Going back to the basics-

Identifying and implementing Liquid's value proposition

Dissertation by

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ABSTRACT

Dissertation title: Going back to the basics- Identifying and implementing Liquid's value proposition.

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Liquid entered the Portuguese market in April 2011 with an innovate concept that, at that time, was only present outside national borders- with functional juices and smoothies, Liquid came up with a new and healthy alternative to the options found in the market. Its objective is to offer the health-concerned individuals the opportunity to opt healthy for their meals, where they can find the nutrients and vitamins one is expected to consume throughout the day. In one's busy and stressed life, Liquid offers an easy and healthy alternative. The idea came from Teresa Barata, founder and CEO of Liquid, who based the brand's foundation on her passion about healthy eating and nutrition in general. Still, Teresa lacked the knowledge and experience on launching and running a business. Of course, this had some repercussions- this dissertation strives to find what these were. Liquid has been losing focus and direction, much due to the lack of planning in the beginning. The many projects the company has been having led Teresa to rethink the brand's essence. So, there is the need to understand what Liquid has to offer to the consumers and how it can add value to them.

The results from the analysis of this dissertation suggest that Liquid has failed in positioning the brand in the mind of the consumers, which ultimately has led to the misallocation of the brand's actual competition- this will help Liquid to find value proposition and implement it in the right frame of reference.

Keywords: Branding, Positioning, Repositioning; Consumers' perceptions, Segmentation, Health, Wellness, Healthy eating, Liquid.

RESUMO

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A Liquid entrou no mercado em abril de 2011 com um conceito inovador que, naquela altura, só estava presente fora das fronteiras nacionais- com sumos e smoothies funcionais, a Liquid surgiu com uma saudável e nova alternativa para as opções encontradas no mercado. O objetivo é oferecer às pessoas que se preocupam com a saúde a oportunidade de poderem optar saudável nas suas refeições, onde podem encontrar todos os nutrientes e vitaminas que devem consumir ao longo de um dia. Na ocupada vida que se vive atualmente, a Liquid oferece uma alternativa fácil e saudável. A ideia surgiu de Teresa Barata, fundadora e CEO da Liquid, que se baseou na sua paixão pela alimentação saudável e nutrição. Ainda assim, faltou a Teresa o conhecimento e experiência no que toca a gerir um negócio. Claro, isto teve algumas repercussões. A Liquid tem vindo a perder foco e direção, muito devido à falta de planeamento no inicio. Os muitos projetos que a empresa tem vindo a ter levaram Teresa a repensar a essência da marca. Assim, existe a necessidade de perceber o que é que a Liquid tem para oferecer aos seus consumidores e como é que pode acrescentar valor para os mesmos.

Os resultados da análise desta tese sugerem que a Liquid falhou no posicionamento da marca, o que levou à falha na interpretação dos concorrentes da mesma. Ao resolver este problema, a Liquid é capaz de descobrir a sua proposta de valor e implementá-la no quadro de referência correto.

Palavras-chave: Branding, Posicionamento, Reposicionamento, Segmentação, Saúde, Bem-estar, Alimentação saudável, Liquid.

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My sincere thanks to my father for all the work and effort to ensure I would get to this point, and a big thanks to the rest of my family, who I truly love and who help me to overcome any obstacles I found on the way to finish this work.

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INTRODUCTION

Synopsis

The "Wellness Revolution" is what Pilzer called it in 2002. In his book, he explained how wellness was becoming an investment that people were turning towards to. And it turned out to be true. The poor modern lifestyle choices- sedentarism, unhealthy eating, and stress- have driven people to an extreme situation where they felt the need to look for different ways to improve their wellbeing. Individual health became then a common concern across all ages, genders and religions. In Portugal, the "Wellness revolution" did not go unnoticed. Despite the high levels of unemployment, there was a clear rise in private consumption and, as expected, the spending on the health and wellness products increased significantly. Consumers in Portugal showed a higher willingness to pay for healthy goods and beverages over processed products.

This thesis will focus on the healthy eating industry, where Liquid has been operating for the past seven years. Liquid is a 100% national brand and the pioneer in Portugal in the concept of functional juices and smoothies of fruit and vegetables. Much has changed since the beginning- there are new players, new trends and new clients- and this paper will help Liquid to identify and, eventually, implement its value proposition. There is the need to re-evaluate the brand's essence and purpose. It is essential to understand where Liquid stands- rethink the strategy and adapt to the situation. In addition, to keep competing in such a volatile market, where new and robust players are fearlessly fighting for a voice, Liquid needs to assess its strategy. It needs to effectively position itself in the market so it can gain exposure by reviewing its frame of reference- it used the "first mover" advantage to launch the brand, but now Liquid needs to re-evaluate its position and understand how it can gain competitive advantage.

Problem statement

This dissertation strives to find a value proposition that will help the brand to understand and analyse its position in the market, which will ultimately help to set the right future strategy for Liquid.

Key research questions

In order to analyse Liquid as a company operating in the health eating industry and come up with a value proposition that may help the brand to distinguish and gain a sustainable competitive advantage, the following need to be answered:

Q1- What is Liquid's frame of reference?

From a self-perspective, there is the need to understand what Liquid is and what does it stand for. Determine and identify the frame of reference. How does Liquid want to be perceived by the consumers and what is the expected goal consumers achieve when using the brand?

Q2- How is Liquid perceived by the market?

Understand how customers perceive Liquid as a company and identify the associations they do when thinking about Liquid. Identify who is Liquid really competing against.

Q3- How to segment the market?

Identify specific segments of the market that Liquid can target according to the consumer specifications and demographics. Link Liquid's strengths to the consumer's needs and wants.

Q4- What do consumers value the most when choosing healthy food?

Understand consumers' needs and wants is crucial when setting a direction. To design a strategic plan, consumer behaviours need to be taken into consideration. Liquid needs to keep track of all the trends and innovations, understanding what consumers are looking for.

Q5- What are the axes of differentiation that Liquid could develop?

With a prospective view, this question aims to identify, approach and develop a strategy Liquid should pursue in order to gain some exposure over its competitors.

Methodology

Both primary and secondary data were used for this study. The secondary research was based on information provided by the company's website and other social media platforms, which helped to come close to the company's essence and purpose, and information gathered on academic papers, which served as guides to write the Literature review. On the other hand, the primary data focused on answering the Research Questions and, ultimately, the problem statement. This data was conducted through two types of research: Qualitative and quantitative. Qualitative research was administered in order to get in-depth information about the company's performance, its background and future plans- interviews with Liquid's founder and employees. Quantitative research was administered through an online survey to finally have perception of the general market- what are people looking for, what do they value the most and how Liquid can link its strengths to them.

LITERATURE REVIEW

To provide an academic perspective to the dissertation, this section will focus on advancing conceptual knowledge about marketing topics, that will serve as an introduction and explanation of the materials discussed in the Case study. This involves substantive findings from academic papers that provide theoretical insights about branding and positioning in the context of Health and Wellness.

Brand as a differentiator

"A brand is much more than a name and the physical embodiment of that name" (Daly & Moloney, 2004). The authors defend that a brand is composed by both tangible and intangible elements, and in order to study branding, there is the need to understand what the true meaning of a brand is. According to Ghodeswar (2008), a brand is a "distinguishing name and/or symbol (such as logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors". At its basic, Keller and Lehmann (2006) agree, defining brands as markers for the offerings of a company. But the same authors also point out that, for customers, brands reveal the whole experience they have with a product. Kapferer (2012) emphasizes this aspect by defining a brand as the accumulation of all customer's experiences, which are built through all points of contact with the brand. So, while a product is "something that offers a functional benefit", a brand is "a name, symbol, design, or mark that enhances the value of a product beyond its functional value" (Farquhar, 1989). This added value created by the brand is what is called "brand equity" (Aaker, 1991).

For instance, Kohli (1997) defends that, in the consumer goods industry, the added value created by the brand is extremely important to ensure the success of a product. The authors identified three reasons to explain: (1) new product introductions are expensive; (2) the marketplace is crowded; (3) successful brands have higher long-term returns. Consumers are hesitant when trying new products and brands have the ability reduce risk and induce trust. For this reason, consumers are willing to pay a premium price for a brand- "We do not buy jeans; we buy Levi’s. We do not buy sunglasses; we buy Ray Ban. And, we do not buy sparkling water; we buy Perrier" (Kohli 1997). Therefore, brands are able to "simplify choice, promise a particular quality level, reduce risk, and/or engender trust" (Keller and Lehmann 2006).

The importance of a brand when choosing healthy

Brand equity is one of the most significant topics in marketing (Severi & Ling, 2013), and it is a crucial part when managing a brand (Keller, 1998) since it represents a major role to influence the decision-making process. For instance, according to Cobb-Walgren and his colleagues (1995), "high brand equity levels are known to lead to higher consumer preferences and purchase intentions". The strategic impact that brand equity has is widely recognized by the existing literature, and academics have studied it from two different perspectives- Financial and Customer (Lassar et al., 1995). While the financial perspective is usually referred to the company's brand value (Severi & Ling, 2013), the customer point of view "appraises brand equity based on the customers' perceived brand value" (Kim et al., 2003). However, different conceptualizations have been recommended by numerous researchers around brand equity, and there is very little consensus on its true meaning (Park and Srinivasan, 1994). So, when reflecting brand equity from a marketing or consumer perspective, the term "consumer-based brand equity" is used by several researchers (Pappu et al., 2005), since it has a similar concept to what Aaker (1991) and Keller (1993) define as brand equity. Consumer-based brand equity is then "the differential effect of brand knowledge on consumer response to the marketing of a brand" (Kamakura and Russell, 1991). Keller (1993) explains by stating that customer-based brand equity "involves consumers' reactions to an element of the marketing mix for the brand in comparison with their reactions to the same marketing mix element attributed to a fictitiously named or unnamed version of the product or service". Therefore, customer-based brand equity occurs "when the consumer is familiar with the brand and holds some favourable, strong, and unique brand associations in the memory" (Kamakura and Russell, 1991).

It is not easy to manage this "added value" without understanding the real value that the brand adds to a product (Cobb-Walgren et al., 1995), so researchers have focused their studies on the measurement of brand equity. Hence, different measurement approaches have been suggested by subdividing brand equity into different dimensions. Severi and Ling (2013), after examining studies performed by other scholars, identified the five dimensions they consider to be the most relevant and appropriate, namely brand awareness, brand image, perceived brand quality, brand association and brand loyalty.

Pride and Ferrell (2003) defended that a brand's power in the market is associated with these dimensions, which raises the question- what does it mean for a brand to have power? Following the line of thinking of Keller and his colleagues (2011), the strength of a brand relies on the perception and knowledge gained, heard, felt, sensed and observed by the customers through past interactions. Thus, the power of a brand is in fact motivated by the brand's equity, and it lives in the minds of the consumers and in what they know and remember about the brand - The so-called "brand knowledge". Therefore, brand knowledge is, in fact, the source of brand equity (Keller, 2003).

According to the same author, brand knowledge is all the descriptive and evaluative information a consumer has about the brand, or, in other words, the personal meaning stored in his/her mind that helps to judge the brand. Because brand knowledge is in the essence of brand equity, it is reasonable to assume that the dimensions identified for the second are applicable to the first. This is exactly what Esch and his colleagues (2006) defend. On their paper, the researchers point two distinct types of brand knowledge- brand awareness and brand image. Brand awareness is the strength of the brand node and designates what Keller (1993) refers as "how easy it is for the consumer to remember the brand". Brand image, on the other hand, is considered by the author as the "strong, favourable and unique brand associations in memory", which result in positive overall effects. Here, what is called "brand image", may be also seen as the different dimensions other authors identified for brand equity (as perceived quality, brand associations and brand loyalty). So, brand knowledge and its two dimensions affect "consumer response to the brand, defined as perceptions, preferences and, most important, behaviour arising from marketing mix activity" (Esch et al., 2006). That is why learning to control brand knowledge and its content and structure is a key element to influence what comes to mind when a consumer thinks about a brand (Keller, 1993).

In the health and wellness sector, branding gains significant meaning, knowing that healthy eating is not a straightforward subject and its interpretation may change- different associations of healthy may lead to different healthy eating behaviours (Chrysochou 2010). Moreover, an important aspect of the consumer decision-making regarding food products is that these decisions are made quickly, and, overwhelmed by information, consumers tend to simplify their choices based on heuristics (Bettman, Luce & Payne, 1998). One central heuristic consumers use is based on brands (Maheswaran, Mackie and Chaiken 1992). Therefore, given these two dimensions, consumers, when purchasing healthy food, may base their choice on the brand. That is why the brand value perceived by the consumers is so important- brand may convey an image of health and wellbeing. What consumers know and how they feel about a brand has a major impact on the purchasing habits, and due to the inconsistent information about healthy products, it gains special significance, since it is all consumers use as judgements in the decision-making.

Healthy positioning leads to a healthy brand

So, for a brand to gain power in the market, the company needs to consider the concept of brand knowledge that, in its turn, will lead to brand equity. The dimensions identified are then crucial to help taking some clear actions. Furthermore, it is relevant to note the importance of also having these conceptualizations in mind when building a brand. By doing so, the company is conquering a distinctive position in the mind of the target market (Kotler, 2003). Positioning is the process of "establishing key brand associations in the mind of consumers and other important constituents to differentiate the brand and establish competitive superiority" (Keller and Lehmann, 2006). So, one could say that positioning is simply the process of manipulating the dimensions of brand knowledge and brand equity to establish a distinctive position in the mind of the consumer-"to retie the connections that already exist" (Ries and Trout, 1986). For instance, Aaker and Shansby (1982) support the definition of positioning as an effort of brands to “select those associations which are to be built upon and emphasized and those associations which are to be removed or deemphasized”.

Consequently, one could say that a brand's positioning plays a critical role when managing the marketing activities of the company (Keller and Lehmann 2006), influencing the perception of consumers about the brand and their decision-making process, which will eventually lead to brand choice (Aaker and Shansby 1982). However, according to Czajkowski and Long (2007), the positioning strategy adopted needs to be consistent at all levels, in order to pass the right image to the market and to achieve the desired brand equity- brand identity. To do so, there is the need to first establish a frame of reference, which will then be followed by the identification of the ideal Points-of-Parity (POP) and Points-of-Difference (POD) (Keller, Sternthal & Tybout, 2002). The frame of reference is a crucial factor that the authors point out, and, in the past, many seemed to underestimate it. The frame of reference "signals to the consumers the goal they can expect to achieve by using a brand" (Keller, Sternthal & Tybout, 2002), and it basically establishes a standard of comparison- determines in which category is the brand competing, establishes whom are the competitors and it helps to set the types of associations that will work as PODs and POPs. Now, the Points-of-Parity are the conditions that need to be met for consumers to perceive the brand as a credible player within the specific frame. Simply put, POP are those associations that are shared among the competitors in the same frame of reference. Points-of-Difference solely are not enough to sustain the brand, but they are critical when developing a sustainable differentiation against the competitors since they are the "benefits that set each brand apart from the competition" (Keller, Sternthal & Tybout, 2002). POD are those associations strongly linked with a brand, that are positively evaluated and believed not to be found to the same extent within a competitive brand. Given this, there are two fundamental aspects that POD need to fulfil in order to become strong, viable, and unique brand associations: (1) desirability- the extent to which the point of difference is both believable and relevant to the consumers; (2) deliverability- the point of difference needs to be feasible, profitable and defensible from competitors.

Positioning also plays a significant role in the health and wellness sector. As previously mentioned, consumers' perceptions about healthy eating are complex and inconsistent, however, it is unanimously considered as a major player in the improvement and preservation of good health throughout one's lifetime (Chrysochou 2010). This is where brand positioning enters- to change consumers' decision-making process and purchase intentions. Instead of evaluating healthy products based on their characteristics, positioning allows consumers to base their choices on the brand- brand becomes the representative of the product-related components, such as quality or taste. Positioning places the brand in the mind of the consumers and conveys the image of health and wellbeing. It establishes a frame of reference and the specific Points-of-Parity but, most important, the Points-of-Difference that lead the consumer to buy the brand (Keller, Sternthal & Tybout, 2002).

Key drivers to stay healthy and successful

The health and wellness market is in constant change, and players need to adapt to the shifts in the market in order to succeed- rebranding. Merrilles and Miller (2008) define it as the "renewal, refreshment, makeover, reinvention, renaming and repositioning" of a brand. Quoting Muzellec and Lambkin (2006)- "the word "rebrand" is a neologism, which is made up of two well-defined terms: re and brand". Simply put, what this suggests is that rebranding is the repetition of the branding process "with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors" (Muzellec and Lambkin, 2006). However, it is important to note again the importance brand equity has in the creation of value for the brand. Rebranding might severely harm or even destroy the equity of the brand and the image it has been built. Therefore, Merrilees and Miller (2008) defend that, in the process of rebranding, some core brand concepts should be kept in order to build a bridge between the actual brand and the revised brand. What this suggests is basically that although there is pressure to maintain the brand's contemporary relevance, there should be a connection to help the brand to sustain some of the existing brand equity. How do companies do this? Daly and Moloney (2004) defend that rebranding may consist of changing both tangible and intangible elements of a brand. Following the same line of thinking, Muzellec and Lambkin (2016) claim that rebranding is expressed by the change in the marketing aesthetics and brand positioning. In addition, for Stuart and Muzellec (2004), corporate rebranding is usually put in practice with the objective to show stakeholders and the marketplace that something has changed within the organisation. Given this, the authors define rebranding as the process of repositioning the image the world holds about the brand. In fact, a widely accepted definition of repositioning is the strategic shifting of a brand to a more favourable positioning in the minds of the consumers (Ryan, et al., 2007). "Frames of reference, points of parity and points of difference are moving targets" (Keller, Sternthal & Tybout, 2002), so, brands should be capable of adapting and stay connected with the consumer's shifting needs.

CASE STUDY

Overview of health and wellness industry

The first part of this section aims to introduce health and wellness industry with the analysis of both national and international spectrum, providing valuable insights that explain the key drivers that fuel the industry.

Global perspective of health and wellness

Pilzer (2002) explained how wellness was becoming an investment that people were turning towards to- sedentarism, unhealthy eating, and stress have driven people to an extreme situation where they felt the need to look for different ways to improve their wellbeing. Thus, the market that promotes good health increased exponentially over the years. Individual health and well-being became a common concern across all generations, incomes, religions, cultures, and beliefs. All lifestyle related sectors had double-digit growth since 2010, and now the wellness industry is considered to be "one of the largest and fastest growing industries"- in 2015, the health and wellness industry was estimated by the Global Wellness Institute a $3.72 trillion market, with a 10.6% growth from 2013.

Health and wellness consist of a state of complete mental, social and physical well-being. Therefore, as the label "health and wellness industry" is remarkably broad and it comprises subsegments such as fitness, spa and medicine, it becomes reasonable to consider the “healthy eating industry” as a proxy to better analyse Liquid's key target market. The healthy eating industry was estimated by the Global Wellness Institute to be worth $648 billion in 2015, around 17% of the total health and wellness industry.

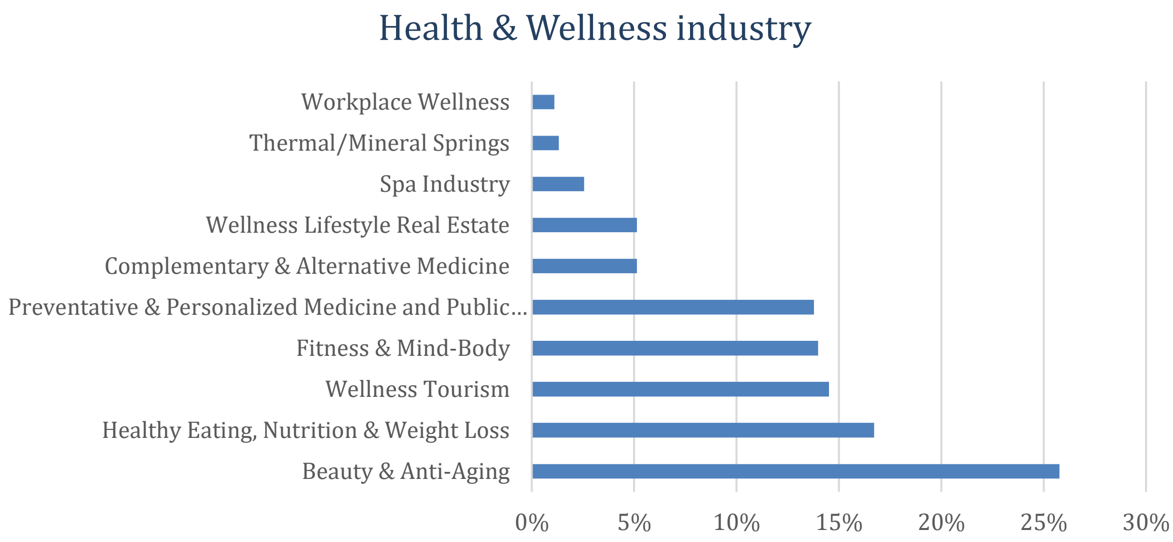

Figure 1. Source: Global Wellness Institute 2015

This is an industry fuelled by the consumers. The so-called "progressive" health and wellness consumers were the pioneers of this market, and their enthusiasm and knowledge about the subject paved the way in a fast and exciting manner, redefining the food culture and serving as guides for the mainstream consumers who were craving for guidance and direction. Actually, consumers' concerns with diseases related to diet and lifestyle are the key drivers that currently fuel the healthy eating industry. More specifically, the increasing obesity and overweight around the world increases the potential for growth of the functional food market- a Nielsen’s study discovered that almost half (49%) the world believes they are overweight and exactly half (50%) is trying to lose weight. So, consumers seek fresh, natural and minimally processed products to help promote good health. In fact, the healthy eating industry was estimated to reach the $1 trillion by 2017, and, while the health trends have come and gone, this category has shown signs of serious endurance and persistence. The same study performed by Nielsen in 2015 estimated that the consumer mindset about healthy food has changed in the past few years, and the willingness to pay for products that promote health and help to lose weight has increased significantly.

Healthy eating industry in Portugal

In Portugal, the scenario is not an exception - spending in private consumption have been followed by the increase in the sales of the health and wellness category. Portuguese consumers have shown patterns in their decision-making process where they opt for healthy goods and beverages over processed products- 78% of households include healthy food in their shopping baskets. This is mainly due to the growing inclination of searching health issues online and the influence of social media. So, the awareness of the authority that a healthy diet has in the mental and physical wellbeing has spread amongst the Portuguese consumers, and the consuming behaviours adapted accordingly- the purchase of healthier beverage products grew by 2.4% in volume in 2016. Moreover, as observed in the global panorama, the willingness to pay for healthy products increased significantly, despite the continuous price sensitivity witnessed nationwide.

Health and Wellness segmentation

According to the Euromonitor analysis of the Health and Wellness market in 2015, healthy eating can be segmented into five different categories: Naturally healthy, Fortified and Functional food, Organic, Better-for-you products (BFY) and Food intolerance goods. Naturally healthy is basically represented by the "clean food" label products, which are the ones that, in the eyes of the consumer, have not been toyed and, thus, can be trusted. Fortified and Functional food is the energy-boosting and protein category. The Food intolerance products category is mainly represented by the gluten-free goods. BFY products include food and beverages reduced in sugar, fat, salt and/or carbohydrates. Lastly, Organic products are the ones that are produced in a specific (organic) way.

People consume the previous five categories when looking for healthy options. So, as this case study strives to analyse Liquid's presence in the market, identifying its competitors and distinguishing its strengths and weaknesses, all the categories will be taken into consideration, in order to better study the market and its players.

Liquid, smooth living

"What's Liquid? That's a funny question! It is actually something I've been asking myself in the last two years and, so far, can't find the proper answer. Since the beginning, everything was built step by step, without much planning. We tried to keep it humble and honest. Such strategy worked perfectly in the first few years, but now, something seems wrong. There is a lack of direction, a

lack of purpose. One thing is certain, and this comes from Liquid's first day: We want to be the "top-of-mind" brand when consumers look for healthy options. We are what we eat, therefore, we want people to become Liquid and what it represents."

Teresa Alves Barata, Founder and CEO, Liquid

It was February 2018, and Teresa Barata was in a decidedly good mood as she finished a phone call with Francisca Sobral. Teresa, the founder and CEO of Liquid, had met Francisca several months ago as her client at Liquid's store in Chiado, and now, as a team assistant at Zalando, Francisca was scheduling a meeting with Teresa to discuss the possibility of a partnership between both companies. Teresa gathered her thoughts as she was sipping her morning smoothie. It was the third consecutive month filled with proposals for new projects, and Teresa was feeling overwhelmed by the number of decisions that needed to be made.

Teresa turned her attention to an email from Liquid's store manager, Catarina Rodrigues, with the latest report on sales. Despite the growth compared with last year, Teresa felt there was more to be done, space to grow and to improve. So, it was time to sit down and talk about the future. Teresa felt the urge to establish the priorities and discuss Liquid's essence and purpose- " I feel flooded with new ideas and projects. There is so much to do and so many paths to take, and I feel the need to focus. Now is time to rethink Liquid and set a plan, a direction". So, Teresa created a strategy. A strategy that aims to identify Liquid's strengths over its competitors and use add value to the customers. Teresa adds- "There is much to be done, new ideas to follow and exciting projects to invest, but before doing so, Liquid needs to stop, take one step back and think. People will say Liquid is just another trend that will eventually wear out. Well, I plan on proving them wrong."

Becoming Liquid: Teresa Barata's background

"This is truly remarkable", thought Teresa Barata as she was admiring the number of people waiting in front of La Frutaria coffeehouse in Amsterdam. It was early summer 2010 and Teresa was craving for a taste of the so-called "wheatgrass shot". It was like having a "bica" in Portugal, but instead, people were piling up to take their daily dose of wheatgrass- consists of a small portion of the common wheat plant in a liquid state. On top of that, the menu offered a variety of juices mixing the bitter taste of the vegetables with the sweetness of the fruit, and people seemed to love it. Even more surprising was the fact that people ordered one drink as a whole meal. Teresa could not be more excited about the concept. It was everything she dreamt about-

"everything has a purpose", she thought, "I think I just found mine!". On the way back to Portugal, as the flight assistant offered her coffee, Teresa could just not stop thinking about the idea of bringing such concept to her hometown. It was something she had never seen, and probably neither most people in Lisbon. "Why not?" wondered Teresa. As the plane landed, her mind was set- one year later, on a warm early morning of April, Liquid was founded.

"But it took me a while to get there" reminds Teresa. Every job, every decision, every experience Teresa made throughout her life have led her to that deciding moment. Upon her graduation in Tourism and Communication, Teresa joined a travel agency, which gave her a strong international exposure. After ten years on the role, Teresa left to found "Pequenos Vagabundos", an organization that offered children the possibility to occupy their free time practising sport activities. This was Teresa's first entrepreneurship challenge, and it proved the world she had the skills needed to succeed on her own. In 1997, with thirty-three years old, Teresa finally settled at St. Jude Medical, a leading company in the Health Care industry. She stayed there for fifteen years, working as Director of Operations. Leading a team of five, it was here Teresa truly developed her technical skills, especially the ability to manage and motivate her subordinates. Teresa became passionate about inspiring and coaching people- "reach one's individual potential to boost collective performance" she clarifies. So, Teresa started reading every book, every magazine, every newspaper she could find about personal growth. Slowly, it became clear that one's well-being was in the centre of his/her self-achievement. More importantly, a crucial factor to promote well-being was a healthy diet.

This theory became Teresa's determination. She discovered that a healthy diet was actually a breaking point- "We are what we eat" she says, "and a healthy diet is the beginning and the source of everything". Teresa began by making small changes in her eating habits, and, gradually, she noticed significant changes in her performance- "I remember exactly what I felt then. I felt an enormous boost in my energy, I felt pretty, with better skin, better hair, I felt balanced and motivated, and, most important, I felt good". Looking back, Teresa considers this moment a turning point in her life- Teresa's passion for inspiring and coaching people has led her to a whole different lifestyle. A lifestyle that designated food as the key driver to achieve one's potential.

Teresa continued to work for St. Jude Medical, but her heart was set on something else. So, as a hobby, Teresa maintained her interest in studying one's well-being through his/her eating behaviours. It was clear to her that one's happiness highly depended on his/her lifestyle, and maintaining a healthy diet played a crucial part to achieve that. So, Teresa fostered her interest and enthusiasm by learning and investigating deeply into the subject. She quickly became a specialist on the topic, and so, she felt the obligation to share and spread her knowledge with the ones close to her. Consequently, Teresa tried to help people to implement in their lives the changes necessary for a life full of joy and balance, which she believed it passed through the implementation of a healthy diet.

It was the year of 2010, and Teresa was feeling proud of what she had accomplished by then. Not only her team was more productive than ever, Teresa was able to help her family and friends to implement healthy lifestyles into their daily routine. Nevertheless, something was missing. Teresa felt that the market wasn't following her progress in the area, and so, she couldn't find much offer to support her lifestyle needs- "I felt like an outsider. People didn't understand what I was talking about, and every time I wanted to try something new, I couldn't find it anywhere. It was frustrating". Of course, her opinion changed when Teresa planned a trip to Amsterdam. That summer, Teresa's dreams became true as she found exactly what she was looking for- La Frutaria coffeehouse. It was her first impact to her own reality. Furthermore, the city offered a wide variety of other healthy options. Options that enabled Teresa to try, learn and experiment. More surprising was the culture lived in those places- people were aware of the importance of healthy eating and the benefits it would bring to their life. Teresa was feeling excited- thus, Liquid has gained life.

A Liquid mission for a solid brand

"More than a concept of food, Liquid is the definition of a way of living"

Teresa Barata, Founder and CEO, Liquid

The basic philosophy underlying Liquid's foundation was the passion for nutrition and the impact that a healthy diet can have on one's well-being and happiness. Teresa states- "I believe we can all change for the better. My path and Liquid's determination is to help people to implement the changes necessary for a life full of joy and balance". So, the primary concept was to build a brand that would offer the Portuguese consumer the possibility to opt healthy in his/her eating habits. But more than a diet, Liquid is a lifestyle, a choice. "It is not a short-term diet, but a long-term lifestyle change"- Liquid was built around the idea that a healthy nutrition is in the centre of one's prosperity. So, "life" is a prevailing concept that is constantly present in Liquid's day-to-day.

Teresa firmly believes that "life" can be promoted through very unpredictable ways and it comes in many different forms, but her experience and knowledge have also led her to understand that the best way to reach, in fact, a healthful lifestyle, is through a healthy diet. Happiness, balance, energy and well-being. All of these come as a consequence of what Teresa calls "True food". True food is what fuels the body, mind and spirit, and it is exactly what Liquid aims to offer. With a wide variety of functional juices and smoothies, wheatgrass shots, and small healthy food to complement the meal, Liquid strives to provide to its consumers a way to achieve one's lifestyle summit. Life, life, life- Liquid is all about life. So, using 100% natural products, Liquid finds in food all the ingredients necessary to enhance one's well-being. "We are what we eat" is something Teresa does not get tired of saying- "We believe that most diseases can be prevented and that the true healing is made from the inside out. Liquid prioritizes quality over quantity, and it promotes natural and organic food in order to show consumers that they can opt for a healthier but also tastier alternative".

Health comes in the Liquid form: Meanings and process

Since day one that Liquid is proud on how it does things- it not only chooses fresh, seasonal and local products from small suppliers in order to reduce the carbon footprint but it also opts for organic products whenever possible. It is characterized by having a very specific style and Teresa plays a critical role to ensure its success.

"Who would think of having a juice or a smoothie as a whole meal? Well, neither did I before I founded Liquid, but now, I can't think of a better way to take care of my body, mind and spirit", admits Teresa. Liquid's concept was created on top of several health and nutrition theories, which makes it quite susceptible to variations of the products it offers, but it also relies on something it remains steadfast- people need to consume a certain amount of the right nutrients and vitamins to maintain a healthy diet. So, when a consumer looks for healthy options, they consider the alternatives that they think it represents added value to their health. This can come in both liquid or solid state. Likewise, Liquid was built upon this conception- a juice or a smoothie express the same level of healthiness and nourishment than all other foods. Teresa adds- “when someone conducts his/her life in a fast and busy manner, eating healthy can fall into oblivion, and so, he/she doesn’t ingest the ingredients that the body is craving for. Liquid tries to facilitate that part of one’s life by offering the opportunity of having a light meal full of healthy nutrients in an effective way, that, in this case, comes in a liquid form”.

"Functional" is the adjective that relates to the healthy elements contained in food. Therefore, Liquid offers light meals, with a variety of functional juices and smoothies, made with fresh vegetables and tasty fruit. Moreover, Liquid allows its consumers to enjoy a wheatgrass shot and some other small healthy foods, like pies, wraps or salads to complement the meal. In addition, there are the "Detox programs". This is a detoxication plan that consists of a system based on green juices and smoothies that aim to keep all nutritional properties intact. Teresa adds- "So, you might ask what's the difference between the Detox program and the other regular juices and smoothies? It's quite simple! Both are to be consumed as light meals, but on the Detox plan, during one, two or three days, consumers drink nothing but juices and smoothies composed mainly by vegetables and "superfoods" that help in the detoxification of the body. In addition, and according to the consumers' objectives and expectations, the program is tailor-made to each one of them". Thus, Liquid offers light meals with different products, for different situations, to different clients.

The creation and production of the juices and smoothies is entirely administered by Teresa. Despite her passion for the subject and her enthusiasm about Liquid, Teresa holds her knowledge and experience when inventing new recipes, which provides some credibility to the final outcome. So, each season, Liquid comes up with new and innovative products. The process that leads to this creation is simple, but it is also critical to ensure the brand's success. The first step is the creative thinking and the recipe development that depends completely on Teresa's imagination and understanding. Then, it comes the trial period, where Liquid's employees play a major role- their opinions and critiques are taken into consideration before continuing with the process. The creation of the names for the products comes in third place- it needs to be thought carefully due to the impact it has on the consumer (it is the first impression they have with the product). Finally, it comes the formulation of the new menu that combines all the recent products and ideas. The whole process takes an average of 3-4 weeks till it is available to the final consumer. To simplify, the following diagram displays the process in a condensed way.

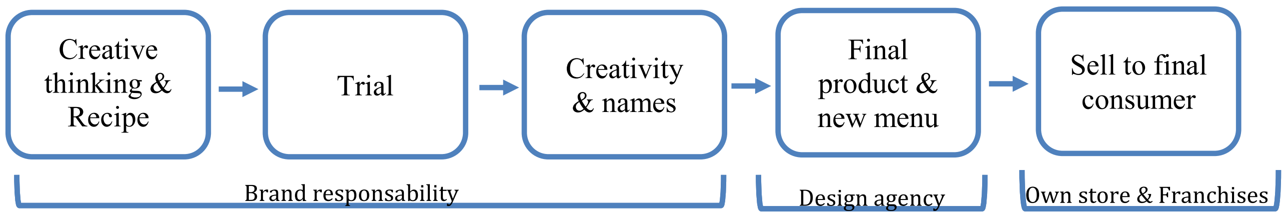

Figure 2: Liquid's value chain

Competitive analysis

"Just because we were the pioneers in this kind of product, doesn't mean we didn't have any competition. On the contrary, we entered a market that was growing exponentially and new players were joining at a fast pace" says Teresa. The market has become tougher since then, and what represented the competition in the beginning, such may not apply to the current situation. Nevertheless, Liquid had to provide added value to the consumers that were looking for healthy options. The substitute products have always been present throughout Liquid's lifetime, and so, it had to behave accordingly to maintain a share in this aggressive industry.

Liquid's first-mover advantage allowed a smooth entry in the market, but Teresa reminds the importance of staying tuned to the other players- "As a recent brand with a new concept, Liquid struggled to find its right niche. Therefore, we didn't know exactly who our competitors were, since there were no other stores selling healthy juices and smoothies. As time passed by, not only our concept gained some fame but also new players tried to catch part of that popularity. So, brands like Yao, Maria do Bairro and Ladybug entered the market and are now our main competitors".

YAO PRESSES JUICERY is a small Portuguese store that was opened in Santos in April 2016. Like Liquid, it offers functional juices, made to order, with fruit and vegetables. Yao holds a concept close to what Liquid believes- provide the ingredients necessary to maintain a healthy lifestyle in a fast and tasty way. The main difference between both companies is in the technology used- Yao produces its juices using the so-called "Cold Press", that preserves the nutrients for a longer period of time.

MARIA DO BAIRRO's concept comes closer to Liquid's image and business model. Also, with a system made to order, Maria do Bairro offers a variety of healthy juices with small snacks to complement the meal. Like Liquid, it is known for providing a detox program to help people to feel better about themselves. "Slow fast food" is what Maria do Bairro calls it, and it has the same philosophy of eating more from the earth- natural, fresh and organic products.

LADYBUG's concept turns around the idea of biological juices. With identical basis, Liquid and Ladybug try to introduce the nutrients, vitamins and ingredients in one's busy daily routine. Made to order, Ladybug is proud of packing its products in environmental friendly cups made of vegetable fibre. "Let the food be your medicine" is what Ladybug defends, and it runs business around such belief.

It is clear that all these concepts and business models are pretty close from one another. They all offer a wide variety of healthy options, providing juices, smoothies, snacks and detox programs that possess the nutrients and ingredients necessary to live a life full of joy and balance. Teresa believes that Liquid distinguishes itself from its competitors through the personalization of the service, but she admits the threat these present to her business- "Being these brands the big players in this kind of concept, consumers may look at us as the same. We offer identical products to address the same needs and objectives. But the truth is that we are extremely different from each other, at least from my perspective. It has a lot to do with the brand and what it represents- if a consumer relates to the brand, its beliefs and way-of-doing things, he/she will end up by choosing one brand over the other. So, I believe the brand's values and personality is the key driver of differentiation, and that is something we struggle to accomplish in Liquid".

Into the Liquid state: Growth and establishment

"Welcome to Liquid, the first functional juices and smoothies store in Portugal"- It was April 2011, and Teresa was writing a post on Facebook. Liquid had just been founded, and there was an atmosphere of excitement and anxiety at the same time. The first store was located in Chiado, in a small space of fourteen square meters. "We didn't have much equipment", adds Teresa, "only a blender, a fridge and a sink, and it was more than enough then". The idea was simple and the knowledge was there, but Teresa knew there was a problem to face- educate the Portuguese consumer. This was Liquid's greatest challenge. The brand's concept was unusual and quite controversial at that time, and so, some actions would need to be taken to overcome such difficulty.

Despite all the barriers ahead, Teresa's expectations were running high. In the beginning, there were just a few juices and smoothies for sale in that little store in the middle of Lisbon. Since then, around 100 new recipes have been invented, an average of 20 new products per year. These recipes were created according to each season, due to the local products offered at that time. Moreover, Liquid tries to keep the juices refreshing during the hot seasons and "warm" during the cold to fight the tendency of seasonality. So, the whole process of creation is adapted to the weather, suppliers and sales, which gives some stability to the store's logistics and operations. The Detox program was launched for the first time in Lisbon by Liquid. It was late summer 2011, and Teresa released this concept that gained fame and recognition over the years. Since then, it has been adapted, transformed and renovated, but it is still one of Liquid's major source of revenue. In addition, after a few months from Liquid's foundation, Teresa decided to introduce small snacks to foster the sales during lunch time- in the beginning, Liquid offered just a few options to choose from, but now, it has invested in a wide variety of new products with better quality. So, what at first began by providing just a small variety of juices and smoothies, now offers several other healthy options to choose from.

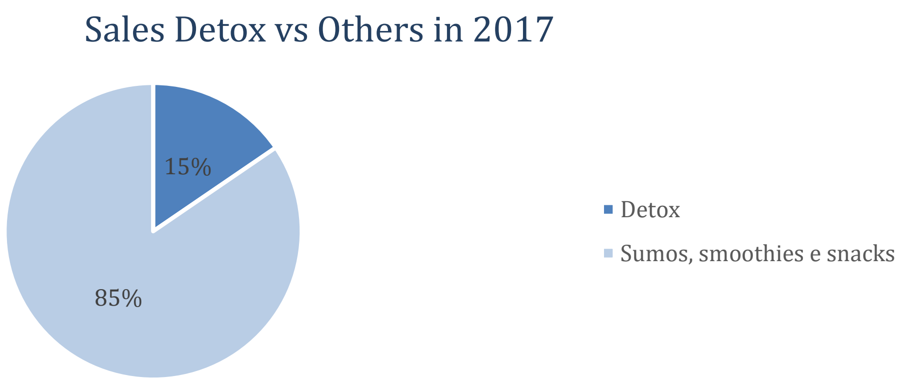

Figure 3: Percentage of Detox sales vs Juices, smoothies and snack sales

Despite its great location, Teresa felt Liquid's store in Chiado wasn't enough to grant the brand's success, and so, she decided it was time to grow geographically. It was only in 2013 that the first franchising concept was launched, but, for Teresa's great surprise, it was opened exactly where she desired- Oporto. Since then, some other franchising stores were opened within national borders, but unfortunately closed down a short time after due to outstanding reasons- Teresa reminds the need to review the specifications of the franchising contract to avoid situations like this (despite the initial fee, the franchises have to pay to Liquid a monthly rent and 3% on sales). In the meanwhile, Teresa had several opportunities to open Liquid's own stores. So, in 2015, Liquid opened two new shops, one in Principe Real in a place called "Entre Tanto", and the other in Largo do Carmo. These two had completely different ideas- (1) "Entre Tanto" was an indoor market situated in one of the busiest places in Lisbon. Liquid opened its store at the entrance of the market which gave some visibility to the brand, but unfortunately, after one year and a half, due to the high rent, Liquid had to withdraw. (2) The same happened in Largo do Carmo. Here, the concept was completely different. Named "Detox lounge by Liquid", the idea was to offer a place where people could fancy a juice, a smoothie or a snack while enjoying a nice atmosphere, filled with good energy and positive vibes. In 2016, after one year and four months, the "Detox lounge" was closed due to its low success. Thus, after seven years of Liquid's foundation and some ups and downs, Liquid has a total of two stores, one in Chiado and the other in Matosinhos.

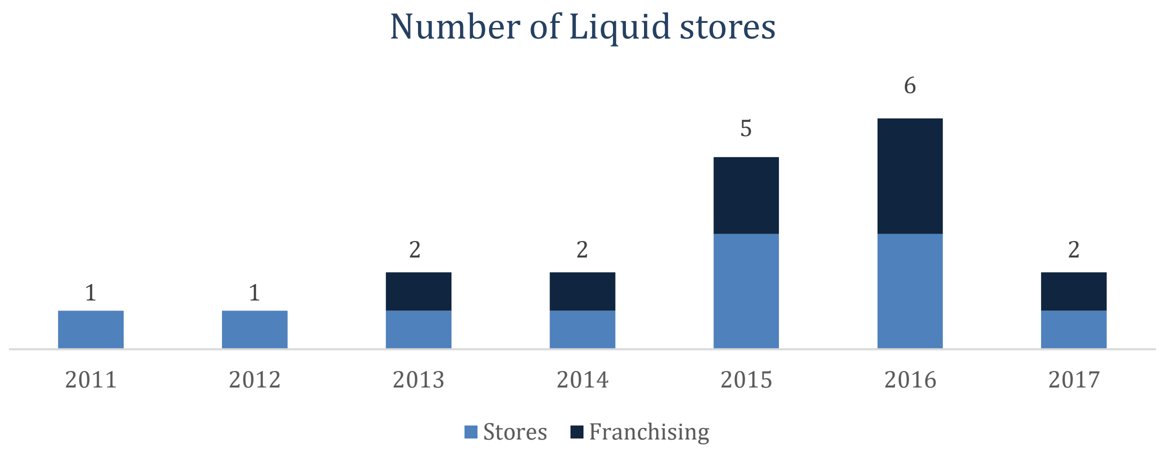

Figure 4: Number of stores opened each year

In 2011, Liquid entered the market with no specific strategy, consumer targets or communication plans to promote the brand. As a start-up company with an innovative concept, Liquid's primary goal was simply to offer a healthy option to any enthusiastic that would think the same way about healthy eating as its founder. Teresa thought people would eventually become aware of the importance and the benefits that such brings and the brand would grow on its own. So, in the first few months, Teresa relied mostly on Liquid’s Facebook page and the emphatic word-of-mouth of friends and family who were in contact with the brand and its concept. Sadly, the scenario turned out to be less favourable than Teresa expected- sales were flat and there were no upward prospects. Teresa even considered the hypothesis of closing down the store to prevent further losses. But everything changed after the launch of the Detox programs. One day, a client name Rita Machado, Liquid's first detox customer, decided to help Liquid to grow. She was a magazine director at Lux Women and her experience at Liquid was so fulfilling that she became determined to support Liquid in any way she could, which ultimately passed through the enhancement of communication. Her connections among the media were so powerful that Liquid ended up by having a huge boost in sales- "That is it", thought Teresa, "communication is the key to our problem". So, the need to increase brand awareness was now clear to Teresa, but she also knew that first, she would need to educate the consumers about the concept, which wouldn't be an easy task. Consequently, despite the time invested in developing the Facebook page, where it displayed all the information about Liquid, Teresa hired a communication agency to help her revive the brand - it was early 2012, and the agency named "Plataforma" started operating alongside with Liquid. Still currently Liquid's communication agency, Plataforma was responsible to maintain contact with the media, ensuring Liquid's constant presence in magazines, newspapers and blogs, and to promote partnerships among Liquid and other miscellaneous companies as a win-win situation. In addition, despite the agency’s considerable success, Teresa decided in 2013 to add a website to Liquid's communication portfolio. So, the brand continued to grow, relying profoundly on social media, which led to the creation of an Instagram page to come closer to its consumers.

There is no information about the demographics of Liquid's consumers, but there is available data on the sales, segmented into yearly seasons. So, regarding sales, one can easily observe in the graph below the increase in sales throughout the recent years, especially in 2017. This increase represents a total of 20% regarding 2016, the highest increase since Liquid's inception. This jump in sales is mainly due to the employees' motivation and sense of belonging- Teresa decided to spend more time at Liquid's store in Chiado helping and training the staff, not only to better serve the customers but to ensure quality and excellence. There was no increase in prices since its inception, despite the flotation of the VAT between 2012 and 2017- Teresa maintained the prices as a "loyalty" measure to Liquid's clients. In addition, there is a clear raise on sales in the warm seasons- The products Liquid offers is highly seasonal, even though Teresa is trying to fight it through Liquid's products for autumn and winter. It is important to note that the sales represented consider both detox programs and juices and smoothies, along with snacks.

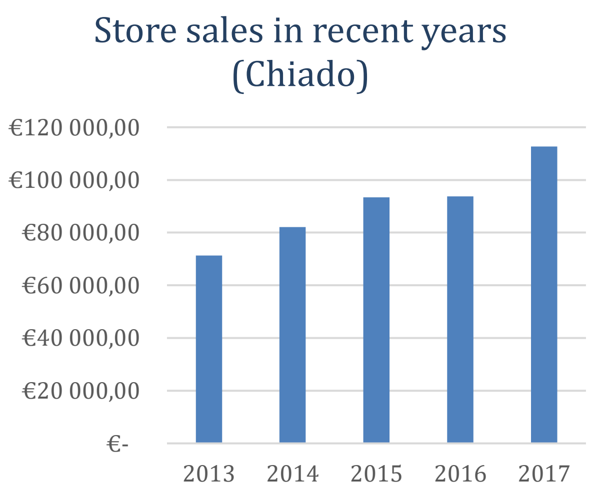

Figure 5 & 6: Sales in Chiado store and Percentage of sales in each 2017 season

Dilemma: What’s, in fact, Liquid’s value proposition?

So, presented Liquid's background, growth and barriers, strategies and decisions, drivers and competitors, one has all the indicators necessary to start thinking on a solution to the problem this case study aims to answer- identify and implement Liquid's real value proposition and determine how can differentiate from its competitors.

It became clear that Teresa's background plays a major role in Liquid's essence and purpose. Her passion and enthusiasm for the subject are extremely motivational, which allows Liquid to offer more than just juices and smoothies, but a lifestyle. Teresa is constantly updated and keen to find new ways to improve her business. Teresa adds- "Healthy eating is intimately related to life itself, and so, it can be adapted to several to other areas". So, Teresa admits the importance and the need for focus when managing her business, since it can grow to many different paths. In addition, the process and logistics around Liquid's business depend completely on Teresa's knowledge and experience, which makes it especially personalized and honest.

It has also become clear that competition is tight and it is quite hard for brands to distinguish. The concepts are relatable and the products are considerably similar. The objectives and needs that all aim to satisfy are easily comparable, which makes it difficult for companies to attach some added value to the brand. Teresa believes in the importance of the firm's values and mission as a way to connect with the consumers, and so, it is something she has been struggling to apply to Liquid's core business.

So, today Liquid is facing an important question that this dissertation strives to respond. Liquid does not have any real structure behind its actions. Everything was built step by step without a plan or a system to support it. Liquid has been relying solely on the communication, without first establishing the priorities, the essence, the purpose. There is no segmentation, no target, the competition intensifies every year, offering similar products to satisfy the same needs, and there is no clear positioning regarding Liquid's strategy. Of course, these led to some replications in terms of Liquid's management. Going back to the beginning of the case study, one can observe Teresa's dilemma when she is presented with a number of projects, data and decisions. These have led her to rethink Liquid's strategy and mission- this dissertation intends to facilitate the process and serve as a support for her decisions. Thus, Liquid needs to go back to the basics and redesign the brand’s added value. Many ramifications and questions are raised in order to do so- how should Liquid pursue the next stages? What is Liquid's position? What does Liquid have to add to its consumers? How do they perceive the brand? Can Liquid segment and, therefore, target a specific group of consumers? What does Liquid represent? Hereupon, the next stage of this dissertation presents a market research conveyed through an online survey with the objective to answer such questions.

MARKET RESEARCH

Purpose and composition

To have a realistic perspective of the current panorama, there is the need to conduct some valuable market analysis. In this dissertation, it consisted of both qualitative and quantitative research. The qualitative research involved an in-depth interview with the founder and CEO of Liquid, Teresa Barata, with the objective of understanding the brand, its background and the current situation in the market. The information gathered was used to write the case study and to formulate the dilemma this dissertation aims to answer. On the other hand, the quantitative research, which consisted of an online survey, was conducted to help to solve the same dilemma. Available from the April 5th to the April 25th, the online survey collected a total of 243 actual responses. The central purpose of the survey was to analyse consumers' perceptions about Liquid, gather information about the factors that influence the purchase of healthy food and examine the level of health consciousness of the respondents. To do so, questions about the habits and preferences were asked to provide a personal character to the analysis. The survey was divided into four parts: (1) The first part aimed to understand how participants saw healthy eating in general- as part of their health, the products they consider, with what purpose do they do it; (2) the second section strived to examine the respondents' decision-making process; (3) the third part introduced Liquid in order to analyse the thoughts and perceptions about the brand; (4) the last section gathered information about the participant and his/her specifications (demographics). Moreover, as the survey is used to understand and study the general population, only percentages will be given, so one can apply it as an overall.

Sample demographic description

The survey was distributed via online platforms by a third-party intermediary to avoid any bias that could arise from a personal link to the brand. It was sent to anyone who was willing to take part in a study that aimed to understand the eating behaviours of a health-concerned person, which turned out to be mainly females, representing 72% of the total 243 respondents. From these, 92% were Portuguese, while the remaining 8% were formed by Americans, English, Italians and Australians, but all of them currently living in Portugal. In addition, the most common age group was 50-60 years old (31% of the sample), followed by the 18-24 (30% of the sample) and the 25-29 (20% of the sample) age group. Regarding their occupation, 66% of the respondents were employed, 21% were students and the remaining 13% were either unemployed or retired. A cross-tabulation examination comparing age with the occupation confers that students are people under 25 years old, while the employed vary along all age groups over 18 years old. Moreover, 39% of the entire sample had an annual income under 10,000€ and 33% between 10,000 € and 25,000€.

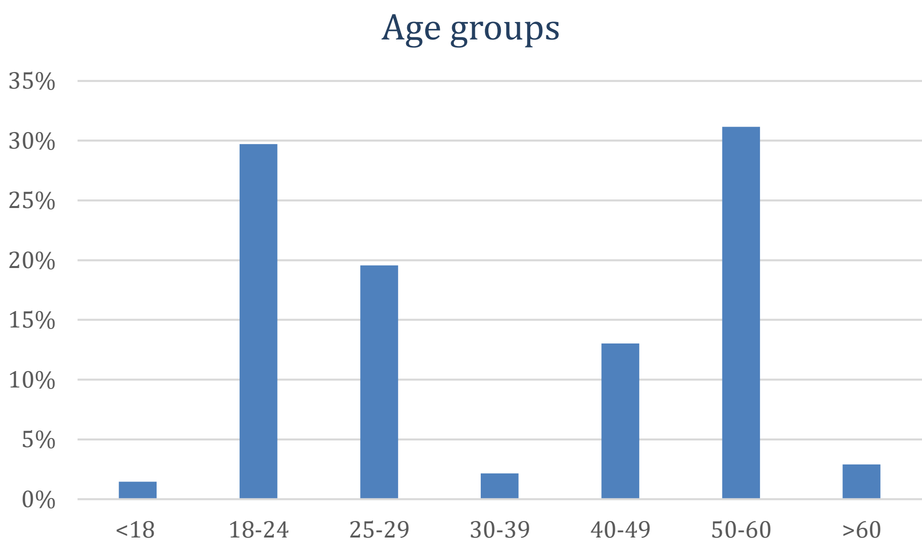

Figure 7: Percentage of each age group of the respondents

Health-related factors

From a self-perspective view, most people who took their time to fill in the survey were health-concerned individuals, with a score of 85% of the total amount of respondents. These consider eating healthy as an important factor to maintain a healthy lifestyle, with "Natural" and "Free from artificial, preservatives or additives" food and drinks as the primary way to achieve it. It was also possible to clarify that women are the majority when considering healthy eating as an essential factor to take care of one's health. Moreover, the respondents that attributed a higher level to its importance are also people between the ages 18 and 24 or 50 and 60, which, as previously said, are represented by students and employed. The three main objectives the respondents aim to achieve by eating healthy are "to feel well and healthy", "avoid health issues" and "stay fit". Furthermore, the answers collected by the survey show that one quarter (25%) of the sample chooses restaurants as an option to look for healthy food, despite the fact that more than half also chooses their homes as a place to accomplish the same purpose. What this means is that although people see their homes as the most usual place to opt healthily, 25% of them also looks for restaurants. Finally, when asked to attribute a level of importance to the factor they value the most when opting healthy, the respondents gave, in total, higher scores to "Taste", followed by "Quality of the ingredients" and "Recommendation by friends and family", according to its mean and standard deviation. What this suggests is that people look for healthy options according to these three attributes, stressing the importance of Taste as the major criteria in this process

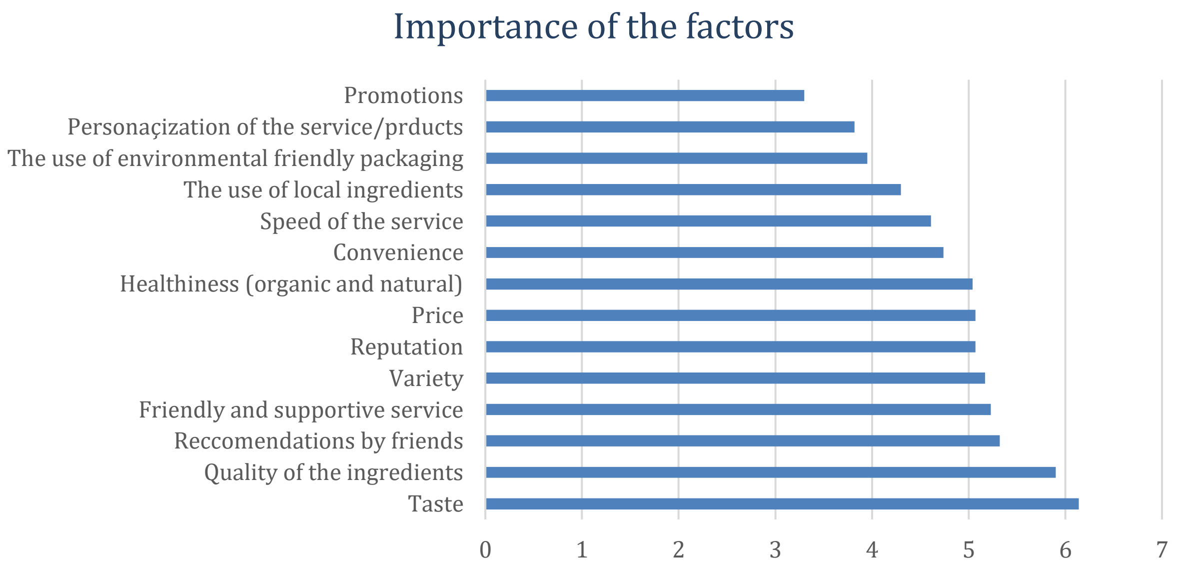

Figure 8: Importance of the factors when choosing a healthy option

Decision-making process

Instead of choosing specific brands to use as a comparison with Liquid, like YAO, Maria do Bairro or Ladybug, the survey asked the participants to name the first three brands that would come to mind when thinking about healthy food and drinks. This helped to identify Liquid's actual frame of reference. The survey was conducted in a way that the respondents were led to first think about healthy eating and the importance such has in one's lifestyle. Then, already with their habits and perceptions in mind, they were discreetly asked to name the brands they see as options when they look for places to eat healthily. So, the brands mentioned are, in fact, Liquid's authentic competitors. Given this and counting with invalid responses (like blank spaces or other meaningless words), there were several brands mentioned by the participants, but the ones that were referred the most among the three options were Go Natural (with 65 mentions), Liquid (with 36 mentions), Vitaminas (with 32 mentions) and Celeiro (with 30 mentions). Moreover, when asked if they have ever consumed any of the brands they mentioned, 84% of the participants responded "yes", allocating their first answer as the most relevant brand from the three.

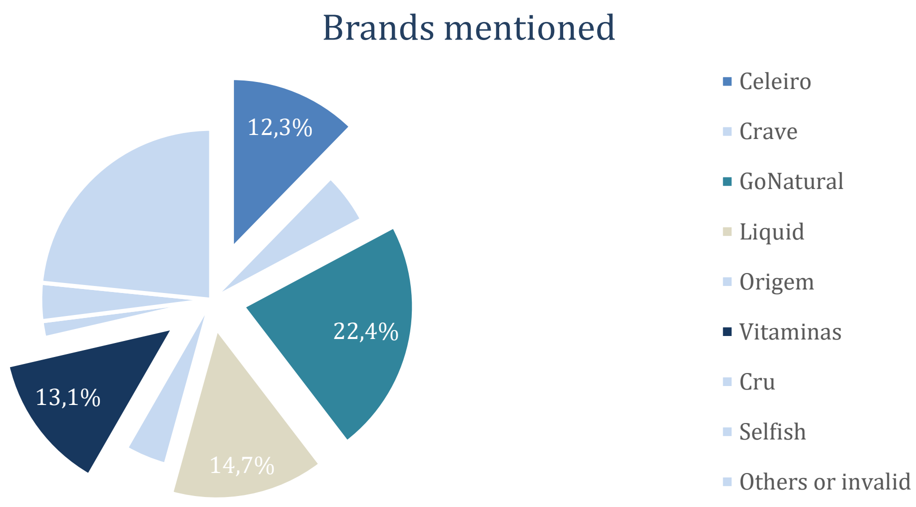

Figure 9: Brands mentioned as healthy options

From the respondents that consider themselves as health-concerned in the first question, and through a cross-tabulation analysis, one can clearly notice a trend when asked how often they opt healthy for their meals- "every day" and "during the weekdays" are the two main responses, both representing 70% of the sample. Furthermore, the participants that answer "everyday" in the previous question, show an inclination to usually eat healthily for breakfast, lunch and dinner, with a small decrease in the choice "snack". On the other hand, the ones that answered "during the weekdays" tend to eat healthily for lunch, more than for dinner or breakfast, with the snack as the option least chosen. What this suggests is that people who pursue a healthy diet every day, tend to do it in every meal throughout the day, while the ones who do it only during the weekdays, opt for lunch as the best occasion. In addition, the products that the respondents unquestionably identified as the most consumed as a healthy option are "Fruit and vegetables" and "Salads". What this suggests is that, whether you do it every day or only during the week, people tend to choose natural products as a way to eat healthily. The low representation of the option "Juices and smoothies" shows that people do not take into consideration this kind of products, even though it can be also composed of fruit and vegetables.

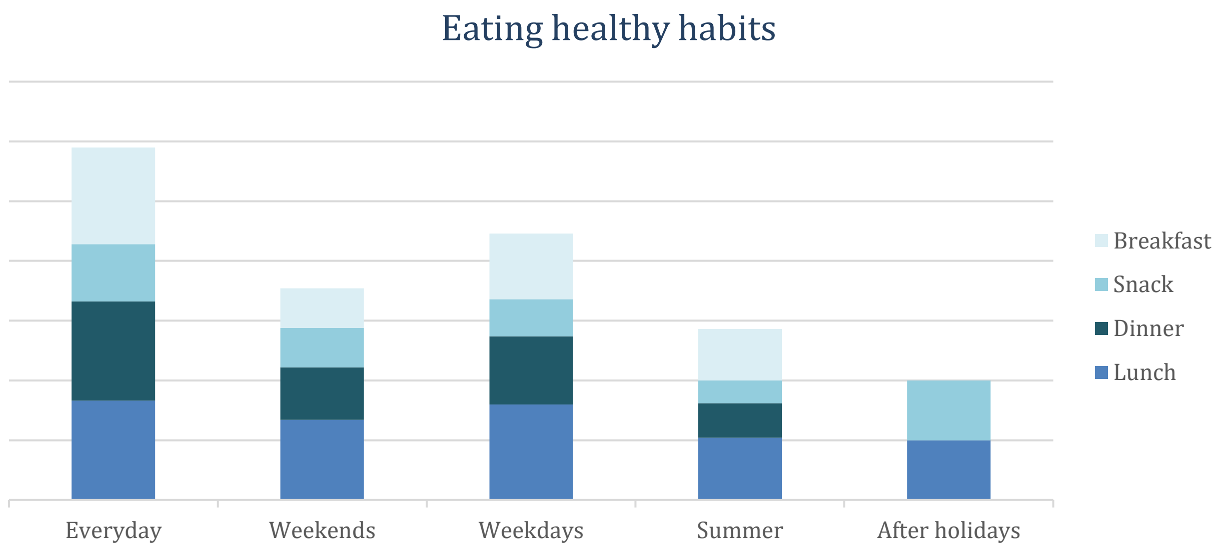

Figure 10: When and how often people opt for healthy options

Brand Awareness and Breadth

When presented with Liquid's logo, the participants were asked if they were capable of recognizing the brand. The majority responded positively, around 57% of the total sample. So, the survey was then separated into two- if the answer to the previous question was "yes" they would be given certain questions, but if it was "no", other questions would then be asked. (1) The ones that recognized Liquid were then asked how they perceived the brand to be, to which the majority responded a "Juices and Smoothies bar". Then, 60% of these participants that recognized Liquid stated that they have tried its products before, but most of them (56%) only as a snack, instead of lunch, breakfast or dinner; (2) The ones that did not recognize Liquid were presented with another set of questions. After a brief introduction to Liquid's concept (taken from its website), the participants were then asked about their perceptions about Liquid, and the answers were similar to the first group if respondents- "a juices and smoothies bar". Regarding the situation to which Liquid is suitable for, the respondents declared "Snack" as the central option (39%), followed by "Breakfast" with 28%. Finally, both groups of respondents were asked to attribute three words they relate the most with Liquid, and there were three that clearly stood out from the crowd- "Juices & Smoothies", "Healthy" and "Detox". As the last question, it was asked the participants if they considered Liquid as an alternative to the brands they mentioned- 56% answered yes. But, more importantly, through a cross-tabulation analysis, it was possible to conclude that, from the ones that have actually tried Liquid, 69% of them answered "yes" to this question, while the ones that recognized Liquid but have not tried it, 63% of them answered "no". What this suggests is that there is a lack of connection between what people actually experience at the store and the message Liquid is passing to the consumers- the idea people have about Liquid is not the same as the one that they truly encounter once they try it.

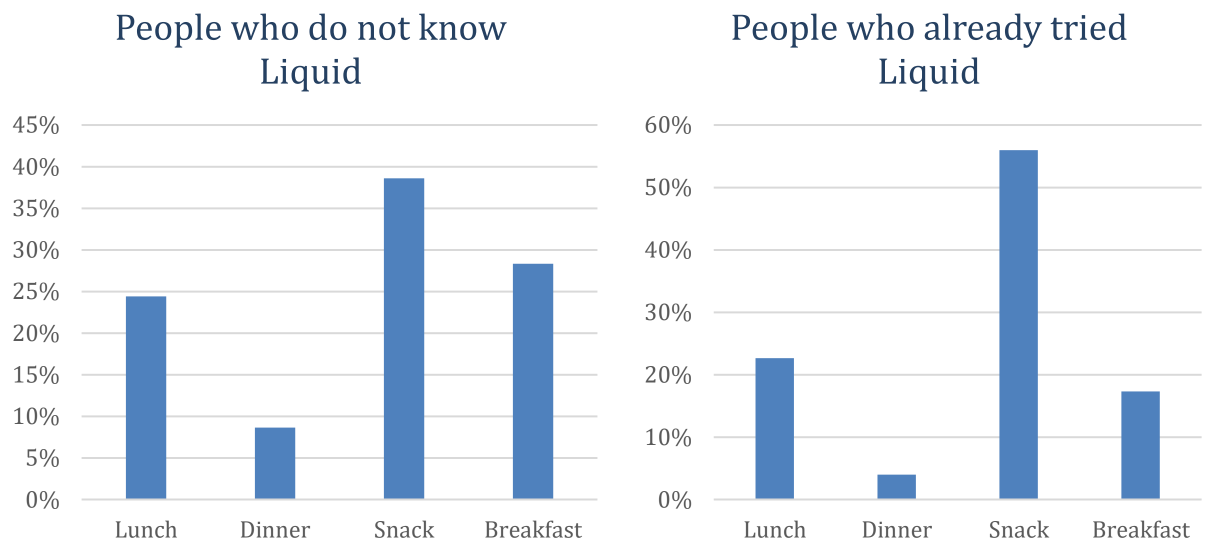

Figure 11 & 12: Respondents' perceptions about the occasions Liquid should be consumed

Furthermore, it was asked the participants who recognized Liquid how they evaluated Liquid in the same indicators as the ones from question six, where they classified the importance of the factors when choosing healthy. This helps to clarify Liquid's strengths and weaknesses against the market. Therefore, the respondents evaluated "Healthiness", "Quality" and "Taste" as the three greater qualities about Liquid, while "Convenience", "Price" "Speed of the service" as the worst three. Liquid's overall evaluation had high values, which means that the respondents' perceptions about Liquid's service and products is positively classified in general.

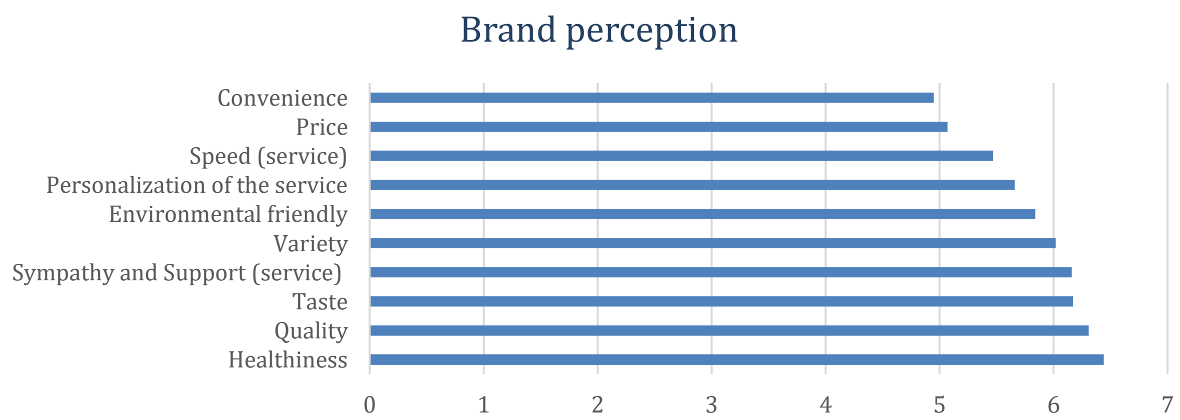

Figure 13: Respondents' evaluation of Liquid's service and products

CONCLUSIONS

Closing remarks

Based on the case study and the market research, this section aims to answer the proposed research questions presented in the beginning.

RQ1 & RQ2- What is Liquid's frame of reference and how is it perceived by the market?

The frame of reference signals to the consumers the goal they can expect to achieve by consuming the brand. So, as the products' life cycle can be used to help to set it in an effective manner, when a product is launched, other competitors are enlisted so consumers can easily associate what the product is and the goal it aims to fulfil- with a new concept and eccentric products, Liquid failed to do it. Liquid was not able to show its consumers in which "box" they should place the brand since there were no relatable competitors. The brand brought to Portugal an innovative idea- offering Juices and smoothies, alone or together with other healthy options, **that serve as light meals and represent an alternative to the choices found in the market**. But the lack of points-of-parity among this category has led to the misunderstood of the frame of reference, which, in its turn, has led the consumer to see Liquid as a different concept than this was striving for. With the help of the survey, it became clear that, by focusing on the points-of-difference, Liquid has failed to establish a specific frame of reference- **consumers see the brand as a Juices and smoothies bar that offers products to be consumed as a snack, to "take the edge of hunger"**. Consequently, there is a clear discrepancy between what Liquid aims to offer and consumers' perceptions- what Liquid tries to pass as light healthy meals, consumers see it as a snack. In addition, the results of the survey also show that people perceive Liquid as a healthy option, tasteful and with good quality.

RQ3- How to segment the market?

Throughout the dissertation, one could observe that healthy eating is all about behaviours and lifestyles, and so, in order to understand how to better segment the market, the survey was conducted in a way that allowed the participants to share their habits and perceptions in this matter. Therefore, a psycographic segmentation is the most suitable way to cluster the market- **when and how often do consumers opt for healthy options**. People who are health-concerned and use their eating behaviours as a tool to maintain it under control tend to have specific habits in terms of the occasions they opt healthy for their meals. In addition, employed women are the group that showed more propensity to show interest in health-related matters. Given this, one could confidently say that the market can be divided according to the **occasions people opt healthy- (Everyday, Weekdays, Weekend) and (Breakfast, Lunch, Snack, Dinner)**.

RQ4- What do consumers value the most when choosing healthy food?

It became clear that the factors consumers value the most when choosing healthy are **Taste, Quality and Image**. What this suggests is that people opt healthy, but do not compromise on taste or quality- they want quality ingredients to ensure the healthiness of the products and they care about the image and reputation the brand has among their acquainted. Surprisingly, promotions and personalization of the service and products are the two least valued factors in this matter. Price by itself can be found in the middle of the graph, with a small impact on the customers' choices. So, for a brand to be successful, it has to have these three factors in mind- taste, quality and image.

RQ5- What are the axes of differentiation that Liquid could develop?

With a more prospective character, this question aims to find the axes Liquid could develop in order to distinguish itself from the competition. The previous question clarified what the consumers value the most when choosing healthy, so, one is now in a position to identify the axes that Liquid should invest in order to attract them. The participants were asked to evaluate Liquid, and, how one could observe in the market research chapter, **Quality and Taste** are two of the most well placed factors. The same two factor are among the most valued when consumers opt healthy. **Healthiness** is the factor that the conusmers considered to be Liquid's best quality.So, not only Liquid some highly important properties to succeed in this market, but it can also distingusih from the competition for its high level of healthiness.

Recommendations

What is Liquid's value proposition that will help the brand to differentiate and gain exposure over its competitors?

It was mentioned in the case study that Teresa's journey throughout her life has led her to found Liquid. So, the brand represented something new- a new idea that strived to offer a healthy option to the consumers' that were looking for healthy meals. Thus, Teresa found in functional juices and smoothies the answers she was looking for. The idea was to provide light meals, full of nutrients and vitamins necessary for a healthy life. So,without much planining, Liquid was founded, step by step. Consequently, due to the lack of research and knowledge, Teresa quickly came across a challenge. A challenge that turned out to have a huge impact on the brand's success- the portuguese consumers were not educated, aware or prepared for this new ideology. The lack of positioning from Liquid led the consumers to misplace the brand's concept- the alleged frame of reference. There were few points-of-parity for the market to consider Liquid as an alternative place to eat a whole, but light, meal. So, the market has put Liquid in the "Snack" category, where the juices and smoothies played as competitors wiht other snacks. Well, this was not Liquid's strategy. It is not in the plans to compete in this market, but with other light healthy meal suppliers. Despite the functional juices and smoothies, Liquid offers a whole variety of other food and drinks that, all together, can be consumed as a light meal, substituting breakfast, lunch or dinner. Moreover, Liquid considers its competitors brands like Yao, Maria do Bairro or Ladybug. The case study showed that these brands have a positioning identical to Liquid, which means that they all share the same frame of reference. Well, this is where Liquid has failed again. By assuming these are its true competitors, it is stressing its position in the wrong category, misleding its customers.

Despite all this, Liquid has been doing something right. Not only sales have been growing in the last years, the survey showed that the participants who have tried Liquid evaluated the brand quite well. Two of the most influent factors for consumers to choose healthy for their meals, Taste and Quality, are the same two most well quoted characteristics of Liquid. This has high implications in the decision-making process, once they allocate the brand to the right frame of reference. Actually, the survey also showed a discrepancy between the answers of repondents who have tried Liquid before and the ones who did not- while the brand's customers consider Liquid as an alternative to the other options they usually consider when they opt healthy, the others do not. What this suggests is that the consumers can, in fact, see Liquid and its products as an alternative for their meals, not only as a snack. So, what is wrong here is the message the brand has been sending to the market, not the product itself.

All in all, this dissertation recommends Liquid to change its positioning. The brand has been allocating its resources to the wrong frame of reference, where this has been placed since the beginning. It focused so much on the points-of-difference that Liquid forgot to show consumers that it was offering a light meal, and not a snack. Healthy, healthy, healthy. This has been Liquid positioning so far. Of course, it takes intense work and commitment to change the brand's positioning. It has to be consistent at any point in time and over time. But, if Liquid wants, in fact, to play as a light meal supplier, it has to assume its new position as soon as possible.

It needs to show the consumers that they should see the brand as an alternative to their usual meal options. It needs to change the brand's perception. Actually, it was also observed that people often look healthy options for their meal during lunchtime. These are health-concerned and employed women, who eat healthy everyday or only during the week. Therefore, to help stress its new positioning, Liquid should target its updated message to this type of consumer.

In conclusion, since the beginning that Liquid has been stressing its points-of-difference to the market, forgetting to position the brand in the right category. So, Liquid needs to offer enough points-of-parity so the consumer can allocate the brand to the desired frame of reference. By doing so, and by targeting its message to health-concerned employed women, Liquid is assigning its points-of-difference to completely different and new category. To answer the problem this dissertation proposes- Liquid's value proposition are its current points-of-difference. The problem is that Liquid has been stressing them in the wrong category, wrong frame of reference. So, Liquid should simply change its positioning, where its points-of-parity represent actual points-of-difference. So, to change consumers' perceptions, the brand should:

- Segment and target its message to health-concerned, employed women, who opt healthy for lunch and/or dinner
- Admit a different competition to help establish the right frame of reference and its respective POP
- Educate the consumers about its products and show that is offering light meals, not snacks
- Adapt the marketing mix accordingly
- Continue stressing its POD- health and wellbeing

Limitations and future research

One obvious limitation of the present study is the number of responses collected on the online survey. Although 243 responses can be considered a reasonable amount of responses for the purpose, it is still a low number to be applied to the general population. In addition, there was a high number of respondents that failed completing the survey. One reason that might explain it is the length of the questionnaire which could be considered repetitive in certain way. Other limitation of the study was the distribution of the same. It was mainly distributed via Facebook, LinkedIn and email, which excludes people who do not possess an account on those digital platforms. In addition, although it was used third-party intermediaries to distribute the survey, in order to exclude any personal link the author may have with the brand, there was still some bias from the respondents who knew the extent and the finality of the survey.

For future research, it is suggested to run the same or a similar online survey to reach a larger scale, so one can better quantify and generalize the findings from the current sample to the population of interest. It would be exciting to analyse how people would react when trying one of Liquid's juices and smoothies. This would allow to study if the respondents would have the same opinion after the trial, and so, check the discrepancy between Liquid's communication and its actual business (products it offers).

TEACHING NOTE

Synopsis

This case study focuses its analysis around marketing topics like positioning, branding and segmentation by studying a Portuguese brand's capability of establishing itself in the market.

Founded in 2011, Liquid is a Portuguese brand that innovated the market with out of common products- functional juices and smoothies that aim to provide full meal rich in nutrients and vitamins to live a healthy life. So, its offerings are mainly composed by fruit, vegetables and other natural ingredients that are known for being body, mind and soul-friendly. Since its inception, much as changed, but Liquid's belief and core business has remained intact from day one- "we are what we eat". The brand's founder and CEO, Teresa Barata, is passionate about the concept and healthy eating. Her background and her experiences have led her to found Liquid, which has been facing challenges every year.

Like many start-ups, Liquid began operating in Portugal without much structure, planning or even a well-defined strategy. Everything was built step by step, without much knowledge or experience to support it. Teresa had only one hope- to transform Liquid in a health icon in the Portuguese market. What began by being a small juices and smoothies store in Chiado, is now one of the most known brands in the healthy eating industry in Portugal. One could say that things have been going well to the Portuguese brand. But, after a brief analysis to both the company and the market, it became clear the discrepancy between the brand's message and its actual positioning. What this means is that Liquid has failed to effectively position the brand. The inconsistency of its communication, the lack of customer segmentation or the little research have led Liquid to a state where it does not know where to turn its attention and focus its resources. Therefore, this case study strives to find the reasons behind such situation and, most importantly, identify and implement Liquid's value proposition- understand how the brand is perceived by the market, its position and perceptions, and identify the points it should invest in order to gain exposure over the competition.

Target audience and objectives

The present case study is appropriate to both undergraduate and master level marketing students. It is intended to serve as a teaching tool for class discussion that has two components:

1- Theoretical: To introduce important marketing concepts such as positioning, branding and market segmentation.
2- Practical: To stimulate class discussion between students by providing a real example of a Portuguese start-up brand facing a dilemma in nowadays panorama.

Throughout the dissertation, students are exposed to real life situations of the subjects studied in class, which allows them to act as a manager of a company, in order to foster decision-making skills based on concrete information.

Teaching plan

The purpose of this case study is to maximize the students' learning experience. So, in order to enrich the class discussion, students should be previously handled with the following academic articles:

1- Keller, K. L., Sternthal, B., & Tybout, A. (2002). Three questions you need to ask about your brand. Harvard business review, 80(9), 80-89.
2- Aaker, D. A., & Shansby, G. J. (1982). Positioning your product business horizons 5-6, 3.
3- Esch, F. R., Langner, T., Schmitt, B. H., & Geus, P. (2006). Are brands forever? How brand knowledge and relationships affect current and future purchases. Journal of Product & Brand Management

In addition, and after reading the previous articles, students should be given the proposed dissertation (Literature review, case study and market research). With this, students are presented with all the information to answer both the dilemma presented and the suggested assignment questions:

1- **What is Liquid? Describe the brand's business and the gap it tried to fulfil when it entered the market**.
Students should look for answers in pages (20-23) of this document

2- **According to Keller and his colleagues (2002), was Liquid able to effectively implement its positioning in the market?**
Students should read article 1 and look for answers in pages (33-36) of this document

3- **In your opinion, how can Liquid use its positioning to differentiate from the competition?**
Students should read article 3, that provides insights to answer this question. Although students' opinion is requested, the chapters "Market Research" and "Conclusions" are dedicated to answer this question (students should not have access to it beforehand).

After the analysis of the case study, students should be able to:

A- Understand Liquid's business model and how it established itself in the market.
B- Identify crucial success factors and explain different positioning strategies.
C- Understand the importance of planning and strategizing.

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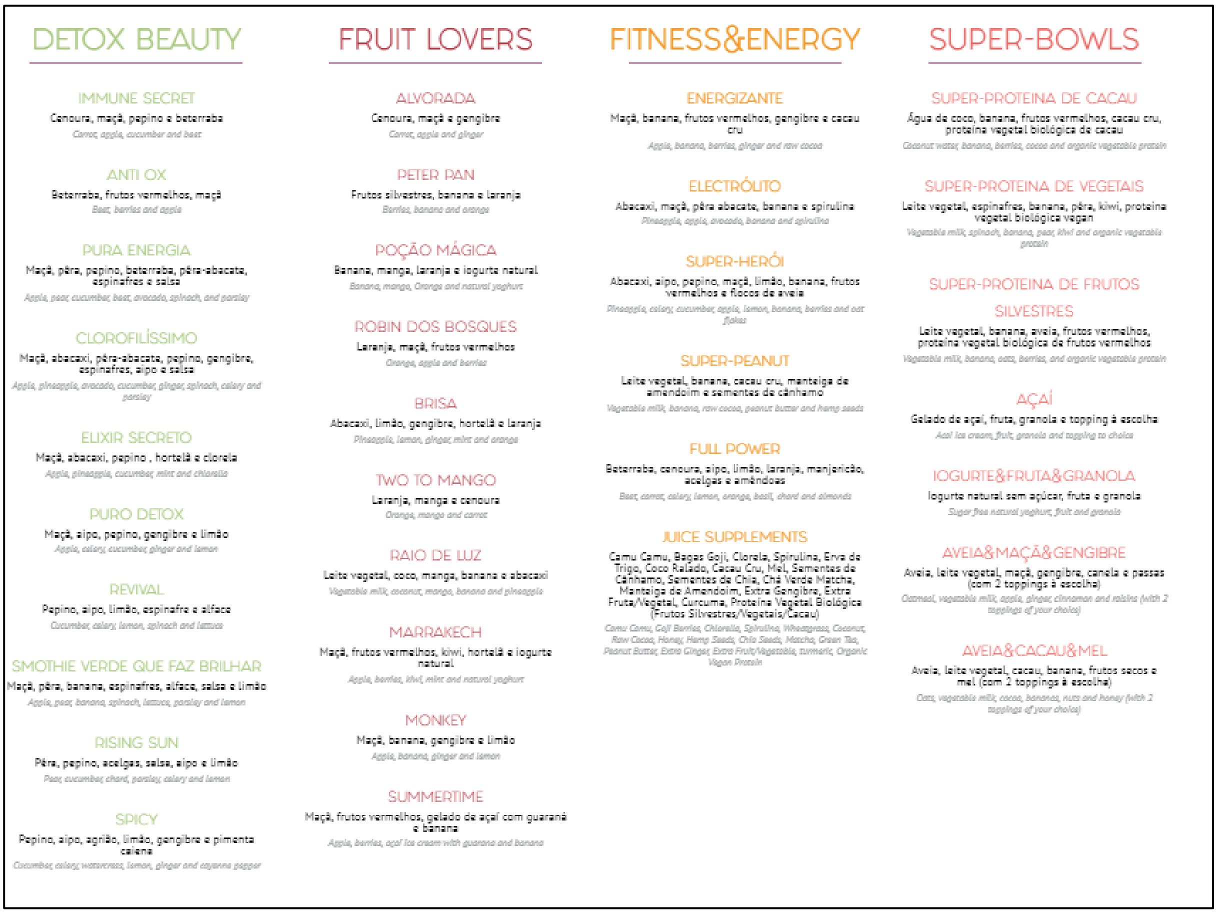
APPENDIX

Appendix 1: Liquid's logo

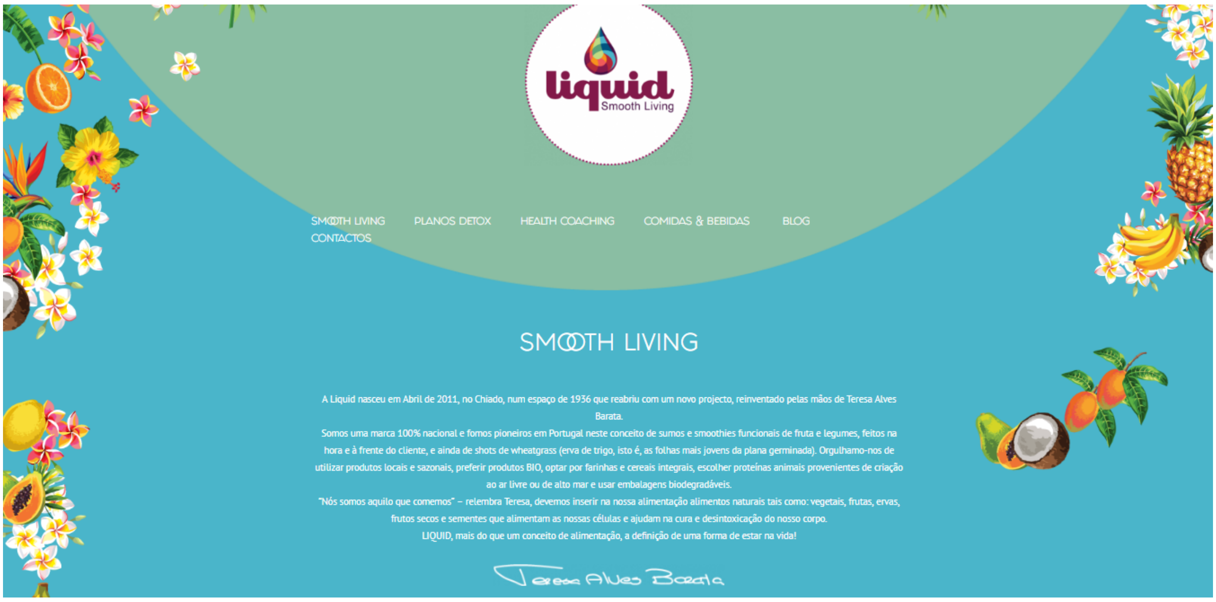
Appendix 2: Teresa Barata, founder and CEO of Liquid

Appendix 3: Products one may find in Liquid

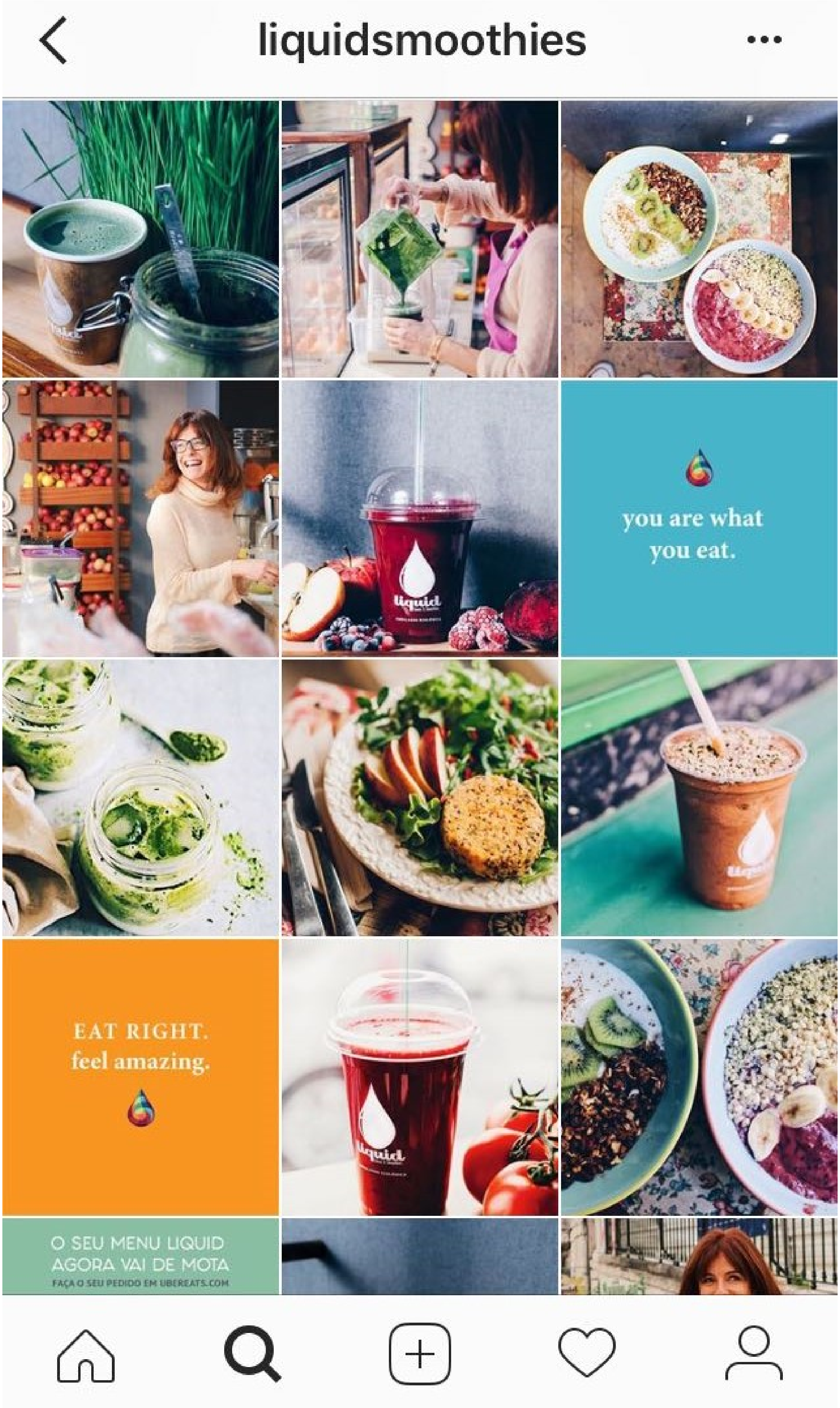
Appendix 4: Liquid's menu



Appendix 5: Liquid's website homepage



Appendix 6: Liquid's Instagram page



Appendix 7: Script for interviews with Liquid's founder and CEO

Introductory questions

1. Where did the idea come from?
2. Why juices and smoothies?
3. Can you explain how Liquid was born?
4. What was the brand's strategy in the beginning?
5. How did you wanted to position the brand?
6. How do the production and import processes work?
7. How many stores does Liquid have? How did the number stores evolve?
8. How do you currently segment the market?
9. How many products do you have in your menu? Were they always the same?
10. Are the products customized to the clients?

Price & Sales

11. What is the price Liquid exercises? Did the prices maintained still over the years?
12. How were Liquid's sales since its inception until December 2017?
13. How many points of sale does Liquid have, overall?
14. Are Liquid's products seasonal? If yes, which season do you sell the most products? Which are the weakest months of the year (sales)? Has this pattern changed since 2011?
15. Which products do you sell the most?

Financial information

16. How is Liquid financially performing?
17. Why did you choose to franchise the brand? Is it working well?
18. What are the conditions of the franchises?

Marketing & Communication

19. How do you communicate to your consumers?
20. How much do you spend on marketing and advertising each year?
21. Who manages Liquid's Facebook and Instagram accounts?
22. Do you segment and target your communication?
23. Do you go to specific events to promote the product? If yes, have they been valuable in terms of sales increase?

Final Questions

24. What makes you want to rethink the brand?
25. What do you think are Liquid's biggest strengths?
26. What should be changed in the business?
27. Where do you see your business in the next five years?

Appendix 8: Survey

Q1. Do you consider yourself a health-concerned person?

- Yes
- No

Q2. How important to you is to eat healthy as a way to take care of your health (when done properly)?

	1	2	3	4	5	6	7
Importance of healthy eating	●	●	●	●	●	●	●

Q3. What do you consider healthy eating? Choose and order the 3 most suitable from the following options

Healthy eating
- Food and drinks free from artificial ingredients, preservatives or additives
- Food and drinks high in nutrients
- Consume a wide variety of food and drinks
- Food and drinks low in calories
- Food and drinks minimally processed
- Natural food and drinks
- Organic food and drinks
- Other

Q4. What are the objectives and benefits you expect to achieve by eating healthy? Choose the main 3.

-Stay fit
-Live longer
-Boost energy
-Stay young
-Feel pretty
-Feel well and healthy
-Avoid health issues
-Lose weight

Q5. Where do you usually choose healthy options? Choose as many as you want

-Home
-Restaurants
-Work
-Other

Q6. Attribute a level of importance to each of the following factors when choosing a healthy RESTAURANT/BAR (being 7 highly important and 0 not at all important)

	1	2	3	4	5	6	7
Price	●	●	●	●	●	●	●
Reputation	●	●	●	●	●	●	●
Taste	●	●	●	●	●	●	●
Healthiness (organic and natural)	●	●	●	●	●	●	●
Quality of the ingredients	●	●	●	●	●	●	●
Friendly and supportive service	●	●	●	●	●	●	●
Convenience	●	●	●	●	●	●	●
Speed of the service	●	●	●	●	●	●	●
Variety	●	●	●	●	●	●	●
Promotions	●	●	●	●	●	●	●
Recommendations by friends and family	●	●	●	●	●	●	●
The use of local ingredients	●	●	●	●	●	●	●
The use of environmental friendly packaging	●	●	●	●	●	●	●
Personalization of the service/products	●	●	●	●	●	●	●

Q7. Write the first brands that come to mind when thinking about RESTAURANTS/ BARS that offer healthy options?

Brand #1 ____

Brand #2 ____

Brand #3 ____

Q8. Do you usually consume, or ever consumed, any of these brands?

-Yes
-No

(If "yes" to Q8, Q9 would be asked)

Q9. Which one? Choose the one you consider the most relevant
-Brand #1
-Brand #2
-Brand #3

Q10. How often do you opt healthy for your meals?
-Everyday
-On the weekends
-During the weekdays
-More in the summer
-After the holidays
-Other

Q11. When do you usually eat healthy? Choose as many as you want.
-For lunch
-For dinner
-As a snack
-For breakfast

Q12. Which healthy products do you usually consume on those healthy meals? Choose the 3 most common on your choices
-Salads
-Juices & Smoothies
-Yogurts
-Sandwiches or wraps
-Fruit and vegetables
-Fish dishes
-Meat dishes
-Vegetarian dishes
-Vegan dishes
-Others

Q13. (Liquid's logo)

Do you recognize this brand?
-Yes
-No

(If "yes" to Q13, Q14 would be asked)

Q14 How do you perceive LIQUID to be?

- A restaurant
- A fast-food chain
- A grab & go store
- A juices & smoothies bar
- A cafeteria

(If "yes" to Q13, Q15 would be asked)

Q15. What does LIQUID sell? Choose as many as you find necessary

- Salads
- Juices & Smoothies
- Yogurts
- Sandwiches or wraps
- Fruit and vegetables
- Fish dishes
- Meat dishes
- Vegetarian dishes
- Vegan dishes
- Others

(If "yes" to Q13, Q16 would be asked)

Q16 Have you ever tried it?

- Yes
- No

(If "yes" to Q16, Q17 would be asked)

Q17 When did you consume LIQUID? Choose as many as you find necessary

- For lunch
- For dinner
- As a snack
- For breakfast

(If "yes" to Q16, Q18 would be asked)

Q18. How do you evaluate LIQUID in the following factors? (7 corresponds to an extremely positive evaluation and 1 to an extremely negative evaluation)

	1	2	3	4	5	6	7	Don't know
Price	●	●	●	●	●	●	●	●
Convenience	●	●	●	●	●	●	●	●
Taste	●	●	●	●	●	●	●	●
Variety	●	●	●	●	●	●	●	●
Sympathy and support (service)	●	●	●	●	●	●	●	●
Healthiness	●	●	●	●	●	●	●	●
Speed (service)	●	●	●	●	●	●	●	●
Quality	●	●	●	●	●	●	●	●
Environmental friendly	●	●	●	●	●	●	●	●
Personalization of the service	●	●	●	●	●	●	●	●

(If "no" to Q13, Q19 would be presented)

Q19. LIQUID is a 100% national brand and the pioneer in Portugal in the concept of functional juices and smoothies of fruit and vegetables, made to order and in front of the client. In addition to juices and smoothies, LIQUID also offers other products that are based on natural and healthy food. Moreover, LIQUID offers a detox program that consists of a system based on green juices and smoothies that aims to keep all nutritional properties intact. The program is tailor-made for each client. LIQUID is proud of using local and seasonal products, preferring organic products, opting for whole grains, picking animal proteins from outdoor or deep-sea breeding and using biodegradable packaging. "We are what we eat" is LIQUID's model, and Teresa, the CEO, says that we should insert in our food natural ingredients that feed our cells and help to cure and to detoxicate our body. LIQUID, more than a concept, is a way of living!

(If "no" to Q13, Q20 would be asked)

Q20. How do you perceive LIQUID to be?

-A restaurant
-A fast-food chain
-A grab & go store
-A juices & smoothies bar
-A cafeteria

(If "no" to Q13, Q21 would be asked)

Q21. In your opinion, what kind of products does LIQUID offer? Choose as many as you find necessary

-Salads
-Juices & Smoothies
-Yogurts
-Sandwiches or wraps
-Fruit and vegetables
-Fish dishes
-Meat dishes
-Vegetarian dishes
-Vegan dishes
-Others

(If "no" to Q13, Q22 would be asked)

Q22. On what occasions is LIQUID suitable for? Choose as many as you find necessary

-For lunch
-For dinner
-As a snack
-For breakfast

Q23. What words, feelings or associations come to mind when you think about LIQUID? Select the 3 most suitable

-Healthy
-Restaurant
-Juices & Smoothies
-Salads
-Sexy
-Trendy
-Detox
-Meal
-Young
-Life
-Trustworthy
-Pretty
-Energy
-Fitness
-Other

Q24. Do you consider LIQUID as an alternative to (options chosen in Q7)?

-Yes
-No

Q25. Gender

-Male
-Female

Q26. Age

<18
18-24
25-29
30-39
40-49
50-60
>60

Q27. Occupation

-Student
-Unemployed
-Employed
-Retired

Q28. Annual income

[0€ - 10,000€]
] 10,000 € - 25,000€]
] 25,000€ - 40,000€]
] 40,000€ - 60,000€]
> 60,000€

Q29. Nationality

-Portuguese

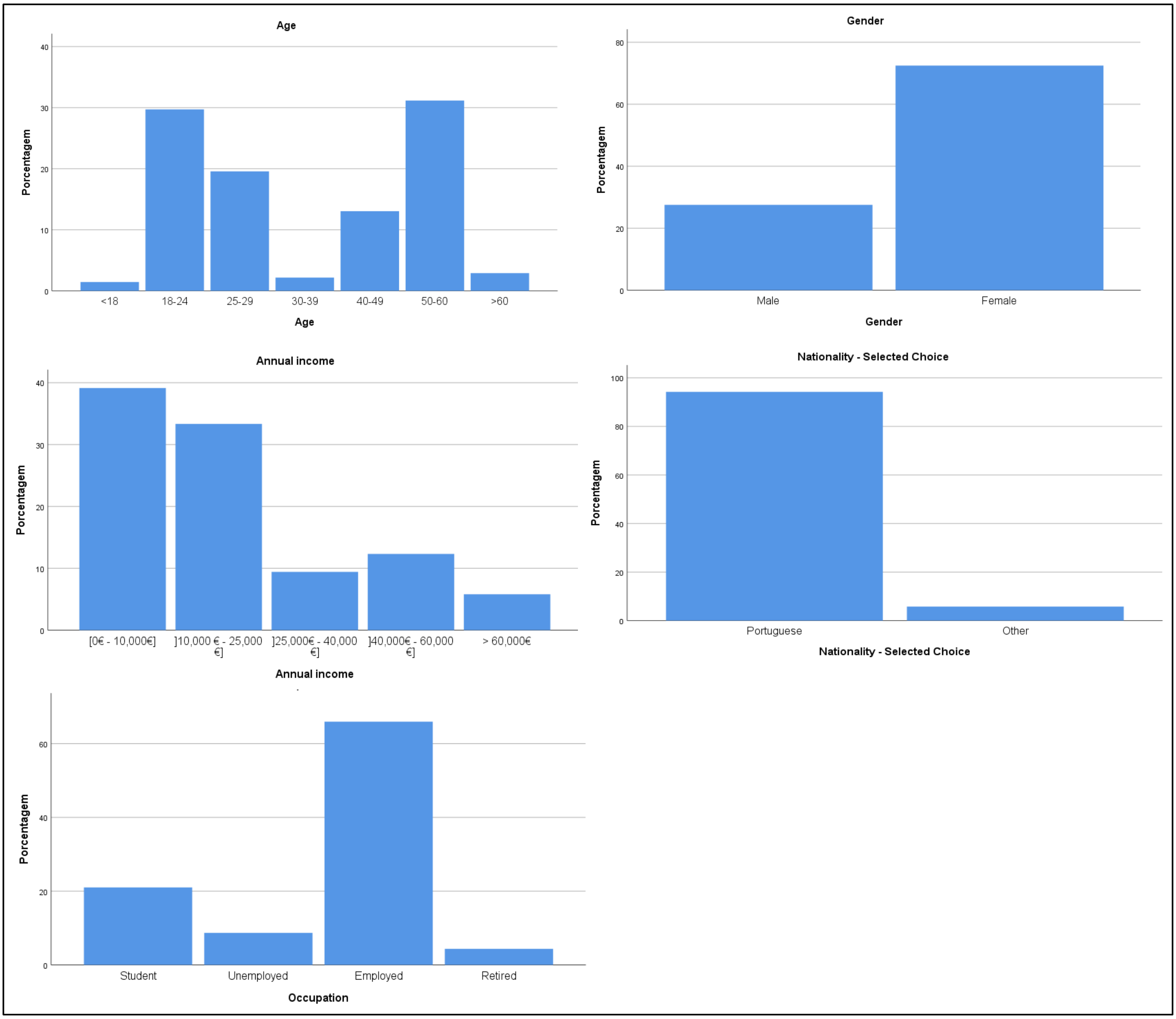
-Other

Q30. Are you currently living in Portugal?

-Yes

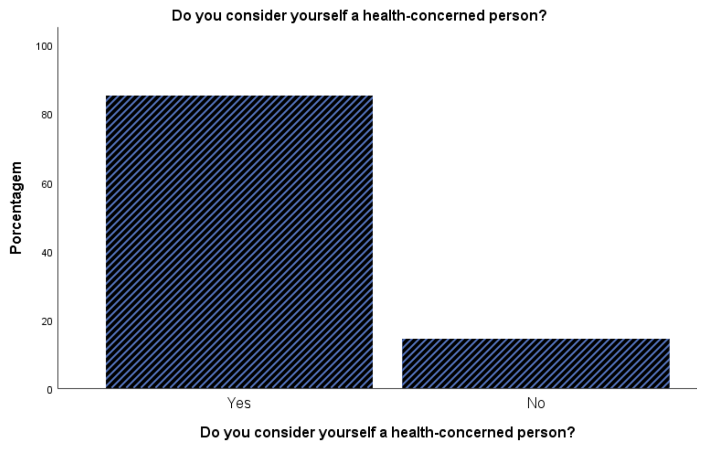
-No

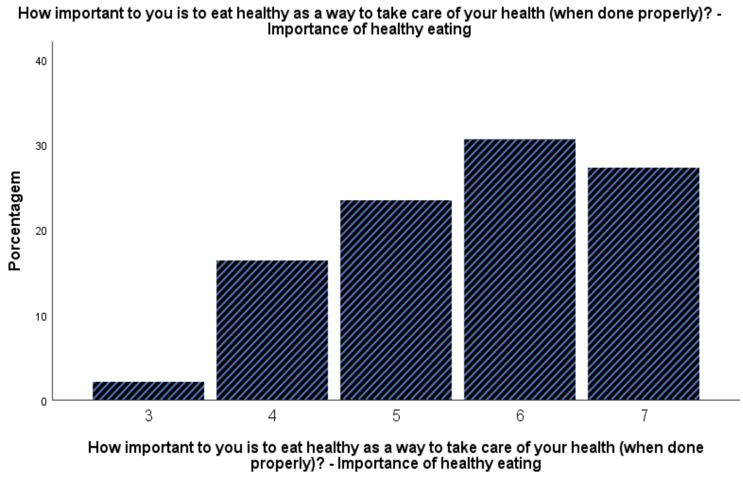
Appendix 9: Survey Results- Demographics

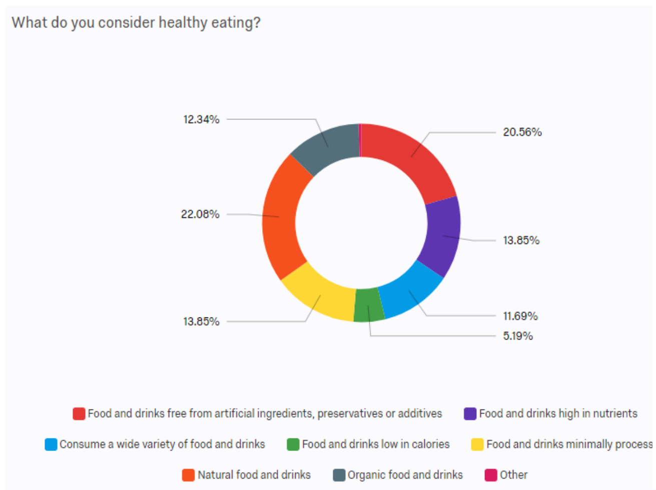


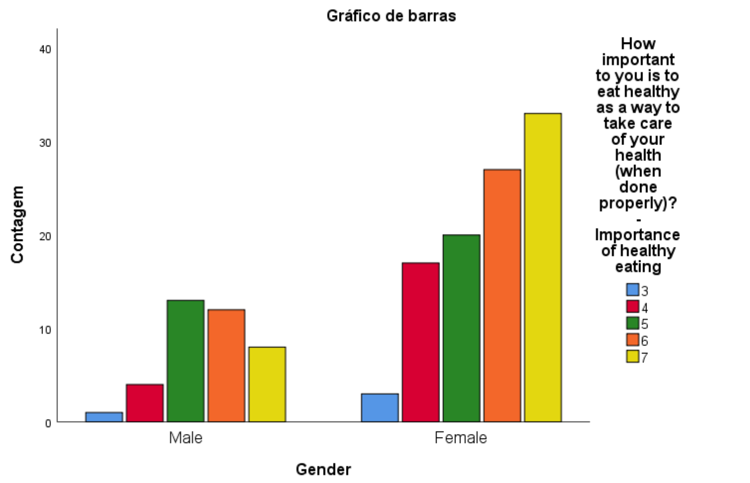
Cross-tabulation: Age * Occupation						
% Age						
		Occupation				
		Student	Unemployed	Employed	Retired	Total
Age	<18	100,0%				100,0%
	18-24	51,2%	2,4%	46,3%		100,0%
	25-29	22,2%	18,5%	59,3%		100,0%
	30-39			100,0%		100,0%
	40-49			100,0%		100,0%
	50-60		14,0%	74,4%	11,6%	100,0%
	>60			75,0%	25,0%	100,0%
Total		21,0%	8,7%	65,9%	4,3%	100,0%

Appendix 10: Survey Results- Health related factors









Cross-tabulation: Gender * How important to you is to eat healthy as a way to take care of your health (when done properly)? - Importance of healthy eating

% em Gender

		How important to you is to eat healthy as a way to take care of your health (when done properly)? - Importance of healthy eating					
		3	4	5	6	7	Total
Gender	Male	2,6%	10,5%	34,2%	31,6%	21,1%	100,0%
	Female	3,0%	17,0%	20,0%	27,0%	33,0%	100,0%
Total		2,9%	15,2%	23,9%	28,3%	29,7%	100,0%

Cross-tabulation: Age * How important to you is to eat healthy as a way to take care of your health (when done properly)? - Importance of healthy eating

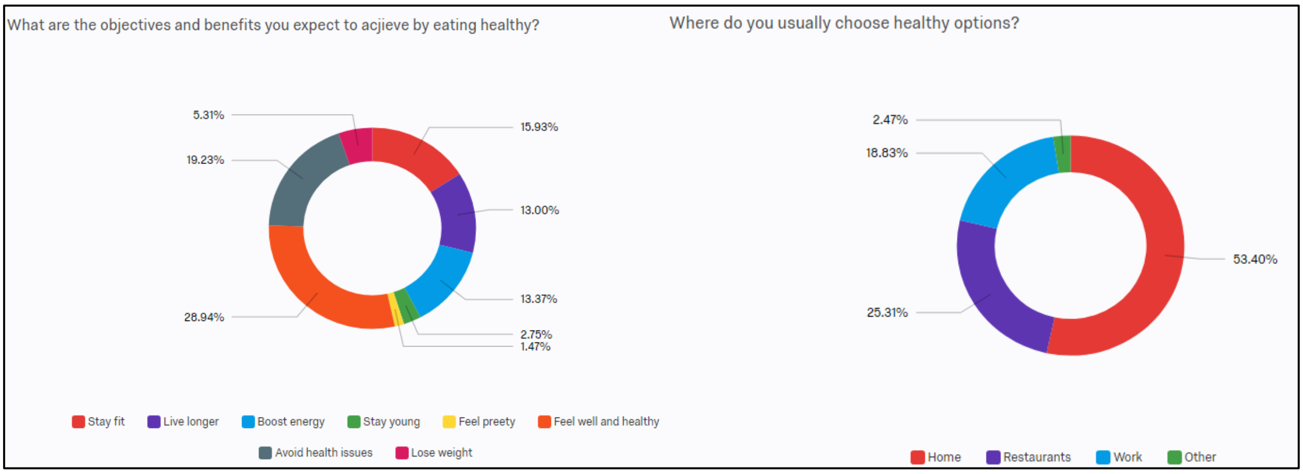
% em Age

		How important to you is to eat healthy as a way to take care of your health (when done properly)? - Importance of healthy eating					
		3	4	5	6	7	Total
Age	<18			100,0%			100,0%
	18-24	2,4%	12,2%	24,4%	34,1%	26,8%	100,0%
	25-29	3,7%	18,5%	33,3%	25,9%	18,5%	100,0%
	30-39			33,3%	33,3%	33,3%	100,0%
	40-49		5,6%	11,1%	33,3%	50,0%	100,0%
	50-60	4,7%	23,3%	18,6%	23,3%	30,2%	100,0%
	>60			25,0%	25,0%	50,0%	100,0%
Total		2,9%	15,2%	23,9%	28,3%	29,7%	100,0%

Cross-tabulation

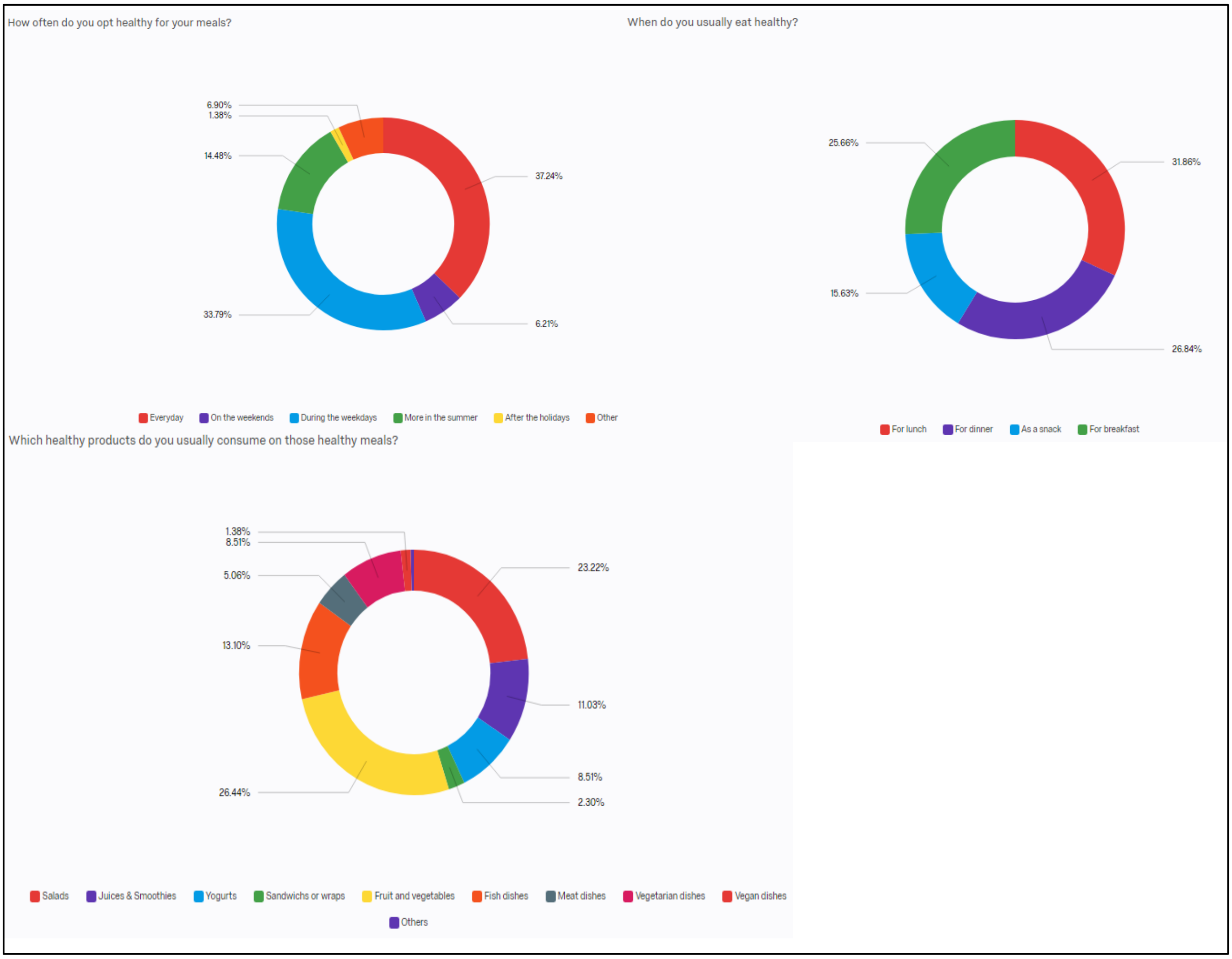
% em How important to you is to eat healthy as a way to take care of your health (when done properly)? - Importance of healthy eating

		Gender		
		Male	Female	Total
How important to you is to eat healthy as a way to take care of your health (when done properly)? - Importance of healthy eating	3	25,0%	75,0%	100,0%
	4	19,0%	81,0%	100,0%
	5	39,4%	60,6%	100,0%
	6	30,8%	69,2%	100,0%
	7	19,5%	80,5%	100,0%
Total		27,5%	72,5%	100,0%



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance
3	Taste	9.00	13.00	12.14	0.88	0.77
5	Quality of the ingredients	9.00	13.00	11.90	1.14	1.30
11	Reccomendations by friends and family	1.00	13.00	11.32	1.33	1.77
6	Friendly and supportive service	1.00	13.00	11.23	1.37	1.87
9	Variety	8.00	13.00	11.17	1.24	1.54
2	Reputation	1.00	13.00	11.07	1.63	2.67
1	Price	1.00	13.00	11.07	1.64	2.70
4	Healthiness (organic and natural)	1.00	13.00	11.04	1.74	3.03
7	Convenience	1.00	13.00	10.74	1.57	2.46
8	Speed of the service	1.00	13.00	10.61	1.58	2.49
12	The use of local ingredients	1.00	13.00	10.30	2.25	5.04
13	The use of environmental friendly packaging	1.00	13.00	9.95	2.73	7.46
14	Personalization of the service/products	1.00	13.00	9.82	2.35	5.50
10	Promotions	1.00	13.00	9.30	2.84	8.04

Appendix 11: Survey Results- Decision-making process



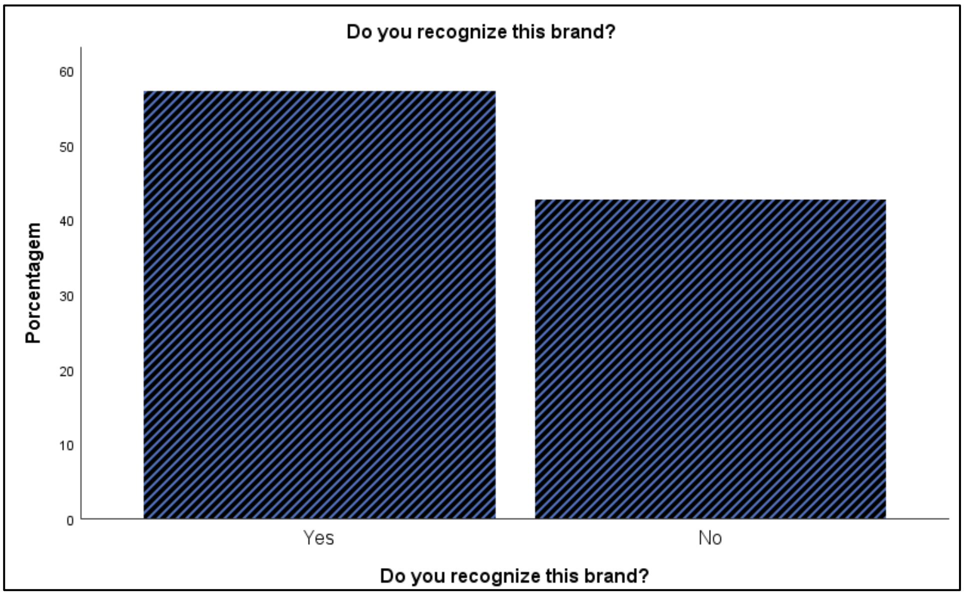
Tabulação cruzada How often do you opt healthy for your meals? - Selected Choice * Do you consider yourself a health-concerned person?

% em How often do you opt healthy for your meals? - Selected Choice

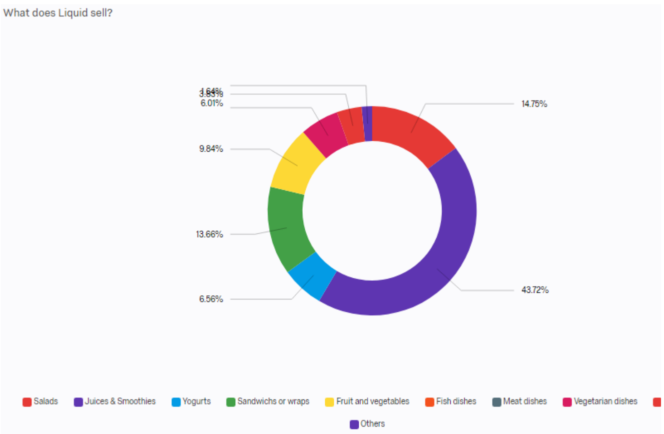
		Do you consider yourself a health-concerned person?		
		Yes	No	Total
How often do you opt healthy for your meals? - Selected Choice	Everyday	100,0%		100,0%
	On the weekends	77,8%	22,2%	100,0%
	During the weekdays	85,7%	14,3%	100,0%
	More in the summer	68,4%	31,6%	100,0%
	After the holidays	50,0%	50,0%	100,0%
	Other	60,0%	40,0%	100,0%
Total		85,2%	14,8%	100,0%

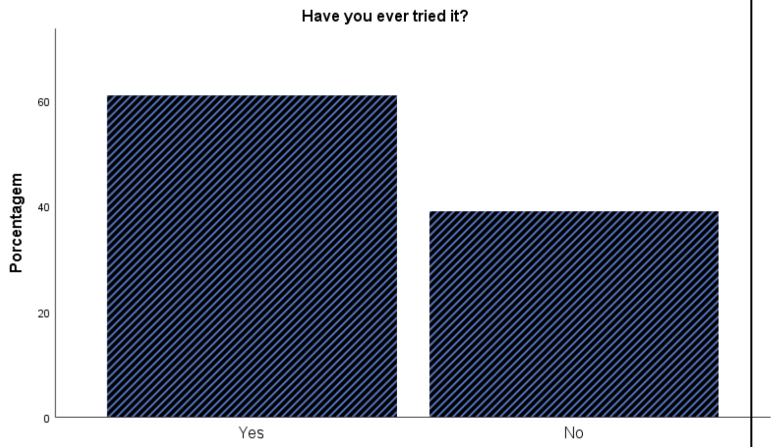
		How often do you opt healthy for your meals?						
		Everyday	On the weekends	During the weekdays	More in the summer	After the holidays	Other	Total
When do you usually eat healthy? Choose as many as you want.	For lunch	83%	67%	80%	52%	50%	60%	74%
	For dinner	83%	44%	57%	29%	0%	80%	63%
	As a snack	48%	33%	31%	19%	50%	40%	37%
	For breakfast	81%	33%	55%	43%	0%	40%	60%
	Total	100%	100%	100%	100%	100%	100%	100%

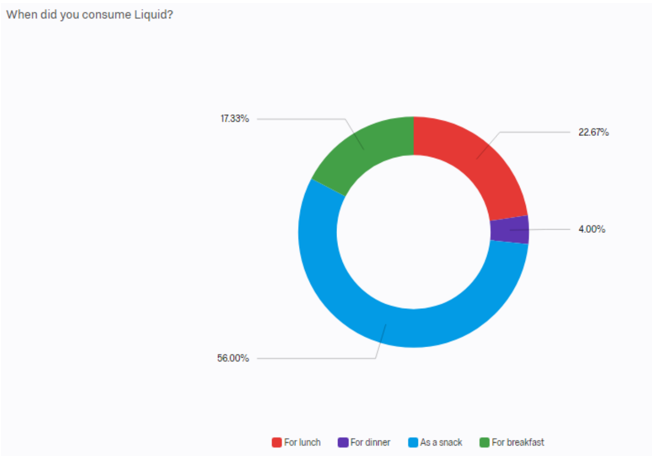
Appendix 12: Survey Results- Brand awareness

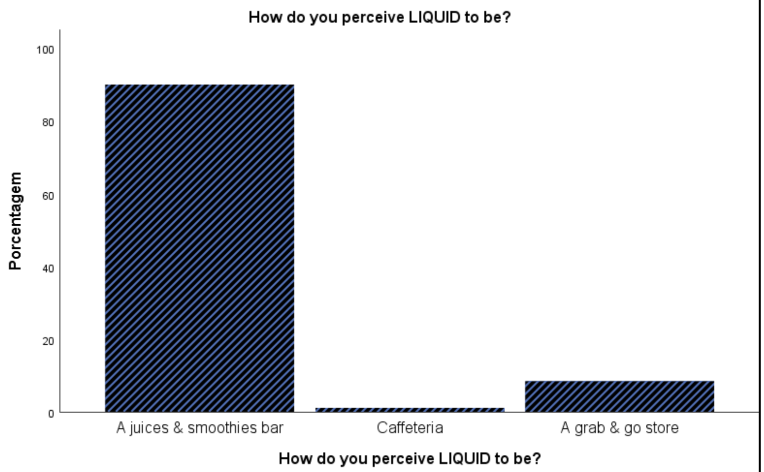


(The ones that recognized Liquid)

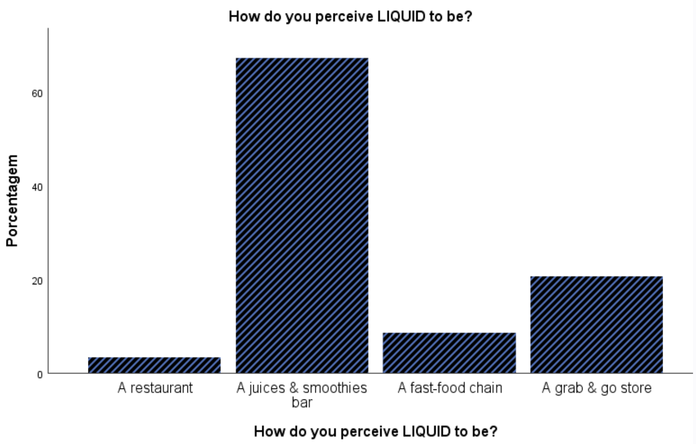


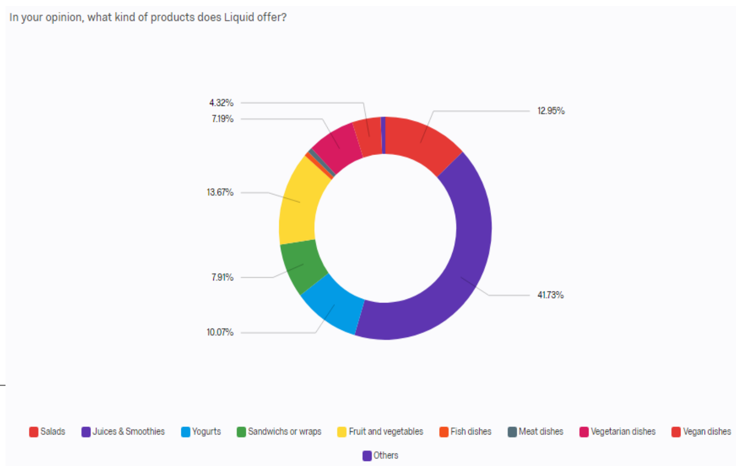


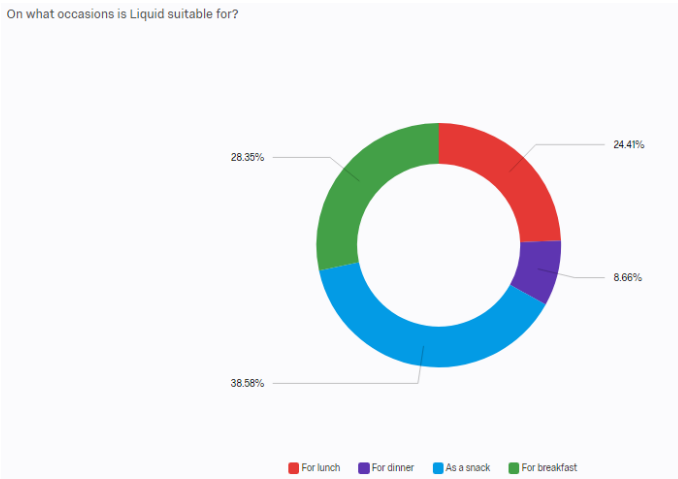




(The ones that did not recognize Liquid)







Tabulação cruzada Have you ever tried it? * Do you consider LIQUID as an alternative to [QID8-ChoiceGroup-AllChoicesTextEntry]?

% em Have you ever tried it?

		Do you consider LIQUID as an alternative to [QID8-ChoiceGroup-AllChoicesTextEntry]? Yes	No	Total
Have you ever tried it?	Yes	69,4%	30,6%	100,0%
	No	37,5%	62,5%	100,0%
Total		56,8%	43,2%	100,0%