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

Branding Lab

HOW PORTUGUESE CONSUMERS PERCEIVE THE SUSTAINABLE DIMENSION OF THE BRAND 1?

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Abstract:

The Beauty and Personal Care Market has been moving towards a sustainable path. During the past few years, companies have taken on initiatives to reduce their environmental footprint, and Brand 1 is at its forefront in the mass market. This Field Lab Project aims to analyse how Portuguese consumers perceive the sustainable dimension of the Brand 1. We concluded that most Portuguese consumers are not up-to-date with sustainability, showing incongruencies between their stated opinions and their actions. Their misunderstanding of the topic extends to their reliability of the sustainability concept on packaging, granting it greater importance than any other factors.

Keywords: Sustainability; Brand 1; Beauty and Personal Care Market; Bio Products, Brand Architecture, Plastic Packaging

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TABLE OF CONTENTS

1. Introduction

The Beauty and Personal Care sector is a multifaceted market that includes bath & shower products, deodorants, hair care, colour cosmetics, men's grooming products, oral hygiene, perfumes & fragrances, skincare, depilatories, and sun care (Statista, 2020). The market is split into three main distribution channels: Mass Market and Premium/Selective Distribution, and Pharmacies.

Brand 1 is a daughter brand of Brand 15. It has been operating in Portugal since 1962 (Brand 15 Portugal, n.d.). Brand 1 Portugal is the beauty and personal care category leader in the mass market channel and is 4th worldwide (Brand 1 Briefing). Brand 1 operates in eight mass-market categories: Suncare, Haircolor, Haircare, Skincare, Styling, Deos, Body, and Shower. However, it has identified five categories as its strategic priority: Suncare, Haircolor, Haircare, Skincare, and Deos. Brand 1 is the parent brand of the following commercial brands: Brand 2, Brand 3, Brand 3 Style, Brand 35, Brand 36, Brand 34, Brand 9, Brand 8, Brand 5, Brand 4, Brand 6 and Brand 7 (Brand 1 PT, n.d.). In 2019, the brand unveiled a new tagline "By Brand 1, Naturally" (Cosmetics Business, 2019), highlighting its intentions to be perceived in a sustainable light.

In direct collaboration with Brand 1, this project is submitted within the scope of the Branding Lab. It explores the question *"How Portuguese consumers perceive the sustainable dimension of the Brand 1?"*. This study seeks to elaborate on the meaning of sustainability for Portugal's beauty and personal care mass-market consumers by analyzing this category's consumers' behaviors and attitudes. Furthermore, we discuss the relationship between sustainability and the beauty and personal care market in Portugal.

The Project consists of a group work conducted by Carolina Reis, Mafalda Gonçalves, and Helena Bleck, structured by: Introduction (1), Contextual background (2), Diagnostic (3), Discussion (4) and three individual reports with further analysis and recommendations developed by each student. Hence, Carolina Reis elaborated report A: *"How should Brand 1 convey and manage its articulation with its daughter brands to increase its Brand equity and reinforce its sustainable purpose?"* Mafalda Gonçalves developed report B: *"How should the bio concept be communicated in the mass market beauty and personal care categories?"* and Helena Bleck did report C: *"How to communicate to consumers that a product with plastic packaging can be sustainable?"*.

2. Contextual Background

To address our Work Project question, we analyzed information regarding the beauty and personal care market (from now on referred to as BPCM) and the brand Brand 1. The information is presented as followed: 1) The Global Beauty and Personal Care Market, 2) The European Beauty and Care Market, 3) The Portuguese Beauty and Care Market, 4) Sustainability in Europe and Portugal, and 5) The Brand Brand 1.

2.1 The Global Beauty and Personal Care Market

The BPCM operates within different segments. It is distributed across many channels: department stores, supermarkets, specialty stores, direct selling, pharmacy & drug stores, Internet retailing, beauty salons, and others (Markets and Markets, 2014). Globally, this sector is valued at $493.34 billion (Fior Markets 2020), with an expected compound annual growth rate (CAGR), before COVID, of 4.35% for the next five years (Mordor Intelligence 2020).

There are four major players worldwide, with revenues of more than $10 billion in this sector: Brand 15, with revenues of $81.2 billion; followed by Brand 17, with revenues of $24.8 billion; Brand 18, with revenues of $18.7 billion; and, finally, Brand 16, with revenues of $12.4 billion (Statista 2018).

Within this market, consumers have demonstrated a preference for organic and natural personal care products (Grand View Research 2018). In the United States of America, 66% of consumers said they were willing to try new products if advertised as “natural” (Ipsos 2019).

2.2 The European Beauty and Personal Care Market

In Europe, the BPCM has revenues of €102.4 billion (Statista 2020). The usage rate of beauty and personal care products across all ages is 72% (Mordor Intelligence, 2020). This market was expected to grow, before the Covid-19 pandemic, at a CAGR of 5,97% until 2024, where revenues of €179.7 billion are projected (Market Research 2020). In Europe, the significant players constitute of Brand 15 – mother brand to Brand 1 and others; Brand 16– mother brand to Brand 10, Brand 14 and others; Brand 19 – mother brand to Brand 12, and others; and Brand 17 – mother brand to Brand 11 and others (Market Research 2020).

2.3 The Portuguese Beauty and Personal Care Market

In 2020, the Portuguese BPCM is expected to achieve revenues of €1,256 million (Statista 2020). The sector was projected to grow, before the Covid-19 pandemic, at a CAGR of 5.9% for the next five years (Statista 2020). The Personal Care segment, which includes shampoos, shower gels, bathing products, deodorants, oral care, and shaving products, is the largest sector in Portugal for this market – having revenues of €615.8 million (Statista 2020). Brand 15 is the mass market leader for Beauty and Personal Care, having a market share of 18% (Euromonitor 2020). In addition, the mass BPCM has been growing, having demonstrated a 2% increase in sales in 2019 (Euromonitor, 2019). Portugal has seen more products advertised as “natural” and “organic” being sold in non-specialized stores (Euromonitor, 2020).

2.4 Sustainability in Europe and Portugal

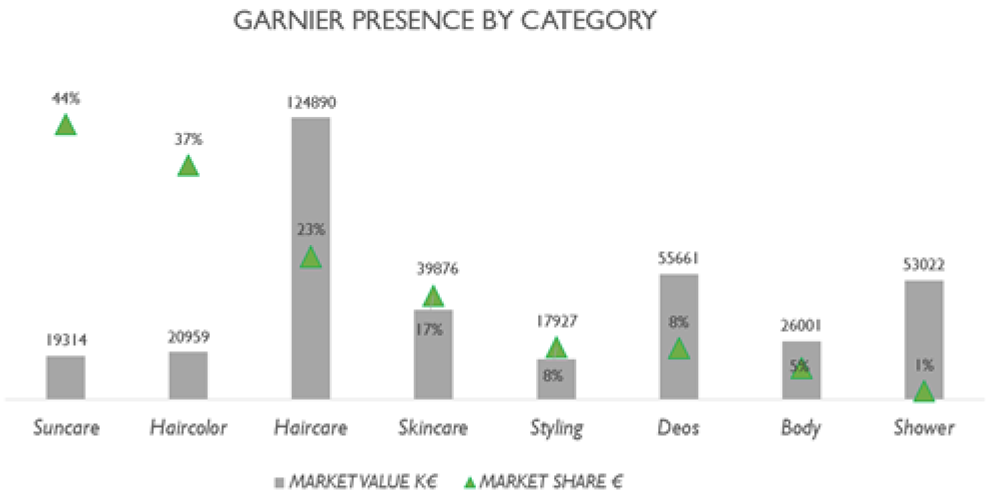
Sustainability has become critical, especially in the choice of ingredients, manufacturing processes, transportation, and recycling. Each phase of a beauty and personal care product life cycle affects sustainability. Companies such as Brand 15, Brand 17, Brand 19, Brand 37, and Brand 16 are keen on adjusting their processes to meet these criteria (Cosmetics Europe - The Personal Care Association, 2017). Media attention has intensified over the beauty and personal care mass-market industry's sustainability, raising consumer awareness of environmental issues. Although purchasing products relies significantly on personal consumer preferences, environmental concerns are quickly emerging amongst consumers (Liobikienė and Bernatonienė, 2017). Sustainability is increasingly more important for Europeans but not to everybody and not in the same ways. A study showed that 85% of Millennials (24 to 39 years old) and 65% of the Silent Generation (65 years and older) state that companies should commit to improving the environment (Nielsen, 2019). Although sustainability worries are present among European consumers, there is a gap between concern and behavior. A recent study verified that only 34% of European consumers purchase sustainable products (Bettoni, 2019).

As Portugal is concerned, in 2016, the University of Lisbon, in partnership with "Missão Continente" and "Instituto de Ciências Sociais," published a sustainability report, where over 1.500 respondents were surveyed. This study concluded that, in Portugal, 73% of consumers have already heard about sustainability, 80.9% of which through the media (Schmidt et al., 2016). 85.8% of the Portuguese consumers state that each individual is personally responsible for promoting sustainability, and 37.9% claim that companies also have a responsibility to do so (Schmidt et al., 2016). Out of the 47.8% of respondents who defined sustainability as responsible consumption, the majority belongs to a younger age interval with master's degrees (Schmidt et al., 2016). In regards to the measures that should be implemented to increase the awareness for responsible consumption: 56.7% of respondents defend that informational campaigns should be launched, and 51.6% defend that companies should label their products providing information about the sustainability level of their production (Schmidt et al., 2016) *(See charts in appendixes 1, 2 and 3).* According to a study published by Ageas Portugal in Partnership with Eurogroup Consulting Portugal, half of the Portuguese population claim that the Covid-19 pandemic impacted their behaviors towards sustainability. 51% of respondents claimed to have a more prominent concern regarding plastic, and 54% stated to have changed their actions towards recycling (Marketeer 2020). The Covid 19 pandemic was interpreted as a wake-up call towards other crises that might affect the planet.

2.5 The Brand Brand 1

Brand 1 was founded in 1904 when Alfred Amour created a plant-based hair lotion – the first-ever of its kind (Brand 1 USA, n.d.). Established in France, the brand continued to develop products that targeted women's skin needs. By 1934, five new products had been developed: Eau de beauté Brand 1, Pétrole Brand 1, Sulfo Brand 1, Eau de bleuet Brand 1, and Shampooing Brand 1 (Brand 1 UK, n.d.). In 1935, Brand 1 launched its Brand 5 (Brand 1 UK, n.d.). Brand 1 continued to experiment and, in 1946, released an innovative product with Bone Marrow – meant to nurture and revitalize the hair (Brand 1 PT, n.d.). Brand 34, the first permanent at-home coloring kit, was released in 1960 and, five years later, Brand 1 was purchased by Brand 15 (The Finery Report, 2019). Since then, multiple new products and brands were developed and launched, including Brand 2 in 1982, Brand 3 in 1996, and Brand 9 in 1998, amongst many others (Brand 1 PT, n.d.). In Portugal, In terms of the Mass BPCM, Brand 1 is the leader of this segment, having a market share of 21.7%, being followed by Brand 16, Brand 17, Brand 19, and Brand 38 that own 15.2%, 14.6%, 13%, and 7% of market share, respectively (Nielson 2020). Regarding Brand 1's value by category, the most significant segment is haircare, with the category having a market value of 124.890€ (Brand 1 Briefing, 2020).

Figure 1: Brand 1's market share and market value by category (Brand 1 Briefing; Nielsen, 2019)

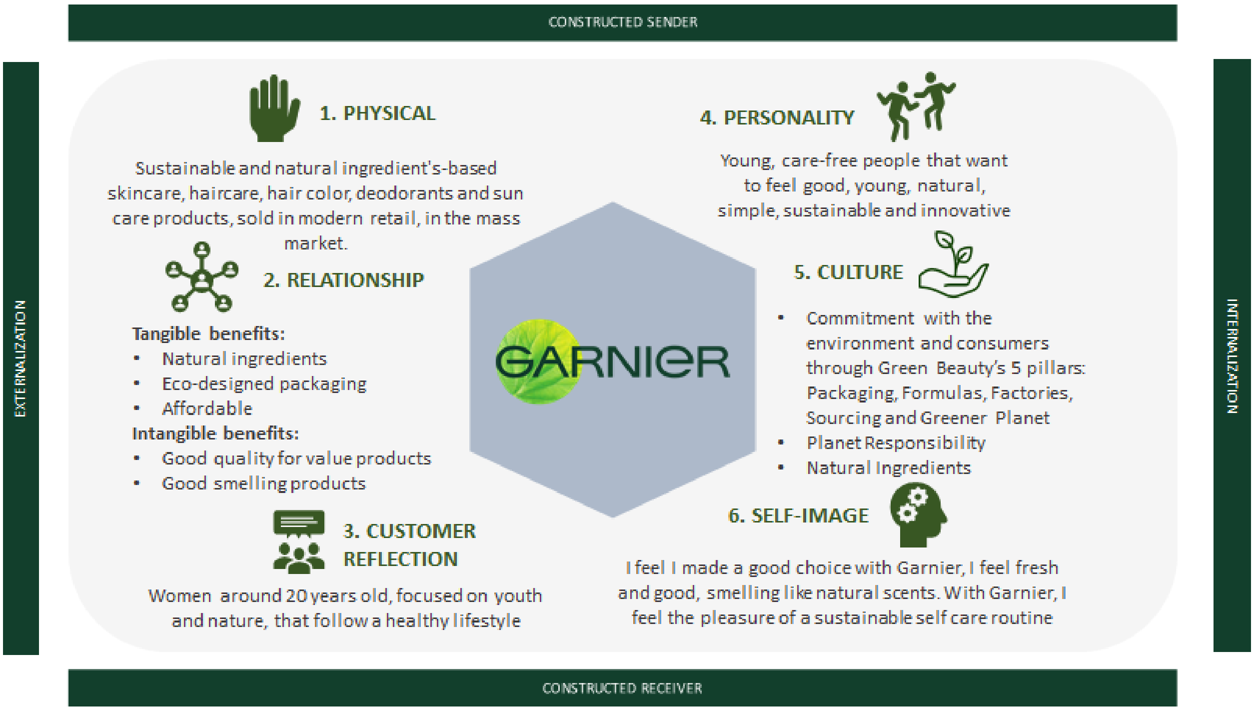


According to the Globe Ipsos Apeme study, conducted in Portugal in 2019, Brand 1 ranked as third in the spontaneous awareness ranking - with Brand 12 being number 1, followed by Brand 39 (Brand 1 Briefing). The same study confirmed that the majority of Brand 1 Portugal consumers are between the ages of 16 and 34 (Brand 1 Briefing, 2020).

2.5.1. Brand 1's Brand Identity

"By Brand 1, Naturally" is the new Brand 1 slogan. It exemplifies the nature-centered sentiment of the brand. Brand 1 as a brand personifies natural, bio-friendly ingredients that help individuals take care of themselves. The brand identity prism, which was based on the Brand 1 Briefing with the brand's manager that took place in August and on our own research of the brands' communication, represents a brand focused on youth, nature, and sustainability. We further detail it in the following figure.

Figure 2: Brand 1 Brand Identity (Kapferer, 2012)



2.5.2 Brand 1 and Sustainability

Brand 1 has embarked on the sustainability movement and is keen on sustainable beauty opportunities. In fact, Brand 1 intends to "help create a positive impact by leading the way towards sustainable beauty" (Brand 1 UK, n.d.). Thus, in 2019, Brand 1 announced it's **Green Beauty Campaign**, which can be summarized in **five commitments:**

1- Increase solidarity sourcing: meaning that Brand 1 intends to add 130 communities to its solidarity sourcing program (Brand 1 UK, n.d.);

2- Continue developing Green Sciences and Formulas: currently, 91% of the hair care and shampoos formulas are biodegradable and, by 2025, they commit to increasing this value (Brand 1 UK, n.d.);

3- Change the packaging towards more sustainable alternatives: by 2025, Brand 1 aims to have all its products manufactured without virgin plastic, translating into the reduction of plastic production by more than 30.000 tons per year, and to have recyclable, degradable, and reusable packaging (Brand 1 UK, n.d.);

4- Increase the use of renewable energies: Brand 1 is working towards having CO2 neutral factories, achievable through the use of renewable sources of energy. Moreover, carbon dioxide emissions in Brand 1's factories have been reduced by more than 70%, and their goal is to have a 100% reduction, hence becoming carbon neutral by 2025 (Brand 1 UK, n.d.).

5- Increase the actions against plastic pollution: Brand 1 has partnered with two NGOs, namely Ocean Conservancy (Environmental Conservancy) and Plastics for Change, to support the fight against pollution caused by plastic packaging.

The Portuguese government and the EU seek to make product labeling compulsory, but Brand 1 wants to be at the forefront of this movement. Brand 1 aims to inform its consumers on its products' social and environmental impacts so that the consumer can make "sustainable choices" when shopping. Brand 1 aims to rank its products based on five sustainability classes, A to E, where A marks the most sustainable products, developed after a thorough assessment. Since 1989, Brand 1 has been battling against animal testing on a global scale and stopped conducting tests on animals in its laboratories 14 years before it became law. Being part of the Brand 15 Group, Brand 1 has been at the forefront of alternative testing methods for more than 30 years (Brand 1 UK, n.d.). However, despite its efforts to stop animal testing, Brand 15 still sells its products in China, which implies animal testing required by the Chinese government (Peta, 2020).

Furthermore, in 2018, Brand 1 launched the Brand 3 Hair Food range with 98% natural ingredients (Brand 1 UK, n.d.). In Portugal, Brand 1 introduced its certified biological range of products, Brand 7, in 2019. In 2020, Brand 1 tackled plastic pollution with Brand 4’s new product range, Brand 4 Compact, which has a smaller packaging, having less impact on the environment, by being lighter and more ecologic. Finally, in October 2020, Brand 1 launched Brand 2 solid shampoos in Portugal, which are wrapped in biodegradable and recyclable paperboard packaging (Grande Consumo, 2020). This year, Brand 1 tackled the sustainable packaging issue by launching in partnership with Albea - a cosmetic packaging wholesale provider - the first-ever paper-based cosmetic tube *(see figure in appendix 4)* (Brand 1 Sustainability Report, 2019). This new packaging enables Brand 1 to reduce 49% of plastic per tube, and it contains recycled materials and paperboard certified by "The Forest Stewardship Council" (FSC). It was first launched with Brand 7's hemp day cream *(appendix 4)*. According to Brand 1's former mass market Marketing Director at Brand 15 - "We were the first mass-market brand to bring biological products to consumers in Portugal" (Tiago Melo, Grande Consumo, 2020).

2.5.3 Brand 1's Communication

Brand 1 uses numerous social media channels to communicate with its public and advertise, besides its website. Brand 1 Portugal has an Instagram and Facebook page, as well as an active YouTube account. In addition to this, they frequently promote their brands via TV and outdoor advertisements. Brand 1's Instagram account, the most used out of their three social media channels, with over 76.000 followers, has its focus on Brand 1 Green Beauty, with the platform's bio containing words such as "Naturally," "Sustainable," "Natural ingredients" and "Commitment to Green Beauty." Adding to this, it contains a highlight on the Green Beauty campaign. Posts are published one or two times per week and are product-related or informative about Green Beauty, and the latter is similar to the highlighted stories. When it comes to Facebook, Brand 1 Portugal has the biggest following out of its social media platforms, having collected over 16.000.000 followers as well as likes. However, activity is not frequent. Since September 2020, only one post was made concerning a contest, and the cover photo has been changed twice: once for a Green Beauty campaign allusive picture, and the other time for a solid shampoo promotion poster. On YouTube, content is also sporadic, with only two posted videos during November 2020, both about the new Brand 2 solid shampoo. Its most used format is the short clip advertising style videos, frequently no longer than 30 seconds. Regarding Brand 1's website, the homepage is updated regularly. In December 2020, the only reference of the Green Beauty campaign was on the bottom of the homepage and on the tab "About Brand 1," where it is featured in the first place.

Across all online and offline communication means, Brand 1 uses public figures, namely young Portuguese female tv actresses (i.e., Kelly Bailey), tv presenters (i.e., Isabel Silva), and singers (i.e., Carolina Deslandes), as influencers to promote some of its products and relate to its target audiences. Concerning offline communication, Brand 1 decided to innovate recently by having the first national campaign with outdoor advertising made with recycled paper in its strategy to promote Brand 2solid shampoos (Marketeer, 2020).

3. Diagnostic

Before starting the Work Project research, we had a meeting with Brand 1's Brand Manager. In this briefing, we were given information concerning Brand 1's challenges and threats in Portugal. The Brand 1 brand is facing a significant challenge. Despite its sustainable identity and recent actions, most consumers in the market do not perceive its sustainability attributes. There is a gap between brand identity and brand image. Brand 1 identifies itself as the most sustainable brand in the beauty and personal care mass-market categories; however, its consumers don't recognize it as a sustainable brand.

Regarding sustainability, when forming word clouds – a data viewing technique where the words referred more often appear larger than the least often - it was noticed that regarding Brand 1, no words such as "Natural," "Sustainable," "Recyclable" were mentioned. Words such as “Good,” “Quality,” and “Affordable” were the most cited (*See appendix 5*). This project aims at exploring this gap and making recommendations on how to address it.

3.1 Problem definition

The main question to address is *“How Portuguese consumers perceive the sustainable dimension of the brand Brand 1?”.* Accordingly, we defined a set of five objectives to be achieved throughout the project:

1. Understand the Portuguese consumers’ perspective towards the brand Brand 1;
2. Understand the Portuguese consumers’ perspective towards sustainability and the use of plastic;
3. Understand how a bio product can be communicated most efficiently in the mass market context;
4. Explore how to improve the articulation between Brand 1 and its daughter brands to raise Brand 1 brand equity and to reinforce its sustainable purpose;
5. Make recommendations on how to mitigate the gap between Brand 1’s Brand Identity and Brand 1’s Brand Image.

3.2. Methodology

To ensure a complete brand diagnostic of Brand 1’s performance, especially in terms of sustainable initiatives, and to have a more comprehensive analysis of the identified problem, primary research was conducted, combining qualitative and quantitative research techniques.

Qualitative research is an explorative technique; it aims to discover ideas and gather insights regarding the brand. Moreover, qualitative research enables developing hypotheses and defining key variables, for instance, to understand the brand perceptions *(da Silveira, 2019)*. On the other hand, quantitative research involves the use of numerical, statistical, and mathematical tools to derive results. This type of research is used to describe characteristics of consumer segments and estimate the percentage of people in a population exhibiting a particular behavior to measure attitudes towards the brands or products *(da Silveira, 2019)*.

3.2.1. Qualitative research

We selected the sample through a pre-recruiting questionnaire (See Appendix 6), according to the following criteria:

- being Portuguese or having lived in Portugal for the last, at least, six years;
- 100% women; and,
- have bought at least one product from Brand 1 within the last six months, for themselves or a relative.

Therefore, the sample for the qualitative research was composed of 24 people, being equally divided among:

- Four different age groups (less than 25 years old; between 25 and 34 years old; between 35 and 44 years old; older than 45 years old);
- Three different education levels (High School or lower education level; Bachelor Level; Master or higher education level);
- Three different household types (households with one person; households with two people; households with three or more people) were applied to the two older segments *(Appendix 8)*.

The group proceeded with the in-depth semi-structured interviews. Several topics were developed considering the interviewees' purchase behaviour, consumption behavior, and perception towards the brand Brand 1 and its sustainable identity. For a more in-depth understanding, respondents were asked Brand 1-related questions and were also questioned about other beauty Mass Market brands through the projective technique *(Interview Guide can be found in Appendix 7)*.

3.2.2. Quantitative research

We built an online survey to quantify the insights gathered in the qualitative stage of our research (the in-depth semi-structured interviews). The questionnaire was shared both on Facebook groups and on group members' personal networks. From the total 721 responses obtained, 500 met the requested criteria of:

- having lived in Portugal for, at least, the last six years; and,
- having purchased a product from one of Brand 1's brands in the last twelve months.

The sample (n=500) from the quantitative questionnaire is characterized as the following:

- **Gender:** 86.2% Female vs. 11.6% Male
- **Education Level:** 52.8% Bachelor Level; 30.6% Master Level; 16.6% High School or Lower Level
- **Professional Situation:** 50% employed; 30% Student; 10.2% Self-Employed; 7.6% Unemployed; 1.6% Retired
- **Households:** 70.8% three or more people (large households); 22% two people; 7.2% one person (small households)
- **Living with children less than 12 years old:** 81.4% No; 18.6% Yes

Also, from our quantitative research, we were able to analyze brand awareness and brand purchase of Brand 1's daughter brands since the former questions were "From these brands, which do you know, at least the name?" and "From these brands which have you bought, in the last 12 months?". The table below illustrates those two indicators, considering the total respondents (n=721) regarding the Brand 1 brand portfolio. It can be seen that Brand 1 brands have a high level of recognition.

Figure 4: Brand 1's daughter brands awareness & purchase (n=721)

Brand 1's daughter brands	Brand Awareness (Recognition)	Brand Purchase over the past six months
Brand 6	90%	30,51%
Brand 3	89,32%	14,84%
Brand 5	88,49%	22,88%
Brand 2	87,79%	44,11%
Brand 7	68,65%	4,99%
Brand 4	63,80%	13,31%
Brand 9	59,08%	0,99%
Brand 8	37,59%	1,53%

Combining the qualitative and quantitative research techniques was essential to gather insights for this project, and consequently fundamental to provide well-founded recommendations.

3.3 Research Limitations

During the development of our research, the group found several limitations. Firstly, due to the COVID-19 pandemic, the group had to adapt the research techniques to avoid personal contact with the interviewees. Hence, the pre-recruiting questionnaires were done entirely online, and the interviews were mostly conducted by video or phone call. Moreover, the sample from the quantitative research, from which the group gathered several insights, was not representative of Brand 1's consumers. The sample obtained was not ideal since the majority of the respondents were people younger than 25 years old (44.4%), mostly women (86.2%), and people with a bachelor's degree (52.8%). Lastly, considering the quantitative questionnaire, most respondents attributed the neutral score (3 - neither agree nor disagree) in the 5 point Likert scales, which can indicate little or no information about the topic, or respondents being disinterested about the questions proposed.

3.4 Research Insights

Note: In the quantitative questionnaire, affirmations about associations made with the brands and regarding sustainability perceptions were displayed, and consumers answered using a 5-point Likert scale, where 1 is "Totally Disagree," 5 is "Totally Agree," and 3 corresponds to "Neither Agree Neither Disagree." There was also the "Not Applicable" option when respondents did not know the brand in question. As mentioned in the research limitations, the number of "Neither Agree Neither Disagree" answers was so high that it led us to believe that respondents felt lost and did not know how to answer or were not paying the due attention. In fact, on average, 26.9% of answers are related to "Neither Agree Neither Disagree." To tackle this issue, data was analyzed by removing the "Neither Agree, Neither Disagree" responses, as they meant respondents were neutral about the topic. To illustrate, when calculating the percentage of respondents that agreed with a determined affirmation, we summed the number of "4" ("Agree") and "5" ("Totally Agree") answers and divided them by the total of "1", "2", "4" and "5" answers. The same procedure was applied to compute the percentage of respondents that disagreed with a statement, that is, by summing responses "1" (Totally Disagree") and "2" ("Disagree") and dividing by the same total, without considering "3" answers. By doing this, we could only take into account responses that expressed a negative or positive opinion on the topics. However, this implies that, for each scale, a different sample (n) was used; thereupon, the actual sample used will be made explicit when presenting each insight.

As qualitative insights are concerned, when identifying interviews' citations, interviewees' levels of education are coded in the following way:

- "Category 1" refers to a high school degree or lower;
- "Category 2" refers to an undergraduate degree; and
- "Category 3" refers to a master's degree or higher.

3.4.1. Segmentation

Three different consumer segments stood out from the qualitative insights: "*Promo*," "*Loyal,*" and "*Innovator*" segments *(See Appendix 8)*. Based on this, we then developed the quantitative questionnaire, where we asked respondents to choose one of the three following options: "I always buy the cheapest product or the one in promotion.", "I always buy the same product.", or "I always buy the product that seems to me to be the most appealing and innovator on the shelves.". This process allowed us to identify the three above mentioned segments in our sample *(See Appendix 9)* by having respondents self-select into the segment they belong to when picking the affirmation, they most relate to. For this section, we considered a surveyed sample size of 495, which excludes unfinished answers.

1) The first segment, which we named the "*Promo" segment*, encompasses consumers with at least three brands in their mind when going shopping, but whose final purchase decision comes down to the product's price or the presence of a promotion. According to our quantitative insights, this segment represents 36.6% of the sample. In terms of their age group, we found 73.5% to be under 35 years old, which is likely also a consequence of our sample being in its majority composed of young students below 30 years of age. Moreover, this segment is also characterized by having large households larger than three people. Although not a significant

percentage, it is the segment with the highest number of households that include children under 12 years old, precisely 22%. These respondents hold back from buying if they know a promotion is due to come or purchase a product in advance to stock it up at home if they catch a promotion of a brand they like. The following statements serve as examples for this behaviour: "I buy according to what is in promotion at the point of sale (POS). Usually, I go to the supermarket in the last week of the month because I know usually cleaning and hygiene products are in promotion that week." (Promo segment, Category 1, nº7); and "I would always combine shampoo and conditioner of the same range and purchase whatever was cheapest at the time of purchase. I would wait until one of these brands were in promotion and purchase that. So, when I go shopping for these products, I always walk the corridor, checking prices." (Promo segment, Category 1, nº20).

2) The second identified segment is what we called "Loyal," and it corresponds to the most significant segment in our qualitative sample and our quantitative research. 43.6% of the quantitative survey respondents reckoned having found a product that works for them and their personal needs in the category mentioned by them. Hence, they never switch to a different product, regardless of price or promotions. We can witness this clearly in the following quotes: "Regarding promotions, in terms of shampoo, I don't usually change, because I value more quality and I always go for the brands that best suit my hair type." (Loyal segment, Category 1, nº1); and "I usually know what products I like and go directly to the product I like. I don't particularly care about price, so I just purchase the products that I know work for me, even if they aren't on promotion." (Loyal segment, Category 3, nº18). Through our quantitative research, we found this segment to have the highest number of respondents aged older than 25, with a total of 54.7%, where 28.5% are older than 45 years. It is also the segment with the smaller sized households, i.e., 31% live in households with no more than two people.

3) The third segment, which we termed as "Innovator," represents the smallest segment: it consists of 7 out of our 24 interviewees and 19.8% of our quantitative research sample. This segment bases their purchasing decisions on the innovation of the product or the aesthetics of the packaging. These respondents pay a lot of attention and are very drawn to new trends that they might pick up from social media influencers, friends, or traditional advertising. They enjoy trying the latest products, and they are the segment with the highest level of education. Indeed, 35% own a master's or higher degree. Moreover, most "Innovators," much like "Promo" consumers, are younger than 35, corresponding to 73.3% of the sample. The following quotes express this segment's purchase drivers: "I find myself buying products that have a sort of innovative packaging, something aesthetically pleasing. I like clean and straight to the point labels, where the claim is easy to find. I don't read the ingredients." (Innovator segment, Category 3, nº11); and "Lately, I have been really into clear products: they seem more natural and cleaner to me. Aesthetically, they are quite pleasing, and usually, they are advertised as natural, clean, and effective – this interests me." (Innovator segment, Category 2, nº10).

3.4.2 Purchase Insights

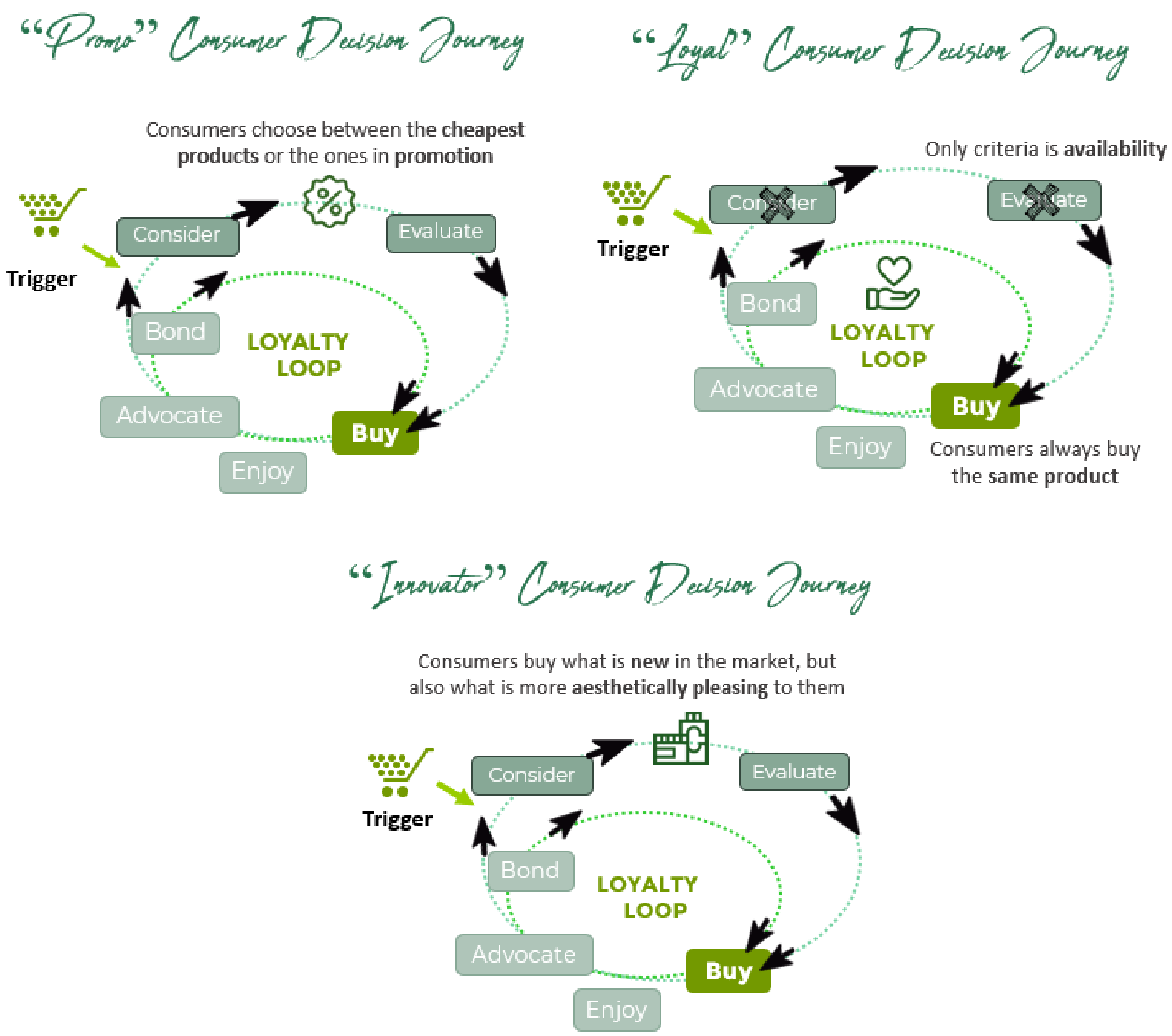
In addition to the three segments' purchase patterns, some interesting inputs apply to all segments. Firstly, we found that respondents do not check the ingredients list on the back label before shopping for a personal care or beauty product. Instead, they pick up cues from the images in the front label to guess what the main ingredient is and tend to focus on the function of each product, for example, in the case of shampoos, whether it is a moisturizing shampoo for dry hair or a strengthening one for weak hair. According to our quantitative research, this is especially true for "Loyal" and "Promo" segments, since 51.4% of 143 "Promo" and 50.4% of 175 "Loyal" disagreed with the affirmation "I read the product's ingredients list before buying".

What is more, except for the “Loyal” segment, consumers usually make their purchase decisions at the Point of Sale (POS) and not beforehand when it comes to personal care and beauty category products, which indicates that factors like price, promotion, availability, and display of the product at the store have a significant influence on the buying decision.

Finally, we found it very intriguing how purchases can be extremely influenced by social media, a friend’s or family member’s advice, influencers, or the opinion of experts in the field. One specific “Innovator” interviewee even admitted buying a different hair care product than her usual one because a social media ad sparked her curiosity: “For hair, I bought for the last time Brand 14. I saw advertising on social media that their products were organic and vegan and I got curious and wanted to buy.” (Innovator segment, Category 2, nº3).

When considering the consumer’s decision journey for each segment *(figure 5)*, using the McKinsey model (2009) *(Can be found on Appendix 10)*, it is vital to notice the preponderance of the evaluate stage, for both the “Promo” and “Innovator” segments, while the “Loyal” segment virtually skips the consider and evaluate steps as these consumers are in the loyalty loop with the products they always use. On the other hand, it is during the evaluation step that “Promo” and “Innovator” consumers make their purchase decision according to price and novelties in the market or the aesthetic of the packaging, respectively. Even though there may be some overlaps between the purchasing behavior of the different beauty and personal care categories, to simplify, our analysis of the consumers' decision journeys is based on the purchase of hair care products.

Figure 5: Consumer Decision Journey per Segment based on the haircare category



3.4.3 Sustainability Insights

Through the research made, we were able to better understand sustainability and the perceptions around it within the beauty and personal care products in the mass market context. We have divided those insights into five different sections. As previously explained, we got many respondents, from the total (n=500), who answered 3 - "Neither Agree Neither Disagree." On average, we obtained 19% of "3" answers for sustainability questions. Hence, it can be seen that many respondents were not comfortable with this topic and showed perhaps a certain lack of knowledge towards the sustainability issue.

Figure 6: Percentage of 500 respondents who "Neither Agree neither disagree."

QUESTIONS	% of "3" (n=500)
Q9_1: In my opinion, bio products are not as effective.	33,2%
Q9_11: If the product contains natural ingredients, it is sustainable.	30,2%
Q9_3: Brands sold in supermarkets, only aim to make profit.	25,0%
Q9_9: In my opinion, beauty and personal care brands that are sustainable are not as effective.	24,6%

(Complete table of "neither agree neither disagree" answers' percentage can be found in Appendix 15)

3.4.3.1. Sustainability and the Plastic Issue

Firstly, we aimed to understand the meaning of sustainability for our respondents and what they perceive as a sustainable product. Here, the principal association made was regarding the packaging. Most of our respondents from the qualitative research said that a lot needed to be done in terms of packaging for a product to be sustainable. Indeed, 53.7% of the respondents from the quantitative research that expressed an opinion on the topic (n=378) agreed with, "In my opinion, sustainability is a synonym of sustainable packaging." Moreover, 87.6% of 412 respondents value recycled packages, and 93.6% of 439 respondents value recyclable packages. Other associations with sustainability were made in the quantitative questionnaire, such as ethical resource sourcing (85% out of 367) and fair wages (92.7% out of 368). Nonetheless, only 32.7% out of 327 agreed that having natural ingredients means being a sustainable product.

This understanding that sustainability was mainly associated with plastic packaging was noticed in the quantitative questionnaires and during the qualitative interviews. However, most respondents seem to fail to understand the differences between the several types of plastic packaging. They associate plastic packaging only with virgin plastic, disregarding that packaging made of plastic can be recycled or recyclable. This explains why, for some of our respondents, plastic packaging is not associated with the idea of a product being sustainable, as this interviewee argues: “To be truthful, I don’t know if they do anything sustainable, what I know is that all of their products are packaged using plastic.” (Innovator segment, Category 3, nº4). *(See further quotes on the sustainability issue in Appendix 12)* Although this insight was predominantly noticed in qualitative research, the qualitative research enabled us to understand further the importance of sustainability in consumers' decision journeys and how it affected their decision-making. When asked about sustainability during our study, consumers answered genuinely how it affected their consumption; however, in the quantitative research, we cannot neglect the pressure to answer what is socially accepted that some respondents might feel. This resulted in answers that, in reality, do not translate 100% to the respondent’s actions. This is called the “Attitude-behavior gap,” which is the difference between what people say and what people do (Blake, 1999). Indeed, numerous studies have reported an increase in global environmental concern; however, they have shown that environmental engagement is not adjusting in accordance (Brick et al., 2018).

It is clear that sustainability is a blurred concept for Portuguese consumers, and it is a paradoxical idea within our society. Nonetheless, from the insights gathered in both qualitative and quantitative research, it can be deduced that the natural ingredients are not a crucial factor for respondents in terms of sustainability and that, in fact, the most critical factor, when considering sustainability, rely mostly on the characteristics of the packaging.

3.4.3.2 Sustainability in the Beauty and Personal Care Market

The group then intended to understand how sustainability is being perceived when considering the beauty and personal care products. With our qualitative research, we concluded that most of our interviewees do not tend to take into consideration sustainability when purchasing a beauty or personal care product: “When it comes to these products [beauty products] I don't care that much about sustainability, I’m more selfish, it’s more about me and about the result in my skin” (Innovator segment, Category 3, nº4). *(See further quotes in Appendix 12)*. When purchasing a beauty and personal care product, respondents consider mostly factors such as the price, the brands they already know, and the quality and specifications of those products, over sustainability. Sustainability does not seem to be a priority when buying this product category.

3.4.3.3 Sustainability in the Mass Market

Then we analysed how consumers feel about sustainability in the mass-market context. In both studies, opinions obtained were contradictory. On the one hand, most respondents do not oppose mass-market brands to sustainability. Indeed, 8.3% of the respondents who expressed an idea (n=385) agreed with “Brands sold in supermarkets are not sustainable.” Additionally, 21% (of the 357 respondents who made an assumption) agreed that “Brands sold in the supermarkets are too cheap to be sustainable.” However, on the other hand, during our qualitative research, some respondents tended not to associate mass market brands with sustainability because of two main reasons: the perception of overproduction implied by mass production and the type of packaging implied by the low production costs. “I am quite certain that a mass-market brand is hard to be sustainable. They need to produce so much to offer to so many customers, that it would imply a big change for their production.” (Innovator segment, Category 3, nº11) . *(See further quotes on Appendix 12)* Once again, these opposite ideas could derive from the pressure respondents felt during the quantitative questionnaire.

3.4.3.4 Sustainability and corporate responsibility

Respondents seem to address the sustainable responsibility to brands. “It is the brand's job to educate the consumer: not only on their sustainable efforts but also on how to use their products more sustainably. It is not enough for a brand to reduce its use of virgin plastic and not educate their consumers on how to recycle!” (Innovator segment, Category 3, nº11) . *(See further quotes on Appendix 12)* This insight was consistent in both qualitative and quantitative research. 92.8% of the 457 respondents who had an opinion affirmed brands should educate consumers towards sustainability and recycling. In addition, this claim: “Brands should educate consumers to recycle their packaging,” had a lower percentage of “3” answers, meaning that respondents were probably more responsive and engaged with the idea. Also, 95.3% of 422 respondents agreed that brands should communicate their sustainable efforts. This point was also among the bottom five questions, considering the percentage of “3” type answers. As previously said, this can indicate that respondents were more engaged.

3.4.3.5 Sustainability and the Bio Products

Many brands have been including Bio products as part of their product portfolio; however, many respondents seem to be very skeptical and contradictory regarding these products. Through the research made, two perspectives stood out.

Firstly, some respondents tend to associate bio products with a lower quality and efficiency level and a higher price level. “I don’t always choose to buy it because I feel like it does not always have as good of a result as other brands.” (Innovator segment, Category 3, nº4). *(See further quotes on Appendix 12)* From this, it can be deduced that respondents are unwilling to shift to these types of products. Other respondents do not consider bio products less efficient, as only 18.4% of 295 respondents agreed with, “In my opinion, bio products are not as effective.” In addition to this, respondents seem to be misinformed concerning bio products. The previous question gathered the top 5 largest percentages for the “neither agree nor disagree” type of answers, accounting for 33.2% of the total sample (n=500). It is then clear that the concept of bio products tends to be very confusing for our respondents and inconsistent since some respondents seemed to have a less positive image of bio products in terms of efficacy. In contrast, others do not associate bio products with less effective products. As before, this can be the case of the attitude-behavior gap found in the quantitative results.

Regarding the price level, insights were consensual and consistent in both studies, as 83.5% of 387 respondents from the quantitative research agreed with "In my opinion, bio products are always more expensive.".

Secondly, some respondents tend not to associate bio products with sustainability. "Many brands are advertising nowadays the fact that they are bio or natural, but that does not mean that they are sustainable if the ingredients come from the other side of the world or if the packaging is all about plastic." (Loyal segment, Category 2, nº8) *(See additional quotes in Appendix 12)*. As previously analyzed, most of our respondents associate sustainability with packaging. Thus, being a bio product might not be a sufficient criteria to meet consumer's sustainability standards.

3.4.3.6 Sustainability and Price Level

Lastly, based on our qualitative research, we found another paradox related to sustainable products' price level. Respondents believe a sustainable product must be more expensive to be sustainable. Hence, if those products' price level is the same as the other product lines, respondents do not tend to consider it sustainable. However, if the price level is higher than the other product lines, respondents are not willing to purchase them.

Moreover, respondents tend to criticize brands for increasing the price for more sustainable products as a way to increase revenues: "These brands use the fact that many people are caring for the environment to create better products and are more eco-friendly, but then they increase the price. These companies are more worried about the profit rather than in terms of sustainability." (Innovator segment, Category 3, nº5). *(See further quotes on Appendix 12)* The main reason for this is scepticism. Some respondents seemed to be very sceptical about sustainable products, as they tend to consider sustainability as a tool from brands' marketing teams. They believe having these sustainable initiatives is only a way to increase profit and follow this green trend, since they do not entirely grasp sustainability. This perhaps comes along with the first issue that respondents mainly associate sustainability with packaging, or because, as previously analysed, respondents seem to be misinformed regarding sustainability. This constitutes another paradox since, most respondents, 95.3% from 422 respondents, require brands to communicate their sustainable efforts. However, simultaneously, when a certain brand communicates sustainability, some respondents have a judgemental attitude to only a marketing campaign.

3.4.3.7 Sustainability Paradoxes

All in all, the matter of sustainability revealed many inconsistencies and paradoxes within our respondents. Although most of them (88.2% of 389 respondents) tend to care about sustainability issues, 11.8% seem not to consider this an important issue. Also, from the total of respondents (500), 20% neither agreed nor disagreed ("3" type answer) with "In my opinion, sustainability is important.". Therefore, it can be deduced that 20% of the total respondents were neutral about "sustainability" or had little information regarding it. This can be understandable through the numerous paradoxes found regarding the insights obtained in both the qualitative and quantitative research.

Lastly, besides the fact that most of the respondents (97.2% of 461 respondents) agreed with the statement "I know how to recycle.", some of them seem to misunderstand recycling, as 40.2% of 403 respondents disagreed with "I take out the lid before recycling.". In addition, 15% of our total sample (n=500) neither agreed neither disagreed with this quote, which means they are indifferent or do not know. Moreover, only 35.1% of 410 respondents agreed with "I wash the containers before recycling.". From our total sample (n=500), 13.6% seem to be neutral about the previous assumption. Hence, recycling appears to be a concept not very well understood among our respondents.

3.4.4 Brand Perceptions

The incorporated projective technique helped us further understand interviewees' brands' image when conducting our in-depth semi-structured interviews. This technique consisted of asking each participant, "If brand x was a person, please describe who and how it would be." This question was then repeated until all three of the following brands were covered: Brand 1, a Brand 1's daughter brand, and a brand that had been mentioned before by the interviewee. The goal was to unravel the brands' perceived personality while, at the same time, creating a comparison between these.

From this process, it became clear that certain brands have a more consistent brand image between respondents than others. In the second phase of our research, we developed scales to measure the most stated brands' associations during the interviews to confirm if these assumptions would still hold true for a broader sample. Between the most consistent and static brand perceptions we found, we can enumerate Brand 12, Brand 11, and Brand 10 as these were also the most frequently mentioned brands. On the other hand, we found Brand 1 to have a more unstable brand perception.

As Brand 11 is concerned, we could tell that it is a very well trusted brand. Soft, nice, calm, and sweet were the adjectives most used to describe it if it were a person. It is also considered the most sustainable beauty mass market brand, with nearly 66% of 235 participants agreeing with this sentence. Brand 12 follows right after with a confirming rate of 64.1% out of 245 who responded. Brand 12 is seen as a mature, wise, and successful woman. Furthermore, there was one mention in the interviews about Brand 12 being a brand that tries to use natural ingredients to produce highly effective products. Our quantitative research confirmed with 60.9% out of 230 respondents asserted that Brand 12 products are made up of natural ingredients. However, this affirmation also got 48.4% of "Neither Agree Neither Disagree" answers. We can assume that this can be a result of the "*Brand 12 Naturally Good"* campaign being still so recent. As for Brand 10, it was always associated with someone young, in their 30's, elegant and confident, and very engaged and successful with their job. Its good quality was a recurrent topic that nearly 79% out of 214 surveyed participants agreed about. Nonetheless, it is viewed as the least sustainable brand in the mass market.

In contrast, Brand 1's brand perception was more inconsistent than the ones previously mentioned. The only two features that had general acceptance were that Brand 1's brand is an economically accessible brand, hence the reference to a middle-class and average person, and the description of someone who lived in a city reflecting the brand's urban facet. There was no consensus about the age group that Brand 1 would be inserted in if it was a person. Opposing to our previous assumption that Brand 1 is viewed as targeting a younger audience, responses turned out to be scattered. Nonetheless, it was interesting to discover that the highest acceptance rate for Brand 1, being a brand meant for younger generations, was found among our sample of 190 "Innovators," with 70% approval amongst this segment. Considering that this group follows and is very much updated about new trends, we can deduce that they are the most informed about Brand 1's current transitioning stage into more sustainable practices. Sustainability is a recent topic, not unusual for it to be linked to millennials.

Moreover, Brand 1 and its daughter brands Brand 2 and Brand 3 were linked to nature and described as being made with natural ingredients; however, when asked if the brand was sustainable, respondents clearly distinguish between being naturally produced and being sustainable. Only 51.2% out of 207 said Brand 1 was sustainable, while 67.6% out of 225 agreed that it uses natural ingredients in its products. This can, again, be a consequence of respondents' emphasis on relating sustainability to packaging. Furthermore, only 36.3% out of 179 believe Brand 1 uses fewer chemicals in its products than other mass-market brands such as Brand 22, which 62.3% out of 191 regard as having fewer chemicals. Nonetheless, these brands' connection to nature seemed apparent to most interviewees; indeed, about Brand 2, one had to say the following: “More related to nature and less city-like, a simpler person. I think it is because of the brand and its commercials: how they give a star ingredient to each product or shampoo of the range, like argan oil, camomile, etc. It is very related to nature. Smells good.” (Innovator segment, Category 2, nº9); and about Brand 1, another one said: “I strongly associate Brand 1 with the use of natural products. Perhaps because Brand 1 always has images of fruit on the packaging.” (Promo segment, Category 3, nº17).

Brand 2was also linked to children and childhood memories. Brand 4, on the other hand, was the only Brand 1 brand that was not easily and immediately associated with Brand 1's brand portfolio by respondents. On the contrary, respondents were quick to link Brand 2, Brand 3, and Brand 5 with Brand 1, to the extent of even using the word Brand 3 and Brand 1 interchangeably to refer to the same brand. To sum up, Brand 1’s brand architecture did not appear to be fully understood by all respondents, which is proven in the following statement: “I think the mass-market brands are very similar, and I kind of get lost in all the brands also because there are a few brands that belong to Brand 1, but I don't really know which ones.” (Promo segment, Category 3, nº6).

Furthermore, it is relevant to highlight Brand 7 and Brand 3 Hair Food as their packaging was praised and received excellent feedback from consumers who did not know these brands before. Brand 7’s packaging was thought to have a sleek, modern, clean, and simple appearance.

It was also presumed to be a natural and fresh product due to its visual aspect. However, from the 68.7% (out of 500 recorded responses) that knew Brand 7, more than half agreed that it is expensive, high quality, and trustworthy.

When asked directly about whether respondents consider Brand 1 to be a sustainable brand, the use of plastic packaging took form as an obstacle. Nonetheless, Brand 1 was also recognized for making recent efforts in the sense of changing and evolving, as it did with the introduction of the bio line and Brand 2 solid shampoos. However, it is very evident how unsure consumers are when responding to questions regarding brands' sustainability. The amount of "I don't know" answers, which corresponds to the number 3 on the 5-point Likert scale, is never below 42.8%, which indicates a general information deficiency on these topics.

Being a mass-market brand also represented an impediment to Brand 1 being a fully sustainable brand. Here is what one interviewee had to say about Brand 1: "It is too cheap and big to be sustainable. How can a brand that mass produces be sustainable? The fact that they have to produce millions of plastic bottles per day means they aren't sustainable. Furthermore, I have never seen any type of communication in that direction. I know they say it is a natural brand, but that doesn't equal it to being a sustainable brand. If the brand wants to be sustainable, they have to start a conversation with their consumers, opening up the communication on what they have done and what still needs to be done. Showing ads for their products isn't enough." (Innovator segment, Category 2, nº3). This citation indicates that even though some brands communicate sustainability, their message is not being conveyed to consumers, leaving respondents incapable of forming a proper judgment. Respondents appeal to brands to disclose their production processes transparently.

When exploring the reasons why Brand 1 is not perceived as sustainable, the recycling issue came up. Some respondents believe it should be the brand's responsibility to communicate how the products' packaging should be recycled since there is a lack of education. One interviewee stated: "I don't remember seeing any explicit reference to sustainability on packaging. No indication of how the packaging is supposed to be recycled: can the lid be recycled? Does the packaging need to be washed? It would be important to leave these indications." (Promo segment, Category 3, nº17).

4. Discussion

Through the research made, it was possible to understand the several challenges the brand Brand 1 is currently facing. In addition, despite all the sustainable initiatives from the Green Beauty Campaign, the brand Brand 1 is still not yet perceived as being sustainable, according to our respondents.

From our analysis, we infer several perceptions considering the brand Brand 1. First of all, sustainability appears to be a paradoxical concept, as previously analyzed. Although respondents consider it an important factor, they tend to not include sustainability in their decision-making process, especially in the beauty and personal care categories. This is called the attitude-behaviour gap, in which consumers' actions are not aligned with their thoughts and beliefs. Moreover, most consumers are not educated and aware of sustainability, which often leads to this misinformation regarding brands' initiatives.

Secondly, aside from being seen as a natural brand, Brand 1 is not necessarily associated with sustainability. This might be a consequence of our respondents' perception of the concept of sustainability. As formerly mentioned, respondents tend to resume sustainability to packaging. Therefore, being natural or having natural ingredients might not be enough for Brand 1's consumers to consider it sustainable. Moreover, some other respondents also do not associate sustainability with mass-market brands, which might also be a reason for this disassociation between the brand image of Brand 1 and its sustainable initiatives.

Moreover, it was clear how respondents feel that the brand's role is to educate consumers about sustainability issues due to their significant influence and voice. Equally, interviewees called out companies for not proactively communicating their sustainability initiatives. However, when companies try to communicate sustainability, consumers are very skeptical and judgemental. Consequently, companies seem to be apprehensive about communicating sustainability.

In the case of Brand 1, through our analysis of the brand's social media, one can argue that Sustainability is not a priority topic: in September 2020, on Brand 1 Portugal's Instagram account, only two out of nineteen posts were about sustainability, one was about the Brand 1 Bio line, and three were about the recently launched solid shampoo. The other 14 were miscellaneous publications regarding products and product application. On the Facebook page, no post was made regarding sustainability. However, Brand 1 changed the cover photo twice: once to advertise the new Solid Shampoo from Brand 2, and then advertise the Green Beauty Campaign. Regarding YouTube, two videos were published. Both regarding the new solid shampoo.

Brand 7 products received very positive feedback during our research. However, besides having a high brand awareness (68.7%), this brand has a low brand purchase (5%). This might be a result of the perceptions around bio products. In fact, many respondents associated bio products with a higher price level, and some with a lower level of efficiency, which might be reasons for not purchasing this brand.

Lastly, we noticed a certain misunderstanding regarding Brand 1's daughter brands. For instance, many respondents seem to confuse Brand 3 with the parent brand Brand 1. This was confirmed in the quantitative research, since many respondents, on the following questions: "From those brands which ones do you know at least the name?" and "From those brands which ones have you bought in the last 6 months?", did not choose Brand 1, when they decided Brand 2or Brand 3. This can be seen since the Brand 1 brand got a smaller percentage than the daughter brands for brand awareness and purchase. Also, the brand Brand 4was less associated with the Brand 1 brand.

Through the individual reports, we developed a set of recommendations to tackle key previously mentioned challenges. Hence, Carolina explored the case of Brand 1's Brand Architecture and "*How should Brand 1 convey and manage the articulation with its daughter brands to improve its brand equity and sustain its sustainable purpose."*, then Mafalda worked on the communication of the bio products, *"How should the bio concept be communicated in the mass market beauty and personal care categories? ",* and lastly, Helena tackled the sustainable issue, focused on *"How to communicate to consumers that a product with plastic packaging can be sustainable? "*. These three reports complete our analysis and our branding Lab project and aim to explore *"How consumers perceive Brand 1's sustainable dimension,"* providing recommendations that aim to decrease the gap between Brand 1 Brand Image and its sustainable identity.

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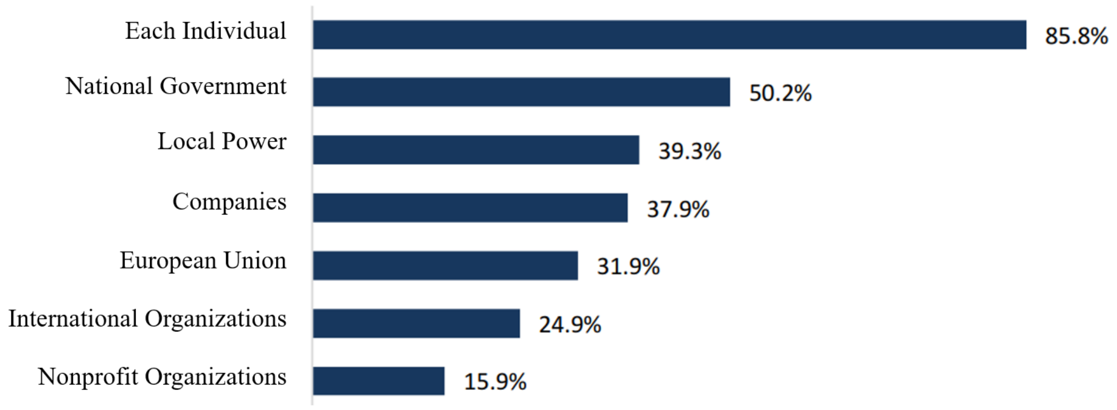
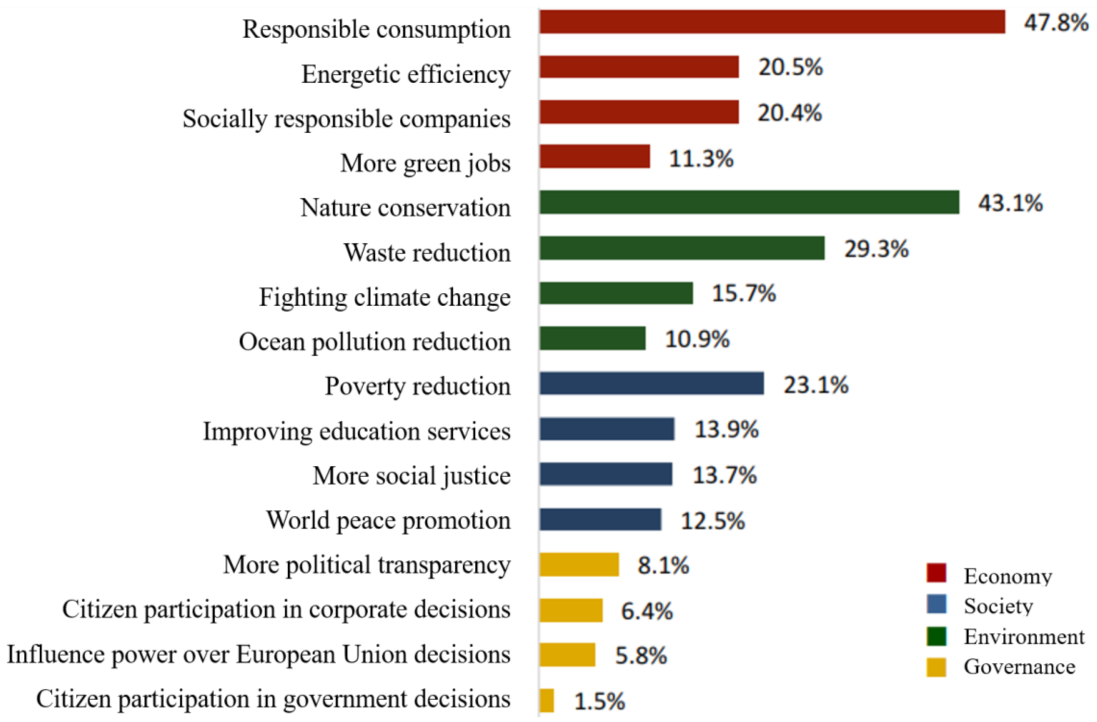
Appendices

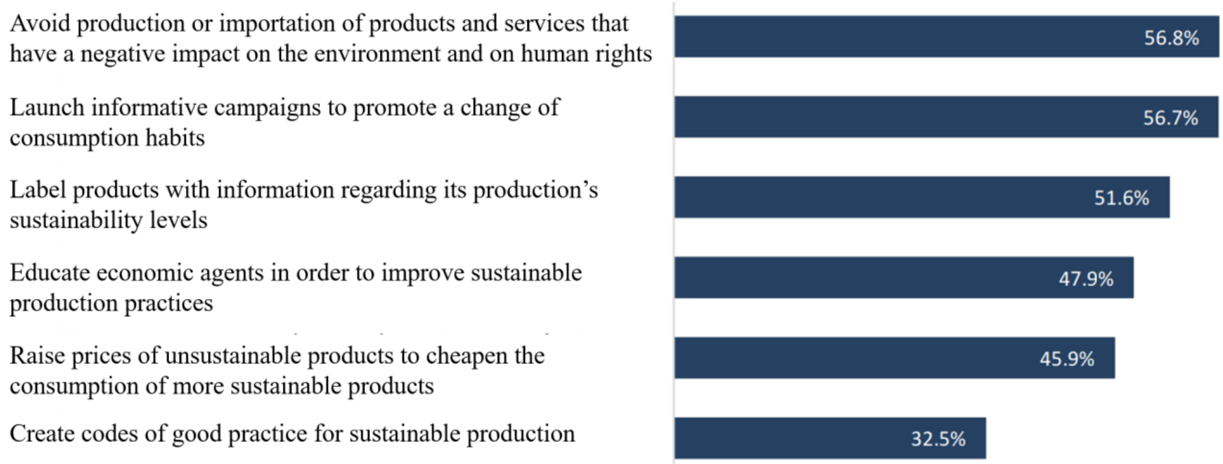
Appendix 1: Agents responsible for educating about sustainability (Source: *Primeiro Grande Inquérito sobre Sustentabilidade, 2016*)



Appendix 2: Main definitions associated with sustainability (Source: *Primeiro Grande Inquérito sobre Sustentabilidade, 2016*)



Appendix 3: Main measures to increase responsible consumption (Source: *Primeiro Grande Inquérito sobre Sustentabilidade, 2016*)



Appendix 4: Paper- based tube (Not available due to confidentiality issues)

Appendix 5: Word clouds (Source: *Brand 1 Briefing*)

IMAGE - WORD CLOUDS - TOP 20 WORDS & NUMBER OF MENTIONS PER BRAND IN ENGLISH

Brand 15

Brand 1	Brand 39	Brand 40	Brand 12	Brand 41	Brand 42	Brand 13	Brand 43
good 46	good 54	expensive 80	good 54	good 33	fragrant 37	good 61	good 33
quality 37	quality 49	good 55	quality 38	expensive 26	expensive 35	quality 50	catalogue 26
affordable 36	expensive 33	quality 44	smooth 31	quality 25	quality 22	affordable 37	quality 23
fragrant 21	affordable 26	effective 15	affordable 29	affordable 19	natural 22	economical 15	expensive 23
hair 17	fragrant 18	trust 12	fragrant 21	catalogue 16	good 19	price 13	affordable 21
smooth 16	hair 13	beauty 12	effective 18	variety 9	affordable 16	simple 11	magazine 9
expensive 15	variety 12	innovative 10	trust 17	make-up 8	Brazilian 13	effective 10	variety 8
variety 11	modern 12	smooth 10	hydrating 16	magazine 7	Brazil 13	fragrant 9	different 7
pleasant 11	effective 12	hydrating 9	old 16	old 7	pleasant 12	practical 9	reasonable 7
shampoo 11	known 10	pharmacy 9	creamy 13	beauty 7	different 10	Lidl 8	price 7
price 11	innovative 9	pleasant 8	traditional 12	uninteresting 6	smooth 9	smooth 7	known 6
young 11	pleasant 9	different 8	practical 11	normal 6	variety 8	hydrating 6	practical 6
normal 9	beauty 9	affordable 7	simple 11	unknown 5	perfumed 7	trust 6	natural 6
effective 9	diversity 8	excellent 7	hydration 10	indifferent 5	coloured 7	reasonable 6	normal 6
trust 8	popular 8	expensive 6	excellent 10	economical 5	perfume 7	variety 5	pleasant 5
varied 8	smooth 8	hydration 6	pleasant 9	reasonable 5	unknown 6	pleasant 5	modern 5
fragrance 8	excellent 7	efficient 6	price 9	effective 5	beautiful 6	good_price 5	beautiful 5
smooth 8	shampoo 7	healthy 6	smooth 9	taste 5	fragrance 6	taste 5	ordinary 5
practical 7	creamy 6	beautiful 6	familiar 8	price 5	innovative 5	fine 5	unaffordable 4
fresh 7	trust 5	mousse 6	fine 7	different 4	aromatic 5	useful 5	simple 4
Base 239	237	236	242	210	210	197	189

Base: respondents among knowers of the brand (3 brands max were evaluated by each respondent)

324. Spontaneously, without thinking about it, which 3 words / adjectives spring to your mind regarding the /_____/ [INSERT BRAND TO EVALUATE] brand?

Appendix 6: Pre recruiting questionnaire

Warm-up: *We are a group of master students from Nova School of Business and Economics. In the context of our master thesis, we are conducting a research on the consumption of beauty and personal care products in Portugal. We want to thank you in advance for your time and cooperation.*

Filter 1: *Do you live in Portugal for more than 6 years?* (if yes go to filter 2, if not, stop questionnaire)

Filter 2: *What is your gender?*

a. Female

b. Male

(if female go to filter 3, if not, stop questionnaire)

Filter 3: *Here is a list of beauty and personal care brands. Which of these brands do you know, at least the name?*

☐ Brand 39	☐ Brand 10	☐ Brand 30
☐ Brand 1	☐ Brand 11	☐ Brand 12
☐ Brand 13	☐ Brand 24	☐ Brand 3
☐ Brand 2	☐ Brand 9	☐ Brand 8
☐ Brand 4	☐ Brand 42	☐ Brand 23
☐ Brand 25	☐ Brand 20	☐ Brand 28
☐ Brand 32	☐ Brand 33	☐ Brand 26
☐ Brand 31	☐ Brand 7	☐ Brand 21
☐ Brand 14	☐ Brand 5	☐ Brand 27

If they know Brand 1 or a Brand 1 daughter brand, go to filter 4, otherwise stop questionnaire.

Filter 4: *Which of those brands have you purchased for yourself or for your family in the last 6 months?*

☐ Brand 39	☐ Brand 10	☐ Brand 30
☐ Brand 1	☐ Brand 11	☐ Brand 12
☐ Brand 13	☐ Brand 24	☐ Brand 3
☐ Brand 2	☐ Brand 9	☐ Brand 8
☐ Brand 4	☐ Brand 42	☐ Brand 23
☐ Brand 25	☐ Brand 20	☐ Brand 28
☐ Brand 32	☐ Brand 33	☐ Brand 26
☐ Brand 31	☐ Brand 7	☐ Brand 21
☐ Brand 14	☐ Brand 5	☐ Brand 27

If they have purchased Brand 1 or a Brand 1 daughter brand, proceed, otherwise stop questionnaire.

Which age group do you belong to?

- 16-24 years old

- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-65 years old

What are your qualifications?

- High school or lower
- Bachelor level
- Master level or higher

How many people live in your household, including yourself?

- 1
- 2
- 3 or more

Would you be willing to be contacted by us with follow-up questions regarding this questionnaire?

- If yes, what is your contact number?

Appendix 7: Interview guide

1. Warm Up

As you remember, we are a group of master students from Nova School of Business and Economics and we are conducting research about the consumption of beauty and personal care products in Portugal.

For this research, we are using a particular technique: the non-directive method; it means that I will not ask you specific questions about the subject, as in a standard questionnaire. After the first question that I will introduce now, you will be free to tell me whatever comes to your mind on the subject…

If you don't mind, I will record the interview.

This interview will last approximately 1 hour.

2. Initial Question

We are conducting research about the consumption of beauty and personal care products in Portugal. Last time you bought a personal care or beauty product of one of these categories, - skin care, hair care, hair colour, sun care or deodorants - in a supermarket in Portugal, can you please tell me which brand did you choose and why?

3. Topics to be developed

Purchase behaviour

- Brands and products purchased
- Categories purchased
- Distribution channels
- Purchase drivers (divided in categories)
- Consumer decision journey

Consumption behaviour

- Product consumed at home

- The way product is consumed

Brand perception

- Start with the brand mentioned
- Brand 1
- 2 or 3 Brand 1 daughter brands
- Projective Technique
    - "If Brand 1 was a person, what kind of person would it be?"
    - "If Brand 12 was a person, what kind of person would it be?"
    - "If *Brand 1 daughter brand* was a person, what kind of person would it be?"

Show the following images and ask, "*What do you think about these products?*". *(Images Source: Google)*

Images cannot be shown due to confidentiality purposes.

In case it does not come up spontaneously, ask "*Would you say that Brand 1 is a sustainable brand?*" Explore the reason for not being sustainable. Then, follow-up with the question: "*Which brands do you consider are more sustainable than Brand 1?*"

5. Respondent profile

[To be filled in by us according to the information on the pre-recruiting questionnaire.]

- What is your professional occupation?

- Do you live with children?

Appendix 8: In-depth semi structured interviews sample

Sample Distribution

n=24

	Segment A	Segment B	Segment C	Segment D
Proportion	6	6	6	6
Age group	16-24	25-34	35-44	45 or more
Education level	High school or lower: 1/3 Bachelor level: 1/3 Master level or higher: 1/3	High school or lower: 1/3 Bachelor level: 1/3 Master level or higher: 1/3	High school or lower: 1/3 Bachelor level: 1/3 Master level or higher: 1/3	High school or lower: 1/3 Bachelor level: 1/3 Master level or higher: 1/3
Household	-	-	1 or 2: ½ 3 or more: ½	1 or 2: ½ 3 or more: ½

Appendix 9: Segments characteristics from quantitative research

		Promo	Loyal	Innovator
Proportion		36.6%	43.6%	19.8%
Females		87.1%	85.7%	83.3%
Age group	Under 25 yo	50.3%	45.3%	53.3%
	25-34 yo	23.2%	17.3%	20.0%
	35-44 yo	13.8%	8.9%	8.3%
	45 yo and over	12.7%	28.5%	18.3%
Education level	Category 1	18.2%	16.2%	16.7%
	Category 2	52.5%	53.7%	48.3%
	Category 3	29.3%	30.1%	35.0%
Household	1 and 2	26.5%	31.0%	29.6%
	3 or more	73.5%	69.0%	70.4%
Household w/ kids under 12 yo		22.1%	16.2%	15.3%

Appendix 10: *Consumer Decision Journey* (Source: *McKinsey Quarterly, 2009; Harvard Business Review, 2010)*

Appendix 11: Quotes regarding purchase insights

- "When I'm buying the price is also important, I always look at promotions and decide based on that, If a particular brand that I know I like is on promotion I go for it ... in terms of deodorant I use a lot of Brand 22, because I like it or Brand 12, once again I decide depending on which one is on sale…" (Promo segment, Category 2, nº14)
- "The packaging is important for me, I like colorful packages with a lot of images" (Promo segment, Category 3, nº6)
- "What most influenced my purchase is the packaging and innovation. The price and promotions don't influence that much, only if I already buy the product. so I don't change one product I like and I use another for cheaper." (Innovator segment, Category 3, nº5)
- "If the packaging seems interesting and if they are on sale, I might buy different products to try." (Loyal segment, Category 3, nº23)
- "In the supermarket I always pick the same brands, never spend much time looking at the shelves. I'm very loyal to the brands, but because I'll always use them for a long time, I usually vary between brands." (Loyal segment, Category 2, nº22)
- "I always see what ingredients are on the label on the front: coconut butter, karite butter. I'm not exactly going to see the back label in detail." (Promo segment, Category 3, nº17)

Appendix 12: Quotes regarding sustainability

- "I believe the huge step those brands should take would be regarding the package, deleting the plastic at all, but I know that's difficult to achieve and more expensive." (Promo segment, Category 3, nº6)

- “I think for Brand 1 to be a sustainable brand it would have to reduce plastic even more, from packaging.” (Loyal segment, Category 1, nº8)
- “To be truthful, I don’t know if they do anything sustainable, what I know is that all of their products are packaged using plastic.” (Innovator segment, Category 3, nº4)
- “I never worry about sustainability in my purchases” (Innovator segment, Category 3, nº5)
- “I never associated shampoos and products of that type with sustainability. It’s not an issue that will come to me when I am buying that type of product.” (Loyal segment, Category 2, nº21)
- “I never think about sustainability when buying these beauty products.” (Loyal segment, Category 2, nº22)
- *[About sustainability]* “Although I know this is an important matter, for me it is still not a subject I particularly care about.” (Loyal segment, Category 3, nº23)
- “When it comes to these products [beauty products] I don't care that much about sustainability, I’m more selfish, it’s more about me and about the result in my skin” (Innovator segment, Category 3, nº4)
- (About sustainability) “I think all mass-market brands suffer from the same problem. So I wouldn’t consider any brand sustainable.”(Loyal segment, Category 3, nº12)
- “I am quite certain that a mass market brand is hard to be sustainable. They need to produce so much to offer to so many customers, that it would imply a big change for their production.” (Innovator segment, Category 3, nº11)
- “When I think about the mass market I don't think about sustainability since they are meant to sell and sell, so we are talking about a lot of packages.” (Promo segment, Category 3, nº6)

- “I think it is hard for a mass market brand to be sustainable. I know that they say they are trying to reduce their impact, only because sustainability is trendy. That doesn’t mean that they are truly sustainable.” (Loyal segment, Category 3, nº18)

- “Brand 1 can’t be sustainable as It is a mass market brand, and that comes with inevitable waste of resources, or even if not wasted, a lot of resources have to be used to produce these products.” (Loyal segment, Category 3, nº12)

- “It is the brand's job to educate the consumer: not only on their own sustainable efforts, but also on how to use their products more sustainably. It is not enough for a brand to reduce its use of virgin plastic, and not educate their consumers on how to recycle!” (Innovator segment, Category 3, nº11)

- “I think brands should teach their consumers how to use their products. Not only in terms of water usage but also how to recycle the products. Or even give ideas on how we could reuse the packaging. They should have explained in a clear, Brand 26 and effective manner in each package how it could be recycled. Or else the consumer doesn’t know.” (Promo segment, Category 3, nº24)

- “But if there was a brand that had efforts in this direction (sustainable): I would like it to be communicated to me: even in store displays, on television, or even explicitly on the packaging. And even in terms of visual cues, you could make a bamboo display stand, with green and natural leaves.” (Promo segment, Category 3, nº17)

- “I don’t always choose to buy it because I feel like it does not always have as good of a result as other brands.” (Innovator segment, Category 3, nº4)

- “Because it’s bio I always associate that it will be more expensive, so I basically don’t look at it. Didn’t even look into it.” (Loyal segment, Category 2, nº21);

- “However I wouldn't associate it (bio line) with sustainability. I associate a bio product more with my health not with the environment, also because the packaging seems normal (plastic)” (Innovator segment, Category 3, nº5)
- “The word “Bio” is very strange to me. It has no meaning. I would like there to be more explanation on what this means. Does this imply that the product is more sustainable?” (Innovator segment, Category 3, nº11)
- “Many brands are advertising nowadays the fact that they are Bio, or natural, but that does not mean that they are sustainable if the ingredients come from the other side of the world or if the packaging is all about plastic.” (Loyal segment, Category 2, nº8)
- “A sustainable product doesn't have a better quality/price relationship.” (Innovator segment, Category 3, nº5)
- “These brands use the fact that many people are caring for the environment to create better products and are more eco-friendly but then they increase the price. These companies in fact are more worried about the profit rather than in terms of sustainability.” (Innovator segment, Category 3, nº5)
- “I feel that some brands like Brand 1 are making efforts in that direction. However I'm that type of person who is skeptical about that, because I wonder if they are doing that because the market is asking for more alternatives, so they want to sell more or are they doing that to do the right thing? (Promo segment, Category 3, nº6)

Appendix 13: Quotes regarding brand insights

About Brand 1

- “For skin I always use Brand 1 because it is cheap.” (Innovator, segment, Category 2, nº3)
- “I associate Brand 2 with Children and childhood” Brand 2 is also known for the smell (Promo segment, Category 3, nº6)
- “It (Brand 2) reminds me a lot of my childhood” (Innovator segment, Category 3, nº4)
- “I have an emotional connection also with Camomile Brand 2 because it reminds me of when I was a child” (Innovator segment, Category 2, nº9)
- “A baby child with their 3-4 years old” (Promo segment, Category 1, nº7)
- “For me Brand 1 would be a child… the smell of the brand reminds me very much of children, maybe because when I was a child I used this brand, the apple shampoo… And that’s why nowadays I never buy the brand because it only reminds me of children.” (Loyal segment, Category 1, nº8)
- “These are shampoos that I remember since I was a child. They are nothing special, but I associate positive memories with them.” (Innovator segment, Category 2, nº10)
- “It seems to be a shampoo, which also seems to have natural ingredients because of the package. We can see olive, honey, those pictures convey me the idea of being a more natural product.” (Loyal segment, Category 1, nº1)
- “I associate Brand 1 with nature, due to the green logo - It would be a hippie” (Promo segment, Category 3, nº6)
- (Brand 7) “bio, 98% natural origin ingredients, everything is certified, the packaging is recyclable… so I associate Brand 1 very much to the person I described with Brand 2. Brand 2 and Brand 1 Bio are very much aligned with this natural trend and they are the Brand 1 brands that I use the most.” (Innovator, Category 2, nº9)

About Brand 7

- “I haven’t seen these products in store, and it is a shame as they seem very appealing. I love the packaging. Very sleek and modern.” (Innovator segment, Category 1, nº2)
- “I think the packaging is simple and pretty and looks like something really fresh and for all those reasons I would try it.” (Innovator segment, Category 2, nº3)
- “They look so clean and natural. In addition to that, they seem like they would work. Somehow the simplicity of the packaging is showing me that the brand is confident on how good the product is. I would definitely like to try these.” (Loyal segment, Category 3, nº12)
- “It seems very appealing. The packaging seams very clean and beautiful. It seems expensive.” (Promo segment, Category 3, nº17)
- “The packaging is very modern and sleek. As if I would use it I myself would become fresh and young. These seem like a natural product, I would love to try these.” (Promo segment, Category 3, nº24)
- “It seems to be higher quality but also more expensive.” (Loyal segment, Category 1, nº1)
- “I would like to see them (Brand 7 line) on sale so I could try, because I’m looking to change my consumption habits, looking for more eco-friendly products, but I’m not willing to spend more… I would like them to be on my budget…” (Promo segment, Category 2, nº14)

About Brand 3

- “It attracts me to the fact that it's made with natural ingredients. Also the package conveys a notion of life and energy, and it's very attractive due to the colors and the fruits.” (Loyal segment, Category 1, nº1)

- “I like the packaging. Like the colors. Gives a sensation that these are natural products with a natural scent. As if the smell comes from the main ingredient.” (Innovator segment, Category 1, nº2)
- “I love these products! I think I first saw these in stores two years ago. I was fascinated with the packaging. So different. It really caught my attention. I opened one of the products, and the smell was absolutely amazing! I bought it and have been using it since.” (Loyal segment, Category 3, nº12)
- “The packaging is very appealing to me. I don’t know why, but it reminds me of iogurts. I have never tried any of the products, but I have smelt some masks and they smell wonderful. “ (Promo segment, Category 3, nº17)

About Brand 1’s sustainability

- “I don’t know if they do anything sustainable, what I do know is that all of their products are packaged using plastic. There are for sure more sustainable brands than Brand 1.” (Innovator segment, Category 3, nº4)
- “I want to believe that they are more conscious about this issue of sustainability ... and are doing the best they can. Indeed Brand 1 is also getting on a niche market, which is very rare to see in the big brands ... I think for Brand 1 to be a sustainable brand it would have to reduce plastic even more, from packaging.” (Loyal segment, Category 1, nº8)
- “I think that Brand 1 with the Bio line is starting to do something, however I think there is still a lot to do in terms of packaging, maybe using other materials.” (Promo segment, Category 1, nº19)
- “Brand 1 has been more worried about it, lately. They are trying to change by having a bio line.” (Innovator segment, Category 2, nº3)

- “I think Brand 1 has this type of more natural products ...I think this in terms of their components, I associate Brand 1 for using more natural ingredients and less chemicals ... I think it is one of the brands that is more advanced in this sense ... Brand 1 is the one that stands out in this matter… maybe because of the bio line.” (Promo segment, Category 1, nº14)
- “I think they make efforts to reduce plastic and usage of water. But I wouldn’t classify it as sustainable. Perhaps because it is a mass market brand, and I have never seen any communication anywhere that implies that Brand 1 is a sustainable brand.” (Innovator segment, Category 3, nº11)
- “I think it is hard for a mass market brand to be sustainable. I know that all the brands say they are trying to reduce their impact, but that because the conversation about sustainability is in fashion. That doesn’t mean that they are truly sustainable. I haven’t read or heard anything that would make me think so.” (Loyal segment, Category 3, nº18)
- “I think brands should teach their consumers how to use their products. Not only in terms of water usage but also how to recycle the products. Or even give ideas on how we could reuse the packaging. They should have explained in a clear, Brand 26 and effective manner in each package how it could be recycled. Or else the consumer doesn’t know.” (Promo segment, Category 3, nº24)
- “Brand 1 can’t be sustainable as it is a mass market brand, and that comes with inevitable waste of resources, or even if not wasted, a lot of resources have to be used to produce these products for all those customers who wish to buy. Perhaps they make an effort to reduce certain things, or even sell their products in non-virgin plastic, but is that enough for a brand to be sustainable? I don’t think so.” (Loyal segment, Category 3, nº12)

- “Although Brand 1 (talking about Brand 3) has most of their products in a green bottle, I wouldn’t say these are sustainable. Perhaps because these bottles have been the same for a long time and the sustainability conversation is new. So the bottles should match this novelty” (Innovator segment, Category 1, nº2)
- “I think Brand 1 might be more sustainable than I know, but unfortunately, I still picture Brand 1 as a mass producer of plastic, that uses a lot of water. That sources their ingredients in underdeveloped countries, leaving them without their natural resources. They should show us this process, so that we understand if someone is losing their livelihood simply because Brand 1 needs more cocoa butter. I also see that they are using recycled plastic for their packaging. This is good. But they should teach every consumer how to recycle. Only last year did I learn that I had to clean my bottles before recycling. Think of the amount of plastic that wasn’t recycled because I didn’t know that.. this teaching should be the responsibility of the brand.” (Innovator segment, Category 2, nº10)

Projective Technique about Brand 1

- “It would be a blond woman, living in a big city. Wouldn’t be rich nor poor. Would have a bachelor degree. Would be around 40 years old” (Promo segment, Category 3, nº24)

- “older, more serious and sober, due to the ads.” (Innovator segment, Category 3, nº5)

- A woman in her 40’s with a very executive look, reliable, good-looking, neat and clean, a scientific and responsible look.” (Loyal segment, Category 2, nº21)
- “Because I know it for a long time, it would be someone around my age, 60 years old. She would live in the city and be just an average person: not particularly wealthy, not particularly smart” (Promo segment, Category 1, nº20)

- “It would be an older person, due to the name, it has a stronger impact.” (Loyal segment, Category 1, nº13)
- “A woman with an older look, like aged in her 40’s, an entrepreneur, works for a big company.” (Innovator segment, Category 2, nº3)
- “It would be a woman, 40, with long blond hair. Licensed and with a reasonable sense of style. With a tendency to wear baggy clothes, a little hippie.” (Promo segment, Category 3, nº17)
- “Brand 1 would be a young person. With a lot of potential but still has a lot left to learn. I would trust Brand 1 with some responsibility, but she would need to be supervised. She would be middle class, living in the city.” (Innovator segment, Category 2, nº10)
- “A young person that would live in a city. Would be just leaving university, however would be having a hard time finding a job. She is nice and competent, but she is not good enough to get a really good job, her colleagues are more qualified.” (Loyal segment, Category 3, nº12)
- “It would be a woman with very soft hair around 35 yo. She would be a very nice and sweet person.” (Loyal segment, Category 1, nº1)
- “Someone young, around 25 years old, related to nature like a hippie.” (Promo segment, Category 3, nº6)
- “Someone who irradiates trust, that when works, likes to do things right. Someone that if you need help, will always be there for you. 28 years old, has a good job, is a woman, lives alone, smells good, dresses well and has short hair. By short hair I mean a woman with personality.” (Innovator segment, Category 3, nº4)

Projective Technique about Brand 12

- "Someone already in their 40's, with white hairs, dedicated to their job but sometimes can't really do things because they already have kids and need to go home, also trustworthy and a very good friend to her friends. Someone loving and caring." (Innovator segment, Category 3, nº4)

- "Brand 12 comes to mind as a brand that tries to use natural ingredients that produce highly effective products. You can see this in their new range of naturally good products." (Loyal segment, Category 3, nº12)

- "An old, wise woman. That had lived through life. Someone with good qualities, that took care of everyone around them. They would be very resourceful and get along with everyone: rich, poor, young, old." (Promo segment, Category 3, nº24)

Projective Technique about Brand 10

- "A woman, in her 20s. Perhaps an influencer who lives in the city. Works a lot and talks to everyone, no matter where they come from." (Innovator segment, Category 1, nº2)
- "Someone who is energetic, young, fun, extroverted, confident, due to the TV show and the fact that they use young brand ambassadors and are very focused on social media." (Innovator segment, Category 3, nº5)
- "I associate it with quality, within the mass market, due to its communication - it's elegant but still young. I think that Brand 10 stands out, due to its quality and the ads are always about great, long and shiny hair." "Someone who is elegant, classy, always on point for every occasion. Irradiates trust, that when works, likes to do things right. Someone around 30 years old."(Promo segment, Category 3, nº6)

- “Brand 10 would be a woman in her 30’s, with a thriving career. She would have concerns about her shopping choices, but wouldn’t have the determination of being very sustainable.” (Innovator segment, Category 2, nº10)

- “Brand 10 would be a highly competent woman. She would be around 30 years old. Married and expecting her first child. She is eager to dress her children up as looks are very important” (Loyal segment, Category 3, nº12)

- “An average person. Would live in a city. Wouldn’t have a lot of money. Would have an undergraduate degree. Is around 30 years old.” (Loyal segment, Category 3, nº18)

Projective Technique about Brand 11

- “For deodorants, it's the brand that smells the best. I tried Brand 4 but I preferred Brand 11 because of the smell.” “A soft person, very good smelling, calm. It would be a woman around 34 yo.” (Loyal Segment, Category1, nº1)

- “Brand 11 would be someone that was very trustworthy. She would drive an electric car. She would always do things on time and would never disappoint. However, she wouldn’t take initiative, she would just follow orders” (Innovator segment, Category 2, nº10)

- “It would be someone soft, sweet, nice women around 40 years old, very confident and attractive, natural, and humble. ” (Promo segment, Category 1, nº19)

- “I think Brand 11 is very soft and smelling, it would be a young woman around 32 years, dressed with spring dresses, floral patterns, because it conveys me freshness and lightness.” (Loyal segment, Category 2, nº22)

Projective Technique about Brand 13

- "It would be a woman, 45/50 years old. Housewife and would live in a small land or village." (A, 3, 17)
- "An older woman, that went to work straight out of high school. She lives in the city, but was born in the countryside." (Loyal segment, Category 3, nº18)
- "Brand 13 would be a young person, living in Lisbon but had recently immigrated to Portugal. Would have a high level of education." (Loyal segment, Category 3, nº23)

Appendix 14: Quantitative Questionnaire results

QUESTION	Disagree 1-2	Don't know 3	Agree 4-5
Q3_1: Brand 11 gives me a soft and gentle feel.	3.5%	13.2%	96.5%
Q3_2: Brand 12 offers products that contain natural ingredients.	39.1%	48.4%	60.9%
Q3_3: Brand 10 offers high quality products.	21.0%	34.6%	79.0%
Q3_4: Brand 3 is a trustworthy brand.	37.4%	39.4%	62.6%
Q3_5: Brand 2 products are composed of natural ingredients.	31.3%	40.0%	68.7%
Q3_6: Brand 2 reminds me of my childhood.	43.2%	17.6%	56.8%
Q3_7: Brand 1 is an affordable brand.	17.2%	34.2%	82.8%
Q3_8: Brand 1 offers products that contain natural ingredients.	32.4%	46.0%	67.6%
Q3_9: Brand 11 is a trustworthy brand.	4.7%	13.0%	95.3%
Q3_10: Brand 7 is an expensive brand.	38.4%	33.0%	61.6%
Q3_11: Brand 10 is a sustainable brand.	64.4%	42.8%	35.6%
Q3_12: Brand 7 is a high quality brand.	35.5%	34.4%	64.5%
Q3_13: Brand 14 is associated with nature.	25.2%	26.4%	74.8%
Q3_14: Brand 1 is a trustworthy brand.	8.8%	24.2%	91.2%
Q3_15: Brand 1 is a sustainable brand.	48.8%	49.0%	51.2%
Q3_16: Brand 13 offers high quality products.	21.3%	22.6%	78.7%
Q3_17: Brand 7 is a trustworthy brand.	30.4%	33.2%	69.6%
Q3_18: Brand 1 if for young people.	57.0%	33.4%	43.0%
Q3_19: Brand 14 is a sustainable brand.	41.7%	45.8%	58.3%
Q3_20: Brand 13 is a sustainable brand.	47.7%	44.0%	52.3%
Q3_21: Brand 2 is a trustworthy brand.	12.9%	30.2%	87.1%
Q3_22: Brand 22 offers products with less chemicals.	37.7%	36.2%	62.3%
Q3_23: A Brand 3 is a sustainable brand.	53.9%	51.0%	46.1%
Q3_24: Brand 13 offers products with good quality-price ratio.	8.6%	13.6%	91.4%
Q3_25: Brand 12 is a sustainable brand.	35.9%	44.0%	64.1%
Q3_26: A Brand 11 is a sustainable brand.	34.0%	46.0%	66.0%

Q3_27: Brand 1 offers products with less chemicals.	63.7%	50.6%	36.3%
Q3_28: Brand 2 is a sustainable brand.	50.0%	50.4%	50.0%
Q3_29: Brand 13 offers cheap products.	1.8%	7.4%	98.2%
Q7_1: The brand Brand 44 belongs to the brand Brand 14.	40.0%	25.0%	60.0%
Q7_2: The brand Brand 3 belongs to the brand Brand 1.	6.1%	16.8%	93.9%
Q7_3: The brand Brand 28 belongs to the brand Brand 39.	4.1%	11.2%	95.9%
Q7_4: The brand Brand 2 belongs to the brand Brand 1.	5.4%	15.6%	94.6%
Q7_5: The brand Brand 29 belongs to the brand Brand 39.	8.6%	20.0%	91.4%
Q7_6: The brand Brand 5 belongs to the brand Brand 1.	4.0%	13.0%	96.0%
Q7_7: The brand Brand 4 belongs to the brand Brand 1.	29.8%	20.8%	70.2%
Q9_1: In my opinion, bio products are not as effective.	81.5%	33.2%	18.5%
Q9_2: In my opinion, sustainability is synonymous with sustainable packaging .	46.3%	22.2%	53.7%
Q9_3: Brands sold in supermarkets only aim to make profit.	73.2%	25.0%	26.8%
Q9_4: In my opinion, packaging made of recycled plastic is important.	12.4%	16.6%	87.6%
Q9_5: In my opinion, sustainability is paying fair wages to workers.	7.3%	21.8%	92.7%
Q9_6: In my opinion, recyclable packaging is important.	6.4%	11.8%	93.6%
Q9_7: I read the product's ingredients list before buying.	47.9%	15.6%	52.1%
Q9_8: I know how to recycle.	2.8%	7.0%	97.2%
Q9_9: In my opinion, sustainable beauty and personal care brands are not as effective.	87.7%	24.6%	12.3%
Q9_10: In my opinion, sustainability is the ethical sourcing of materials.	15.0%	20.4%	85.0%
Q9_11: If the product contains natural ingredients, it is sustainable.	67.3%	30.2%	32.7%
Q9_12: Brands sold in supermarkets are too cheap to be sustainable.	79.0%	23.2%	21.0%
Q9_13: If the packaging is made of plastic, the product can not be sustainable.	74.6%	23.0%	25.4%
Q9_14: I have sustainability concerns.	11.8%	20.0%	88.2%
Q9_15: I take out the lid before recycling the packaging.	40.2%	15.0%	59.8%
Q9_16: Brands sold in supermarkets can not be sustainable.	91.7%	17.8%	8.3%
Q9_17: Brands should teach consumers how to recycle their containers.	7.2%	7.8%	92.8%
Q9_18: In my opinion, bio products are always more expensive.	16.5%	18.6%	83.5%
Q9_19: I wash the product container before recycling it.	64.9%	13.6%	35.1%
Q9_20: Brands should communicate their sustainability efforts.	4.7%	13.0%	95.3%

Appendix 15: Percentage of respondents (n=500) that "Neither agree neither disagree" on sustainability related questions

QUESTIONS	% of "3" (n=500)
Q9_1: In my opinion, bio products are not as effective.	33,2%
Q9_2: In my opinion, sustainability is synonymous with sustainable packaging.	22,2%
Q9_3: Brands sold in supermarkets only aim to make profit.	25,0%
Q9_4: In my opinion, packaging made of recycled plastic is important.	16,6%
Q9_5: In my opinion, sustainability is paying fair wages to workers.	21,8%
Q9_6: In my opinion, recyclable packaging is important.	11,8%
Q9_7: I read the product's ingredients list before buying.	15,6%
Q9_8: I know how to recycle.	7,0%
Q9_9: In my opinion, sustainable beauty and personal care brands are not as effective.	24,6%
Q9_10: In my opinion, sustainability is the ethical sourcing of materials.	20,4%
Q9_11: If the product contains natural ingredients, it is sustainable.	30,2%
Q9_12: Brands sold in supermarkets are too cheap to be sustainable.	23,2%
Q9_13: If the packaging is made of plastic, the product can not be sustainable.	23,0%
Q9_14: I have sustainability concerns.	20,0%
Q9_15: I take out the lid before recycling the packaging.	15,0%
Q9_16: Brands sold in supermarkets can not be sustainable.	17,8%
Q9_17: Brands should teach consumers how to recycle their containers.	7,8%

Q9_18: In my opinion, bio products are always more expensive.	18,6%
Q9_19: I wash the product container before recycling it.	13,6%
Q9_20: Brands should communicate their sustainability efforts.	13,0%

A Work Project Final Report presented as part of the requirements for the Award of a master's degree in Management from the Nova School of Business and Economics.

Branding Lab

HOW PORTUGUESE CONSUMERS PERCEIVE THE SUSTAINABLE DIMENSION OF THE BRAND 1?

Report A: How should Brand 1 convey and manage its articulation with its daughter brands to increase its brand equity and reinforce its sustainable brand purpose?

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A Project carried out on the master's in Management Program, under the supervision of: Catherine da Silveira

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TABLE OF CONTENTS

1. Introduction

In the first instance of this work project, the group has done extensive research and analysis to better understand "How Portuguese consumers perceive the sustainable dimension of the brand Brand 1?". It was possible to identify and understand several of Brand 1's challenges that create the gap between Brand 1's brand image and Brand 1's sustainable identity. According to the diagnostic made, one of those challenges was related with Brand 1's articulation with its daughter brands. Through the respondents' perceptions, gathered during the group research, about the brand Brand 1 and its daughter brands, it was noticed some misunderstandings and inconsistencies. Being perceptible that the image of Brand 1 was not solid neither consistent among the respondents, and some perceptions around the daughter brands were not aligned with Brand 1 sustainable identity. Besides, the brand Brand 1 was not clear for some respondents and frequently mistaken with the brand Brand 3.

To develop a stronger and consistent brand image among the daughter brands and aligned with the mother brand's sustainable identity, I have decided to explore how Brand 1 can convey its brand architecture strategy, in order to impact and improve its brand image, and raise Brand 1's brand equity. Therefore, this report A aims at exploring the topic: *"How should Brand 1 convey and manage its articulation with its daughter brands to increase its brand equity and reinforce its sustainable brand purpose?"*. It is structured by an Introduction (1), a Contextual Background (2), a Diagnostic (3) and Strategic Recommendations (4) for the brand Brand 1.

2. Contextual Background

Before addressing the topic, it is essential to explain several branding concepts. The following section provides an academic literature review and Brand 1 architecture analysis.

2.1. Literature Review

Brands have only one need: to grow while maintaining its reputation and profits (Kapferer, 2012), which is done through several extensions in the product portfolio. Although, that implies an increased complexity within brands' relationships, which might lead to the risk of coherence loss in brand image and consequently affect brand equity, which is the added value endowed by the brand to its products. Brand equity is the differential effect that brand knowledge has on consumer response to that brand's marketing. It has two components: brand awareness, which is the consumers' ability to identify the brand under different conditions, and brand image, which is the consumers' perception regarding the brand. (da Silveira, 2019) In turn, brand architecture is the structure of brands within an organization and the nature of the relationships between those brands (da Silveira, 2019). It supports the development of a consistent brand image, impacting brand equity. Brand architecture refers to a strategic issue, as it has a critical impact on the long-term (Reference 2020). It requires **careful decisions** on several levels: 1) The **number of brand levels** to implement, 2) The **role of the corporate brand in the product communication**, 3) The relative **weight of these brands** on all the documents, packaging, and products, but also industrial facilities and offices and 4) the **degree of globalization of the architecture** (Kapferer, 2008). There are six strategies to tackle these questions: product brand strategy, line brand strategy, range brand strategy, endorsing brand strategy, umbrella brand strategy, and source brand strategy. (da Silveira, 2019)

Strategy	***Description***	***Examples***
Product Brand Strategy	The **corporate brand is invisible.** Each brand just had one product with one positioning. **Advantages:** Allowed firms to take risks since the name of the corporate brand was unknown. The failure of one had no impact. (da Silveira, 2019)	It was initially chosen by many FMCG brands (not used nowadays).

Line Brand Strategy	The **corporate brand is invisible.** Each one of the commercial brands has a line of products with specific positioning. **Advantages:** Similar to product-brand strategy; Reduces launch costs; Strong impact on shelves. (da Silveira, 2019)	Dominant strategy in the FMCG sector (Ferrero: Kinder: Bueno; P&G)
Range Brand Strategy	**The corporate brand is invisible.** Each commercial brand has one concept with several different products. **Advantages:** The brand communicates generically or focuses on the representative products; Low launch costs. (da Silveira, 2019)	Brands in the food & beverages sector (Knorr) and Cosmetic sector (La Roche Posay)
Endorsing Brand Strategy	The **corporate brand is visible** and acts as a "back seat" position, providing security and quality, while the commercial brands bring pleasure and distinction. There is a specific positioning for each line that has a brand. **Advantages:** Brands have a hierarchy with the division of roles. (da Silveira, 2019)	Nestlé Brands. Cornetto Brand. Endorsed by Olá;

In an **umbrella brand strategy**, there is a capitalization on the mother brand name. This strategy has been typical of Japanese organizations (Kapferer, 2008). For instance, it is used by brands such as Yamaha, which sells musical instruments and motorbikes using for both product categories, the brand name Yamaha. Toshiba also sells different product categories, such as laptops, air conditioning, projectors, and printers, using all Toshiba name. On the one hand, this strategy is useful to penetrate new sectors due to the high brand awareness, and it also enables economies of scale (da Silveira, 2019). On the other hand, it can lead to an excess of endorsement or emphasis on the umbrella brand, resulting in brand shadowing and the daughter brand's disconnection. Which might impact sales results. (Kapferer, 2008)

The **source brand strategy** is similar to the umbrella brand strategy, although, in this model, the products have their own brand name and are no longer called by one generic. This strategy appeared due to a period of transition in several groups. For example, Brand 1 and Danone wanted to abandon its endorsing brand strategy to follow a source brand strategy. It was a complex process for both brands as it meant moving from patchwork to unity, as in the source brand concept, the family character dominates even if the daughter brands have their own names. In contrast, in the endorsing brand concept, the products are autonomous and have only the endorsing brand in common. Therefore, the source brand is a structure that restructures all its parts (Kapferer, 2008), as the mother brand offers its significance and identity enriched by the daughter brand. The benefit from this lies in its ability to provide a **two-tiered sense of difference and depth** (Kapferer, 2008) since the mother brand is a source of strong, differentiated, and unique values shared by all products and daughter brands. The daughter brands target specific customers as they have their personality based on their target group, product area, and specific function (Kapferer, 2008). Many groups from the automotive industry, such as Renault and Volkswagen, use this type of brand architecture to impact their diverse product ranges by making them converge on a common image (Kapferer, 2008). This strategy is also common in Brand 15 Group brands, such as Brand 1 (da Silveira, 2019). This strategy enables brands to offer the mother brand's significance but to target specific customers through the daughter brands. However, this two-tiered approach makes this strategy one of the most complex and challenging to manage. The source brand strategy's mismanagement can lead to a daughter brand swallowing up the mother brand. Indeed, sometimes one of the daughter brands demonstrates remarkably successful, attracting all the advertising investment (Kapferer, 2008). As a result, the mother brand is taken over by the image created by the communication around the daughter brand. This appears to be the price of success: the star products hide the others, but also it drags the mother brand with it. Moreover, it can also lead to a certain incongruence and disconnection between the daughter brands and the mother brand, causing a brand's balkanization**.** There should be a congruence in terms of values and communication among all the brands. Besides all those threats, the mother brand must survive. Therefore, the mother brand must remain intrinsically attractive and a source of desire. It does so through its daughter brands who ensure its relevance in growing market segments (Kapferer, 2008).

Nonetheless, when the daughter brands decline in terms of significance, they should be discontinued, and new others must be designed, aligned with the mother brand identity. It is fundamental to ensure the supremacy of the mother brand. It is necessary to redefine the mother brand's identity and a proper source brand strategy and align the daughter brands (Kapferer, 2008). The source brand's limits lie in the necessity always to respect the core, the spirit, and the identity of the mother brand. (Kapferer, 2008)

These six strategies are just models, as in reality, most companies adopt mixed approaches in which the same brand follows different strategies. This hybrid character reflects its willingness to adapt to consumers' decision-making process in various submarkets (Kapferer, 2008).

2.2.Brand 1 Brand Architecture Analysis

Considering the previous literature review, companies might follow different approaches according to their brand strategy. In the following section, an analysis is made for the brand Brand 1, considering its corporate brand, Brand 15, and its daughter brands.

2.2.1 Brand 1 brand architecture within its corporate brand: Brand 15

Brand 15 uses a range brand strategy, since the daughter brands (i.e., Brand 1) are dominant, and there is no endorsement from the corporate brand, Brand 15, being invisible. This can be seen through Brand 1 products' packaging and communication, as there is no mention of Brand 15. This is valuable for Brand 1 as it can follow a specific positioning aligned with its sustainable identity, as it does not depend on Brand 15.

2.2.2 Brand 1 brand architecture within its daughter brands

Brand 1 follows a mixed approach combining a Source Brand Strategy and an Umbrella Brand Strategy, which can be understood through the products' packaging and the communication made in online and offline channels considering Brand 1's daughter brands. Following a Source Brand Strategy means that those daughter brands have the support and significance of Brand 1, but in turn, they also enrich the mother brand identity. Some of Brand 1's daughter brands are marketed and operated under the source brand of Brand 1. This is noticed through their packaging and communication. In the figure below, it is perceived that besides also appearing the mother brand name, Brand 1, the name of the daughter brand (i.e., Brand 3) is the main representative. Also, when presenting those products in advertising, Brand 1 presents them as i.e. Brand 3 Hair Food, only mentioning the mother brand at the end with the slogan "By Brand 1 Naturally" *(Appendix 1).* Hence, the daughter brands have a dominant position in both packaging and communication.

Figure 1: Brand 1's daughter brands following the source brand strategy *(Images' Source: Google)*

Cannot be shown due to confidentiality purposes.

Lastly, Brand 7 and Brand 6 follow the Umbrella Brand Strategy, as those daughter brands are both marketed under the mother brand name, Brand 1. The name Brand 1 stands out in the figure below, as Brand 7 seems to be a product line from the brand Brand 1. Hence, there is a capitalization on the brand name Brand 1. When analyzing these brands' advertisements, they always communicate, as i.e. Brand 7. *(Appendix 2)*

Figure 2: Brand 1's daughter brands following the umbrella brand strategy *(Images' Source: Google)*

Cannot be shown due to confidentiality purposes.

3. Diagnostic

Note: In the following section, the associations about the brand Brand 1 and its daughter brands were obtained through the group research in which consumers had to decide on a Likert scale from 1 (Totally Disagree) to 5 (Totally Agree), where the number 3 corresponded to "Neither Agree Neither Disagree." The "3" types of answers were eliminated, as they meant respondents were neutral about the topic. Thus, when calculating the percentage of respondents that agreed with an affirmation, we summed the number of "4" and "5" ("Totally Agree") answers and divided them by the total of "1", "2", "4" and "5" answers. To compute the percentage of the ones who disagreed we summed responses "1" and "2" and divided by the same total.

Considering the brand Brand 1 and its relationship with its daughter brands, one of the main findings was that respondents tend to have difficulties associating Brand 1's daughter brands with the mother brand (Brand 1). While some brands were quickly associated with the brand Brand 1, for instance, Brand 2 (94.6% of 351 respondents agreed with "The brand Brand 2 belongs to the brand Brand 1"), Brand 3 (93.9% of 345 respondents agreed with "The brand Brand 3 belongs to the brand Brand 1") and Brand 5 (96.0% of 347 respondents agreed with "The brand Brand 5 belongs to the brand Brand 1"), other brands generated more ambiguities. This was the case of Brand 4, as only 70.2% of 188 respondents agreed on "The brand Brand 4 belongs to the brand Brand 1.", and 20.8% were neutral on the previous affirmation. Besides, it was possible to find other inconsistencies regarding the values and associations made about Brand 1's daughter brands. For instance, there is a gap between the brand Brand 1 and the brands Brand 3 and Brand 7 about being a trustworthy brand. While 91.2% of the 353 respondents (who omitted an opinion on this topic) agreed that "Brand 1 is a trustworthy brand," only 62.6%

(of 262 respondents) had the same idea regarding the brand Brand 3. Considering the brand Brand 7, only 69.6% of 171 respondents agreed on "Brand 7 is a trustworthy brand".

Moreover, respondents also presented slight differences in the sustainable dimension of the brands. While the brand Brand 1 was considered by the majority (51.2% of 207 respondents) as being a sustainable brand, Brand 3 could not gather most of the votes. Furthermore, during the interviews many respondents seemed to assume the brand Brand 1 as the brand Brand 3, using the word Brand 3 and Brand 1 to mention the same brand. Considering this, it is essential to analyze the importance of the brand Brand 3 during Brand 1's history. Brand 1 achieved international distinction and established a strong position in numerous European countries. Although, its daughter brands shrank in popularity and remained regional, except one, Brand 3, which had been remarkably successful outside Europe and attracted to the younger generation worldwide. Brand 3 was the 1st strengthening shampoo with active fruit concentrates. It was an offspring of the Brand 1 line but with a more recent and stylish image. Therefore, Brand 3 started to absorb the brand Brand 1 due to its success and growth worldwide. (Kapferer, 2008) So, the current challenge is not from now, but from many years ago. Brand 3 has been the most popular brand from Brand 1's portfolio since its origins. However, if, on the one hand, this is the desirable goal for a brand, on the other hand, it might lead to one of the previously mentioned dysfunctions imposed by the source brand strategy: the case when a daughter brand swallows the mother brand.

These inconsistencies regarding Brand 1 brands can lead to several inefficiencies. Indeed, investments made in Brand 1 communication might not be efficient since respondents seem not to associate some of the daughter brands with Brand 1 identity, and some seem to consider the brand Brand 1 the same brand as Brand 3.

4. Strategic Recommendations

The following part aims to develop a global strategy for the brand Brand 1 to convey and manage the articulation with its daughter brands. As previously analyzed, Brand 1 is facing some challenges:

- Some brands were not directly associated with the brand Brand 1.
- Respondents were not consistent in the associations made regarding Brand 1 brands.
- Respondents frequently used the words Brand 3 and Brand 1 to mention the same brand. This can lead to one of the threats exposed: when a daughter brand swallows the mother brand.

This strategy aims to tackle those issues, increase cohesion among all Brand 1 daughter brands, raise Brand 1's brand equity, and reinforce Brand 1's sustainable purpose. The critical message from Brand 1's communication strategy is to convey its sustainable identity. Brand 1 has an important role here, as it would be the source brand for communicating its values and identity to its consumers. In turn, the daughter brands would respect and be aligned with Brand 1's values. Therefore, all the communication will be made by Brand 1 Portugal in both online and offline channels. Considering the traditional marketing, which plays an important role for mass-market brands, Brand 1 should focus on TV and outdoor advertisements, and brand activations on the point of purchase (retailers). Moreover, regarding the online channel, Brand 1 should focus on its social media, on Instagram influencers and celebrities, and bring new technologies and innovations for its consumers. After all the actions are implemented, it is important to measure their effectiveness by exploring Brand 1 brands' image and the associations made about each brand. It is possible to understand if there would be a more consistent brand image aligned with Brand 1's sustainable identity, which would raise the brand equity.

4.1 Recommendations within Brand 1 Offline Communication Strategy

Considering Brand 1's offline communication, Brand 1 must convey all its daughter brands aligned with its sustainable identity. Firstly, Brand 1 should have a **group of brand ambassadors** representing the brand Brand 1 for all the daughter brands. This is aimed to increase the consistency in the identity of Brand 1 and its daughter brands. The chosen ambassadors would promote the sustainable initiatives in all the brands, such as the solid shampoo from Brand 2, the Natural haircare products from Brand 3, the deodorant from Brand 4, and the natural skincare products from Brand 7. Those ambassadors would be Portuguese celebrities and influencers, young and fresh, representing the customer reflection of Brand 1, such as Kelly Bailey, Carolina Carvalho, and Isabel Silva. Moreover, they would share Brand 1 products on their social media accounts and be the face of those brands in TV and outdoor advertising and attend the brand events.

Furthermore, in strategic supermarkets such as Continente in Colombo and Continente in Norte Shopping, Brand 1 could have a **stand promoting the Green Beauty Campaign** *(Appendix 3)*. Brand 1 could create the idea of a natural environment, with all the new launches of Brand 1: Brand 2 Solid Shampoo, Natural Haircare products from Brand 3, Compact deodorant from Brand 4, and the skincare products from Brand 7. Additionally, Brand 1 could start these brand promotions with events, where the brand ambassadors could talk about Brand 1’s sustainable initiatives, provide workshops about recycling and sustainable practices, and engage with consumers. Also, to make these events more dynamic, with technologies like Virtual Reality, consumers could see sourcing ingredients of a specific Brand 1 product. For instance, consumers could choose one of the different daughter brands and choose a product from that brand to know more about its properties and production. Besides, Brand 1 could promote a gaming activity, in which consumers had to recycle several Brand 1 products. This would be a game in pairs. The one who completed the activity well and faster could gain discounts for their purchases or other merchandising gifts, like the Brand 1 fabric bag with the slogan "By Brand 1 Naturally" *(Appendix 4)*.

4.2 Recommendations within Brand 1 Online Communication Strategy

Considering **Brand 1's social media strategy**, the brand should create a **giveaway** *(Appendix 5)* for their Instagram audience, in which Brand 1 would offer a package deal with Brand 1's natural products. This would help their audience associate the daughter brands with Brand 1 and understand Brand 1's sustainable identity. Those products could be the compact deodorant from Brand 4, a solid shampoo from Brand 2, two different products from Brand 3, two products from Brand 7, and a leaflet made by Brand 1 about the importance of sustainability and recycling tips. To attract several audiences and raise engagement, Brand 1 should promote the giveaway through Instagram ads and the mentioned brand ambassadors.

One of the novelties in Instagram is **Video reels**. It should be used as part of Brand 1's Instagram strategy since it has been trendy among Instagram users and has proven to bring a high engagement level. Indeed, "Instagram Reels provides the possibility for brands to recreate their brand image and tone of voice on social media. Reels allow brands to have more features to produce the fresh, original content that users crave." (Tobin, 2020); therefore, Brand 1 could use Video Reels to convey its daughter brands better. The content of that Reels could be the brand ambassadors, i.e., Kelly Bailey, showing her beauty routine in a 15s video, using new Brand 1 products. For instance, Kelly Bailey could show the solid shampoo from Brand 2 and teach consumers how to use it and explain why that product is more eco-friendly. Moreover, Brand 1 could create another one to convey its sustainable identity, and to better represent its daughter brands. The idea would be to create a 15s video to educate consumers on recycling Brand 1's products. By showing different Brand 1's products being placed correctly in the recycling container.

In addition, Brand 1 could **create an app** *(Appendix 6)*. This app would educate consumers regarding sustainability and elucidating them about the Green Beauty Campaign. Also, through this app, consumers would gain points for each Brand 1 product purchased and recycled. To track those purchases, each Brand 1 product would have a QR code *(Appendix 7)* and, through GPS technology, the app, would detect if the product would have been bought or not. Hence, after purchasing the product, consumers would scan the QR code through Brand 1's app, giving them points *(Appendix 8)*. When recycling the packages, consumers would scan the QR code again, and through GPS technology, the app would detect a recycling container nearby and give points to consumers. Those points, in turn, would give prizes and vouchers that could be discounted in retailers. *(Appendix 8)*

4.3 Recommendations within Brand 1 Product Development Strategy

Lastly, Brand 1 could make a **Christmas Advent Calendar** *(Appendix 9)*, with twenty-four miniature products. Those products would be sustainably related, such as the Brand 7 line, Brand 3 line, Brand 2 line, and sustainability tips. In addition to Brand 1's products, the calendar would contain products such as a manual explaining how the products should be recycled and reused, tips for saving water, and other sustainable related products, like a box for storing the solid shampoo. The purpose of this product would be to create an appealing innovation for consumers from Brand 1, but also to raise awareness regarding environmental threats and issues. The advent calendar would be sold in retailers such as El Corte ingles, Continente and Pingo Doce. This product would be a special edition, available only during November and December. Moreover, the Advent Calendar would be designed sustainably, made of recycled paper, and in green tones. Besides, for each Advent Calendar sold, Brand 1 would donate 1€ to a Portuguese NGO.

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Appendices

Appendix 1: Advertising for daughter brands following a source brand strategy

Cannot be shown due to confidentiality purposes.

Appendix 2: Advertising for daughter brands following an umbrella brand strategy

Cannot be shown due to confidentiality purposes.

Appendix 3: Brand 1 Stand promoting Green Beauty *((Images' Sources: Brand 1 Briefing)*

Cannot be shown due to confidentiality purposes.

Appendix 4: Brand 1 fabric bag *(Images' Sources: Google)*

Appendix 5: Brand 1 Giveaway Post

Cannot be shown due to confidentiality purposes.

Appendix 6: Brand 1 App *(Images' Sources: Pexels and Google)*

Cannot be shown due to confidentiality purposes.

Appendix 7: Products' QR codes *(Images' Sources: Google)*

Cannot be shown due to confidentiality purposes.

Appendix 8: Prizes & Bonus from Brand 1 App

Cannot be shown due to confidentiality purposes.

Appendix 9: Brand 1 Christmas Advent Calendar *(Images' Sources: Google and Pinterest)*