A Work Project, presented as part of the requirements for the award of a Master Degree in Management from NOVA School of Business and Economics

How to turn Pura Vida into a reference in the healthy food business?

Individual Part:
The Communication Plan

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May 22, 2016

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List of Abbreviations

BL - Brand Loyals

BOTH - Brand recall-boosted brand recognition

FBS - Favorable Brand Switchers

FMCG - Fast Moving Consumer Goods

IMC - Integrated Marketing Communications

NCU - New Category Users

OBL - Other Brand Loyals

OBS - Other Brand Switchers

PD - Pingo Doce

PV - Pura Vida

TA - Target audience

An essential part to turn Pura Vida (PV) into a reference within the healthy food market is through the detailed developement of a communication plan that includes all the elements to deliver a clear, consistent and relevant message (Levy & Weitz, 2011), considering the business nature of a retailer.

Marketing Objectives

The main marketing objectives for PV are to building brand awareness and brand attitude, increasing customer acquisition and loyalty, gaining market share, enhancing customer relationships and promoting brand engagement. The resulting combination of these factors will provide the capacity to make PV stand out as *the* affordable brand of healthy food.

Target Audience Selection and Action Objectives

In order to sustain the marketing objectives and further on develop the primary and secondary target audience (TA), it is possible to separate the customer market by using the brand loyalty segmentation (Rossiter & Bellman, 2005), which can be distributed as follows:

- The *brand loyals* (BLs) are current PV customers, who buy the brand in most occasions (Rossiter & Bellman, 2005). This group has the highest awareness and the most positive brand attitude, and it is not prone to the competitors' message (Percy & Elliot, 2012).

- The *favorable brand switchers* (FBSs) consider PV as an acceptable brand, yet it is not part of their favorites. In fact, FBSs may consider buying PV, but they have not defined it in advance (Rossiter & Bellman, 2005). This group may have high awareness and positive brand attitude, still only moderate preference (Percy & Elliot, 2012).

- The *other brand switchers* (OBSs) do not include PV in their switching behavior (Rossiter & Bellman, 2005). This group may or may not be aware of PV, and its attitude is most probably positive or neutral (Percy & Elliot, 2012).

- The *other brand loyals* (OBLs) are highly loyal to at least one brand (Rossiter & Bellman, 2005). This group may or may not be aware of PV, but there is a strong positive attitude for the loyal brand, making them unsusceptible to PV's message (Percy & Elliot, 2012).

- The *new category users* (NCUs) are non-users of the category, but there is potential for them to become new users (Rossiter & Bellman, 2005). This group should have category awareness and attitude, rather than have brand awareness and attitude (Percy & Elliot, 2012).

Target Audience Selection

Bearing in mind the brand loyalty segmentation, the TA will be the groups from whom the action attributed to the campaign is expected to come (Rossiter & Bellman, 2005). On the one hand, the primary TA will rely on the NCUs, as this group constitutes a great fraction of the population that can be informed about and attracted to potentially consume PV. On the other hand, the secondary TA will rely on the FBSs and the OBSs, because despite their knowledge on the category, they do not yet have PV among their favorite brands, thus needing incentives to redirect their attention towards becoming its consumers.

To better understand the selected TA, it is helpful to set its profile based on both objective and subjective characteristics. Whilst the objective parameters are related to demographic factors, the subjective parameters are linked to psychographic factors (Percy & Elliot, 2012). In relation to the demographic side, it is significant to analyze the age and the gender, based on a more compacted group than the generally defined target market. Hence, the primary and secondary TA's age groups will be between 25 and 55 years old, with a main focus on female consumers. In what concerns the psychographic side, it is relevant to analyze the TA's lifestyle and motivations, by supporting the conclusions on the focus groups conducted during the project (Appendix 1.1 and 1.2) and on the survey also conducted during the project (Appendix 2.1 and 2.2). Thus, for the primary TA, the focus is on people that are not aware of how beneficial healthy food would be for their lifestyle, thus needing to be alerted. As for the secondary TA, the focus is on people that seek healthy products by choice, as a result of their intention of having a proper diet to feel better. For both the primary and secondary TA, there is an underlying motivation on buying products that offer good value-for-money.

Action Objectives

The action objectives have to be chosen for the defined TA, being supported by the expected consumer behaviors (Rossiter & Bellman, 2005). In fact, the action objectives can be split in pre-purchase, purchase, and post-purchase behaviors. Firstly, the pre-purchase is defined by an action that is taken before the purchase itself (e.g. visit a website). Secondly, the first purchase for FMCG is normally trial, and for those who have bought an item in the past and did not like it, yet are willing to try it again, it is called re-trial. This is mainly for NCU, OBL and OBS (Percy & Elliot, 2012). The repeated purchase is the action objective for the current buyers, and it is expected that the purchase rate should increase over time. This is mainly for BL and OBS (Percy & Elliot, 2012). Thirdly, beyond pre-purchase, trial, re-trial and repeated purchase, it is important to derive value from the post-purchase actions, such as reviews and recommendations (Rossiter & Bellman, 2005) to friend and family. In light of this, the most valuable action objectives for PV come from the purchase, in the form of trial or re-trial, but also from the repeated purchase and post-purchase behaviors.

Campaign Communication Objectives

Following the initial planning stage of identifying the selected TA, it is possible to define the communication objectives that will support the message that PV intends to deliver. Those are:

- Creating Category Need: When there is low or no category need, it is vital to establish a belief in the mind of the TA that connects the need they are experiencing with the product category, aiming at stimulating a primary demand for the respective category (Percy & Elliot, 2012). As a communication effect, category need is explained by the TA's acceptance and perception about the ability of the category to remove their current situation and allow them to achieve their aspirational state (Rossiter & Bellman, 2005). The role of PV is to sell not only the brand, but also the category. It should then present itself as the creator of *the* affordable healthy food brand, thus being able to shape the future behavior of these NCUs.

- Increasing Brand Awareness: Brand awareness is the capacity to identify a brand within a category, by recognizing it at the point of purchase (brand recognition) or by associating it to a need beforehand (brand recall). In terms of communication objectives, brand awareness options are brand recognition, brand recall and brand recall-boosted brand recognition (BOTH) (Percy & Elliot, 2012). The best approach for PV is to implement the BOTH option, since the brand currently presents low recognition and recall. According to Aaker (1996), it is possible to associate recognition and recall within the *Graveyard Model*, in which movements away from the "graveyard" part of the graph normally indicate good sales and high market share (Appendix 3). During the three years of the plan, it is expected that both recognition and recall will increase, yet the latter will have a slower growth rate.

- Generating Brand Attitude: Brand attitude is linked to what customers feel and think about a brand, and the communication objectives will precisely be upon the beliefs that the TA has about PV (Percy & Elliot, 2012). When considering the NCUs, who are likely unaware about PV's existence, the campaign objective is to create a strong preference for PV. When considering the FBSs and the OBSs, who have a moderate preference for PV, the campaign objective is to increase a strong preference for PV (Rossiter & Bellman, 2005). In fact, together with brand awareness, brand attitude is one of the most important communication objectives, because it complements it (without the existence of brand attitude, brand awareness is almost of no value).

- Reinforcing Brand Action Intention: Brand action intention is related to the customers' intention of purchasing a brand. Normally, with low involvement products, brand action intention should be omitted. However, due to PV's frequent promotional offers, which require a self-instruction to actually take that offer, the objective is to reinforce consumers' brand action intention (Rossiter & Bellman, 2012).

- Omitting Brand Purchase Facilitation: Brand purchase facilitation aims at providing information on where the brand can be purchased. If this information is not needed, due to the suggestion of keeping Pingo Doce's (PD's) logo on the packaging, and consumers know the place where to buy it, how to find the stores and how to pay for the products, it can be omitted (Rossiter & Bellman, 2005).

Campaign Positioning

The Short Positioning Form

After the definition of the TA and the communication objectives, the resulting positioning is:

- **Target**: Adults (25-55), mostly women, both students or professionally active, users and non-users, aiming at having a healthier lifestyle and eating better.
- **Frame of Reference:** PV offers healthy food products within a retailer environment, in which the product is a hero, since it is the one providing the benefit, and PV is a differentiated brand, as it has a unique positioning (Percy & Elliot, 2012).
- **POD:** PV offers value-for-money through affordable and high quality products, striving to give consumers the possibility to be healthy on their everyday lives, based on sensory gratification and social approval motives (Rossiter & Percy, 1997).
- **Reason to Believe:** Because of PD's expertise and high awareness, PV follows the same high quality standards. Specifically, PV is endorsed by accredited organizations (e.g. APC).

The advertising should emphasize the category need, as well as the benefit of living a healthier life, which results in a reward of feeling better.

The IDU Benefit Analysis Model

The brand positioning can also be supported by the key benefit, which should be (I) important to target consumers, (D) deliverable by the brand and (U) unique to the brand (Rossiter & Bellman, 2005), giving origin to the *IDU Model*. Specifically, for PV's situation this means:

- **I:** Consumers seek good value-for-money products, with quality and trustworthiness.
- **D:** Aligned with PD's experience and expertise within the food industry, PV delivers similar values based on the same high standards of value-for-money and quality.
- **U:** PV is the first brand to position itself as affordable in the healthy food industry, still guaranteeing certification through relevant collaborations with health-related organizations.

Following the development of this model, it is possible to find a successful way to generate, maintain and increase the TA's brand preference (Rossiter & Bellman, 2005).

The a-b-e Benefit Claim Model

The *a-b-e* model looks at the micro structure of the benefit claims, and in terms of content it differentiates between attributes (a), benefits (b), and emotions (e) (Percy & Elliot, 2012). PV is within the scope of transformational products (explained further on), thus it makes sense to focus on building a bridge between the benefits and the emotions (b->e).

Creative Strategy

Rossiter-Percy Grid

The brand awareness and brand preference tactics differ based on PV's location within the *Rossiter-Percy Grid*. The grid consists of two types of brand awareness, and four types of brand preference, as shown in Appendix 4. Bearing this in mind, PV implicates a low involvement decision, since consumers do not perceive a significant loss if not satisfied with their choices (Rossiter & Bellman, 2005). Yet, it is connected to a transformational motivation, as it is linked to a positive outcome (Rossiter & Bellman, 2005). With low-involvement transformational brand attitude, the key factor lies in the emotional delivery of the benefit, in order to provoke the right emotional response (Percy & Elliot, 2012).

Customer Insights

The key consumer insights, which have to be valid and reliable (Ang, 2014), are based on the thought that consumers wish to have access to healthy food products with good value-for-money, quality and variety, which can be consumed on a daily basis. Additionally, consumers desire that such products are easily found and that there is clear and proper guidance to support the use on their everyday lives. Please check Appendix 1.2 to Appendix 1.6 and Appendix 2.2 to Appendix 2.6 for insights from the focus groups and the survey, respectively.

Creative Idea

The creative idea, defined by being the support to structure the campaign (Rossiter & Bellman, 2005), consists of placing the question "Do you want to be healthy?" on the consumer's mind. The answer is that PV can satisfy that desire, by offering a wide range of products at an affordable price, but at its utmost it is able to provide guidance. The purpose is for it to be answered by the pimary and secondary TA, and the main goal is to get a positive reactive response from the consumers' side, as to initiate or increase consumption of PV.

Creative Tactics

The purpose of the creative campaign is to increase brand awareness and brand preference, reflected upon the BOTH objective, that is meant to increase recognition and recall, but also upon the Rossiter-Percy Grid, that shows that healthy food products are characterized by being low-involvement and transformational. On the one hand, in order to improve brand awareness, there should be a frequent exposure of PV's name and logo, since consumers need to build an association on many occasions. Besides, the category need should be precise, as for them to associate it with the brand name. Moreover, a personal connection with PV should be emphasized, in this case through an appeal to be healthier. On the other hand, in order to improve brand preference, the key benefit should be emotionally positive, as to get an impact in the target since the first contact with the message. Hence, the campaign should build the desire of becoming healthier, since it aims at propelling an action. In addition to this, the key benefit must be exclusive to PV, so there should be an emotional characteristic that is unique and innately associated to the brand, ultimately allowing PV to avoid the similarity to others. Lastly, the TA should like and connect to the ad, since they need to transfer the positive effect from the campaign to the brand (Rossiter & Bellman, 2005).

Media Tactics

The campaign marketing that is made in-store includes actions that aim at affecting consumers in the moment at which they are purchasing (Castaldo, Grosso & Premazzi, 2013). Hence, PV's communication in-store can attract the wide consumer base that PD detains, which include category and non-category users. Firstly, due to the fact that visual communication techniques are employed to enhance the appeal of the store (Castaldo et al, 2013) and ultimately intend on helping consumers, all PD stores should have footprints on the floor that would guide them from the entrance until the healthy area. At the end of the path, a balloon would include the same question as the campaign message, by asking "Do you want to be healthy?", striving at enticing curiosity. Still, as to draw their attention towards PV, another balloon would follow by answering "Then try Pura Vida". Secondly, PV should have posters reffering to the campaign inside its stores, adapting to the store size and to the local demand. Thirdly, PV should create events every three months based on the idea of powering a healthier lifestyle, with the objective of attracting more attention and creating more excitement, as well as to make the product range more likely to be consumed (Castaldo et al, 2013). Also by offering samples of PV products within these events, it is possible to generate additional traffic in-store (Levy & Weitz, 2012).

Nevertheless, the strategy should not be limited to in-store activities, thus other mechanisms are to be used to reach a wider population. Hence, PV should use direct marketing, in the form of newsletters, posters, leaflets and event invitations that would be e-mailed to consumers (Castaldo et al, 2013). Also the establishment of external relationships in the form of sponsorships would be relevant. In light of the relatively small size of PV, which puts some constraints on having a brand ambassador, a cooperation with Movimento 2020 would be a useful substitute to achieve credibility. Besides, PV would use its name or logo in association to itself, as well as reference this endorsement in its communication (Percy, 2008). Lastly, there should be a strong online presence, composed by owned and earned media. On the one hand, owned media, which include channels created and controlled by PV (Gupta & Davin, 2015), is related to the website, the app and to the social networks (that will be suggested further on). In this sense, the campaign should be spread through this type of media, as a way to reinforce frequency and exposure to existing and potential consumers of PV. On the other hand, earned media, which is characterized by media that is promulgated via word of mouth (Gupta & Davin, 2015), is stimulated by viral and social media marketing (Gupta & Davin, 2015). In addition to all these tools, there should be a campaign reinforcement during the second and third years. The main investment should be on TV ads, going for a more aggressive approach to reach the mass market. Normally, retailers use TV to grasp attention through visual images and sound (Levy & Weitz, 2012), and PV needs to be seen and heard by everyone, as to be a reference. Also, with the same intent and as a complement to TV, PV should use magazine ads. Besides, the brand should make partnerships with bloggers, in order to create buzz around it. According to some studies, consumers that are acquired through word-of-mouth are worth twice as much as those captured through other channels (Gupta & Davin, 2015). Furthermore, by acknowledging the growing trend of health and wellness, PV should make a special leaflet purely dedicated to healthy food products. Lastly, in year three, PV should create an innovative and trendy healthy food restaurant in its Telheiras flagship store, as a representation that should be rolled out to other stores in the future. The process of the creative strategy is summarized in the creative brief in Appendix 5.

Integrated Marketing Communications

The IMC strategy is the planning and execution of the types of advertising and promotion that intend on achieving the set of communication objectives (Percy, 2008). In order to complement the campaign media tools, there are some IMC tactics in-store that are inherent to a retail business. Firstly, in regard to the store layout, which can have a large effect on what is purchased, PV products should be placed in an easily visualized area inside PD, since the average consumer only passes 25% of the zones of a store (Rossiter & Bellman, 2005). Moreover, in regard to shelf layout, the materials used to communicate with the consumers should be used in the forms of labels, in order to identify products and possibly illustrate their characteristics (Castaldo et al, 2013). Besides, and intending on visually organizing information on the shelves, it would be useful to adopt colored bands (Castaldo et al, 2013), according to each sub-category. Fourthly, PV should also use POP displays, which are merchandise displays normally placed near the checkout counters that aim to stimulate impulse buying behaviors. Additionally, it should also use freestanding displays, which are usually placed on the aisles, as to attract more attention towards PV (Levy & Weitz, 2012).

Secondly, in terms of sales promotions, which are done by retailers to attain a desired behavior (Shimp, 2010) such as trial and repeated purchase, PV should provide price promotions and premiums. On the one hand, price promotions are a temporary reduction of the normal product price, aiming to attract mostly FBS or OBS (Rossiter & Bellman, 2005) to buy PV. These price promotions should be offered through the leaflet or exclusive deals via the loyalty card “Poupa Mais”. In fact, the loyalty card is a source of valuable customer data, which allows to accordingly customize pricing strategies and product offering (Dahlen, Lange & Smith, 2010). Hence, there should be an emphasis on developing more promotions through this mechanism. On the other hand, the premiums intend on facilitating a purchase by giving consumers a reward (Percy & Elliot, 2012), in this case for motivating them to buy PV.

Thirdly, in relation to advertising, which in retail is related to the store itself and its products (Percy, 2008), besides the presence on TV and mass market magazines during the second and third years, the focus should be on advertising in-store. Thus, it is proposed to create a booklet to be attached to PD’s magazine “SABE BEM”, as to inform the readers that PV is providing a complete assortment at affordable prices that allow them to have a daily healthy lifestyle.

The out of store IMC tactics should be mostly linked to online marketing. In fact, the online tools allows PV to better understand the consumers’ decision journey (Gupta & Davin, 2015), as well as to better communicate and be in contact with them. Firstly, in terms of the website, retailers normally use it as a way of establishing their brand images, promote their events, notify consumers of store locations, and inform them about the availability of the products in-store (Levy & Weitz, 2012). In light of this usage and considering a low cost approach, PV should have a tab within PD’s main website, which would be applied to its own universe of healthy food. Thus, PV would be strengthening the relationship with the customers, by providing the type of information they are seeking, as for instance the available assortment in-store, healthy recipes made with PV products and tips on how to follow a healthy lifestyle.

Secondly, in regard to the social media, there are three main players to be considered, namely Facebook, Instagram and Youtube. Indeed, social media has been growing and it is known for having a significant impact on consumers’ purchase behavior (Gupta, Armstrong & Clayton, 2011). Hence, PV should use social media to engage and communicate with customers in an innovative way (Percy, 2008). By addressing consumers through this channel, PV is directly understanding them, since it can have access to a deeper analysis of their behaviors and preferences; it is getting a closer glimpse on their brand perceptions, because it is possible to use text mining to create brand associations; and it is paying attention to the level of customer satisfaction, as social conversations and reviews reveal the true essence of the consumers’ perceptions (Gupta & Davin, 2015). A consequence of using social media is the reinforcement of word of mouth, which is a key influencer in the purchase process. Beyond creating new customers, the retention of existing consumers is also a consequence of these social media interactions (Gupta & Davin, 2015).

Lastly, in relation to mobile marketing, which is characterized by the use of the mobile media as a type of direct and targeted communication that can be made anywhere and everywhere (Percy, 2008), PV should provide a simple, yet useful and interactive app that engage and promote consumers' attention (Levy & Weitz, 2012).

The importance of the chosen IMC tools, as a way of communicating with consumers, can be supported both by the conducted focus groups (Appendix 1.7) and survey (Appendix 2.7).

Media Strategy Plan

As to define a media strategy plan that is aligned with the communication objectives, it is important to consider the visual content, which is essential for recognition within brand awareness; the time available to process the message, that is linked to high involvement informational brand strategies, due to the need for acceptance of the message; and the ability to deliver high frequency, which is relevant for recall brand awareness (Percy & Elliot, 2012).

Primary Media

The primary media is capable of delivering all the communication objectives of the campaign (Rossiter & Bellman, 2005). Considering the requirements to achieve a high brand awareness and a high brand attitude, the primary media should be the internet, since it provides a good visual content, a high frequency and a high time to process the message (Percy & Elliot, 2012), accommodating all the communications goals and reaching category users and non-users with virtually no cost. Such tools include the suggested PD website, the direct marketing e-mails, the Facebook, the Instagram, the Youtube and the mobile app. Furthermore in primary media, it is also vital to consider the point of decision (POD) media, since PD is a retailer. The POD media can be divided into point-of-purchase media (POP) and point-of-use media (POU) and, as the name suggests, it is characterized by reaching the target consumers at the time and the location of the decision. On the one hand, POP includes PV's exterior store indicators, window and in-store displays, posters within the store, and on-shelf promotions (Rossiter & Bellman, 2005). On the other hand, POU media includes PV's packaging, healthy food stickers, and recipe books. In retailing, some of the advertising should be local, because within this type of distributor it is important to promote not only the image of the store, but also the products it is able to supply (Percy & Elliot, 2012).

Secondary Media

Secondary media is employed to boost a particular communication effect that is an objective of the campaign (Rossiter & Bellman, 2005). Specifically in this case, the most relevant secondary media should be the use of TV and magazines ads, which accommodate and are able to deliver the majority of the communication objectives. This type of media is of extreme relevance, because it is a means to reach the mass market of users and, specially, non-users of the healthy food category. However, considering the limited budget in the first year, this secondary media should be developed on the second and third years of the plan.

Media Budget

The media budget (Appendix 6) includes all the expected costs. These costs are allocated to cover the communication elements that intend to be implemented in the next three years, and they include all the costs related to the creative campaign, the promotional support materials and to the rest of the IMC media (Rossiter & Bellman, 2005). Each of the expected costs considered in this budget are merely related to the media that is used for communication purposes, and they are just estimated values (Sissors & Baron, 2010).

Media Mix Roll Out

The main intent of the media mix roll out (Appendix 7) is to set and control the timing of each of the communication elements, by plotting them in a yearly flowchart (Sissors & Baron, 2010). Hence, the flowchart, which is applied for the three following years, summarizes the action elements of the used media, by representing what media are used, and what is the time period attributed to each of them (Sissors & Baron, 2010).

Campaign Tracking

To guarantee that the campaign will have the intended results, as well as to manage it throughout time, it is crucial to keep track of the communication activities. Hence, campaign tracking can be done by aggregate tracking, which considers indicators, such as market share variation, sales growth, brand awareness evolution, number of visitors and followers on the website, social networks and app. Still, despite being the cheapest, it may be erroneous to assume that the only factor that influenced them relies on the campaign (Rossiter & Bellman, 2005). Thus, a complementary and advisable way to monitor it, yet more expensive, is with continuous tracking. This method offers a sensitive measure of the effects of the campaign, since it is conducted with high frequency in a considerable and relevant period of time, by using the insights of a small random samples of consumers, selected from the TA of the campaign. This provides more trustful diagnosis, avoiding the chance of misreading the signs of the campaign (Percy & Elliot, 2012). In either case, for comparison purposes, it is better if the analysis is made before and after the campaign (Percy & Elliot, 2012).

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Appendices

Appendix 1: Focus Groups

The following extracts are based on the focus groups conducted for the scope of the Marketing Plan for PV. There were four groups with a convenience sample of n=30. Check the Appendix 12 in the group report (to which the pages refer to), for detailed information.

1.1 Motivations: Different reasons for buying healthy food products were mentioned*, but the majority* of the participants does *it by choice* (page 93, column 4). Some said it is *to control or lose weight;* nevertheless*, they may simply want to feel better with themselves* (page 94, column 1).

1.2 Price/Value: Participants commented that *there should be more* products *at an affordable price* (page 95, column 1). Aligned with this, participants also said that *healthy food products should compensate the higher price* (page 96, column 3).

1.3. Quality: Participants believe that *the higher the quality of the products, the healthier the products are*. Thus, *the quality is important when making their choices (page 92, column 2).* Moreover, they agreed that *private label brands have quality*, *which is an important factor for consuming such products (page 93, column 1).*

1.4 Variety: Participants mentioned that it is *very difficult to maintain a healthy diet because of the scarce offer (page 93, column 4).* Accordingly, they stated that *there are less products from private labels* rather *than from other normal brands (page 95, column 1).*

1.5 Easiness to find products in-store: Participants commented that *sometimes the healthy area is very hidden,* making them *lose more time looking out for what they want (page 94, column 1).* Besides, it is frequent that *when they go to a store, they don't find all the* healthy *products they need (page 93, column 3).*

1.6 Guidance: Participants agreed that *it is difficult to be aware of the healthy food industry, due to its complexity.* Consequently, they are *likely to get confused with the product offering (page 96, column 4).* In addition, participants said *it is difficult to have access to healthy recipes (page 92,column 3).* Therefore, it is thought that it would be useful to have *suggestions on how to use the products (page 95, column 3).*

1.7 Sources of Information: There was a consensus on the fact that *it is very* hard *to keep updated about what is correct regarding healthy food (page 97, column 4).* Moreover, they think that *the information that is easily and publicly available is not reliable, so it is difficult* *to know what is true (page 97, column 2).* Still, some participants *confirmed seeing some blogs or websites* to be updated on healthy food topics (page 97, column 1).

Appendix 2: Survey

The following extracts are based on the online survey conducted for the scope of the Marketing Business Plan for PV. There was a convenience sample of n=376 people. Check the Appendix 17 in the group report (to which the pages refer to), for detailed information.

2.1 Motivations: The main reasons to buy healthy food products are connected to eating healthier (55%), feeling better (12%) and losing weight (12%), which are based on choice rather than on a health condition (page 144, #4).

4. What is the main reason for you to buy healthy food products?

#	Answer	Bar	Response	%
1	Intolerances/Diseases (Diabetes, Cholesterol, …)		28	7%
2	Eat healthier		208	55%
3	Lose weight		45	12%
4	Control weight		36	10%
5	Feel better		46	12%
6	Taste		5	1%
7	Other		8	2%
	Total		376	

Statistic	Value
Min Value	1
Max Value	7
Mean	2.76
Variance	1.85
Standard Deviation	1.36
Total Responses	376

2.2 Price/Value: When deciding between healthy food brands, consumers give the most importance to value-for-money, with the highest means of 1,85 (page 145, #6).

6. Please rank the following aspects when deciding between different brands of a healthy food product. 1 – Most important; 8 – Least important

#	Answer									Total Responses
1	Value-for-money	212	83	39	24	9	5	1	3	376
2	Promotions	35	87	67	52	59	34	29	13	376
3	Packaging (design)	5	5	20	28	39	67	59	153	376
4	Packaging (information on it)	22	40	54	63	53	55	63	26	376
5	Variety of products	7	22	41	63	81	65	64	33	376
6	Availability in store	16	26	47	60	53	62	62	50	376
7	Recommendations from friends/family/…	27	64	70	54	36	41	57	27	376
8	Certificates of quality	52	49	38	32	46	47	41	71	376
	Total	376	376	376	376	376	376	376	376	-

Statistic	Value-for-money	Promotions	Packaging (design)	Packaging (information on it)	Variety of products	Availability in store	Recommendations from friends/family/…	Certificates of quality
Min Value	1	1	1	1	1	1	1	1
Max Value	8	8	8	8	8	8	8	8
Mean	1.85	3.79	6.44	4.68	5.14	5.11	4.31	4.68
Variance	1.69	3.67	3.03	3.98	3.06	3.98	4.47	6.05
Standard Deviation	1.30	1.92	1.74	2.00	1.75	2.00	2.11	2.46
Total Responses	376	376	376	376	376	376	376	376

2.3. Quality: When considering the benefits associated to their favorite healthy food brand, consumers give the most importance to quality (61%) (page 145, #19).

19. What benefits do you associate with your favorite brand of healthy food products? You can choose more than one option (multiple choice).

#	Answer	Bar	Response	%
1	Good value-for-money		217	58%
2	Reputation		77	20%
3	Trustworthy products		186	49%
4	Appealing packaging		25	7%
5	Good taste		210	56%
6	Good product quality		228	61%
7	Affordable price		118	31%
8	Wide range of products		78	21%
9	Offers products I don't find with another brand ("specialty" products)		34	9%
10	Others		7	2%
11	All		10	3%
12	None		11	3%

2.4: Variety: For consumers, PV's variety is the variable that satisfies them the least, with the lowest means of 4,33 (page 150, #17).

17. How satisfied are you with Pura Vida products? 1 - Very dissatisfied, 7 - Very satisfied

#	Question	Very dissatisfied						Very satisfied	Total Responses	Mean
1	Overall	1	1	6	37	47	51	26	169	5.28
2	Price	0	8	21	47	41	38	14	169	4.72
3	Quality	0	1	11	36	40	53	28	169	5.28
4	Packaging	3	8	12	46	43	38	19	169	4.82
5	Product variety	1	9	31	54	47	21	6	169	4.33
6	Availability in store	1	3	21	48	40	45	11	169	4.79

Statistic	Overall	Price	Quality	Packaging	Product variety	Availability in store
Min Value	1	2	2	1	1	1
Max Value	7	7	7	7	7	7
Mean	5.28	4.72	5.28	4.82	4.33	4.79
Variance	1.36	1.69	1.43	1.92	1.45	1.53
Standard Deviation	1.16	1.30	1.20	1.39	1.20	1.24
Total Responses	169	169	169	169	169	169

2.5 Easiness to find products in-store: When considering the easiness to find healthy food products in-store, there is room for improvement, since consumers only attributed an average score of 4,49 (page 145, #10).

10. How easily do you find healthy food products in the supermarket? 1 - Very difficult, 7 - Very easily

#	Answer	Min Value	Max Value	Average Value	Standard Deviation	Responses
1		2.00	7.00	4.49	1.13	374

2.6 Guidance: Customers have difficulties in understanding the line between what is healthy and what is not healthy. When taking into account the sentence “It is difficult to know what products are really healthy”, the means value is as high as 5,77 (page 146, #7).

7. How much do you personally agree with the following statements? 1 - Strongly disagree, 7- Strongly agree

#	Question	Strongly disagree						Strongly agree	Total Responses	Mean
1	“For healthy food products I am willing to pay a higher price.”	16	16	27	74	97	67	79	376	5.77
2	“If prices would be more similar I would prefer healthy food products over the normal products of the same category (e.g. wholegrain rice instead of white rice)”	7	7	13	32	21	52	244	376	6.57
3	“I am more likely to buy a healthy food product I usually don’t buy if it is on promotion”	20	14	10	35	58	96	143	376	6.30
4	“Conducting a healthy diet is more expensive than eating normally”	19	17	17	20	45	84	174	376	6.29
5	“When I buy healthy food products I specifically check the information in the nutrition table on the package”	30	50	34	50	44	69	99	376	5.30
6	"It is difficult to know what products are really healthy"	18	30	26	62	72	95	73	376	5.77

Statistic	“For healthy food products I am willing to pay a higher price.”	“If prices would be more similar I would prefer healthy food products over the normal products of the same category (e.g. wholegrain rice instead of white rice)”	“I am more likely to buy a healthy food product I usually don’t buy if it is on promotion”	“Conducting a healthy diet is more expensive than eating normally”	“When I buy healthy food products I specifically check the information in the nutrition table on the package”	"It is difficult to know what products are really healthy"
Min Value	1	1	1	1	1	1
Max Value	8	8	8	8	8	8
Mean	5.77	6.57	6.30	6.29	5.30	5.77
Variance	3.47	2.04	3.58	3.73	5.58	4.42
Standard Deviation	1.86	1.43	1.89	1.93	2.36	2.10
Total Responses	376	376	376	376	376	376

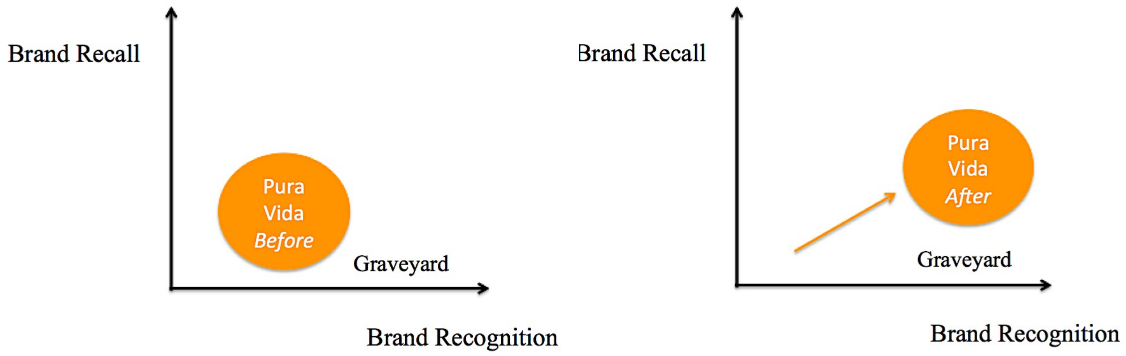
2.7 Sources of Information: Considering the way consumers keep updated about healthy food, the main sources are through the communication with friends and family (61%), information sought in-store (51%), blogs (36%), websites (35%) and Facebook (31%) (page 148, #13).

13. How do you keep updated about healthy food?You can choose more than one option (multiple choice).

#	Answer	Bar	Response	%
1	Blogs		135	36%
2	Websites		131	35%
3	Youtube		15	4%
4	Facebook		117	31%
5	Books		81	22%
6	Apps		13	3%
7	TV channels		53	14%
8	Magazines		97	26%
9	Talk with friends/family		230	61%
10	In the supermarket (available offer, information in store etc.)		192	51%
11	Others		19	5%
12	I don't do that		39	10%
13	Experts (doctors/nutritionist/personal trainer)		132	35%

Appendix 3: Brand Recall-Boosted Brand Recognition (BOTH)

The graphical relationship between brand recognition and brand recall, *before* and *after* the BOTH communication objective, is given by:



In order to make PV a reference brand within the healthy food market, there should be an investment in increasing recognition and recall. Yet, it is expected that recognition will increase faster than recall. Normally, recall takes more time to increase, and it will be possible to attain a higher growth in the long run, for instance, due to the good reputation that PV will be associated to in the future.

Source: Aaker, 1996

Appendix 4: The Rossiter-Percy Grid

	Informational	**Transformational**
Low Involvement	Low-Risk Relief Purchases	**Low-Risk Reward Purchases**
High Involvement	High-Risk Relief Purchases	High-Risk Reward Purchases

Source: Rossiter & Bellman, 2005

Appendix 5: The Creative Brief

a. Consumer Perspective

Behavioral Sequence Model

	Need Arousal	Information Search	Purchase	Usage
Who (are the involved individuals and their decision roles)	Self (initiator) Partner (initiator, influencer) Friends and Family (initiator, influencer) Nutritionist (influencer) Doctor (influencer)	Self (decider) Partner (decider, influencer) Friends and Family (decider, influencer) Nutritionist (influencer) Doctor (influencer)	Self (purchaser) Partner (purchaser) Friends and Family (purchaser)	Self (users) Partner (users) Friends and Family (users)
Where (the stage is likely to occur)	Home Work On the go At the doctor At the nutritionist	Internet Blogs Websites Social networks Health studies Friends and Family Doctor Nutritionist	Supermarkets Specialist Stores Online	Home Work On the go
Timing (of the stage)	Anytime	Anytime	Anytime	Anytime
How (the stage is likely to occur)	The need may arise based on: Choice (conducting a healthier lifestyle, feeling better, losing weight, among others) Need (obesity, high cholesterol, celiac disease, or others) Incentives of others (friends and family) External factors (a campaign that triggered the need)	The information search occurs by: Consulting internet to be better aware of the effects of a healthier diet Asking experiences and feedback to friends and family Word-of-mouth while talking to friends and family Trying to find a brand that is going to fulfill the need in a successful way	The consumer is going to look for: Good value-for-money Quality of the products Price or Quantity Promotions Recommendations received from friends, family, doctor or nutritionist	After the purchase, the customer consumes the product at home (if necessary to be cooked, as for instance the wholegrain pasta), on the go (if it is a snack, for example), or at work (either of the above)

Consumer Insight:

Consumers want healthy food products with quality and good value-for-money, which can be consumed on a daily basis. Additionally, they desire that such products can be easily found and that there is proper guidance to support their usage on the everyday life.

Key Consumer Insight:

Consumers wish to have access to healthy food products that provide good value-for-money.

Target Audience:

The primary TA will be the NCUs and the secondary TA will be the FBSs and the OBSs. Specifically, there will be a focus on female consumers and on customers that follow a healthy diet by choice (in the case of the FBSs and OBSs, which already know the category).

Media:

The whole media mix will rely upon in-store media channels (footprints from the entrance until the healthy area, posters, ads in shopping carts, events, visually appealing store layout, sales promotions, premiums, freestanding and POP displays, the booklet in the magazine "SABE BEM", the healthy food leaflet and the healthy food restaurant within the flagship store), and out of store media channels (sponsoring Movimento 2020, direct marketing, website, app, social media, TV and magazine ads, and partnership with bloggers).

b. Marketing Objectives and Action Objectives

On the one hand, the campaign aims at building brand awareness and brand attitude towards PV, as well as intends on increasing customer acquisition and loyalty, gaining market share, enhancing customer relationships and promoting brand engagement.

On the other hand, the action objectives are to trigger purchase, in the form of trial or re-trial, but also repeated purchase and post-purchase behaviors.

c. Communication Objectives

- Creating Category Need
- Increasing Brand Awareness
- Generating Brand Attitude
- Reinforcing Brand Purchase Intention
- Omitting Brand Purchase Facilitation

d. Long Positioning for the Campaign

- **Brand:** Pura Vida.
- **Target Customer:**
  1. **Target customer type:** Users and non-users of the category.
  2. **Campaign target audience:** NCUs, FBSs and OBSs.
  3. **Media target:** Adults (25-55), mostly women, both students or professionally active, users and non-users, aiming at having a healthier lifestyle and eating better.
  4. **Creative target (targeted decision role):** Healthy food buyer or influencer.
- **Category Need:**
  1. **Customer need:** Healthy food products to conduct a healthier lifestyle, in order to feel better.
  2. **Alternative brands that the target audience considers (including PV if target customer considers it or uses it now):** Cem PorCento and Gullón, when considering manufacturing brands, and Área Vida and Pura Vida, when considering retailer brands.
- **Benefits:**
  1. **Key benefit to be emphasized:** Unique value-for-money through quality products.
  2. **Key benefit claim chain:** Emphasize the reward of feeling better, thus it makes sense to build a link between the benefits and the emotions (b->e).
  3. **Entry-ticket benefit to be mentioned:** PV follows the same high quality standards as PD, based on the latter's expertise and high awareness.
  4. **Inferior benefit of** not being the pioneer **to be traded off with** differentiated and unique value-for-money proposition compared to direct competitors, still guaranteeing certification through relevant collaborations with health-related organizations.

e. Desired consumer response

Consumers are expected to feel connected and perceive PV as a reference brand within the healthy food market, ultimately purchasing its products in order to follow a healthier lifestyle on a daily basis. Moreover, they are also expected to consult the sources it provides, as to get guidance on how to do so.

f. Mandatory Content

As to obtain the desired results, the campaign should follow certain requirements:

Firstly, in order to improve brand awareness, there should be a frequent exposure of PV's name and logo. Also, the category need should be precise, and a personal connection with PV should be emphasized.

Secondly, in order to improve brand preference, the key benefit should be emotionally positive. Hence, the campaign should implement the desire of becoming healthier. In addition to this, the key benefit must be exclusive and innately associated to PV, aiming to avoid similarities to other brands.

Source: Rossiter & Bellman, 2005

Appendix 6: Media Budget

	2017		2018		2019	
Campaign	%	€	%	€	%	€
In-Store Communication						
Footprints and Balloons	1%	€ 5.985	0,5%	€ 5.985	0,4%	€ 5.985
Posters	13%	€ 95.760	8%	€ 95.760	7%	€ 95.760
Ads in shopping carts	1%	€ 10.000	0,84%	€ 10.000	0,75%	€ 10.000
Opportunity Cost (for posters + ads in shoping carts)	20%	€ 144.000	12%	€ 144.000	11%	€ 144.000
Events	2%	€ 15.306	1%	€ 15.306	1%	€ 15.306
Out-of-Store Communication						
Direct Marketing	0%	€ -	0%	€ -	0%	€ -
Sponsorhip	0%	€ -	0%	€ -	0%	€ -
TV	-	-	29%	€ 348.000	35%	€ 464.000
Magazines	-	-	1%	€ 13.600	2%	€ 27.200
Partnerships with Bloggers	-	-	0%	€ -	0%	€ -
Healthy Food Leaflets	-	-	10%	€ 120.000	9%	€ 120.000
IMC						
Store Display						
Store Organization	1%	€ 5.985	0,5%	€ 5.985	0,4%	€ 5.985
Sales Promotion						
Promotions Leaflet	24%	€ 177.826	15%	€ 177.826	13%	€ 177.826
Promotions Loyalty Card	12%	€ 88.913	7%	€ 88.913	7%	€ 88.913
Premiums	16%	€ 119.700	10%	€ 119.700	9%	€ 119.700
Freestanding Displays	0%	€ -	0%	€ -	0%	€ -
POP Displays	0%	€ -	0%	€ -	0%	€ -
Advertising						
Booklet in SABE BEM	6%	€ 45.000	4%	€ 45.000	3%	€ 45.000
Online Marketing						
Website	0%	€ -	0%	€ -	0%	€ -
Social Media	0%	€ -	0%	€ -	0%	€ -
Youtube	0%	€ -	0%	€ -	0%	€ -
Mobile App	3%	€ 25.000	0%	€ -	0%	€ -
Others						
Restaurant in Flagship Store	-	-	-	-	1%	€ 15.000
Total	100%	€ 733.476	100%	€ 1.190.076	100%	€ 1.334.676

Appendix 7: Media Mix Roll Out