeals to adult men and women. In Portugal it is legal to buy spirits at the age of 18, therefore four demographic segments were considered; Young Adults, Middle Youth, Mid-Lifers, and Late-Lifers.³ The most attractive segment is Middle Youth, men and women between the ages of 30 and 44. The segment has shrunk in comparison to numbers from 2012 and 2011, but it is still the second most populous demographic segment and was less affected by unemployment compared to other segments.⁴

Economic Context: the recession continues to affect consumption habits in Portugal. Low salaries and unemployment curb consumer spending, even on everyday products.⁵ Consumers who prefer organic products in principal are not always able to pay the higher prices organic products demand. Some have turned to growing their own produce. Loyal organic consumers continue to purchase organic products. As the economy improves it is expected that demand for organic products will rise.

Socio-Cultural Context: O'Templus hits on two growing consumer trends in Portugal; the popularity of gin, and the wellness trend. The popularity of gin has grown rapidly since 2011.⁶ Portuguese gin consumers are well informed about the white spirit.⁷ Popular among young, educated, urban consumers, the trend has spread across the country and is expected to continue growing over the next five years.⁸ Portuguese consumers are also increasingly

³ Euromonitor International. "Consumer Lifestyles in Portugal, July 2014." *Passport GMID*. Web. Accessed 4 October 2014. www.portal.euromonitor.com

⁴ Euromonitor International. *Consumer Lifestyles in Portugal, July 2014*.

⁵ Ibid.

⁶ Euromonitor International. "Spirits in Portugal, August 2014." *Passport GMID*. Web. Accessed 2 October 2014. www.portal.euromonitor.com

⁷ Euromonitor International. *Spirits in Portugal, August 2014*.

⁸ Ibid.

concerned with wellness, embracing health trends, and changing consumption habits.⁹ It is thought this trend has contributed to the drop in alcoholic drink sales.¹⁰ However, consumers are not abandoning all unhealthy habits, in many cases turning to products that are “better for you”.¹¹ This led to an increase in interest in organic products, organic supermarkets, and Bio-baskets despite the fact that organic products are more expensive than conventional products.¹² Still a niche, it is expected interest will continue to grow.¹³

C. Current Marketing Situation – Sizing up the market

As there are no figures for the organic alcoholic drinks market, I will present information for both the gin and organics markets, and make conclusions as to the size of the organic alcoholic drinks market. The economic climate led to a decrease in alcoholic drink sales, and volume and value sales of spirits continues to drop.¹⁴ Consumers have either reduced alcohol consumption or cut expenditure on alcoholic drinks by opting to drink at home, or begin drinking at home to reduce spending on the on-trade channel.¹⁵ However, gin is a growing segment within spirits.¹⁶ From 2012 to 2013 there was a 12% increase of volume sales of gin, and 14.35% in value sales.¹⁷ It is expected that the popularity of gin will continue over the next five years.¹⁸

⁹ Euromonitor International. Consumer Lifestyles in Portugal, July 2014.

¹⁰ Euromonitor International. Consumer Lifestyles in Portugal, July 2014.

¹¹ Euromonitor International. “Health and Wellness in Portugal, July 2014.” *Passport GMID*. Web. Accessed 4 October 2014. www.portal.euromonitor.com

¹² Euromonitor International. Consumer Lifestyles in Portugal, July 2014.

¹³ Euromonitor International. Consumer Lifestyles in Portugal, July 2014.

¹⁴ Euromonitor International. Spirits in Portugal, August 2014.

¹⁵ Euromonitor International. “Alcoholic Drinks in Portugal, August 2014.” *Passport GMID*. Web. Accessed 2 October 2014. www.portal.euromonitor.com

¹⁶ Euromonitor International. Spirits in Portugal, August 2014.

¹⁷ Euromonitor International. Spirits in Portugal, August 2014.

¹⁸ Ibid.

Organic food sales in Portugal have also been increasing. An urban phenomenon, Lisbon remains the primary market for organic food product consumption in Portugal and it is thought that it makes up more than 50% of the market.¹⁹ The market share of these products sold in food retail outlets is approximately 2%.²⁰ No figures for volume sales of organic products were available, looking at value sales reveals this is a market where consumers continue to spend.²¹ 60 million euros were spent on organic products in 2013 and it is expected these figures will grow, potentially reaching 69 million euros in 2018.²² A prudent estimate for the size of the organic gin segment in Portugal would therefore make up approximately 2% of the total gin market.

Furthermore, Portuguese consumers are loyal to their favourite alcoholic drink brands, therefore getting consumers to switch to O'Templus could be a challenge. However, green consumers in Portugal are willing to pay a premium for products which fall in line with their principles and values, meaning they value on these products.²³ This is also true of loyal organic consumers. By providing these consumers with a superior offer, a switch is more likely. Lastly, being a national spirit is often viewed negatively in Portugal, however this could be an advantage as organic consumers are more likely to purchase local products.²⁴

¹⁹ Lucas, Maria Raquel Ventura, and Cristina Marreiros. "Consumer Behaviour towards Organic Food in Portugal." In *Consumer Attitudes to Food Quality Products Emphasis on Southern Europe*, 109-123. Vol. 133. Wageningen: Wageningen Academic Publishers, 2013.

²⁰ Lucas, et al.

²¹ Euromonitor International. Health and Wellness in Portugal, July 2014.

²² Euromonitor International. Health and Wellness in Portugal, July 2014.

²³ Luzio, Joao Pedro Pereira, and Fred Lemke. "Exploring Green Consumers' Product Demands and Consumption Processes." *European Business Review* 25, no. 3 (2013): 281-300.

²⁴ Euromonitor International. Spirits in Portugal, August 2014.

D. Collaborators and Complementers Analysis

In Lisbon Oficina de Espíritos's key collaborator is the independent organic retailer Miosótis, one of the first organic retailers in Lisbon and a pioneer for organics in Portugal where Oficina de Espíritos has held in store product launches. Another key collaborator in terms of gin trends, is the Lisbonita Gin Bar. The owner of the bar, Luis Carballo, was active in shaping the gin trend in Portugal opening the first gin bar in Lisbon.²⁵ They carry Oficina de Espíritos products, and with the company's latest release (Santi'ago beer) they included a few discreet, printed promotional materials in their bar.

E. Competitors Analysis

Assuming direct competitors of O'Templus gin are organic spirits, a search of retailer's revealed selection is limited.²⁶ There are few organic spirits available and most are either liqueurs or aguardentes. The market is dominated by small, independent, producers making it difficult to track. The following direct competitors were identified;

Agrovinaz: a small independent distillery located in Redondo, Portugal. Agrovinaz produces three organic fruit liqueurs and two organic herbal liqueurs under the name Courelas da Torre.

Bruichladdich Distillery: a small independent distillery located on the Isle of Islay, Scotland. The distillery produces three types of organic whisky, and an organic gin. The only product currently available in retail outlets is a single malt organic whiskey.

²⁵ Vilela, Joana Stichini. "Para Fazer à Tarde Em Lisboa: Gin é O Melhor Remédio." Dinheiro Vivo. August 12, 2012. Accessed December 17, 2015. http://www.dinheirovivo.pt/Buzz/interior.aspx?content_id=3884849.

²⁶ No figures representing the amount and variety of organic spirits available in Portugal were available.

Sabor Bio: a small family owned organic distillery located in Caldas da Rainha. Created in 2011, the company produces four organic fruit liqueurs and three organic fruit aguardentes under the brand name aessencia.

Vinusoalleirus: located in Melgaço, products have been sold under the name Quinta de Soalheiro since 1982. Products include organic vinho verde, rosés, sparkling wines, and an organic aguardente called Alvarinho Soalheiro Aguardente Bagaceira.

Indirect competitors, those which provide products which may act as a substitute, are more varied. There are a number of organic wines and beers available in organic shops and conventional shops which sell organic alcoholic drinks. These indirect competitors include;

Herdade dos Outeiros Altos: a small, independent, family owned winery in Alentejo, they began producing organic wines in 2001. They produce rosés, red, and white wines.

Quinta do Romeu: a small, independent, family owned winery producing organic wines since 1997 in northern Portugal. They produce rosés, red, and white wines.

Riedenburger Brauhaus: the Bavarian brewery has been in operation since 1866 and began producing organic beers in 1989. They manage two brands of beer; Riedenburger Beers and Plankstettener Beers. Each brand offers a variety of beers using different malts and grains.

Symington Family Estates: a large company owning several brands and wineries. Producing organic wines under the name Altano since 2006, they own the largest collection of organically farmed vineyards in Portugal.

Vinibio: a group of organic grape producers located in the Sousa and Tamega Valleys. A recent venture, their first product, mica, is a vinho verde which was released in 2012.

PART II: THE INTERNAL AUDIT

A. Analysis of the Company

Oficina de Espíritos, Unipessoal, Lda. is an organic distillery and brewery producing artisanal spirits, liquors, and beers. A small company, the structure is informal and flexible. It was created after the founding members of 3Bicos, Lda., the original name behind O'Templus, went their separate ways in 2014. At the core of the company is a belief in the superior quality of organic products and sustainable manufacturing processes. Their principal focus is the organic nature of their products and all ingredients used in production are certified organic.

Organic alcoholic drinks have been rising in popularity in North America, as well as Europe. Oficina de Espíritos has a first mover advantage in

Table 2: Products by Oficina de Espíritos

Type	Product Name
Aguardente	Arbutus Aguardente (<i>Aguardente de Medronho</i>) Non-Wine Aguardente (<i>Aguardente Nao Vinica</i>)
Beer	Santi'ago Beer
Gin	O'Templus Gin Red O'Templus Gin Green
Liqueurs	Red Fruit Liqueur (<i>Licor de Frutos Vermelhos</i>) Pennyroyal Liqueur (<i>Licor de Poejo</i>) Pomegranate Liqueur (<i>Licor de Romã</i>)

Portugal and is making a name for themselves with the press, actively promoting products at trade shows and organic retailers. Their main sustainable competitive advantage is innovation. New products are in the works as well as plans to begin collaborating with the University of Évora on topics such as organic distillation, and the effects of organic alcoholic beverages when compared to conventional alcoholic beverages.

PART III: SWOT ANALYSIS

A. Strengths – Core Competencies and Capabilities

Sustainable production: Oficina de Espíritos is committed to small scale, sustainable production reducing waste, and economizing on the use of energy.

Certified organic status: requires a special skill set, training and production facilities.

Artisanal production: products made in small quantities making truly sustainable production possible.

Innovation: collaboration with the University of Évora, few direct competitors as it is the only organic gin found in retail outlets, and new product projects (ex. Beer.)

B. Weaknesses – Inferior Competencies and Capabilities

Lack of distribution channels: Oficina de Espíritos has had difficulties finding a large retailer to distribute their product. This is exacerbated by the fact that Oficina de Espíritos does not provide a list of locations where their product can be found, either on their website or their social media pages (primarily their Facebook page).

Lack of communication with the target market: while they consistently reply to inquiries on their Facebook pages, and visit shops and industry events promoting their product, I believe a coherent digital communication strategy would prove useful.

C. Opportunities – Favourable trends and developments

Popularity of organics: a niche market, the popularity of organic products is growing, the trend is expected to continue in future as the economy improves and demand increases.

The wellness trend: consumers are increasingly interested in living a healthier lifestyle.

The gin trend: the popularity of gin is also growing, and it is expected to continue growing over the next five years.

D. Threats – Unfavourable trends and developments

Increased competition: the introduction of new organic gins is a likely scenario, as more established brands from abroad enter the market taking advantage of the gin trend.

Longevity of the gin trend; while it is thought that gin will remain a popular option in the near future, it is possible the popularity of the white spirit will die out sooner rather than later.

Failure of Organics: this niche market may fail to reach the wider appeal the trend enjoys in other countries given the current economic climate in Portugal and consumers still facing increased levels of uncertainty.

PART IV: THE OPPORTUNITY STATEMENT

A. The Frame of Reference

An organic, artisanal, alcoholic beverage for organic consumers. An organic product aimed at organic consumers, not a gin with a unique selling point compared to conventional gins.

B. The Target Market

The target is both male and female wellness devotees (see Table 1) between the ages of 30 and 45. By 30 it is expected most of the Middle Youth population will be in some sort of employment, likely to be independent, with disposable income which they can spend on premium alcoholic beverages, and organic products. I have implemented 45 as a cut-off because younger consumers are more likely to pick up on niche market and trends, and gin is the young, educated, urban consumer's drink of choice.

C. Point of Difference

The point of difference here is purity. O'Templus is the purest artisanal organic gin.

D. The Positioning Statement

For wellness devotees between the ages of 30 and 45 [TARGET], O'Templus Gin is an organic alcoholic beverage [FRAME OF REFERENCE] which is the purest artisanal organic gin in the Portuguese market [POD] due to its traditional methods of sustainable production processes and elimination of synthetic chemicals. [REASON TO BELIEVE]

PART V: RECOMMENDED BRAND IDENTITY

To gain a better understanding of the product, a visit to the distillery was made and the product discussed at length with the owner. Using the brand identity model developed by Jean-Noël Kapferer, the following section will consider the recommended physique, personality, culture, relationship, customer reflection, and self-image of the brand.²⁷ The recommended brand identity, based on the current brand identity, is outlined below.

A. Physique – The brand's physical features

A Premium Organic Gin: O'Templus is a premium organic, artisanal gin.

The Roman Temple of Évora: also known as The Temple of Diana, this ancient temple is a symbol of the city of Évora.

Transparency: both the bottle and labels are transparent.

Minimalist design: characterized by muted colours, and modern sans serif fonts.

Round Bottle: round, basic, using transparent glass and transparent labels.

B. Personality – The brand's character

Principled: the brand sticks by its principles and values, with a particular focus on quality where quality is defined in terms of purity and purity is defined by absences of synthetic and harmful chemicals.

²⁷ Kapferer, Jean-Noel. The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term. Philadelphia, PA: Kogan Page Limited, 2008. 171 - 200.

Honest: the brand is honest with their consumers, even if revealing the truth may go against their own interests.

Simple: the brand is direct and open, no complicated jargon or showy ads.

Independent: aware of trends O'Templus is selective and sticks to their principles.

C. Culture – The values of the brand

Quality defined as purity: purity is understood to be defined as freedom from taint. Not only in the form of synthetic chemicals, but also in the form of deception, excess, and lack of compassion. It is better to produce a product of quality in small quantities and in a sustainable way than to produce something of lesser quality and produce more of it.

Simplicity: less is more, it is better to do one thing very well rather than distracting with bobbles or trying to be everything for everyone.

Innovation: experimentation, pursuing new ideas without compromising principles.

D. Relationship – The brand as a relational symbol

The relationship between O'Templus and the consumer should be defined as imparting wisdom in a casual manner, a friendship defined by mutual respect and an exchange of ideas. The brand takes the role of educator, educating consumers on organic products, wellness, and the importance of sustainability.

E. Customer Reflection – Defining the ideal customer

The ideal customer is the young, sophisticated, urbanite with an above average income who appreciates the unique qualities and values of organic products over conventional products.

F. Self-Image – How the customer sees themselves reflected when using the brand

I feel secure, I feel like I am able to stick by my values and principles while still enjoying myself. I feel allowed to indulge.

PART VI: BRAND ELEMENTS

Each of the brands current brand elements will be described as well as proposed changes which should be made either to improve clarity or secure consistency with the brand identity.

A. Brand Name: the brand name, O'Templus Gin, was inspired by the Roman Temple of Évora evoking the independent spirit of the brand and its hometown roots.

B. Domain Name: The Oficina de Espíritos domain name is BioDestil.net.

Recommendation: change the domain name. First, it is confusing as it seems unrelated. Second, BioDestil is a registered trademark for a Czech water purification system, this purification system is the first result when the term is searched online.

C. Logos: the primary logo is The Temple of Diana. The logo of Oficina de Espíritos is not used on the product itself but is often seen in promotional material for the brand (Facebook, the Website, posters at promotional events, etc.)

D. Symbols: symbols for the brand include; the Temple of Diana, and the copper stills used in the production of O'Templus. Also, the Bio Certification Symbol is an official marker of the products certified organic status.

E. Slogan: at present their slogan is "The 1st organic gin in the Iberian Peninsula." While true, this slogan does not say much about the brand, or the brand identity. It is weak. Recommendation: a slogan highlighting the purity of the product should be developed characterized by honesty and simplicity.

F. Packaging: the packing of the product emphasizes the concept of purity; a simple and modern design, using a transparent glass bottle, and transparent labels. Recommendations:

The Font: not very legible and too blunt Recommendation: a modern font consistent with the themes of purity and simplicity recommended in the brand identity section.

Bottle: different bottle shapes for each size on offer. Recommendation: maintain bottle shape and design it for all sizes.

Paper Certification: a small flyer is offer to customers describing the certified organic status of the product. Organic shoppers prefer to limit packaging and avoid non-essential waste. Recommendation: provide a link to the website where consumers can learn more.

PART VII: OBJECTIVES

The aim of the marketing plan is to increase brand awareness among organic consumers and, as a result, increase sales of O’Templus Gin. At present, O’Templus has low brand awareness. A poll of 35 individuals at random in Lisbon and Coimbra revealed that one individual was able to recognize the brand with a visual prompt, however no one named the organic spirit when asked if they could name an organic spirit. Brand awareness objectives for O’Templus can be found in Table 3. For a definitive estimate it is recommended that Oficina de Espíritos undertakes a study to

measure brand awareness among organic consumers.

Table 3: Brand Awareness Objectives

Brand Awareness	Current Position¹	Objective Targets
Top of Mind	0%	Aim to reach 5%
Brand Recall	0%	Aim to reach 10%
Brand Recognition	3%	Aim to reach 15%

PART VIII: BUDGET

Oficina de Espíritos was unwilling to share any of their financial or sales data for this project. Assuming the company sells 100 bottles of gin off trade and 50 bottles of gin on trade per month at the suggested retail price of €35 and €250 respectively, Oficina de Espíritos would stand to make a profit of approximately €5600.00 a month on the sale of O’Templus Gin alone.²⁸ Assuming that 15 percent of this profit would be used towards the

²⁸ See Part IX, A.Price for a discussion of suggested retail prices.

marketing of O’Templus, Oficina de Espíritos is left with a potential monthly marketing budget of €840.00 and a quarterly marketing budget of €2520.00.

Table 4: Marketing Expense Budget

	Q1	Q2	Q3	Q4
In Store	€0.00	€970.00	€300.00	€300.00
Website /Social Media Postings	€20000.00	€1500.00	€1500.00	€1500.00
Social Media Promotions	€0.00	€50.00	€300.00	€500.00
Packaging Revamp	€500.00	–	–	–
Total Sales and Marketing Expenses	€2500.00	€2520.00	€2100.00	€2300.00

PART IX: MARKETING STRATEGY AND EXECUTION

O’Templus is still not well known outside of a number of Portuguese gin enthusiasts. Due to the fact that the target market are young, urban, adults it the focus of the marketing plan is a digital marketing campaign which will focusing on purity, simplicity, and education.

A. Price

On the newly launched website, Oficina de Espíritos are selling a standard bottle (70cl) at €30. A standard bottle of the product is sold anywhere in between €28 (Miosótis, Brio) and €39 (Garrafeira Nacional). This is comparable to other gins categorized as “premium” or artisanal. As there are no direct alternatives and considering other organic alcoholic beverages have a similar mark up, this seems a reasonable sum.

Table 5: Off Trade price per bottle

Suggested retail price:	€35
VAT (23%):	- €8.05
Retail Margin (30%):	- €7.35
Gross Sales:	€17.15
Excise Duty	- €3.68
COGS (20%):	- €2.69
Marketing (11%):	- €1.18
	€9.59

Table 6: On Trade price bottle²⁹

Suggested retail price:	€250
VAT (23%):	- €57.5
Retail Margin (30%):	- €57.75
Gross Sales:	€134.75
Excise Duty	- €3.68
COGS (20%):	- €26.21
Marketing (11%):	- €11.53
	€93.33

B. Product

The products, O'Templus Gin Red and O'Templus Gin Green, are produced by almost entirely by hand, using barrels for the fermentation of malted grain and copper stills for the distillation of the gin. The gin is distilled three times and uses a combination of the following botanicals; pennyroyal, juniper, Hart's pennyroyal, and citrus.

Table 7: O'Templus Gin Specifications

Specifications	O'Templus Gin Red	O'Templus Gin Green
Alcohol Content	37.5°	42°
Available Sizes	70cl, 20cl, and 4cl bottles	70cl, 20cl, and 4cl bottles
Number of Distillations	3	3
Malt Base	Organic Barley	Organic Wheat
Botanicals	Pennyroyal (Strong) Juniper (Weak) Hart's Pennyroyal (Weak) Citrus (Weak)	Pennyroyal (Weak) Juniper (Strong) Hart's Pennyroyal (Weak) Citrus (Strong)
Description	Herbal/Floral Gin	London Dry Gin

Speaking with bartenders, consumers, and after consulting the review of O'Templus in *Vamos Beber Um Gin?* I have concluded that the unique taste of the product (a consequence of the use of pennyroyal and Hart's pennyroyal in the composition) makes it an acquired taste

²⁹ Assuming that the average price of a single dose gin based drink is €10.

even though the concept is appealing.³⁰ With this in mind, as well as the fact that O'Templus is being reimagined as the purest organic, artisanal gin, it is recommended that Oficina de Espíritos eliminates or considerably reduces the presence of these botanicals in the composition of their gin.

C. Place

In terms of physical spaces, the focus will be on organic stores and other areas where alcoholic drinks are sold; specifically off-trade in bars with which the company has a strong relationship. Beyond that the centre of the operation will be the website and the brands online presence. Therefore, much of the promotional material should redirect the target market to the website, and subsequently the web store.

D. Promotion

As previously mentioned, traditional media advertising will not be possible. Therefore, the focus will be on interactive advertising and consumer promotions. A timeline for the implementation of these recommendations can be found in the appendix.

i. The Website – Biodestil.net. The website was launched a few weeks ago and at present it only functions as an online store. The website should also educate the consumer about both the brand and the benefits of consuming organic products. Specific recommendations include; **About Us:** include a page educating the consumer about Oficina de Espíritos and their passion; producing organic, artisanal alcoholic beverages.

Our Products: under this title, a page for each line of product will be included with a link to the online store for each. It will also include a page explaining where products are sold.

³⁰ Somsen, Miguel, Daniel Carvalho, and Ana Gil. *Vamos Beber Um Gin?* Alfragide: Casa Das Letras, 2014.

The O'Templus page: the page would highlight the certified organic nature of the product and all information currently included on the paper slip provided when O'Templus Gin is purchased. Instead, a website link and/or a QR code will be included on the bottle directing the customer to this page. A video depicting the distillation process will also be included, highlighting the products artisanal and organic nature with a focus on the copper stills.

The blog: this is where the company will aim to educate the consumer, the posts must be entertaining, informative, and pertinent to consumer's lives. Posts will be posted to Facebook and Twitter. A list of possible blog topics can be found in Appendix D.

Languages: information should also be provided in English as there are many foreign organic consumers living in Portugal.

ii. Social Media – Content, Content, Content.

Before the website launch, Facebook was Oficina de Espíritos' main presence online and point of contact with the consumer. The company has 1201 likes, but does not post consistently and most posts are shared posts from other sources. Here, Oficina de Espíritos should disseminate more original content as well as offering a number of promotions in exchange for more exposure. Specific recommendations include;

Get Linked: create Instagram and Twitter accounts, include social media links on website.

Get Regular: posts should be made on a weekly basis to get greater attention.

The O'Templus Photo Contest: customers will be invited to share snaps of themselves enjoying O'Templus Gin with a unique hashtag to Facebook and/or Instagram. The first contest would initially last two weeks, and then one week if the response is sufficient. Prizes would include free products and/or promotions on products at the online store. Winning photos would be shared on Facebook, Instagram, and the blog.

Promotion Posting: post bi-weekly promotion codes for the online store on social media attracting more people to like and/or follow in order to receive notifications.

iii. Grow Your Own – Getting attention, growing awareness

It is recommended that Oficina de Espíritos implement an in store campaign to gain more awareness for their product. Bottles of O’Templus Gin would be sold with a tag made of 100% post-consumer used paper. Embedded in the tags will be seeds.³¹ Printed on the tags would be an invitation to visit the Oficina de Espíritos website to instructions on how to use the tag to grow their own plants. This promotion is attention-getting, budget-friendly and ecologically responsible leaving behind no waste. The consumer is left with a living reminder of O’Templus and an incentive to visit the website. The in store display would include a moss graffiti sign with the brand name, the campaign name, a hashtag referring to the campaign and links to the website, Facebook, Instagram, and Twitter. A launch event will be organised to begin the campaign and introduce O’Templus Gin as reimagined in this marketing plan.

E. Execution

The execution of the marketing strategy will take place over three months beginning in February 2015, with the Grow Your Own campaign planned to continue into July if successful.

Table 8: Marketing Strategy Execution Project Timeline

Activity	Start	End	Description
Packaging Planning	2015-02-01	2015-03-01	Altering packaging according to recommendations
Website Planning	2015-02-16	2015-03-23	Prepare all information and images to be included on the website, including a collection of blog posts

³¹ Preferably from herbs used for mixing up a G&T but other herbs or flowers would also work.

Grow Your Own Planning	2015-02-16	2015-03-23	Order necessary materials; prepare implementation plan, launch event
Social Media Planning	2015-03-16	2015-03-30	Prepare two months of automated posts, accumulate, a store of emergency posts, prepare new social media look in line with new branding.
Website Changes	2015-03-24	2015-04-14	Begin work on changing the website to the new format, add new pages
Grow Your Own Launch	2015-04-17	2015-07-31 ³²	The Grow Your Own campaign will begin with a launch event, it will be the consumer's first view of the new, redefined O'Templus Gin
Website Launch	2015-04-30	–	New website revealed, first blog posts
Social Media Launch	2015-04-30	–	The Social Media Campaign will be prepared here, and continue indefinitely
Social Media Campaign: First Photo Contest	2015-04-30	2015-05-15	The first photo contest will be launched

PART X: CONTROLS – KEY PERFORMANCE INDICATORS

In order to effectively monitor the success of these promotional initiatives, I have developed a number of clearly defined quantitative and qualitative key performance indicators (KPIs). By keeping track of these KPI's, the company should be able to identify both success and possible problems with the promotional activities recommended and alter them accordingly.

A. Quantitative Key Performance Indicators

i. The Website

Website traffic. The number of visits received daily, which will be evaluate on a bi-weekly basis. Traffic should increase as both the blog and the Grow Your Own campaign are put into action. If no considerable increases are seen, the strategy should be reevaluated

³² With the possibility of being extended or becoming a permanent part of the packaging of the product if successful.

Traffic sources. The most popular access points will be evaluated on a bi-weekly basis. Traffic will be broken down according to how viewers arrived at the website; search engine, social media link, press link, QR code, etc. It may be pertinent to emphasize certain channels.

Website hotspots. Determining which pages receive the most hits, evaluated on a bi-weekly basis. Not only will this allow the company to identify the most popular pages, but also see whether links provided to the consumer are acted on.

Blog post hits. Determining which topics received the most hits, evaluated on a monthly basis. Ideally, there should be at least one new blog post per week, meaning that a monthly reevaluation is the most appropriate timeframe. Tracking blog post hits allows the company identify popular content and tailor future content accordingly.

Online store purchases. Daily purchases from the online store will be tracked and evaluated on a monthly basis. Categorize products purchased as a result of redirection from promotional materials, social media posts, etc.

ii. Social Media

Followers: numbers of likes or followers will be tracked and evaluated bi-weekly.

Interactions: number of interactions with each post will be tracked and evaluated bi-weekly. Interactions to be subdivided into likes, comments, shares, etc., with more weight given to interactions which spread awareness such as shares.

iii. Grow Your Own

In store sales. Track how many products are sold and evaluate on a monthly basis. An increase in sales means that the display and tags have successfully drawn the consumers' attention, a decrease will mean the strategy should be reevaluated.

Digital Interaction. The number of links followed will be tracked and evaluated on a monthly basis. Track how many people follow the link to the specific “Grow Your Own” promotional page on the website.

B. Qualitative Key Performance Indicators

i. The Website

Blog comments. Both positive and negative comments will be tracked, and evaluated on a case by case basis. Negative comments must be dealt with promptly and with sensitivity.

ii. Social Media

Post Comments Both positive and negative comments will be tracked, and evaluated on a case by case basis. Negative comments must be dealt with promptly and with sensitivity.

Buzz Tracking. Track references to O’Templus on social media, to be performed on a bi-weekly basis. Not all references to O’Templus will be directed at Oficina de Espíritos, therefore it is important to search for these references, and check of online reviews, etc.

CONCLUSION

The purpose of this project was to create a marketing plan for the Portuguese brand O’Templus Gin, owned and managed by Oficina de Espíritos. The marketing plan makes three assumptions; that organic consumers have needs not met by conventional products, organic consumer’s value organic products and are therefore willing to pay a premium for them, and that the best way to address these consumers considering the budget limitations of independent organic producers and retailers. The main purpose of the marketing plan is to drive up brand awareness, and bring the product to the attention of more organic consumers. While O’Templus aims to be a timeless product, its popularity with consumers will potentially be dependent on the continued popularity of the wellness trend and the penchant

for gin among Portuguese consumers. However, as the economy continues to recover more consumers will turn to organic products. Lastly, there is a profound lack of information regarding organic products in Portugal. More research is required to identify the needs and attitudes of the organic consumer towards organic alcoholic beverages, and other non-food organic products.

APPENDIX

Appendix A. Survey Structure

Part One – Finding the Target

Question	Response Set
Have you bought and/or consumed organic products?	Yes; No
[Yes] When was the last time that you bought and/or consumed an organic product?	This week; This month; Over the last three months; This year
[No] I do not purchase organic products because;	The price is too high; Organic products are hard to find; They are easy to find, but few shops sell them; Other
I consume alcoholic drinks	Yes; No

Part Two – Presenting the Product

Question
Imagine a line of organic spirits. These artisanal products are 100% made with certified organic ingredients. The drinks are produced locally and with a focus on sustainability. They are sold in biological stores and specialty shops. Please rate the degree to which you agree with the following statements. 1 means you strongly disagree, and 10 means you strongly agree.
Statements
I think that this is an original concept
I would be interested in knowing more about these products
I think these products must be of high quality
I would buy this product

Part Three: Demographics

Question	Response Set
Gender	Male; female
Age	18 – 25; 26 – 35; 36 – 45; 46 – 55; 56 – 65; 66 +
Education level completed	Complete Primary Education; Complete Secondary Education; Professional Diploma; Bachelor's Degree; Master's Degree; PhD

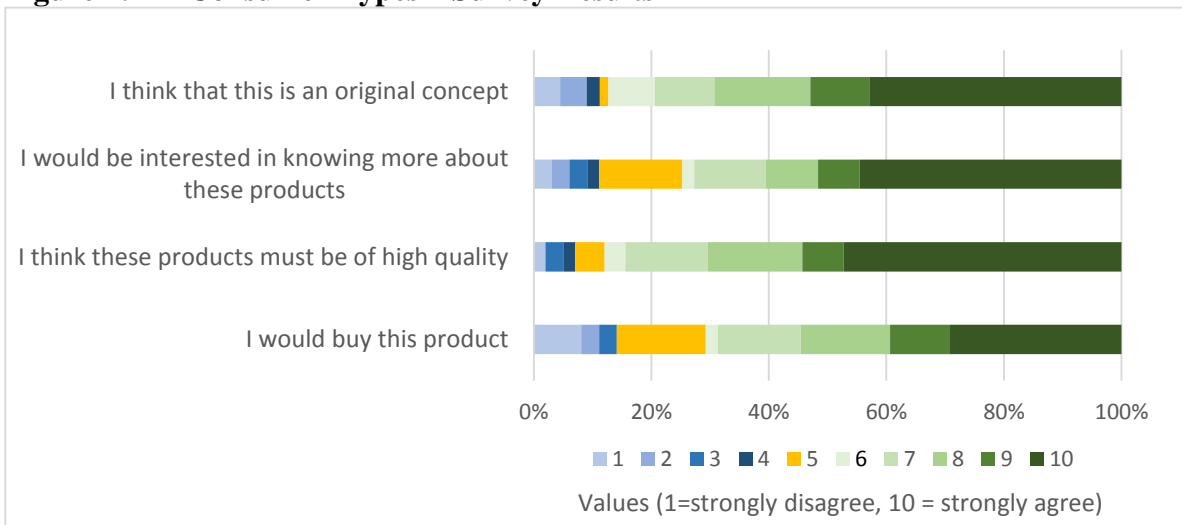
Appendix B. Survey Results – Respondents by Type

Table 9: Respondents by Consumer Type

Consumer Type	Respondents	Percent
Frequent Organic Consumers, Alcohol Consumers	27	46
Frequent Organic Consumers, Not Alcohol Consumers	12	20
Infrequent Organic Consumers, Alcohol Consumers	8	13
Infrequent Organic Consumers, Not Alcohol Consumers	7	12
Conventional Consumers, Alcohol Consumers	4	7
Conventional Consumers, Not Alcohol Consumers	1	2
Total Respondents	59	100

Appendix C. Survey Results - Responses

Figure 2: All Consumer Types – Survey Results



Appendix D. Suggested Blog Topics

- A Perfect Serve with O’Templus: our favourite tonics and cocktails
- Gin & Juice Cocktails: freshly squeezed organic fruit and veggie juices, refreshing, cheerful, perfect for a summer afternoon
- Our Favourite Gin Bars: discuss gin bars, including those which sell O’Templus
- Our Favourite Organic Restaurants and Cafes: From Porto to Lagos

REFERENCES

- Cano, Maria. "Mercado Biológico à Conquista De Terreno." *Negócios Online*. May 30, 2013. Web. Accessed December 21, 2014.
http://www.jornaldenegocios.pt/empresas/pme/detalhe/mercado_biologico_a_conquista_de_terreno.html
- Costa, L., M. Sottomayor, and A. Mendes. "Marketing Trends for Organic Food in Portugal." *Marketing Trends for Organic Food in the 21st Century* (2004): 303-20. Web. Accessed October 20, 2014. www.ebscohost.com.
- Euromonitor International. "Alcoholic Drinks in Portugal, August 2014." *Passport GMID*. Web. Accessed 2 October 2014. www.portal.euromonitor.com
- Euromonitor International. "Consumer Lifestyles in Portugal, July 2014." *Passport GMID*. Web. Accessed 4 October 2014. www.portal.euromonitor.com
- Euromonitor International. "Health and Wellness in Portugal, July 2014." *Passport GMID*. Web. Accessed 4 October 2014. www.portal.euromonitor.com
- Euromonitor International. "Spirits in Portugal, August 2014." *Passport GMID*. Web. Accessed 2 October 2014. www.portal.euromonitor.com
- Kapferer, Jean-Noel. *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. Philadelphia, PA: Kogan Page Limited, 2008. 171 - 200.
- Lucas, Maria Raquel Ventura, Kerstin Röhrich, Cristina Marreiros, Rui Fragoso, Robert Kabbert, Ana Maria Clara, Ines Martins, and Sascha Böhm. *Quality, Safety And Consumer Behaviour Towards Organic Food In Germany And Portugal*. No. 2008_05. University of Evora, CEFAGE-UE (Portugal), 2008.
- Lucas, Maria Raquel Ventura, and Cristina Marreiros. "Consumer Behaviour towards Organic Food in Portugal." In *Consumer Attitudes to Food Quality Products Emphasis on Southern Europe*, 109-123. Vol. 133. Wageningen: Wageningen Academic Publishers, 2013.
- Luzio, Joao Pedro Pereira, and Fred Lemke. "Exploring Green Consumers' Product Demands and Consumption Processes." *European Business Review* 25, no. 3 (2013): 281-300. Accessed November 1, 2014. www.emeraldinsight.com
- Silva, Ana Rute. "Agricultura Biológica Aumentou 20 Vezes a área Em Apenas Década E Meia." *Público*. October 7, 2012. Web. Accessed October 3, 2014.
<http://www.publico.pt/economia/jornal/agricultura-biologica-aumentou-20-vezes-a-area-em-apenas-decada-e-meia-25375518>
- Somsen, Miguel, Daniel Carvalho, and Ana Gil. *Vamos Beber Um Gin? Alfragide: Casa Das Letras*, 2014.
- Vilela, Joana Stichini. "Para Fazer à Tarde Em Lisboa: Gin é O Melhor Remédio." *Dinheiro Vivo*. August 12, 2012. Web. Accessed December 17, 2015.
http://www.dinheirovivo.pt/Buzz/interior.aspx?content_id=3884849