

**BANDIDA DO POMAR – BREAKING THE STATUS QUO  
THROUGH COMMUNICATION STRATEGY**  
Bandida do Pomar Case Study

Inês Conde Rodrigues Coutinho Marques

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Supervisor:  
Prof. Mónica Ferreira, ISCTE Business School, Marketing, Operations and General  
Management Department

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## 1. Abstract

Recently, we have been witnessing a global attractiveness enhancement for cider. People have discovered its enjoyable natural and uplifting taste, creating tailwinds in this market. Cider itself, is a refreshing alcoholic drink made essentially from fermented apple juice, designed specifically to be an alternative for those who don't find satisfaction in drinking beer and prefer a sweetener option for their drinking enjoyments.

Despite being a tasty and natural drink, cider brands have a privation when it comes to establishing long-term relationships of loyalty along with consumers, which is a fact that contributes to a path towards becoming forgotten in the future. With this relationship absence, brands end up losing their strength in their market's sector, losing their relevance among possible clients.

The present case-study aims to analyze the impact that communications has when it comes to reaching the success of brands in general and, in a more specific investigation, analyzing the example of the cider brand Bandida do Pomar. Despite being a new born brand inside the Portuguese market, Bandida aspires to break the traditional communication rules regarding this type of products.

In order to understand the situation point of the theme, it will be initially explored the overall market position of ciders, leading to the specific Portuguese market and, in a more concrete form, it will be analyzed the brand itself, which is already present in several countries with several names, being part of the Global Heineken Group. Furthermore, it will be presented the strategy adapted by the brand in Portugal, referring to its communication and impact regarding the position that the brand wants to establish in the market. In order to successfully understand that, it will be added a more detailed approach to the 4 P's of the brand, giving a special focus on Promotion, and it will also be explored the Brands' Awareness and Equity.

This case-study will be mainly focusing on the performance and potential growth of the brand within the Portuguese market.

**Keywords:** Marketing, Branding, Communication, Brand Awareness, Positioning.

**JEL Classification System:**

M30: General Marketing

M31: Marketing

## Resumo

Recentemente, temos vindo a assistir a uma atração a nível global pela categoria sidra. As pessoas têm descoberto o seu sabor natural e revigorante, mexendo com este mercado. A Sidra é uma bebida refrescante, com álcool, produzida essencialmente com sumo de maça fermentado, desenhada especificamente como alternativa para aqueles que não encontram qualquer satisfação no consumo da cerveja, preferindo um sabor mais doce para a sua bebida de eleição.

Apesar de ser uma bebida natural e saborosa, as marcas de sidra têm um handicap no que respeita ao relacionamento de longo prazo com os consumidores, facto que contribui para um percurso que se quer esquecer no futuro. Com esta dificuldade de relacionamento, as marcas acabam por perder força no seu sector de mercado, perdendo também relevo entre os possíveis clientes.

O presente *Case-Study* visa analisar o impacto que as comunicações têm quando se trata de alcançar sucesso das marcas em geral e, de uma forma mais específica, analisar a marca de sidra “Bandida do Pomar”. Apesar de ser uma marca criada recentemente no mercado português, Bandida aspira a quebrar as regras tradicionais de comunicações em relação a este tipo de produtos. Esta marca está a lançar-se no mercado de uma forma mais disruptiva, superando a ideia de apenas vender uma bebida e se tornar numa moda a ser seguida.

Em ordem a compreender o ponto de situação, inicialmente, será analisada a posição geral no mercado das sidras, no que diz respeito ao mercado específico de Portugal e, de uma forma mais concreta, será analisada a própria marca, que já se encontra presente em diversos países, com os seus respetivos nomes, fazendo parte do Grupo Global Heineken. Além disso, será apresentada a estratégia adaptada pela marca em Portugal, referindo-se à sua comunicação e impacto em relação à posição que a marca quer estabelecer no mercado.

Este *Case-Study* centrar-se-á principalmente no desempenho e potencial de crescimento da marca no mercado português.



## **2. The Case**

### **2.1. Presentation of the Issue**

The proposed theme for the case-study will be the impact that communication alongside with the new digital platforms are able to have when launching a brand that is part of a market that already encompasses a great competition that is well established and marks a strong position in the minds of the consumers., having a special focus on the brand Bandida do Pomar.

In order to that, it is important to have a vision about the strategy taken from the brand's competitors along with what consumers want. By understanding the impact that the overall market in able to have, it will become more clearly to understand how Bandida do Pomar can use its strengths to take advantage of its opportunities and avoid potential threats, by overcoming its weaknesses.

The present case-study aims to conclude if the brand in focus is able to communicate successfully with its consumers, contributing to the creation and establishment of relationships, alongside with understanding if it is able to have a positive impact in the brand's several KPI's. The main goal of the case will be to understand if this brand's example can be considered as a successful case to be followed by other brands that want to break the status quo when it comes to communication, and what tactics and techniques can be used to develop and follow that strategy.

### **2.2. The Market Overview**

#### **2.2.1. FMCG and Drinks Market**

The FMCG market is responsible for a large part of consumer goods, being one of the markets with greater volatility when compared to other consumer markets.

The beverages sector is the most penalized category, containing sharp variations due to its diversity and volume of factors. We have been observing a volume growth in all categories since 2015, which ceased to be at the end of the first half of 2018. The only

category that continues to see a present growth is the Cider category, which grew 2.1% comparing to the previous year, which can be analyzed in the table above:

| TOTAL PORTUGAL       |                |                |                |                |                |                |               | VAR (%)<br>vs Per.<br>Ant. |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|----------------------------|
| MAT Junho 2012       | MAT Junho 2013 | MAT Junho 2014 | MAT Junho 2015 | MAT Junho 2016 | MAT Junho 2017 | MAT Junho 2018 |               |                            |
| CERVEJAS             | 410 947 040    | 382 916 390    | 386 958 856    | 362 006 382    | 367 155 664    | 389 535 458    | 382 823 872   | -1,7%                      |
| SIDRA                | 282 970        | 584 640        | 1 705 644      | 3 341 309      | 5 635 403      | 7 117 050      | 7 269 295     | 2,1%                       |
| WINE & SPIRITS       |                |                |                |                |                |                |               |                            |
| 1) GIN               | 453 583        | 456 784        | 643 112        | 870 608        | 1 015 236      | 1 063 166      | 1 053 455     | -0,9%                      |
| 1) RUM               | 324 766        | 290 445        | 257 110        | 223 255        | 221 841        | 245 192        | 239 408       | -2,4%                      |
| 1) VODKA             | 1 103 176      | 985 720        | 938 903        | 905 254        | 945 758        | 1 015 908      | 1 000 291     | -1,5%                      |
| 1) LICORES           | 4 180 978      | 3 767 285      | 3 468 037      | 3 348 230      | 3 478 319      | 3 475 331      | 3 444 579     | -0,9%                      |
| 3) WHISKY            | 11 319 890     | 9 814 062      | 9 234 059      | 8 566 086      | 8 701 208      | 8 542 021      | 8 005 768     | -6,3%                      |
| 2) AGUARDENTE        | 1 306 107      | 1 174 941      | 1 085 532      | 1 039 017      | 1 010 044      | 1 001 914      | 989 016       | -1,3%                      |
| 2) TOTAL MIXERS      |                |                | 264 787        | 166 216        |                | 66 564         | 42 371        | -36,3%                     |
| 2) VINHOS APERITIVOS | 2 830 374      | 2 607 071      | 2 425 376      | 2 327 278      | 2 350 764      | 2 473 869      | 2 445 253     | -1,2%                      |
| 3) VINHO DO PORTO    | 5 647 515      | 5 652 196      | 5 651 498      | 5 483 246      | 5 379 141      | 5 511 711      | 5 818 751     | 5,6%                       |
| 2) VINHO ESPUMANTE   | 8 070 177      | 8 205 294      | 7 763 324      | 7 745 174      | 8 382 463      | 9 280 586      | 9 184 382     | -1,0%                      |
| 4) VINHOS            | 243 009 910    | 229 685 330    | 222 870 906    | 226 456 502    | 237 253 596    | 244 948 196    | 244 420 612   | -0,2%                      |
| ÁGUAS                | 904 551 420    | 837 320 272    | 851 040 592    | 850 510 640    | 909 488 908    | 998 257 452    | 1 020 357 908 | 2,2%                       |
| REFRIGERANTES        | 690 739 724    | 635 737 476    | 631 583 104    | 616 271 496    | 608 174 880    | 613 916 388    | 574 961 704   | -6,3%                      |
| 4) TOTAL CAFÉ        | 28 514 684     | 28 008 119     | 28 060 194     | 28 866 157     | 29 282 502     | 29 445 050     | 29 832 043    | 1,3%                       |
| 5) TOTAL CHÁ         |                | 455 561        | 478 632        | 485 825        | 531 913        | 515 708        | 538 599       | 4,4%                       |

Graphic 1: SCC Data Report, 2018.

Source: Nielsen, 2018

It is also perceived that the beverages sector is dominated by manufacturer brands in both volume, value and market share in 2018. When it comes to the category of ciders, there are 3 main key players, where the newly arrived Bandida do Pomar managed to steal market share from the market leader Somersby and his rival in house Strongbow, achieving 3.3% market share, facing the previous year (Nielsen, 2018).

It is possible to verify that the final consumer has developed an interest for new players and is lean on opening space for the emergence of new brands and categories.

## 2.2.2. The Cider Market

The first concept that was born about ciders came from the Romans (55BC), who made a cider-like drink. It was then that the love for cider started to be developed and spread through all the Roman Empire and across Europe to the Germanic tribes and the Normans.

William the Conqueror and the Normans decided to put a tax on cider in order to be able to profit from its growing attractiveness. In fact, the word Cider comes from the old

French word – Cisdre, which comes from the Latin word – Sicera, meaning “Strong Drink”.

In 1200, due to the growing demand, the creation of the screw apple press contributed to facilitate the process of Cider production, which led to a rapid growth of the market.

It was between 1300 and 1850 that apples started to replace the grapes. Due to this fact, Cider started to be a replacement of the traditional wine, increasing its popularity, especially in France and through the English elite.

Cider’s popularity has grown and decreased throughout the centuries, especially in the United Kingdom, France and the United States of America. Despite this ups and downs through the cider history, the sector has blossom itself by turning into an attractive and modern drink to be consumed.

Cider drinking turned into a trend mainly due to the fact that ciders started to work hard in order to innovate and redesign its boring and antique image with the main goal of attracting new consumers. The recent success of cider products inside a market that is already established and it’s still growing, is able to open doors to new opportunities to acquire new consumers and generate engagement.

Below, it is possible to observe some curiosities about why cider is considered to be better when comparing to other alcohol drinks:

| Drinks  | Why Cider?  |
|---|---|
| <b>Wine</b> – This drink is considered to be more traditional and heavy. Wine is often suited to be part of more formal and slow energy occasions, for example in dinners or more formal parties.   | Cider is a more bright and easy drink. Despite the fact that it still is a formal drink, cider is seen as more inclusive.   |
| <b>Spirits</b> – Are considered to be short measures, high in alcohol and directed to business. This type of drinks are more suitable for high energy occasions later in the evening or night.      | Cider is more refreshing. It englobes both tradition and authenticity but with less alcohol.  |
| <b>Beer</b> – It is a slightly bitter drink, designed to drink ate every moment of the day, which is the reason why it’s the top of mind choice for consumers when thinking about choosing a drink. | Cider is field with a fruity taste, which makes it an easier and more refreshing drink. Just like beer, it is suitable for any occasion at every moment of the day. |
| <b>RTD’S</b> – Ready to drink cocktails are more chemically produced, being less healthy than any others. It is a mixed drink that can be unexpectedly and overly sweet.                            | Cider has the major characteristic of being refreshingly natural, which makes it healthier drink.   |

Table 1: Why cider is better

Source: Own illustration, based on the Cider Discovery Guide, 2017.

To sum up, creating a new category in the alcohol industry is not an easy task and has its similarities to planting a tree – it is needed to plant the right roots and make them strong in order to grow and flourish.

### 2.2.2.1. Cider vs The Consumer

Cider is a fermented drinks that goes through a process of creation in order to offer the final consumer the promise of a tasty and refreshing drink.

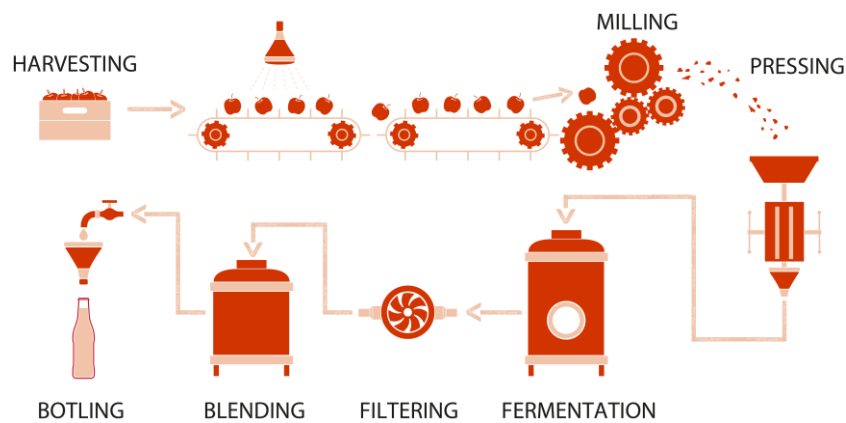


Figure 1: Cider Making Process

Source: SCC Sales Folder, 2018.

There are four different types of Cider apple used in Cider-making – sweet, sharp, bittersweet and bitter sharp. All of these varieties are able to increase brand’s portfolio along with the possibility of reaching new targets that are into different flavors and like to try out new things. Cider involves many characteristics that are attractive for the final consumer, such as:

- **Transparency is all** – Consumers are becoming more aware about what is inside their drinks, where it comes from and how it is made. They want clear labelling in order to get to know the product before trying it out. By being transparent as a brand, will contribute to the influence of the consumers purchase decision.

- **Influencers and Cider’s social reach** – the future of this market is in the hands of influencers – the one who love to take pictures and share experiences and moments on social media networks. In order to reach this target, cider-makers must work in order to create products that are enjoyable to share.
- **Cider goes local** – Cider drinkers care about how their drinks are made and where do the apples used to create it come from. That is the reason why, by using local apples, the brand will be engaging with the consumer almost subconsciously.
- **Sweet to Dry** – The cider market is able to provide its consumers with a large variety of flavors, which can satisfy everyone.
- **Fruity blends** – Apples and pears are no longer the only fruits used to make ciders. The most modern ciders are made with other fruits such as strawberries, limes, passionfruit and wild berries. These refreshing alternatives to the traditional ciders are able to reach a whole new target and generations of more adventurous drinkers.

At the end, we are able to conclude that cider is all about the drinking experience, so it is important to understand how that process must be delivered in order to engage correctly with the final consumer. Despite the fact that the cider inside the bottle is served fresh, if it is served with the addition of ice, the experience will be extra refreshing. In order to serve the perfect cider, there are a few steps to be taken:

1. Fill a glass with  $\frac{1}{3}$  with ice;
2. Pour the cider to the center of the glass;
3. Serve and present the bottle alongside.



Figure 2: How to serve cider

Source: “À Nossa” Magazine, May 2016.

When it comes to experience, details can be the key element to make the difference, and in the case of cider, the ice has a whole new effect on the taste and experience. Serving Cider cold over ice brings out the crisp taste of the apples. As the drink fizzes, it sparkles with vitality, releasing an apple aroma in the air. But in order to do this successfully, the drink can't be pour all at once, to enrich the freshness of the cider.

By having all of these factors in mind, the cider category wants to create a world of "InCiders", which is composed by a cider drinking tribe that strives to enjoy the present and create experiences by refreshing every moment with a simple touch of pure gold.

#### **2.2.2.2. The Cider Market in Portugal**

Nowadays, Cider drinking is more popular than ever, and in this new era, new flavors and new styles are being created, increasing the sector's variety.

The alcoholic drinks' consumers in Portugal are exposed to a large number of products inside this category that vary only according to their personal likes and dislikes. It's a fact that a group of consumers don't appreciate beer, due to its bitter taste and, due to that, cider has become the best alternative as it offers a similar product, with a similar price, to be enjoyed at those moments with friends. Cider as a category has been planting its roots in the market, especially aside with the beer category. It is an offer for the same moments of consume as beer, but with a lighter touch, sweeter, younger and more fruity.

Currently, cider is considered to be a trend and is increasing its position in the mindset of consumers. Due to that reason, the growth of the category has been being reinforced and the relevance of this product is increasing.

What was initially just a trend of the moment is starting to rise its relevance. Portugal doesn't have a specific tradition of cider drinking, although there is a clear pattern on the growth of this sector, not only in volume, but also in value.

By being such a dynamic category, there is still a lot of space to be expanded, despite having a strong seasonable characteristic, as the summer is the principal season for the

business' development. The study made by the TGI Marketest states that in 2017, one million and 648 thousand individuals drank cider in the latest twelve months, which represents 20% of the overall residents in Portugal with more than 18 years old. The consume of this drink has been systematically growing since 2013, increasing 56% since then.

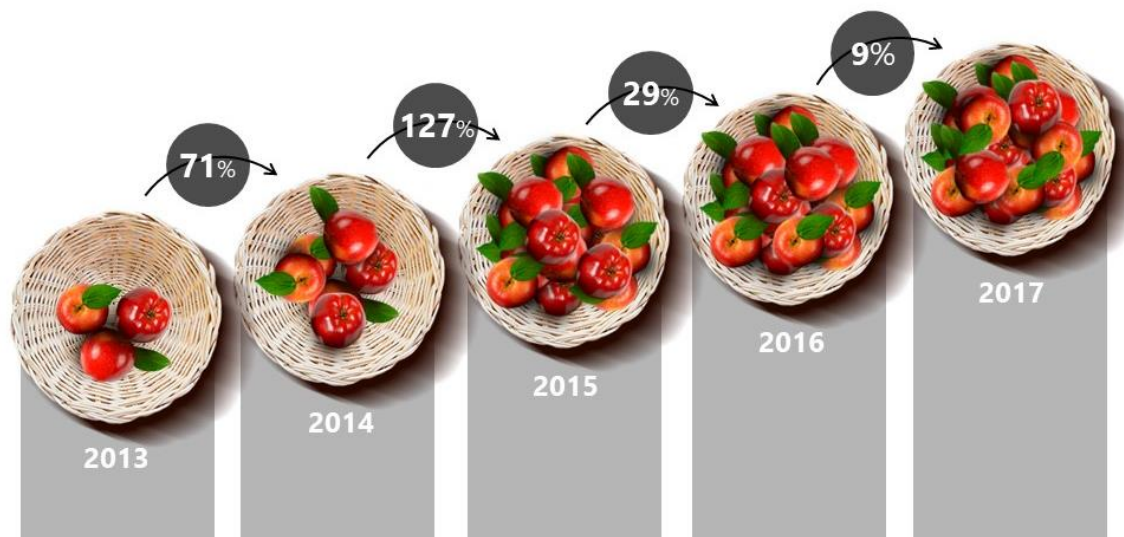


Figure 3: Evolution of consume of cider

Source: Nielson presentation, 2017.

In Portugal, the main target for the cider sector is very diverse. But, in comparison with other alcoholic drinks' categories, men are still the ones who consume more cider, although cider is still a very attractive drink for women due to its sweet taste. When segmenting the target inside this sector, a big percentage of consumers has less than 35 years old.

Despite the fact that cider is more drunk during the summer, having a 53% of total volume during this time, several companies work towards introducing this product to other occasions and moments, selling the experience itself and not only the product.

The first cider brand that was introduced to the Portuguese market was Somersby, with its launch in 2011. Nowadays, Somersby has three varieties - apple, blackberry and citrus, which makes it a triple threat cider.

On the other hand, for SCC the principal challenge when investing in that sector, was the creation of awareness towards the product itself. Actually, the cider portfolio of SCC is composed by three brands – Strongbow, Bandida do Pomar and Old Mout. Strongbow is a brand that strives to reinforce the natural origin of its ingredients, bringing them to the city. Bandida do Pomar is the most recent daughter of SCC and is known by its young, irreverent and different positioning that is already overcoming expectations. Old Mout is a brand with very tropical cider’s flavors and with a more premium positioning.

Despite being an old concept, Cider entered the life of Portuguese people and its growing inside this sector since 2013. The trend was developed years ago between the youngsters community and converted itself as an evening cool drink. In Portugal, Cider is a unisex drink, enjoyed by everyone. The cities of Lisbon and Porto are the ones who consume cider the most, followed by the Algarve, for the reason that it is a very touristic zone of the country and tourists are already familiarized with the category.

To sum up, a resume of the market context can be analyzed in order to provide more insights for future conclusions

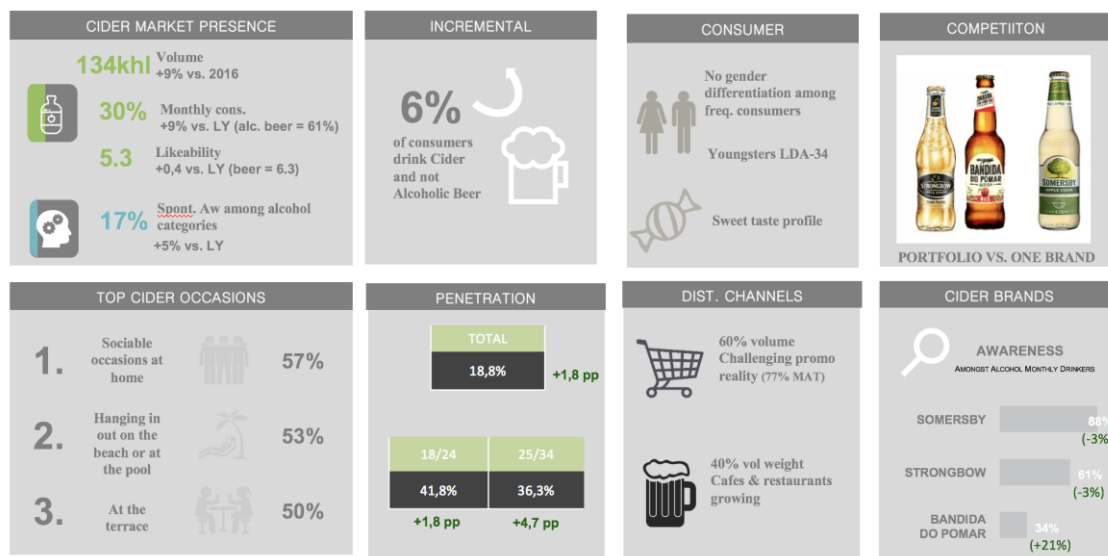


Figure 4: Overall resume of the cider industry

Source: Nielsen; In-sites consulting; Cider Launch Tracker 2017; U&A Cider report [Ipsos]; Beer Image tracker.

### 2.2.3. Sociedade Central de Cervejas e Bebidas

Sociedade Central de Cervejas (SCC) was born in 1934 as a result of the association of Companhia Portuguesa de Malte and Portugalia Cervejas, Companhia de Cervejas



Estrela, Companhia da Fábrica de Cerveja Jansen and Companhia de Cervejas de Coimbra. In 1935, the patrimony of Fábrica de Cervejas da Trindade, including its brewery, is integrated in the SCC society. At this time, SCC's beer production involved 5.1 million liters.

Being a reference of SCC portfolio as one of the most successful beers in Portugal, Sagres was launched in 1940, being considered to be a landmark of great Portuguese tradition that was emerged as an export beer at the Portuguese World Exhibition, in Lisbon. The name was born from the village of Sagres in the extreme south of the Portugal coast.

In 1943, the exportation of beer began, passing through Gibraltar, Azores, Timor, Goa and Macao. For more than a year, Sagres left the Portuguese factories directly and exclusively for the cliff at the gates of the Mediterranean. Humberto Pelagio, the first president of SCC, soon realized that he had a successful case in his hands. With the time that went by, the founder brands of SCC began to disappear, leaving Sagres as the main brand responsible for SCC.

In 1947, CUCA (Companhia União de Cervejas de Angola), with a capital of 25 thousand euros, was signed by the companies of SCC group and CUIP. This happening was the beginning of SCC's presence in Africa, whose main objective would be to implement a brewery in Luanda or Lobito.

Due to the crisis in the colonies and to the various commercial and industrial activities, the 60's were considered to be intense for the SCC. It was at this time that the slogan written by the poet José Ary dos Santos appeared – “Cerveja Sagres – A sede que se deseja”.

Meanwhile, in 1965, the project of the creation of a new factory was being explored by SCC along with the administrator Beirão da Veiga. After several studies and surveys, 35 hectares of land were acquired in Vialonga (Alverca), in order to ensure the supply of the future factory.

On June 22, 1968, the head of state, Admiral Americo Thomaz, inaugurated in Vialonga, the new SCC factory, which at this time, was one of the largest in Europe and the most modern and well-equipped in the world. Designed by the architect Eduardo Iglésias, the new brewery was an icon for the industrial architecture of the sixties.

After the revolution, in 1977, the industry was divided into two principal breweries: Centralcer – SCC and Unicer.

In 1990, Sagres completed 50 years, becoming a market leader, in 1993, SCC was 100% owned by the Bavaria Business Group, controlled by the Colombian family Santodomingo, followed by the Scots from Scottish & Newcastle and, the most recent ones, the Dutch from Heineken.

In the reorganization of the group, in 2001, SCC was renamed, becoming Sociedade Central de Cervejas e Bebidas. Due to the Heineken International Group, SCC suffered an expansion of its portfolio, which included not only beers and water, but also ciders and soft drinks, as we can observe in Appendix 1.

#### **2.2.3.1. SCC Ciders**

The significant growth of the global cider market contributed to allocate this type of drink in every map, providing the attraction of more consumers, especially youngster generations. The tendency was brought to Portugal and became a trend in the market in a blink of an eye.

The recent success of this product is creating awareness along with opportunities that are capable of attracting new consumers and new competitors. That is the reason why it exists a huge activity regarding this sector.

Sociedade Central de Cervejas e Bebidas already has invested in a huge portfolio of drinks that go from beers to water, and more recently, this new sector – the ciders. There was a need of investing in a middle drink to offer to consumers as an alternative to beer that was considered to be stronger than just a simple water.

SCC is the mother of three cider brands: Strongbow, Old Mout and Bandida do Pomar. Strongbow was launched by the company as an alternative of a fermented drink, being initially considered to be a global market leader inside the cider sector. Strongbow offers the consumers a sophisticated product, able to connect with a more specific target that wishes to preserve its elegant and exclusive lifestyle. Despite its leading start, nowadays Strongbow is starting to be over performed by SCC most recent brand – Bandida do

Pomar, which offers the same type of product with a less elaborated recipe. Despite Bandida's cider is considered to be inferior when comparing to Strongbow, Bandida offers to its consumers a disruptive lifestyle and is able to establish relationships with them through its positioning statement, which is the reason why the company is focused on investing into the development of this brand. Last but not least, Old Mout is a more touristic cider, being mainly targeted to the tourists that come to our country.

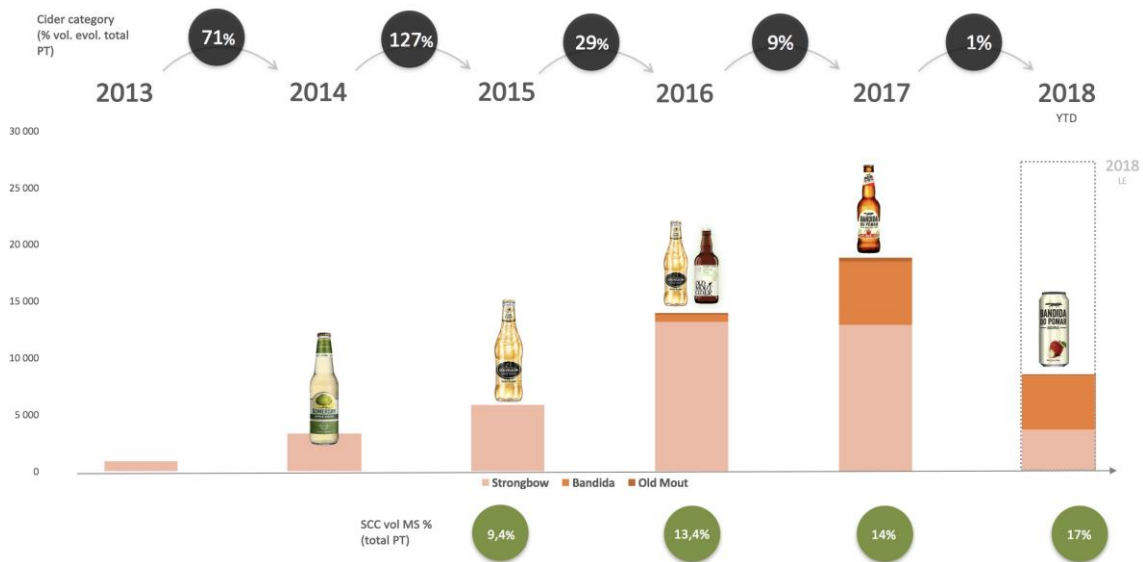


Figure 5: Evolution of SCC volume of sales vs Portugal volume of sales, regarding the category.

Source: Own elaboration, adapted from the Cider Global Tracker, 2018

Although they are considered to be competitors between each other, SCC cider brands work as a family to provide a product that is able to reach every type of target, contributing to the company's overall percentage of volume of sales.

## 2.2.4. The Competitors

Nowadays, we are all aware of the importance an effective competitor analysis has on the success of a business. Clearly, meeting customer's needs is not enough. Firms need to focus on understanding competitor's strategies in order to know how to act to reach a place of advantage. They don't have to be only the best in answering customers' need, they also have to be better than their own competitors.

In order to do a prodigious competitors analysis, firstly there is the need to identify the brand's current competitors and answer some questions about the competitor's location, weaknesses, strengths, products, sales, among others.

The rivalry inside this sector is extremely powerful, as the brands that already exist have their own identities well-established in the market, along with the same offer of products and the appearance of new brands inside the industry is happening more often than expected.

Concerning de alcohol drinks industry, it is possible to identify two categories of competitors – the direct competitors and the indirect ones – based on the following criteria: identity, flavours and products. On one hand, we can find the direct competitors which are those who are present in the same distribution channels as Bandida do Pomar and offer the exact same type of product. These direct competitors are those who possess a powerful strategy when it comes to reach the top of mind of the consumers. As such, it is possible to identify as direct competitors the following brands:

- **Somersby** – Somersby was created by the Carlsberg Group in 2008, reaching a great success in Denmark and Norway. It is a very refreshing easy-drink with many flavours aimed at a young and experimentalist target. The base of this cider is the juice of fermented apples and natural ingredients. Somersby has become a city drink, more directed to large urban centres where the consumer has a more open-minded mentality, is not afraid of breaking habits and seeks to get to know new products. The cider is a refreshing drink with a low percentage of alcohol (4.7%), produced from the fermentation of the apple and the adding of 15% of juice and natural aromas. The brand has as insight “refresh the good moments” and presents itself in a transparent glass bottle, with a label where the light colours are predominant and the nature element is highlighted, reinforcing the concepts of freshness and lightness (Briefing Unicer, 2011). In the foreign market, after the success of the apple cider, other variants of the drink have been being explored, such as pear flavour, double press cider (which is a drier and less sweet cider) and, the most recent one being launched, the Somersby Apple, with 45% less calories. Today, Somersby is being sold in 22 countries, with Northern Europe taking the lead in the market, followed by Western Europe and, most recently, being expanded to Asia.

- **Strongbow** – The brand has its roots in the UK, being originally produced by H. P. Bulmer in England in 1962. Strongbow was the name given to Richard of Clare, one of England’s greatest knights of the 12<sup>th</sup> century. De Clare was baptized with the nickname “Strongbow” for relying heavily on his archers during his campaigns. The arrow of Strongbow is still lodged in the trunk of the Strongbow apple tree, which is visible on the label of the brand. The Bulmer Company is an arm of the Heineken International Group. The Strongbow Gold was manufactured in Belgium and launched to other European countries in 2011.the drink is a mixture of culinary apples, creating a bitter-sweet cider. The apples used in the production of Strongbow are cultivated and grown in France and England. A production method is used, and it contains sugar and apple concentrate. The apple concentration is then fermented with controlled yeast strain and with the addition of sweeteners. The Bulmer’s Strongbow is considered to be the largest alcoholic container in the world and has a capacity of 6.8 million liters. Strongbow has a range of six ciders with different taste profiles, from sweet to lower carb, in order to be present at every moment, mood or momentous occasion.

Regarding the indirect competitors, the main brands in Portugal that can be considered are those who offer the same type of product but with a completely different style and we can only find them in the off-trade channel. These brands are considered to be indirect competitors due to its various characteristics and values:

- **Sagres Radler** – The brand was presented to the market in 2013 by SCC (Sociedade Central de Cervejas e Bebidas) as a low-alcohol beer with natural lemon juice, being intended to provide to its consumers a unique experience. The beer is inspired by a traditional Bavarian recipe, with a natural ingredient which is lemon juice. The product was born by the combination of Sagres beer with natural lemon juice. However, the brand wanted to go further and, due to that fact, the brand launched the new Sagres Radler Lima Green Maize, which was a combination of Sagres beer, natural lime juice and green apple. This variety wants to establish itself in the market as an ideal alternative to the beer segment, which is the main reason why the brand is being characterize as a sider competitor. Presented to the Portuguese market in 2013, until the end of the last year (2017), SCC sold 19 million liters of the Radler variety.

- **Old Mout Cider** – This cider’s varieties are made from ripe local fruits which are picked less than 50kms away from Nelson-based cidery. This area is characterized by having loads of sunshine and the soil provides the growth of fine apple trees. Old Mout Cider is made by fermenting the whole juice from the fruits. The usage of culinary or “eating apples” are used in order to get a delicious apple taste, without the pucker. Braeburn makes up around 65% of the mix. It contains a pinch of potassium met bisulphite and potassium sorbate, which is used since Roman times to preserve cider’s natural colour, flavour and quality. All Old Mout Ciders are field with flavours, due to the reason that they are made from perfectly ripe whole pressed fruit, being 100% gluten free.
- **Vadia Cider** – This cider was born by the result of a partnership between the University of Aveiro and Cerveja Vadia, having been voted the best Portuguese cider at the World Cider Awards in 2018 and considered to be one of the best in the whole world. The main characteristic of this handmade cider is the use of apple pomace as one of the principal ingredients, which is considered to be an ingredient whose elimination has many environmental and economic implications for the industry. The cider is simple and cheap to produce and is 100% made with Portuguese apples. The low temperature fermentation over several weeks, allows to preserve the authentic flavour of the apple and is able to provide a balance between the freshness of its acidity, the natural carbonation acquired and the natural sweetness of the apple. Vadia is an excellent choice to combine not only sweet but also sour dishes, sushi, salads and cheeses.
- **Continente Cider** – To increase its local portfolio, Continente launched a cider in order to compete in a market which is growing and increasing interest in the minds of the consumers. This cider, although is still not very known, is considered to be a competitive threat due to its lower price range.
- **Pingo Doce Cider** – The supermarket brand also decided to invest in its own cider product, providing its consumers with a national recipe of cider along with a low-price value.
- **Mercadona Cider** – Despite only entering in Portugal for the next year (2019), the Mercadona supermarket chain is converting Ciber Wild Panther cider as its own, betting on the fizzy drinks and fruity flavours, more specifically the apple flavour. The cider is characterized by being a soft drink with a percentage of

alcohol of 4.5%, which is sold only in bottles of 330 millilitres. The recommendation of Mercadona is that this cider should be drunk very cold, even with ice, being ideal to consume during the appetizers and cocktails.

- **Magners** – This brand represents an old cider inside the market which was born in 1935. The main competitor for this brand is Strongbow British Dry, which can be compared by offering the same taste with the same refreshing sense. This competitor only strikes directly on the on-trade channel and is more directed for the tourists in the Algarve.
- **Refrigerants** – Refrigerants are considered to be indirect competitors for the main reason that they represent a variety of products that, despite not having alcohol, are refreshing and work in the same way that cider works. This type of drinks are considered to be a brand’s repertoire. This sector is composed by a big portfolio capable of reaching everyone, being considered the most intuitive competitor for the alcohol category.

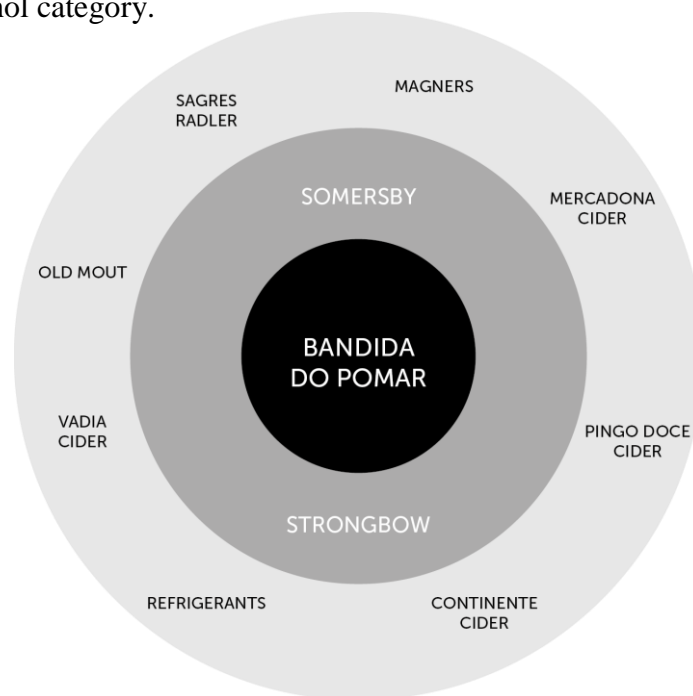


Figure 6: Bandida do Pomar Competitors (Resume).

Source: Own illustration.

The cider market is field with opportunities to expand and communicate, which is the reason why so many brands have been born through the years. But as everything, there is always strong and low points that every brand faces at sometimes:

| Strong Points   | Low Points  |
|---|---|
| <ul style="list-style-type: none"> <li>• Having a financial profit, which provides them with possible new investments to expand portfolio and enter new categories;</li> <li>• Capacity for high stock;</li> <li>• The opportunity to be desired in order to be present not only on the off-trade channel but also on the on-trade channel;</li> <li>• Powerful communication expansion which contributes to the possibility of making high promotions through social networks in order to reach other targets;</li> <li>• The involvement of celebrities in campaigns to settle celebrity endorsement;</li> <li>• Creation of powerful and strong identity.</li> </ul> | <ul style="list-style-type: none"> <li>• Due to reputation, brands are able to raise their prices, which may not be affordable for everyone;</li> <li>• Despite having a strong image, the innovation process may be a difficult path to go through.</li> </ul> |

Table 2: Strong points and low points of existing brands

Source: Own illustration

Even though there is a higher number of strong points connected with existent brands, there is always the possibility to innovate and implement something new in the market. When it comes to business, the risk is to be safe so brands must be focus and have to play the right cards, even if it's not at the right time. The market is becoming more and more adaptable through the years, which is a factor that can be seen as an advantage, as it will work in order to the adjustment of every demand that can arise along the way.

When entering the market of alcohol drinks, four factors must be lined up with the strategy of every brand: quality, flavour, calories and promotion. As we can analyse through the questionnaire that was made, this features have a huge impact when choosing a brand to drink, so the market has to be aware in order to offer the best product to its consumer.

The competition factor is able to influence brands in order to lead them to invest even more in innovation, quality of products, photoshoots, image and points of sale. With every new entrance, the market will generate the need to create advantages over differentiation



towards the competitors, in order to create awareness and to make the brand stand out from the crowd.

In a market that is already field with fresh new content and trends, it becomes really easy for brands to copy each other in terms of communication. In fact, there are some brands which use this type of strategy to expand and reach new targets.

Although they all have the same type of product, the concept behind every identity is unique. Having this in mind, every brand is able to focus and to work towards the right communication strategy which will face their expectations in the market.

#### 2.2.4.1. The Perceptual Map

As it was referred before, it was considered a criterion to establish a brand's direct competitors and then it was designed the perceptual map.

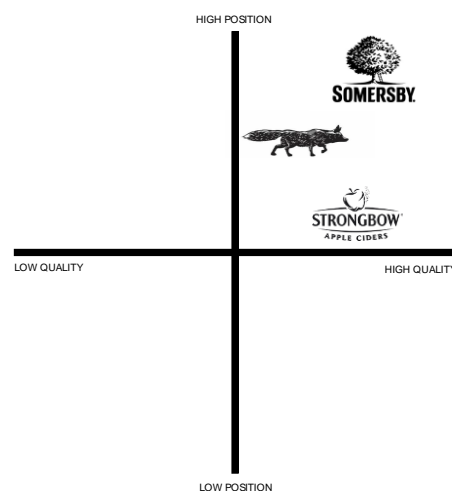


Figure 7: Ciders Perceptual Map

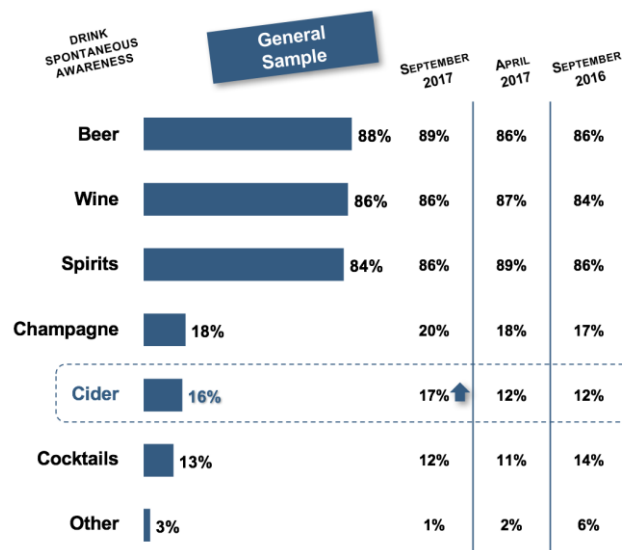
Source: Own Illustration

As it is possible to observe in the perceptual map, Bandida do Pomar is able to offer consumers a resilient identity capable of capturing their attention and attracting them, not only to purchase the product, but also to become part of the fox's tribe, more than any other brand in the market that is only interested in selling its cider. Despite being behind Somersby, Bandida is getting very close to overcome this brand in the market.

#### 2.2.5. Consumer Behavior and Preferences

The Portuguese Cider category continues to grow along the year of 2018, although it is possible to observe a slightly deceleration of the market overall, registering a sales increase, partly due to the raising number of tourists visiting Portugal and due to seasonable features, which allowed the impulse cider demand to move upwards (Cider Global Tracker in Portugal, 2018).

The cider category is considered to be more mentally available for consumers in Portugal comparing to two years ago, due to the fact that it has become more relevant, visible and talked about. By analysing the Cider Global Tracker of 2018, it is possible to examine that 16% of consumers spontaneously mentioned cider when evoking all the alcohol categories they know.

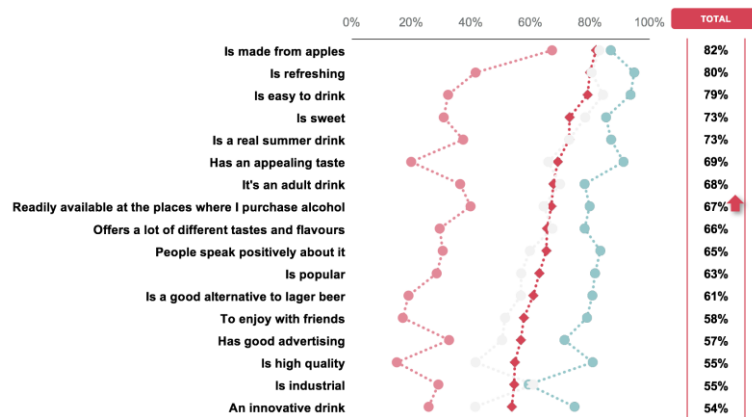


Graphic 2: Categories spontaneously said by consumers

Source: Cider Global Tracker, 2018

On the downside, frequency of consumption which involved current drinkers is considered to be low – less than 30%, substituting it with other drinks, such as beer, wine and juices. Despite that fact, cider is able to rely on a solid consumer which are the 25% monthly drinkers who evaluate the category with 9 or 10 out of 10 in general appeal (Cider Global Tracker, 2018). Cider is still considered to be the perfect drink to enjoy during the summer, due to its light touch and sweet flavour, as it is possible to analyse below. According to both regular and occasional drinkers, cider is a drink that fits best in

warm environments and drunk in social occasions, either at home or at a bar (Cider Global Tracker, 2018).

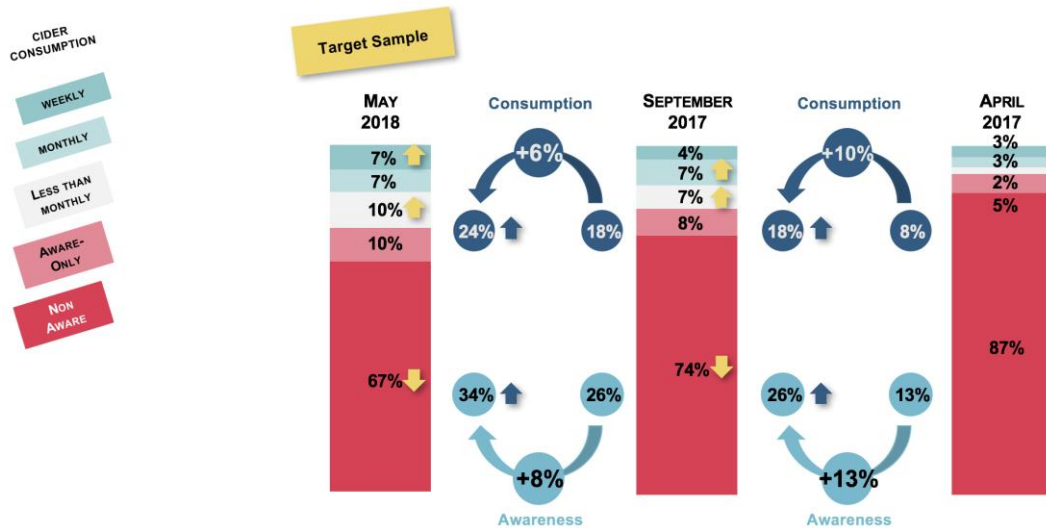


Graphic 3: Consumer's characterization of cider

Source: Cider Global Tracker, 2018

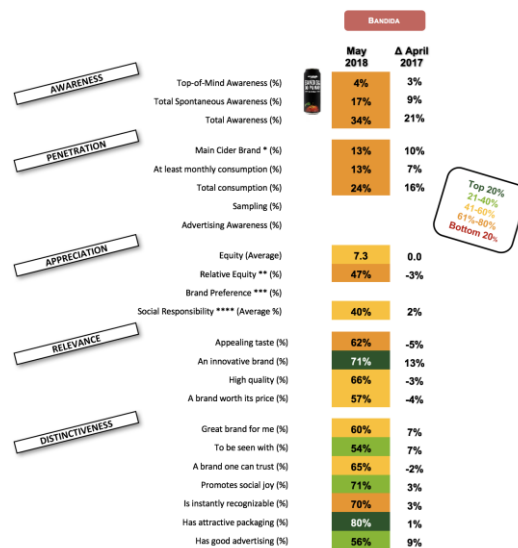
Focusing on Bandida do Pomar, the brand has been increasing significantly its reach inside the market over the last year, being almost immune to the seasonable feature that strikes the cider market in general. Comparing to the other brands in the same category. Bandida do Pomar defends a distinctive brand proposition, which allows the brand to become more appealing to the mind of consumers. When analysing the Cider Global Tracker of 2018, it is possible to conclude that 20% of target consumers are able to mention the brand spontaneously and 35% know the brand by name, which contributes to the brand's maintenance of the same level of engagement as Somersby.

The brand is clearly on a growing path. The brand made a solid debut by April 2017 with over 10% awareness and 8% trial amongst alcohol drinkers, increasing its percentage by almost three times higher than at that time (Cider Global Tracker, 2018). A third of target consumers know Bandida do Pomar and one quarter have already tried it, as we can analyse on the graphic bellow.



Graphic 4: Cider consumption  
Source: Cider Global Tracker, 2018

Bandida offers a more authentic feel and a more unique tone of voice than the two major leaders in the market (Somersby and Strongbow), which turns it into a huge competitor and a huge threat inside the market. An overall analysis of the brands improvement can be analysed in the following graphic.



Graphic 5: Bandida do Pomar development  
Source: Cider Global Tracker, 2018

As a principle state of mind, Bandida designed a fox trail around a new conceptualization. Many young consumers understand the irreverence and cosmopolitan side of the brand. However, for many others, particularly within the older age segment, it's hard to pass the message, as this target only out signs the socio-economic decadence in the urban atmosphere (Cider Global Tracker, 2018).

Moreover, concerning this market, another feature should be highlighted. Due to an increase in health consciousness, Portuguese consumers are becoming progressively aware of what is inside their drinks before even trying them out. However, Bandida doesn't particularly suffer from this factor as the other brands may do, due to the reason that its target is not as concerned about it as other generations.

### **2.3. Bandida do Pomar – The Brand**

As the global brand's main value defends "the thieved apple tastes better", so this cider is all about breaking the rules and enjoying the moment. Bandida do Pomar is made by the finest apples, which are thieved from orchards around the world to create a distinctive, smooth Cider that delivers a crisp, apple taste with a pleasant fruit aroma.

Before expanding to other countries, Bandida do Pomar was initially called Orchid Thieves, born and raised in New Zealand. The very first cider was pressed from the finest variety of apples, creating a bold and fresh apple taste. Drawing on years of cider heritage, Orchid Thieves was able to steal the best of generations of cider crafting, to create a distinctive and refreshingly drinking experience.

Bandida do Pomar is a cider that has entered inside the Portuguese market in 2016 and since the very first time it has been creating and constructing its territory alongside with its consumers.

While the cider market in general is consolidating as a category, Bandida do Pomar is fitting through personality, revealing itself as a lifestyle, being considered to be trendy (78%), bold (65%) and unique (68%), (U&A Cider Report, 2018).

Its Portuguese name – Bandida do Pomar, and its mysterious attitude, disruptive and irreverent has conquered consumers of all ages, leaving everyone wanting more about the brand. Despite selling a product, Bandida has been striving itself to become an icon in order to create and empower a brand new type of lifestyle. In fact, Bandida do Pomar is more than just an apple cider, it is a whole new concept. The brand defends the ones who are smart, mysterious, and intuitive. She wants to reach the ones who have courage and are not afraid of breaking the rules. Furthermore, the brand wants to make the difference

inside the market, making the best with less. To sum up, Bandida is more than just a cider, it is an attitude and is working towards being an icon of a generation.

Despite being the first thing that pops to our minds when thinking about the cider, Bandida do Pomar is not a fox. It doesn't have paws, it doesn't talk. The fox only represents an icon, being the identity and signature of the brand.



Figure 7: The Fox Icon

Source: Bandida do Pomar Brand Book, 2018.

As a brand, Bandida wants to be the voice of a tribe that defend their own tendencies, are keen on breaking the rules and aspire to challenge patterns. Due to that reason, Bandida's tone of voice has to work in that level and never above that. The brand is recognized by working with a low-profile, as it doesn't shout and it doesn't whisper, it only speaks when it needs to. By not being actually present, Bandida is always there, especially when it is not expected. When it comes to this sense, for Bandida, silence is gold and the rest is just meaningless words.

### **2.3.1. Values and Mission**

The internal analysis of the brand will be useful to get a deeper insight on Bandida do Pomar's strategy. The brand's main activity is selling cider and even though it is being successful on doing that, Bandida's communication strategy is its main source of profits and recognition inside the market.

Bandida do Pomar defends the following values:

- Be Real – which refers to the authenticity and reflection of the brand's down to earth attitude, and fresh take on the cider category.
- Be Inclusive – the spirit of the brand is rooted in friendship and social inclusivity, leading to moments of experience and adventure.

- Be Bold – Bandida do Pomar is daring and playful at the same time in everything that it does, and influences its drinkers to follow the same path.



Figure 8: Bandida do Pomar Logo

Source: Bandida do Pomar Brand Book, 2018.

The brand works towards a specific role of creating opportunities for consumers to be bold and to spark social adventures with friends. Being bold is a rallying call to pursue enjoyment at every opportunity that may show up. It means to seek for adventures instead of just waiting for them to show up. Being bold means being alive and alert of what is happening around. Finally, Bandida do Pomar always means in the context to pursuing the enjoyment that comes from sparkling social adventures with friends above it all.

### **2.3.2. Branding**

A brand should be linked to a country's culture. Each country has its own unique challenges, features and opportunities, so, before launching a new product in the Portuguese market of cider, the original recipe from the global brand Orchid Thieves, had to suffer some changes. As Portuguese people are leaner on to what it is sweeter, the recipe had to be adapted according to that, in order to attract the right crowd and convince them through taste.

While not quite there in terms of basic taste perception and self-relevance, Bandida do Pomar is able to outperform itself through naturalness and craftsmanship. The brand has more of an authentic feel when comparing to the two mine cider brands in the market (Somersby and Strongbow). Bandida is also able to distinguish from its competitors due to its unique tone of voice, which might make it as a stronger challenger to Somersby in the years to come.

Bandida offers its consumers a product made by the combination between the high-quality and artisanal feel and the promise of taste and flavour. It is through its authentic local feel and sheer novelty that Bandida produces a product for its consumers in order to provide them with a refreshing and fruity drink to enjoy at every moment of consume.

The main goal of the brand is to offer a quality product to its consumers along with a whole new concept experience of rebellion and uniqueness. That is the reason why, Bandida do Pomar didn't stand only for the cider, but decided to invest in merchandising products along with a fashion collection, characterized by the fox icon. By investing in this type of repertoire, the brand can increase its positioning and reach a whole new number of tribers that like to follow new trends and the fox icon is clearly becoming a fashion trend to the new generations.

### **2.3.2.1. The name – Bandida do Pomar**

Every detail counts when it comes to the process of creating the brand image, as it is the main characteristic of identity of the whole concept.

The name of the brand – Bandida do Pomar, was born by the mother name – Orchard Thieves, being transformed and adapted to the national language.



Figure 9: Orchard Thieves Logo vs Bandida do Pomar Logo.

Source: Bandida do Pomar Brand Book, 2018.

Regarding the fact that it's catchy, the name can be simple to identify and easy to remember in our consumers' minds. The concept of the brand can be summarized by the short sentence of "Be Bold". What the brand wants to transmit as its main purpose is the capacity to lead consumers to their next big adventure.



Despite being considered a long name, the brand can be characterized only by its icon – the fox. The fox represents the irreverence, the unknown, the mystery. The fox will be the guide of the tribers’ trail to reach that sense of satisfaction and power.

The brand logo is designed in black to accomplish its main idea of being connected with the underground and all the mystery that surrounds it.

### 2.3.2.2. The Brand’s Identity Pyramid



Figure 10: Brand’s Identity Pyramid

Source: Bandida do Pomar Brand Book 2018

As we can observe in the image above, Bandida do Pomar has a very specific way of being presented to consumers, having a powerful personality and strong position to reinforce. The logo of the brand has to be always present as it is the most important thing when it comes to branding. On the second floor of the pyramid, we are able to find the brand’s products with the icon of the fox, which are the major factors to deliver profit for the brand. On one hand we have the product itself that is directly connected with the consumer and is the reason why the brand exists, on the other hand, we can find the fox that is starting to be the brand’s reason to increase awareness, so both work together to establish the brand in the market in order to increase revenues. On the third and fourth floor of the pyramid, it is presented the brand’s patterns and images, which are used to communicate, not only through social media, but also through the brand’s distribution channels.

### 2.3.2.3. The Packaging

In order to remain consistent with the brand image and its communication, Bandida do Pomar’s packaging was designed to be trendy and appealing. The format of the package had to be light and simple, allowing people to easily transport the product. The logo is also present in the package being the principal call for identity and recognition in the market.

Firstly, the can of the brand was conceptualized and designed as black, in order to be consistent with the brand’s identity. But, in order to be closer to what the global brand was doing, the packaging had to be transformed into a lighter version and turned into white.



Figure 11: Bandida do Pomar Packaging Evolution of the Can – 2017 to 2018

Source: Bandida do Pomar Brand Book 2017/2018

When it comes to the bottle, and by thinking about the slogan of the global brand – “Thieved apples taste better”, Bandida do Pomar decided to steal the bottle of Sagres to use it as its own. The label also suffered a slightly change to be more connected with the global brand’s label.



Figure 12: Bandida do Pomar Packaging Evolution of the Bottle – 2017 to 2018

Source: Bandida do Pomar Brand Book 2017/2018

It is these little details that make the difference when it comes to creating a good and strong communication strategy. Almost subconsciously, Bandida strikes and plants its roots through every element that it offers.

### **2.3.3. Where can we find Bandida do Pomar?**

Bandida do Pomar wants to be connected to all the experiences that a customer has since the very first contact with the brand – information, touching, payment, drinking and sharing, increasing customer loyalty with every interaction, generating new opportunities to make the difference and to reach a stand out place in the minds of consumers.

The brand can be purchased through the on-trade channel (bars, discos and restaurants) and through the off-trade channel (supermarkets), being the process different in the two different channels. In the drinks industry, the off-trade market includes all retail outlets like hypermarkets, supermarkets, convenience stores, mini markets, wine and spirit shops, among many others. On the other hand, we can find the on-trade market, which includes outlets like bars, restaurants, coffee shops, club, hotels and others.

Both channels work as two sides of the same coin, as complimentary opposites. If one is about quantity (off-trade), the other is all about qualitative selling (on-trade). Both channels require relationship building skills and in order to handle them, it is required experience in markets segmentation, channels management and development.

On one side, we have the on-trade channel where a relationship between client and waiter is directly established as they start to connect and the product is delivered from one hand to another. When it comes to this channel, Cider volume growth in Cafes, Restaurants and Fast Food is not enough to compensate decline in Snacks, Hotels and Bars. Despite this scenery, the company SCC is gaining market share in On-Trade versus last year at 20%, thanks to Bandida do Pomar, which has increased with 11.4% (Nielsen Data Report of Ciders, 2018).

On the other side, the off-trade channel is a place where the client makes its choice by facing numerous amounts of other possible choices, which turns this channel into an important one to invest in the brand's identity and create awareness to reach those consumers. The Off-Trade channel is gaining volume across all sub channels (except for Lidl) and regions (Nielsen Data Report of Ciders, 2018). The company is reaching 17.2%

volume share with the growth of Bandida do Pomar compensating the decline of Strongbow at 7.3% versus last year.

Despite being present all over Portugal, Bandida do Pomar has a particular strategy when it comes to its manifestation all over the country, Bandida do Pomar wants to reinforce its statement not only on the country's main capitals – Lisbon and Porto, but also wants to be well-established on the academic areas, such as Coimbra, Aveiro and Braga, among others, investing in this regions in order to expand the brand's identity.



Figure 13: Bandida do Pomar Expansion Strategy

Source: Own Elaboration.

By having two distribution channels, Bandida do Pomar has to be presented in both with a specific design that can be immediately recognized by anyone that already is familiarized with the brand's identity and, on the other hand, it will be able to attract consumers on getting to know more about the brand. That is the reason why, Bandida do Pomar has invested since the beginning in visibility materials that are distinctive, innovative and disruptive, when facing the competitors' own materials (Appendix 2). The brand wants to increase its footprint, by creating a specific icon – the fox.

### 2.3.4. The Product

Bandida do Pomar offers to its consumers an alcoholic beverage made essentially from fermented apple juice, which in the end, it becomes the actual cider. The juice of any variant of apple can be used in order to make cider, but the brand uses specific apples to

develop its recipe. After fermenting the apple juices, the addition of sugar before a second fermentation will increase the ethanol content of the final beverage.

Bandida do Pomar contains 4.5% of alcohol, offering its consumers a distinctive taste combined with a fruity flavor.

The product of which the image has been internally developed is commercialized in a returnable bottle of 0,33L or through a barrel with 20L, being served in a black glass, which contributes to the overall statement that the brand strives to transmit to its consumers.

### **2.3.5. Bandida do Pomar Communication – Tone of Voice**

A tone of voice of a brand is not what it says but how it says it. In order to be successful, a brand should invest in a tone of voice that is distinctive, recognizable and unique. Bandida do Pomar is able to pass its tone of voice in a very attractive way to its consumers, being able to recruit new consumers through the most unusual forms:

- Bandida doesn't speak unless it is needed and, even though, it speaks with only a few words.
- Bandida is straight to the point, with only a few words, but it is never quiet.
- It prefers to be expressed through images and emojis, in order to reach the smart ones.
- It is mysterious without forcing it, but it is always aware of what is happening around it.
- It doesn't speak in the first tense, due to the fact that it doesn't want to humanize its icon: the fox.
- It is young and sarcastic, but never in an offensive form.
- To conclude, Bandida doesn't need to justify itself, it only needs to take risks, which are the reason why the brand is considered to be unique.

### **2.3.5.1. Bandida do Pomar Identity**

Bandida do Pomar is simultaneously a cider and a lifestyle and, in order to respond to both parts, it lives through great photos and images, which breathe the identity of the brand. It is important for the brand to acquire a good balance between drinking, appealing and acting, in order to work the product and the experience as only one.

Despite having a low-key tone of voice and talking with only a few words, Bandida do Pomar doesn't want to be seen as arrogant or bored. In fact, that is the reason why by using only a word, expression or an emoji, every photo has to be published and shared with a description.

The brand is not able to respond by the look to comments, but it never ignores its followers. So, due to this fact, it is a challenge for the brand to show its consumers how it is aware of everything by not doing anything. But, for Bandida, challenges are what makes life worth living, so it strives to connect with followers in a very enigmatic way.

In only a few time, the visual identity of the brand suffered a massive revolution and redesign, mainly through the fact that what was black before is now turning into black and white. In order to expand the visual possibilities that where needed to produce by the brand, some textures and patterns where added to the catalogue of visual possibilities to communicate the identity of Bandida do Pomar.

To complement the visual identity of the brand and to reinforce the lifestyle that it wants to transmit as its main characteristic, the usage of photography will be essential. The incorporation of lifestyle inspiring images combined with the brand's graphics in a "Cut Paste" form of urban art will develop the enormous possibilities of increasing the brand's visuals. Every image and photography used must be developed according to the brand's communicating strategy of delivering to its consumers the most mysterious forms of engagement. The pictures chosen must hide all the faces, covering only details of the brand's icon and every time it is possible, the product must be shown. To sum up, the brand works mainly to deliver to its consumers a visual identity that is born through layers, contamination and intervention.

In a world where technologies are essential on the daily life routine, people feel the need to follow trends and, due to this factor, there are getting even more influenced with what surrounds them. To Bandida do Pomar, PR is able to reinforce brand positioning and, by doing that, the brand is able to introduce its influencers. By providing an influencer endorsement, Bandida do Pomar is strategically already promoting itself in an efficient way that will reach consumers is a most attractive form. But in order to keep up with the brand's positioning, Bandida do Pomar has a short list of micro-influencers. The brand doesn't particularly care about those influencers who have a lot of followers. In fact, the brand wishes to trigger the ones who are more unusual and live through a differentiating statement. Furthermore, Bandida has to choose the ones who are capable of wearing the brand's spirit to increase the brand's authenticity and credibility.

The brand mainly defends the idea of being bold and has to live with the challenge of how it will act in order to deliver that message. The traditional publicity doesn't work as a strategy for this brand. Instead, Bandida challenges the barriers in order to invest in something unexpected for the eyes of its consumers. The brand had a campaign of outdoors where the only element present was the fox. This type of promotion was made through a more down low expression of the brand. On the other hand, Bandida also invest in publicity made through urban art, such as the graffiti.

#### **2.3.5.2. Target Consumer**

The cider market depends directly on the buyer's decision, which is part of a very complex set of behaviours that marketers can't predict or even satisfy all their needs and demands. So, it is important to have an effective segmentation of the market in order to be able to divide it into groups of consumers that have the same needs and priorities when it comes to choosing a cider to drink. This process facilitates the company to focus on the group that is more likely to buy and enjoy the product. In other words, this process will help on defining the brand's target. In order to identify the groups of focus of the brand, the following criteria will be used:

- **Geographically:** The brand believes that in order to better understand the market, it should be divided into regions. With that, it is possible to analyse the level of purchasing power and new trends of communication acceptance, existent in each

area. Portugal can be divided in 4 geographical areas – North, Interior, Centre and South. When talking about Bandida do Pomar, the brand has a specific geographic strategy, which works mainly by the investment in zones where universities are seen as opportunities (Coimbra for example). Is in this areas that the brand wishes to communicate its products in order to be more connected with its target.

- **Demographic:** It is possible to segment the market by gender (male and female) and also by age. Bandida do Pomar is a brand that attracts both genders around all ages, despite being focused in a specific target that is between 18 years old to 25 years old.
- **Behavioural:** which is referred to a set of characteristics of the new consumer’s way of acting. In this criterion, it will be studied the benefits demanded on the product as well as the price sensitivity of the consumer. Last but not least, it will also be analysed people’s main motivations and lifestyle around the brand’s concept. The behavioural feature is essential to establish the way the brand will determine its strategy in order to reach its target the best way possible.

Having this in mind, it is possible to refer that the main target of the brand are youngsters that wish to be part of a tribe – the tribers. This tribers are characterized by being part of an urban young generation which is loyal to their pack of friends, who want to make the most of life by enjoying spontaneous, fun and who dare to question conventions. The tribers are the ones who aren’t afraid to follow the fox’s trail in order to discover the mystic unknown.

In terms of ages, the target goes from the 18 years old to 25 years old. According to TGI 2017 source there is a total of 767 K individuals inside this target, with 56% being male and 44% being female.



Figure 14: Bandida do Pomar Target

Source: TGI 2017 [L12M]



The target is mainly individuals of medium social class, who are still students and still live with their parents. The major segment surrounds the regions of Lisbon, Porto and every academic region which usually are the home of many students.

Despite being care free, the tribes have varied cultural interests such as festivals, urban art, surf, photography, music, among others, which helps them on creating a strong and powerful personal identity. Due to that reason, they are not so easily influenced, which is the reason why the brand chooses strategically its micro influencers in order to reach this type of target in a successful way.

But as everything, there is always challenges along the way. For Bandida the biggest challenge is that fact that tribes move in social niches to its hard to generalize a communication strategy or predict what will be the best one and next tendency to bet on.

To conclude, the target mostly values authenticity about what is new and is not afraid of trying and experiencing new things, so in order to reach them, Bandida must walk the walk and show them how the brand universe works by being irreverent and unconventional.

### **2.3.5.3. Brand's Promotion**

Promotion is all about communication and delivering the message to someone. Communication and promotion are the key elements of the marketing mix since they are the ones who will influence the most the consumer buying behaviour along with their own perception of the products.

The promotion strategy of the brand is having four main key strategies that will certify that the promotion drives constant sales growth by delivering the right message, at the right time and at the right target. The brand's main strategies work along with Brand Ambassadors, Social Media, Online Advertising, Events and Partnerships.

Bandida do Pomar works with a small group of micro influencers (Appendix 3) as brand ambassadors, who share the same values as the brand and have the same targeted market, making it easy for consumers to relate with the brand. The usage of influencers as partners is essential for the brand to spread its name and leave its trail. People react a lot to opinion leaders, especially the youngster's generation.

Celebrity endorsement is mainly created through social media. This type of promotion can be considered one of the most expensive forms to spread the “image” and identity of the brand, although it is one of the most effective and efficient ways to reach the majority of people. Despite being considered expensive, if the influencer has a love relationship with the brand, both parts can reach to an agreement in order to save money from the investment and still generate profit with it. Bandida is seen as brand of the moment so this type of partnerships is easier to be provided. To sum up, it is at this phase that the elaboration of relationships can make a difference. Having a good influencer to communicate the brand is not an easy task but if a brand conquers a certain group of influencers since the moment of its approach, the road begins half way there to reach the whole run.

Digital and social media promotions are more interactive for the consumers. This type of promotions has the main goal to increase awareness, inform and inspire the customers to a future purchase of a product and also to make them feel intrigued with what Bandida is capable of doing in the future. Bandida is making nowadays a strategy of giveaways through its Instagram page, where the main goal is to offer a certain product to the first X number of followers that participate, in order to create awareness and capture their attention for future giveaways that might occur.

Bandida do Pomar it is also starting to be known by its mysterious activations in specific places such as the Water Reservation, where the brand hosted an event to introduce the brand to its influencers.

The brand also promotes itself with the most unusual forms, such as by anonymous messages and pressed kits on locked safes, which can generate a whole new interest for consumers that didn't know the brand and know are capable of doing everything to know more about it and to win the special prizes.

Despite having these specific types of promotions, Bandida do Pomar also is present in Academic moments in universities, due to its target recognition, and also in bigger brand activations like “Quintas da Bandida”, where the key success factor is mainly the merchandise it is possible to acquire in these events.

Bandida do Pomar established a communication strategy for 2018 which can be summarized with the following figure:

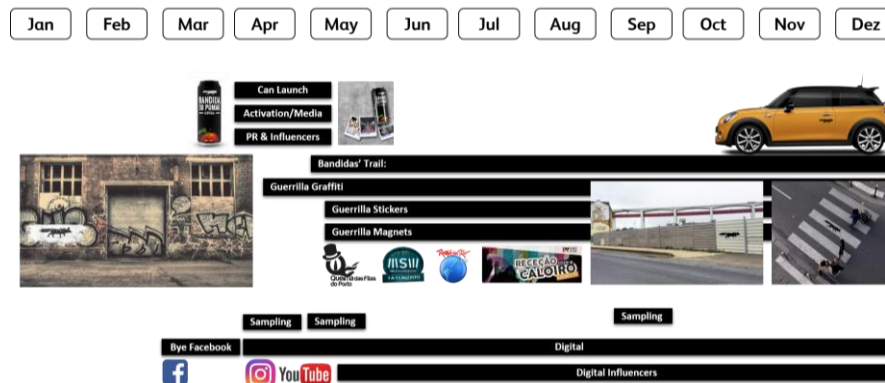


Figure 15: Bandida do Pomar Timeline, 2018.

Source: Bandida do Pomar Strategy Guidelines for 2018

To resume, the brand takes a lot of paths to promote itself, such as:

- Price Reductions, which will help on reducing all the stock and increase volume sales;
- Special offers through Instagram giveaways, that are able to appeal more people to get to know more about the brand;
- Limited editions of exclusive products, which are referring to special products that only a few people will get. This factor creates desire and increases brand desire;
- Partnerships and collaborations with influencers, in order to create interest and to increase the fox's tribe.

#### 2.3.5.4. The Brand's Communication in the On-Trade Channel vs the Off-Trade channel

Bandida do Pomar has a very disruptive collection of visibility materials used to communicate the brand's identity. Despite delivering the same brand's DNA, both distribution channels (on-trade and off-trade) have a distinctive performance, which are the two segments where the relationship between brand and consumer is directly made.

Bandida do Pomar has a strategy for each channel, although they both were built through the main strategy of the brand's communication plan, in order to be consistent and to pass the main values of the brand in a successfully form.

When it comes to the communication of the brand's promotion through the on-trade channel, Bandida has to follow the initial communication strategy of the brand of being able of not justifying itself. That is the reason why it was essential to create a text element – [SHHH] – which is able to connect with idea of having a secret, increasing the interest of the consumers. Less is more, so by using only a word, the brand is able to communicate what it wants in the most disruptive and innovative form.

The materials used in the on-trade channel are able to reinforce positioning and seed the icon. This channel has grown to 57% volume versus last year (Nielsen, 2018), being considered to be the most effective one when reaching new consumers and maintaining the old ones. So, the investment made in this channel is considerable bigger comparing to the off-trade, as it requires a whole group of materials that will be present to transmit the identity of the brand, such as posters, back bars, stencils among other type of decorations. This merchandise is what makes the brand stand out from the others.

The off-trade channel communication' strategy works through the same form as the on-trade, but with a lighter touch, in order to be able to attract consumers in a place where it's difficult to attract their eyes.

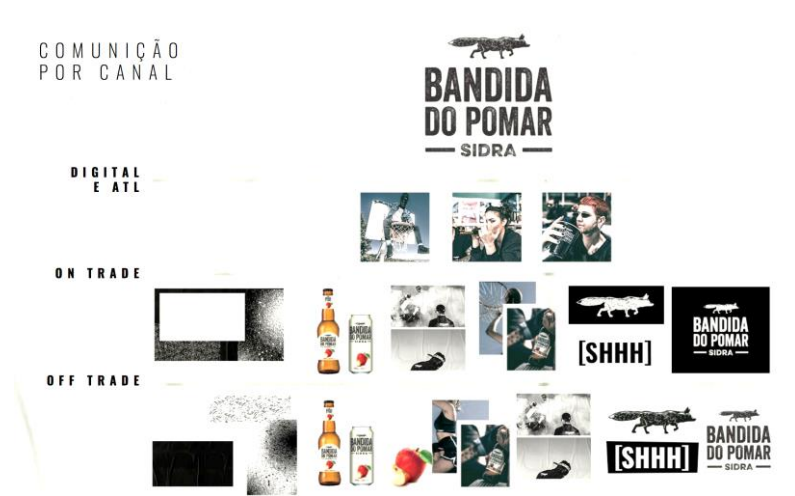


Figure 16: Bandida's Communication Strategy in each distribution channel

Source: Bandida do Pomar Brand Book

Despite being mainly present in these two distribution channels, Bandida do Pomar is also present in academic moments of the several universities in order to be even closer to its consumers and to create awareness. By offering its target the possibility to be connected with the brand in some kind of form, Bandida is almost subconsciously establishing relationships with them and creating its trail.

#### **2.3.5.5. The Brand inside the Social Media**

Bandida do Pomar has a specific way to communicate with its consumers. As said before, despite selling a product, the brand wants to sell a lifestyle and doesn't communicate through the traditional ways that other brands usually communicate.

For Bandida, social media networks, especially Instagram is the main source for reaching their target and creating awareness. Instagram has become the main source for communicating for this brand due to the fact that the social network has been increasingly gaining more importance and influence in recent years, counting with more than 2 billion active users daily. The brand has a low and "underground" tone of voice, which leads it to communicate in an unambiguous and mysterious form.

Bandida do Pomar uses this social network in order to reinforce the brand positioning and to emphasize the engagement with consumers by creating desire and attracting them into this mysterious unknown.

The brand created its first account in 2017, but due to its blossom the first account was erased and the actual account of the brand was born (Appendix 5). When the brand publishes a photograph, it doesn't show only the product, the cider. Instead, the brand publishes photos that are capable of enriching a style and a trend that is directly connected with the brand's positioning strategy. In the beginning of the summer of 2018, the brand began to reinforce this lifestyle with a special direction on the "Tribers", being a huge success in the number of likes and people being identified by their friends.

Additionally, the brand posts countless contests and giveaways to engage the participation of customers (Appendix 6). This type of promotions are able to increase the desire and to let the customers know that Bandida do Pomar is more than just a cider, it is also a trend to follow.

Furthermore, the brand also has an enormous focus on all the academic festivals in universities, being published and identified by students with creative and innovative pictures.

It is believed that for a successful engagement to be created and in order to reinforce it, the brand must be actively present on this social media platform and try to do as many and diverse posts as possible and, at the same time, publish posts that are funny and disruptive. Additionally, it should also invest in posts to which consumers can identify themselves or create in them desire of identifying their friends. Although it is gaining and reinforcing its name inside the market, Bandida do Pomar also has a huge path to go through in order to reach success as it wishes to reach.

### 2.3.5.6. The Brand’s Communication Strategies Taken

In the following figure, it is possible to observe and analyze the evolution and development of the brand’s communication strategy taken for the current year of 2018:

| Offline Communication | Online Communication  | Objectives   |
|-----------------------|-----------------------|--|
| On-Trade vs Off-Trade |                       | - Increase visibility of the brand’s disruptive materials.   |
| University Sampling   |                       | - Giving the possibility for consumers to taste the product.   |
| MTV Activation        | MTV Activation        | - Despite being present on the online channel, this communication strategy will be developed with exclusive access to parties, creating desire and aspiring that sense of exclusivity. |
|                       | Instagram Influencers | - To establish a relationship of proximity along with consumers.   |
|                       | Instagram Giveaways   | - Increase the feeling of desire on becoming a triber and reaching other types of consumers.   |
|                       | Youtube Bumpers       | - Create interest, leading to the increase of brand awareness.   |
| Merchandise           |                       | - Expanding the brand’s icon to other markets, such as fashion.  |
| Quintas da Bandida    |                       | - Introducing the brand to students, increasing brand’s awareness in strategic academic areas.   |
| Bandida’s Trail       |                       | - Covering every place with the iconic fox, by using stickers and graffiti.  |
| Mupis                 |                       | - Simple and with an underground visual in order to highlight the brand’s mysterious side.   |
| Magnets               |                       | - The brand is always present, even when it’s not invited (activation made in festivals – MEO Sudoeste and Rock in Rio).   |

Table 3: Bandida do Pomar Strategies Taken over 2018

Source: Own illustration.

### **2.3.6. Price**

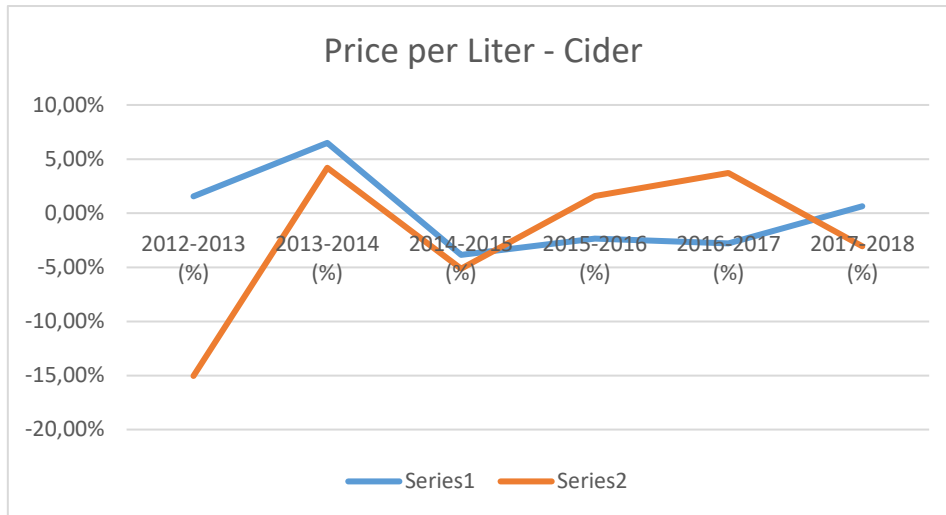
Price is what generates profit and that is the reason why it has a major influence when it comes to choosing between one brand and another. Moreover, it is also seen as a vital communication tool, as it is one of the most essential factors regarding a purchase decision among the younger generations, which are the major target of the brand.

For a brand, in order to establish the price of sale of its products, it is very important to have in mind the price that their competitors are establishing, along with the price that the brand's clients are willing to pay. Given the fact that the high quality of the brand's product along with the main objective of spreading the brand's identity, Bandida do Pomar established a relative fair price for its products. However, it was also considered as a characteristic of influence when establishing the prices, the external environment of the country.

The stipulated price of sale of Bandida do Pomar goes around 1€ to 2.5€ depending on the place the client is buying the product.

Despite that, the brand is not particularly concerned about the price feature, as its target doesn't really care about what is the price he or she is paying. Instead, consumers are more concerned with what brand they are consuming and how the brand is seen by their friends.

The price value per litre of ciders inside the off-trade channel hasn't been stable, designing a variation of always going up and down between 2014 and 2017. However, in 2018, there was a growth in price value, although it wasn't significant. Curiously, the value per litre between the on-trade channel and off-trade channel had designed an opposite variation in the last 3 years, as we can analyse in the chart below:



Graphic 6: Price Value - Cider

Source: Nielsen, 2018

When it comes to the three main key players of cider in the market, the only brand who has had a significant increase of the price was Bandida do Pomar (9.12%), when the other two brands had gone through a significant decrease. It is interesting to compare the price for litre and the number of sales, regarding the on-trade channel, in a way to analyse and conclude that, despite the brand had a cost of 9.12% more facing last year, its number of sales in 2018 continues to grow on a percentage of 275.59%. This was possible due to consumer's needs and search for the product.

| 3 Key Players    | MAT Junho 2012 | MAT Junho 2013 | MAT Junho 2014 | MAT Junho 2015 | MAT Junho 2016 | MAT Junho 2017 | MAT Junho 2018 |
|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Somersby         | 4,45           | 4,11           | 4,75           | 4,92           | 5,03           | 5,29           | 5,29           |
| Strongbow        | 7,48           | 8,32           | 8,32           | 5,53           | 5,95           | 5,70           | 5,66           |
| Bandida do Pomar | -              | -              | -              | -              | -              | 3,72           | 4,06           |

| 3 Key Players    | 2012-2013 (%) | 2013-2014 (%) | 2014-2015 (%) | 2015-2016 (%) | 2016-2017 (%) | 2017-2018 (%) |
|------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Somersby         | -7,82%        | 15,60%        | 3,72%         | 2,18%         | 5,15%         | -0,09%        |
| Strongbow        | 11,12%        | 0,00%         | -33,48%       | 7,61%         | -4,28%        | -0,68%        |
| Bandida do Pomar | 0,00%         | 0,00%         | 0,00%         | 0,00%         | 0,00%         | 9,12%         |

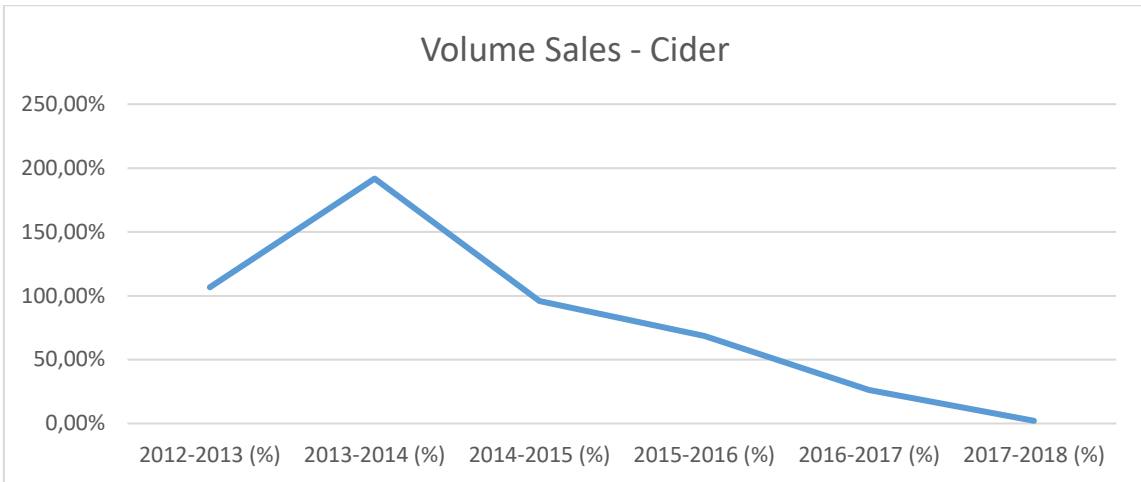
Graphic 7: Cider 3 key Players – On-Trade Channel

Source: Nielsen, 2018

### 2.3.7. The Brand's Impact

The cider market has been going through a growth in sales for the past 7 years, however this growth is decreasing as we can see from the chart.





Graphic 8: Volume Sales - Cider

Source: Nielsen, 2018

Based on the analysis of the volume sales' tables, it is to be noted that the sales inside the off-trade channel have been through a growing path, although this growth has been declining year by year. On the other hand, when it comes to the on-trade channel, the volume sales have been going through a decrease of 8.8%.

| Cider - Off-trade Channel |                |                |                |                |                |                |
|---------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| MAT Junho 2012            | MAT Junho 2013 | MAT Junho 2014 | MAT Junho 2015 | MAT Junho 2016 | MAT Junho 2017 | MAT Junho 2018 |
| 102 337                   | 210 011        | 972 744        | 1 970 621      | 3 264 189      | 4 565 172      | 4 941 917      |
| 2012-2013 (%)             | 2013-2014 (%)  | 2014-2015 (%)  | 2015-2016 (%)  | 2016-2017 (%)  | 2017-2018 (%)  |                |
| 105,22%                   | 363,19%        | 102,58%        | 65,64%         | 39,86%         | 8,25%          |                |

| Cider - On-trade Channel |                |                |                |                |                |                |
|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| MAT Junho 2012           | MAT Junho 2013 | MAT Junho 2014 | MAT Junho 2015 | MAT Junho 2016 | MAT Junho 2017 | MAT Junho 2018 |
| 180 633                  | 374 633        | 732 904        | 1 370 690      | 2 371 215      | 2 551 882      | 2 327 379      |
| 2012-2013 (%)            | 2013-2014 (%)  | 2014-2015 (%)  | 2015-2016 (%)  | 2016-2017 (%)  | 2017-2018 (%)  |                |
| 107,40%                  | 95,63%         | 87,02%         | 72,99%         | 7,62%          | -8,80%         |                |

Graphic 9: Volume Sales of Ciders 3 Key Players inside the on-trade channel vs the off-trade channel

Source: Nielsen, 2018

The three key players inside the cider market are Somerby, Strongbow and Bandida do Pomar. It should be highlighted that since the appearance of Bandida do Pomar, Strongbow started to have a decrease of volume sales of 17.19% in sales.

Cider 3 Key Players Total - Portugal

| 3 Key Players    | MAT Junho 2012 | MAT Junho 2013 | MAT Junho 2014 | MAT Junho 2015 | MAT Junho 2016 | MAT Junho 2017 | MAT Junho 2018 |
|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Somersby         | 135 600        | 405 904        | 1 462 146      | 2 954 262      | 4 775 102      | 5 871 479      | 5 888 403      |
| Strongbow        | 34 928         | 56 991         | 64 583         | 214 899        | 636 052        | 914 276        | 757 154        |
| Bandida do Pomar | -              | -              | -              | -              | -              | 52 643         | 320 387        |

| 3 Key Players    | 2012-2013 (%) | 2013-2014 (%) | 2014-2015 (%) | 2015-2016 (%) | 2016-2017 (%) | 2017-2018 (%) |
|------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Somersby         | 199,34%       | 260,22%       | 102,05%       | 61,63%        | 22,96%        | 0,29%         |
| Strongbow        | 63,17%        | 13,32%        | 232,75%       | 195,98%       | 43,74%        | -17,19%       |
| Bandida do Pomar | 0,00%         | 0,00%         | 0,00%         | 0,00%         | 0,00%         | 508,60%       |

Graphic 10: Volume Sales of Ciders 3 Key Players

Source: Nielsen, 2018

It is to be expected that if this rhythm continues, Bandida do Pomar will occupy the second place a top of mind brand for the consumers. If we consider that Strongbow will have a similar decrease to the last year, then the value should decrease to approximately 626 999. In order to move to the second place, Bandida do Pomar should achieve a percentage value of 95.70%.

When it comes to market share, we can conclude that Bandida do Pomar had a very high impact on this metric. The first two brand (Somersby and Strongbow) had a decrease. Strongbow had a significant reduction of 14.28% while Bandida do Pomar had a growth of 466.73%.

Cider 3 Key Players Total - Portugal

| 3 Key Players    | MAT Junho 2012 | MAT Junho 2013 | MAT Junho 2014 | MAT Junho 2015 | MAT Junho 2016 | MAT Junho 2017 | MAT Junho 2018 |
|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Somersby         | 41,27          | 58,82          | 78,06          | 85,04          | 83,98          | 81,42          | 81,18          |
| Strongbow        | 6,38           | 11,94          | 4,85           | 6,51           | 9,23           | 11,29          | 9,68           |
| Bandida do Pomar | -              | -              | -              | -              | -              | 0,72           | 4,05           |

| 3 Key Players    | 2012-2013 (%) | 2013-2014 (%) | 2014-2015 (%) | 2015-2016 (%) | 2016-2017 (%) | 2017-2018 (%) |
|------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Somersby         | 42,55%        | 32,69%        | 8,94%         | -1,24%        | -3,05%        | -0,30%        |
| Strongbow        | 86,97%        | -59,40%       | 34,25%        | 41,85%        | 22,28%        | -14,28%       |
| Bandida do Pomar | 0,00%         | 0,00%         | 0,00%         | 0,00%         | 0,00%         | 466,73%       |

Graphic 11: Market Share of Ciders 3 Key Players

Source: Nielsen, 2018

In 2017, the relationship between Strongbow and Bandida do Pomar was approximately to 1568%, although in 2018 this relationship was turned into 239%.

According to this values, we can conclude that the brand Bandida do Pomar, although it is still very far from Somersby, will overcome and ultra-pass Strongbow in no time at all.

Bandida do Pomar has faced a significant growth in a small period of time which means that the strategic implementations invested by the brand are resulting.

### **3. Questions**

The Cider category is increasing its power in the Portuguese market, alongside with the appearance of new brands at every corner. The present case-study will provide the analysis needed to reach a solution towards an answer to the following questions, along with the creation of a strategical proposal to turn Bandida do Pomar into a more attractive and different brand, leading to top of mind brand for consumers.

- 3.1.** How does the evolution of social media contribute to the penetration and expansion of brands? How can Bandida do Pomar use this strategy as its main key of success?
  
- 3.2.** Comment the positioning of Bandida do Pomar. Which strategies do you think are more suitable for Bandida do Pomar to increase its communication strategy?
  
- 3.3.** How can the brand engage with consumers, despite all the challenges and regulations that fermented drinks market face every day?
  
- 3.4.** How can Bandida do Pomar build and increase its value through Integrated Marketing Communication?

### **4. Teaching Notes**

#### **4.1. Target and Objectives**

The following case-study can be used in marketing strategy classes and in marketing communication classes, not only for undergraduate students, but also for master students and teachers.

The present case-study aims to provide a deep and detailed analysis regarding a new cider brand that is blossoming in the market. The market of alcoholic drinks is constantly

growing and innovating itself through flavours or even concepts. The key success factor for any brand present inside a huge market as this one, is to create and establish a conceptualization and identity of the brand to deliver its consumers a strong and powerful DNA, leading to consumer engagement.

The perception over the alcohol drinks market, more specifically the cider sector, has been changing permanently over the years. Turning this type of product more and more desirable inside the minds of the consumers, as it is the best alternative for those who are reluctant to drink beer but still want to share drinking moments along with their friends. This desire opened the door to the creation and implementation of a new trend inside the Portuguese market, which began to be an almost mandatory product to be available in every restaurant or bar.

Bandida do Pomar is the most recent national cider brand in the market and it is being successfully surprising its consumers, who are looking for alternatives within the market off alcoholic beverages. With a fruity palate and a refreshing sense, the new cider is aimed for young adults who wish to bet on this new drink for moments of socialization and relaxation among friends. The aroma of the apple and the alcohol volume of 4.5‰ is the result of a recipe developed exclusively for the Portuguese domestic market.

When it comes to communication, the brand clearly desires to state its identity through the most bold, daring and rebellious ways possible. The astonishing success of the brand is contributing to an expansion process through communication and strategies, which will work towards maintaining and increasing the brand's reputation and awareness. Bandida does not desire to be a simple brand, she desires to be an icon – the fox. Because this wild animal has a daring personality, Bandida do Pomar also pretends to stand out from the crowd and make a remarkable statement in the traditional market.

Considering this successful communication strategy as a topic of interest and relevant for the analysis, the present project has the main goal to examine what were and are the key contributing factors for the success of the brand and question what can still be done in the future to increase awareness and raise the brand's revenues and profit.

## **4.2. Literature Review**

### **4.2.1. Marketing Strategy**

Marketing is not only about profitability (Seth and Usley, 2007:305). Maximizing sales is one of the main goals of any business, but reaching the consumer's satisfaction through the improvement of life-quality offers is getting even more significant in this game. As said by Doug Kessler, "*Traditional marketing talks at people. Content marketing talks with them.*"

For Varadarajan (210:128), marketing is defined as "*an organization's integrated pattern of decisions that specify its crucial choices concerning products, markets, marketing activities and marketing resources in the creation, communication and/or delivery of products that offer value to customers in exchanges with the organization and thereby enables the organization to achieve specific objectives*".

Marketing is like a philosophy (Kotler and Keller, 2012) where we need to understand the company's DNA and what the company itself stands for, moving it towards the customers, in order to have a competitive advantage. It is a way of living inside the company and being able to bring the customers into that type of living.

Different consumers have different needs so, in order to identify which needs and consumers do we want to satisfy, the company needs to do an effective STP planning (Kotler and Keller, 2012). Starting with segmentation: identify groups of customers that share a similar set of needs and wants that might require different marketing mix actions or distinct products. These groups/segments should be measurable (identifiable and distinct), meaningful (profitable as a target segment) and markable (accessible and actionable).

When choosing market segments to target, they must reach the following criteria: identifiability (if it is easy to identify the segment), size (if there is sales potential that can be reached), accessibility (if there is communication available to reach the segment) and responsiveness (if the segment will respond positively to a marketing program) (Kotler and Keller, 2012). It is essential to target an audience that seeks not only for solutions but also for information and entertainment. Creating a brand can be hard but maintaining it

interesting and appealing for the consumers it's an even harder challenge. That is why it is vital to keep an updated communication strategy capable of providing the consumers with a storytelling that will make them to want to know more.

The creation of new marketing opportunities it's also a huge component in order to create massive advantages inside the market. To create new market opportunities, a company needs to be aware of its core competences in order to know its unique capabilities and attributes, that can't be imitated by competitors, leading to a competitive advantage (Kozlenkova *et al.* 2014). If a marketer knows how to manage the tools of marketing he will be half way there in the road to success of the business.

Marketing strategy is *“a statement (implicit or explicit) of how a brand or a product line will achieve its objectives. The strategy provides decisions and direction regarding variables such as the segmentation of the market, identification of the target market, positioning, marketing mix elements and expenditures. A marketing strategy is usually an integral part of a business strategy that provides broad direction to all functions.”* (AMA, 2017).

#### **4.2.1.1. Marketing Mix**

The marketing mix is considered to be an *“a mix of controllable marketing variables that a company uses to pursue a desired level of sales in the target market”* (AMA, 2017). It is usually classified by 4 factors, more known as the 4 P's, which refer to product, price, place and promotion. To sum up this definition, marketing mix consists on placing a certain product in the right place, at the right time along with the right price.

#### **4.2.1.2. Marketing Communication Strategy**

Traditional marketing is constantly being challenged by the advancements in technologies (Schultz, 2001). As Schultz (2001) states, this expansion of technologies led companies to interact directly with their consumers with two different approaches. On one hand, the company can communicate through the traditional means. On the other hand, the company must find new ways to be disruptive through the new communication tools, in order to catch the attention of future consumers.

For Lindon (*et al.* 2004), communication is considered to be the combination of signs that are processed in a voluntary way by the company to its target. On the other hand, Kotler and Keller (2012) define communication as a way to inform and persuade consumers about a brand or a product.

Marketing Communication Plans are the means through which companies attempt to inform, persuade and remind consumers about the brand they sell (Kevin, 2010). According to this author, this theme has suffered the biggest changes inside the area along the years. These changes come from the increase in the appearance of marketing communication tools throughout the years, along with the development of empowered buyers.

Communication is the voice of a company or brand, being capable of establishing dialogues and building relationships along with the consumers. According to Kotler and Keller (2007), marketing communication is a way to build brand equity which will contribute to the creation of brand awareness.

*“Marketing communications are coordinated promotional messages and related media used to communicate with a market”* (AMA, 2017). *“(…) marketing communications can be used to differentiate, reinforce, inform and persuade audiences to think or behave in a particular way (…) to enable individuals to progress through the decision-making process.”* (Fill, 2009:233).

#### **4.2.1.3. Marketing Communication Tools**

Communication tools are any form of communication related with the brand, in a direct or indirect way (campaigns, promotions, web sites, social media, etc.). The marketing communications englobe the variety of tools that are available towards the implementation of the communications' functions. There are diverse communication tools and each one can be subdivided (Blythe, 2006).

Kotler *et al.* (2012, 777) presents the marketing communications tools as a combination of the following areas of communication: advertising, sales promotion, events and

experiences, public relations and publicity, direct marketing, interactive marketing, word-of-mouth marketing and personal selling.

Nowadays, despite the high development of the media environment, traditional advertising is still a focus on the overall brand's investment (Nunes and Merrihue, 2007). Word-of-mouth can take different shapes along the decision-making process. Pruden and Vavra (2004, 26) focus on three periods on the process: awareness, information gathering, and decision-making, which contribute to the reliability of this concept.

Knowing how to work with word-of-mouth can bring huge advantages for the company's marketing. So there is a need of spending time investing and establishing the company's strategies in order to take the best out of this communication tool. Firstly, the consumers have to be the starting point for reaching the success of this brand. Nothing is more efficient than the client's opinion about a certain product, when trying to reach new clients (Kotler, 2006). The client's loyalty is a complex process that takes time constructing and it is considered to be a challenge, but it isn't impossible. This communication tool is capable of spreading a message about a product or service all over the world in just a few seconds, due to the major developments in technologies that we are facing right now.

Today, there are various online communication options that contribute to the purpose of delivering messages and information that reflect consumers' interests and behaviors, leading to mutual engagement of both parts of the equation. Although traditional media develops placement in determined magazines or TV channels, "*(...) online media offers even more targeted placement, though the placement of ads on sites related to the company's offerings and the ability to place ads on the basis of search engine keywords, to reach people who have started the buying process*" (Batra and Keller, 2016: 127). Furthermore, this type of online communication is more easily analyzed by marketers, contributing to the facilitation of understanding in what they can invest more and in what can be developed and explored in order to reach a larger target.

Despite being a huge contribution to expanding brands through communication, social media shouldn't be used as the only source of communication. Although consumers use this type of networking daily, only a small percentage of customers aspires to engage in a two-way communication with brands. In addition, online word-of-mouth (opinions and



suggestions) can influence consumers (Goldenberg, Oestreicher-Singer and Reichman, 2012).

#### **4.2.1.4. Integrated Marketing Communications**

The appearance of the concept of IMC in the 90's was considered to be one of the major developments inside the Marketing world (Kitchen, 2003), contributing to the achievement of strategic advantages inside a competitive market (Holm, 2006). As said by Holm (2006), this concept may be considered antique although, in operational terms, it is constantly being updated. IMC was born by several factors such as the fast technological progress, the advances inside the market, the economy globalization, the consume patterns (Kliatchko, 2005), the existence of empowered buyers (Holm, 2006) and due to the communication necessities that started to elope (Torp, 2009). All of these factors led the companies to feel the need to reconsider their own success factors and to develop new positioning strategies in a more sustainable way inside the market (Kliatchko, 2005). Despite everything, in a market that is constantly being submersed with new entrances, the way a company differentiates itself is one of the most important characteristics to have in mind and the IMC contributes to the creation of that point of difference (Porcu, Barrio-Garcia and Kitchen, 2011).

For the authors Elliot and Boshoff (2008) and Integrated Communication Plan has to be synchronized, to evaluate the several strategies established in the different communication tools in order to understand how to combine them the best way possible to create the bigger impact in the minds of the consumers. Furthermore, and according to the same authors, the communication plan has to go along the brand's strategy (vision and mission), to reach effectiveness and efficiency. There are several interpretations of the same theme but they all move towards the same conclusion: the implementation of an Integrated Marketing Plan is crucial for the success of a brand and it will help on maintaining a sustainable business, despite every consequence or threat that might appear along the way (Clow and Baack, 2011).

*“Integrated Marketing Communications are the coordinated, consistent means by which firms attempt to inform, incentivize, persuade and remind consumers – directly or indirectly – about the products and brands they sell”* (Batra and Keller, 2016:137). Facing

all the elements that should be integrated into communication (communication tools, messages, marketing mix, strategies, branding, people and technologies), a huge number of companies haven't been able to act with a total integration when communicating.

In order *“to develop a fully integrated marketing communication program, it is first necessary to understand how communications “work” over a consumer’s decision journey – specially, the resources and mind-sets a consumer brings to the reception and processing of different messages, as well as the outcomes these messages can lead to, in terms of consumer knowledge, attitudes and action tendencies”* (Batra and Keller, 2016:129), which is why understanding how to engage with consumers is an important step to take carefully in order to reach the company’s KPI’s.

Marketers conclude that the interaction between a brand and consumer through social media platforms is an interesting aspect when reaching the brand’s goals inside a company (Lamberton and Stephen, 2016).

Although the concept of IMC appeared in the 90’s, it only started to be used recently as a strategy tool by companies. This area is constantly developing itself along with the companies that decide to implement it. Every company must start by understanding the market, the needs and desires of the consumers in order to be able to prepare a one-to-one communication. Likewise, every message must be relevant, consistent, cohesive and integrated inside every communication tool used by the company.

#### **4.2.1.5. Brand’s positioning**

According to Keller (2013:79), *“(...) brand positioning is at the heart of marketing strategy (...)”*, consisting mainly in the design of the company’s offer and identity, in order to be successful when it comes to creating a unique and valued place in consumer’s minds. A successful brand positioning will contribute to clarification of what the brand represents, its uniqueness and all the reasons why consumers should purchase their products and use it. There exists different value propositions, which is why there will literally exist a different positioning for each consumer (Dionisio *et al.*, 2015).

When selecting the factors that are able to contribute to the support of the brand’s

positioning, it is helpful a framework involving three main dimensions: consumers' expectations towards the product category, the potential benefits of the product itself and the positioning established by the competitors. If companies have this factors in mind, they will easily design a position strategy for their brands, which is capable of meeting or exceeding the consumers' expectations (Dionisio *et al.*, 2015)

#### **4.2.2. Branding**

“Creating, communicating and delivering value” (Creating, Communicating, and Delivering Value: Guidelines for Marketing EPA Partnership Programs NCEI, 2007). To be successful in any kind of industry it is mandatory to have an effective and strong bond between creating, communicating and delivering. These factors have to work together as one to establish and overcome the brand's goals. Value is not just a number when it comes to marketing. When a brand wants to deliver and present a value inside the market, it wants to actually know what customers really value and why they will buy a certain product.

Brands are composed by different components that identify and differentiate a brand from all the others (name, logo, symbol, package, design). Therefore, a brand can be “*(a) name, term, sign, symbol or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of the competitors* (Keller 2008:2).” It is through all the branding process that organizations are able to create perceived differences among products, develop loyal customer franchise and create value that can translate to financial profits.

Fill (2009:359) explains “*brands are said to develop personalities and encapsulate the core values of a product. They are strong means by which a product can be identified, understood and appreciated. Marketing communication play an important role in communicating the essence of the personality of the brand and in providing the continuity for any relationship, a necessity for a brand to be built through time*”.

Kotler and Keller (2012:268) define branding as the process of “*endowing products and services with the power of a brand. It's all about creating differences between products*”.

In order to reinforce the importance of branding, Keller (2013:31) quotes Ted Levitt who affirms that “*the new competition is not between what companies produce in their*

*factories but between what they add to their factory output in the form of packaging, services, advertising, consumer advice, financing, delivery arrangements warehousing and other things that people value*". Despite that, other brands are able to create a competitive advantage by understanding consumers' motivations and desires that lead to purchase intentions. These brands invest in the creation of appealing and attracting images around their products, which can be the only way to distinguish them in their product's category. Keller (2013), concludes that the brand itself is more valuable than the actual product that a company sells.

In order to stand out inside the market, a brand should be distinctive, suggesting product superior qualities and benefits, easy to pronounce, recognized and remembered (AMA, 2017). To maintain a place of distinguish position in the minds of the consumers, the brand has to, constantly, show innovation and relevance, credibility, personality and a consistent image. When a brand accomplishes all of these factors, it can become a top of mind brand, by generating brand awareness. Brand awareness provides loyalty, due to good perceptions.

#### **4.2.2.1. Brand Equity**

A brand should be conceived in order to create brand equity. Brand equity is built through a combination of stimulus of consistent communications, satisfactory usage experience, brand awareness and confidence. A strong brand equity will lead to satisfied consumers, more loyal to the brand, valuing it and being devoted to it. This is very important in terms of marketing strategy, once there are meaningful differences among brands, and the perception people have about the brand may change the value they attribute to the product/service (Sengupta *et al.*, 2015).

According to AMA, brand equity concept is related with "*(...) the value of having a well-known brand name, based on the idea that the owner of a well-known brand name can generate more money from products with that brand name than from products with a less well-known name (...)*" (AMA, 2017). In other words, consumers feel more attracted to brands that have a known name inside the market than other brands.

### **4.2.3. Social Media**

Communication is constantly changing over the years. The way our consumers think changes also. Communication serves to achieve the companies' objectives such as create awareness, knowledge, liking, preferences, conviction and purchase action (inform, remind and persuade people). There are a lot of forms when it comes to communication, such as: advertising, sales promotion, public relations (news, speeches, events, website), personnel selling (oral presentations) and direct marketing. Nowadays, companies are starting to study and understand how they can bring this kind of communications into the digital world.

Brands need to figure out how to take the best part and provide the best shows through social networks. By using social media, firms can conduct two-way communication, offer campaigns, reviews, and other relevant content to consumers, connect, interact and engage with them, and build better relationships and create value (De Valck, Van Bruggen, Wierengan, 2009; Gillin, 2009; Long, 2011). Social media is one of the most powerful channel, which is why companies are using it in order to expose and promote their products or services the best way possible.

These social networks, such as Facebook, Instagram, among others, co-work with companies in order to create a community around their brands, making it easy for the consumers to interact with the brand and, in this way, a closer relationship between both customer and company will be built (Punj, 2011). Facebook and Instagram pages will be more accessible to younger targets who are more attracted to the new social medias and want to keep up with every news. These pages usually have the direct link to connect to the website, making the purchase process more easily to make. It is through social media that a brand can start to grow by creating some brand awareness.

Currently, every brand can advertise the same way, through the traditional media (TV, radio, newspapers, magazines) as through the new media (internet). So, there is a huge need to stand out and raise a voice to make a difference in order to appeal and to reach new consumers. Other link that can be provided by social media is connected with celebrity endorsement (Ohanian, 1990, 1991). If a brand is successful in choosing a celebrity to represent itself, they will be able to reach more customers that will be

influenced by the celebrity towards purchasing a product. This will create awareness, reputation, brand recall and increase sales. The endorsement of a celebrity will provide a positive feeling regarding the advertisement, will attract attention from the customers, which will be reflected into purchase decisions (Collins and Stevens, 2002; and Davison *et al.*, 2011). Although this type of communication is very popular and efficient, it also has disadvantages. Companies must be careful while choosing the right celebrity to represent them. Celebrities are humans too, so they can also make mistakes themselves that can affect the brand, contributing to a decrease in terms of reputation.

Marketing can't be considered as only being connected with math. It is a mix of marketing and art. Kotler (2012) considers marketing to be both a science and an art. The reason why social networks have become such a success is because they are capable of combining this two elements in a scale that has never seen before.

Facebook is a social platform that gained a huge importance when it comes to business, as it allows companies to communicate directly with their clients, providing them with important information (Marques, 2016). Most brands use this platform to promote or even sell their products. Being a very intuitive tool, consumers can easily interact with the brand's page, giving their own opinions and sharing its contents (Marques, 2016). But despite the fact that it has a huge impact on the internet, the social media platform that is gaining a huge advantage in the minds of the consumers is the Instagram.

When talking about influencing our customers into buying a product, celebrities are not the highest target. Nowadays, the real influencers and bloggers have much more impact in the minds of the consumers, especially considering the fashion and beauty market. The rise of social media platforms is generating a huge amount of possibilities to share information. In this new era blogs are a really important marketing tool. Companies must be aware of the content that individuals are writing on the web. Some blogs are more credible than others, however their voices should be taken in consideration by marketers when developing their ideas. Bloggers are becoming as important as media to promote company's products (Scheinbaum, 2016). By sharing their own opinions, likes and dislikes, bloggers can influence others into buying those products or not.

Nowadays, the Internet is an indispensable tool when searching for any information required by the consumer (Scheinbaum, 2016). Consumers feel the need to use it in order to express their feeling and opinions or to share expectations about a situation or a product. An effective way to show consumers a reliable side is to publish their opinions. This will influence the consumer's decision-making in a positive or negative way.

The new consumer is curious and likes to share his personal opinions about everything he sees and tries (Scheinbaum, 2016). In conclusion, brands must be aware of clients that preset themselves with these characteristics because they have high expectations and have no problem in showing their disappointment online.

There is an enormous number of social media platforms dedicated to several areas, such as music, fashion, photography, science, among others. Social platforms are mainly used to communicate with family and friends, to entertain or to search for new opportunities. In first place, we can find Facebook which is the biggest platform in number of users, having more than 1871 million users (We Are Social & Hootsuite, 2017). Facebook has a large range of clients which can be explained by the simplicity of usage and facility of acquiring it that the platform offers. YouTube and Instagram are second in the race. Brands concentrate essential in communicating through Facebook, although Instagram or Pinterest are becoming more and more the main platforms of communication of the younger brands that are appearing. Both of these programs give the users the possibility to post photographs that can capture faster the attention of several persons all around the world. These posts can create a storytelling that is desired by the brands, increasing engagement and brand awareness.

#### **4.2.3.1. Social Media Influencers**

Nowadays, companies have the need of investing significant amounts of money in influencers as principal force of endorsement for their own brands and products (Rogers, C., 2016; Hulyk, T., 2015 Lee and Thorson, 1994). By investing in this type of communication, brands believe that they will be closer to the consumer, as only using an intermediary to reach them.

As consumers are becoming more demanding and less lean on the traditional communication strategies (Dionisio *et al.*, 2009), this new type of opinion leaders started to blossom as an essential source of information. Due to the development and raise of social media platforms, celebrities have gained a different format, such as Bloggers, Instagramers and Youtubers. This fact contributed to the development of a new concept of influencer marketing.

According to Rogers (2016), influencer marketing is characterized by the influential effect that a certain person has over a group of individuals. Pophal (2016) states that influencer marketing is considered to be a pull strategy, rather than a push strategy. This statement means that if consumers believe that they are actually being influenced into taking a certain action, the brand's communication can fail, leading to negative associations regarding the brand and the influencer itself (Woods, 2016).

Waller (2016) refers that these brand new influencers are seen as more significant to their followers and, when they decide to work alongside with a brand, their opinions will be taken more seriously and trustworthy by their viewers.

#### **4.2.3.2. Celebrity Endorsement**

Celebrity endorsement is able to be a source of credibility alongside with a source of attractiveness of consumers (Mishra, 2015). In other words, the opinion of a celebrity can be clearly trusted and it is viewed as an "*authentic source of information*" (Erdogan, 2001).

As Taylor Hulyk (2015) affirms, "*Working with influencers is never just a matter of finding an online personality with a lot of followers or subscribers, it's a decision filled with strategic considerations*". When a brand has to choose its opinion leader, it has to understand first that this will be key to communicate in a more direct form with consumers. Sometimes the process of finding a celebrity to become a brand's ambassador is an easy task, when encountering someone that already has a connection with the brand, being able to deliver a more genuine communication towards the consumer (Rogers, 2016).



It is important for brands to understand that when collaborating with an influencer, they will lose its power, as influencers will be the leaders and will communicate the brand as they feel like. Having this in mind, it is essential for brands to invest in establishing close and long-term relationships along with their influencers, as they are the ones who will be producing and designing the brand's content, providing the final message to consumers. The perfect match between brand and influencer occurs when both parts are able to build a story (Waller, 2016).

#### **4.2.4. Consumer Engagement**

If a brand is able to build and maintain strong relationships with its customers, they can establish a relationship of engagement that can bring a lot of competitive advantages for both parts. Engagement is defined as "...the fact of being involved with something. The process of encouraging people to be interested in the work of an organization." (Cambridge Dictionary, s.d.). The firm's levels of engagement can be improved by identifying and implementing relevant strategies of resource allocation. Firms can ensure sustained profits if both their customers and employees are engaged.

One of the conductors towards engagement is word-of-mouth. This type of communication creates awareness and interest. It comes from consumer's previous purchase, leading to the creation of an opinion that can be shared, leading to new purchase intentions. Richins e Root-Shaffer (1988; cit. Voss, 1984) refers that the majority number of purchase decisions from customers, are influenced by direct approaches and recommendations from friends or family. When a person is approached by someone about a certain product or service, he or she will be more devoted in seeing that product/service as genuine and truthful (Magnini, 2011; cit. Pruden e Vavra, 2004). Strong-tie sources are perceived as more credible and trustworthy. Consumers are more inclined to seek the advice and to be influenced by expert sources of people they know or they look up for than any other type of source. The internet facilitates consumer interactions of both positive and negative word-of-mouth, due to its share of an enormous amount of information. It is through internet that people can share their own opinions about certain brands, which can influence future purchase decisions.

A brand should always try to deliver or overcome the client's expectations, through visual and written content, contributing always to keep the customers updated through social

media platforms (Hellberg and Hornby, 2008). This will generate and increase the engagement relationship between both parts of the equation. When talking about social media, it is important for brands to encourage engagement creation due to its main significance and relevance as a key to success. As in everything, the relationships we create are vital to our networking so when developing this engagement, we will be contributing to the growing and maturing of our brand (Kotler, 2012).

However, a brand can only engage with customers if it is able to build a good reputation, which rely on experiences, ideas, feelings that people have about a company. It can take years to create a reputation and seconds to destroy it. Defending a reputation starts with thinking about the unthinkable and then plan for the eventuality. A crisis can damage a company's reputation. For example, a bad media comment can lead to loss of sales and profit, creating a bad reputation. So, in order to prevent from this eventuality, we need to generate trust in order to establish credibility to the consumers. As said before, different consumers have different needs so, in order to identify which needs and consumers do we want to satisfy, the company need to do an effective STP planning (Kotler and Keller, 2012). Starting with segmentation: identify groups of customers that share a similar set of needs and wants that might require different marketing mix actions or distinct products. These groups/segments should be measurable (identifiable and distinct), meaningful (profitable as a target segment) and persuasive (accessible and actionable).

According to Kumar's perspective, consumer engagement has strong implications concerning a firm's success. The author affirms that consumer engagement is created by a *customer own purchase*, since it is one of the main factors which contribute to the increase of the firm's value; *customers referral*, since they are those who can attract new type of consumers to the brand; *customer influence*, which refers to the influence that the consumer has on social media and *customer knowledge*, which only happens when the consumer gives feedback in order to develop and improve the firm's products or services (Kumar and Pansari, 2016).

#### 4.2.5. Digital Engagement

Digital engagement has completely transformed the communication industry, contributing to the creation of a two-way communication between brands and consumers, which helps on developing strong relationships (Hellberg and Hornby, 2008).

According to Cammie Dunway, in *Connecting with the Consumers* by Allan J. Kimmel, a brand must create interesting and exciting content in social media platforms in order to increase its exposure and awareness. In addition, it should also be taken into account that, in social media, every message should be simple and powerful to invite more people to engage with the brand (Kimmel, 2010).

Despite the growing interest in engagement and the importance for companies and brands to get familiarized with the dynamics of social media in order to generate profit, literature on digital engagement is still very limited. However, it is in scenario, where interactive and co-creative behaviours are born. Also, it is possible to assume that the engagement blossoms from experiencing the brand as the main focus (Hollebeek, Glynn and Brodie, 2014).

As Angeline Scheinbaum refers, “*digital engagement is an online behaviour resulting from consumer’s thoughts, emotional connections and intrinsic motivation to interact and cooperate with a brand or its community members in a digital, mobile or social media setting*” (Scheinbaum, 2016).

When the theme in discussion is digital engagement, two perspectives should be considered: the one regarding the company and the one from the consumer. Concerning the first one, researches defend that the company may identify the potential and benefits linked with the use of digital marketing, contributing to the investments made, or, on the other hand, despite recognising all the benefits, they continue to make low investments in it.

Nonetheless, most of the digital engagement is provided by the perceived feeling of belonging to a specific group (Scheinbaum, 2016). Despite that fact, most of the groups are also visible to others, which can be considered to be a benefit factor for brands.

Furthermore, the implication and repercussions of digital engagement are massive and should not be overlooked by any company or brand in the current market world which is trying to grow and innovate itself. In fact, nowadays brands are provided with the opportunity to establish a direct conversation with its customers at any moment, contributing to the creation and establishment of relationships that can turn into long-term relationships with time. This direct contact can help a brand on improving its image among its followers and can also work as an attractive tool to reach new consumers (Scheinbaum, 2016).

Despite all that, a brand should always have in mind the person it wants to reach, creating personalized content in order to generate interest for the consumers, reinforcing a relationship with them (Scheinbaum, 2016).

Social media platforms have been raising its own place of highlight by “*establishing strong relationships with the customers*” (Singhal, 2016), contributing to the increase of proximity that is established between brands and consumers.

#### **4.2.5.1. Digital Engagement through Storytelling**

Brands are an indicator that allows consumers to define their own personality. They are able to work through communication and, due to that, the reason why they notify their ideas and values, depends on the profile of their target. With the goal of providing a service to a target that is getting even more sophisticated and conscious, it is important for brands, especially the ones who are connected to fashion, to transmit a persuasive and simple message to its consumers. This idea will only accentuate the one transmitted by Ruão (2006), who explains the marketing professional’s necessity of being active in the actual moment, where is becoming even more difficult to capture the consumer’s attention along with their initiative.

Despite the fact that brands can transmit to consumers a fictional story, it is essential to occur an identification with the action personas (Mathews and Wacker, 2008; Denning, 2004; Ramsdell, 2011) which contribute to the idea that the story has to be inserted in a context that is able to establish a relationship between brand and consumer. By using storytelling, brands can provoke emotions and can influence opinions. These stories will work as a bridge between reality and fantasy.

Storytelling is “*the ancient art of transmitting facts, real or factionary, into different supports, in a verbal or non-verbal form, in order to evoke emotions or inform the consumers*” (Domingos, 2008). In other words, storytelling is the art of telling stories.

When buying from a brand, the consumer doesn’t care only by its products, but also by all the experience that is associated with the brand. This concept helps on humanizing a company for its consumers. When exposing its story and values, a brand is capable of showing a new perspective to its consumers.

The storytelling concept is explained by the relation between emotions, conceptions and the intuition of calling for attention (Athayde, 2012). Creating and conducting a story through a scenery that is adequate and attractive for imagination, leads to the possibility enriching and expanding the message of the brand to a bigger public.

As we can observe, for brands to communicate with its clients, they must reach the consumer’s hearts in order to provide them with emotions as they are getting even more empowered (Athayde, 2012). For this reason, the communication they use must have a meaning. Storytelling is a concept that emerges itself as a narrative process, that englobes a search to identify stories of experiences and social influences. In addition, it is able to attract consumers that are close to the same story ideals.

#### **4.2.5.2. Digital Engagement in the alcoholic drinks**

Promoting the brand’s personality and showing the brand’s identity through social media posts, will allow the creation of higher levels of engagement (Teixeira, 2015). When posting a publication, a brand is automatically allowing the reinforcement of cultural values, consumption experience and context.

When talking about the drinking market, it is important to understand that in order to reach success, a brand must “*think global and act local*”, to increase the brand’s capacities of engagement with each crowd (Teixeira, 2015).

The usage of online digital media in order to promote customer engagement was able to create new opportunities for promotion of products or services, including alcohol products. Facing this theme, one priority question must be answered – “*Does alcohol*

*marketing through online digital media influence drinking behaviour or increases consumption?” (Lobstein, Landon, Thornton and Jernigan, 2016).*

Online media works through the expression of every photo, video or any other form of publication that is posted on the internet, for free or with a certain cost. Nowadays, we can find a huge group of social platforms that work as online media such as websites, blogs, Facebook, Instagram, Twitter, among others.

In the study done by Landon Lobstein and Jernigan, in 2016, it was verified that online promotions of alcoholic brands are able to increase the alcohol consumption. Despite the fact that we can analyse the effectiveness of this type of promotions, this success isn't only seen as a conquer, as it is also seen as a problem. A brand can have different social media accounts which will help on reaching a larger group of people, contributing to the encouragement of drinking behaviours (Lobstein, Landon, Thornton and Jernigan, 2016).

Throughout the years, we can observe the “*rapid development of immersive technologies that promote brands and encourage user engagement*” (Lobstein, Landon, Thornton and Jernigan, 2016) and, with the development of technologies, the possibility for innovation will lead to new opportunities of strategy creations.

#### **4.2.6. Offline and Online Distribution Channels**

Despite the data that shows a growing online market, consumers can experience frustration when they aren't able to pursue with touching as a means of collecting product information (Peck and Childers, 2003). Studies go even further stating the need to touch as a dimension that makes certain products unable to be sold online (Citrin *et al.*, 2003), which is way having a direct contact with the product is essential to establish a final purchase decision.

Apart from product related consumer concerns due to the lack of physical interaction at the online channels, there is an additional and increasing contemplation that is connected with the overall online purchase process that affects consumers from all levels of experience using the internet (eMarketer 2005; Forrester 2005). This problem is not so linear since consumer has the notion that online risks might augment overtime (Rust *et al.*, 2002); so as to overcome this obstacle confidence is key. The referred need to develop

customer trust is not exclusive to new businesses, it is also vital for every distribution channel (Schlosser *et al.*, 2006).

Some academics consider that the demand for fast-moving-consumer-goods online is not vast “*nobody looks online for toothpaste or paper clips*” (Lecinski 2011, 37) and that this distribution channel would be limited mostly to higher involvement categories such as mobile phones, fashion and lifestyle. On the contrary, research has been made in the direction of acknowledging that FMCG sales in the online market are relevant and growing. In this category, online is perceived as an evolving channel of distribution that can provide incremental reach to the companies and that can act as a vehicle for sales improvement.

Ultimately, the number of places that allow communication between brand and its consumer has been increasing, these new online communication channels, creating a new space for the brand to interact with customers (Srinivasan *et al.*, 2016). This is possible since the consumer desires even more to be provided with interactions with firms that simpler, immediate and available at a minor distance.

### **4.3. Methodology**

In order to accomplish the main purpose of this case-study, the analysis was divided into two distinctive paths.

Firstly, it will be presented an analysis of the overall cider market, along with the Portuguese market specifically. In this part, it will also be presented the consumers behaviour and preferences facing the theme, followed by the overview of the brand. It will be also analysed the values and mission of the brand towards its key success factors, the brand’s marketing mix, with a special highlight of what are the factors that contribute to the attractiveness and differentiation of the brand facing the market.

It is important to go through the collection of reviews and articles of several brands inside the sector. A study of the numerous social networks of a diverse number of alcoholic beverages brands will be made to study their engagement concerning the customers, in order to understand which social media posts are able to produce more impact in the

minds of the consumers (leading to likes and comments) to understand how the brand should build its communication strategy in the future.

On the second part, the case-study intends to challenge to be creative and to think critically about the strategies already adapted by the brand, about what can be done differently and about what can be considered to be the future strategies to be implemented.

Additionally, a survey was conducted to estimate the percentage of people who appreciate cider and who are in touch with the brand in focus – Bandida do Pomar. The survey was also meant to identify the consumer's perceptions and brand awareness of the current theme in analysis. The questionnaire has the main purpose of understanding if the brand is being effective when it comes to the strategy that was adopted and how can it reach more consumers without losing its identity.

Secondary data was also used in order to write the Literature Review, by using scientific and academic articles in order to obtain different insights to estimate the right conclusions for the case-study.

The quantitative research included an interview with Sara Ornelas, Bandida do Pomar brand manager (Appendix 12). The interview had the main purpose of understanding how the brand is acting inside the market and how it communicates itself in the world of the new generations.



#### 4.4. Animation Plan

| Session      | Objectives  | Approach  | Time        |
|--------------|---|---|-------------|
| First Step   | <ul style="list-style-type: none"> <li>• Get familiar with the case that is being presented.</li> <li>• Introduction of the FMCG market, more specifically the alcoholic beverages category.</li> </ul> | <ul style="list-style-type: none"> <li>- Presentation of the case-study to the students.</li> <li>- Brief discussion about the overall market and the brand itself.</li> <li>- Characterization of the FMCG market, focusing in the alcoholic beverages market in specific.</li> </ul>  | 60 minutes  |
| Out of class | <ul style="list-style-type: none"> <li>• Understand more about the case.</li> <li>• Analyzes of the market, competitors and resolution for the questions.</li> <li>• Additional research.</li> </ul>    | <ul style="list-style-type: none"> <li>- Individual reading in order to get to know more about what the case-study is about.</li> <li>- Analyzing the brand's SWOT.</li> <li>- Determination of the brand's KPI's.</li> </ul>   | 30 minutes  |
| Second step  | <ul style="list-style-type: none"> <li>• Solving the case and relieving any doubt that might appear.</li> </ul>   | <ul style="list-style-type: none"> <li>- Division of the class into different groups.</li> <li>- Distribution of the questions.</li> <li>- Discussion and communication.</li> <li>- Case resolution to find the possible solutions.</li> <li>- Understand the performance of the brand's KPI's.</li> <li>- Slides elaboration.</li> </ul> | 120 minutes |
| Third step   | <ul style="list-style-type: none"> <li>- Presentation and discussion about the conclusions.</li> <li>- Developing the construction of each proposed responses.</li> <li>- Case conclusion.</li> </ul>   | <ul style="list-style-type: none"> <li>- Presentation made by each group of 15 minutes each.</li> <li>- Feedback and final discussion.</li> <li>- Principal conclusions about the case, by the professor.</li> </ul>  | 90 minutes  |

Table 4: Animation Plan

Source: Own elaboration

#### 4.5. Animation Questions

After reading the present case-study, students are expected to answer the following questions and discuss them in class.

- 4.5.1. Compare the Portuguese cider market with the Global Cider Market. What conclusion can you take from that comparison?

- 4.5.2. Having in mind the market analysis, characterize Bandida's competitors alongside with the consumer's purchase intention regarding each one.
- 4.5.3. Discuss the competition stage of Somersby. Considering its product life cycle, to which competition level should other brands give more focus in order to overcome this leading brand inside the market?
- 4.5.4. Explore the consumer's perception regarding Bandida do Pomar's and Somersby's 4 P's. Based on your conclusions, give recommendations regarding each strategy to develop.
- 4.5.5. What strategies do you think Bandida do Pomar should invest in order to reach other targets and reinforce its position inside the market?
- 4.5.6. Considering the data available, how can Bandida do Pomar create a path to become a top of mind brand inside the consumer's minds?

#### **4.6. Case Study Resolution Proposal**

##### **Suggested Answer for Question 1:**

Throughout the years, cider has undergone several changes and today it is considered to be a very popular drink, being an alternative to beer and wine.

The evolution of the media contributed a lot to the increase of this vision of coolness that lead to the expansion of brands. Nowadays is more frequently seen an influencer or celebrity sharing a photo about a drink than any other type of product. Social media appeared as a tool to establish brands in the minds of consumers and they must be used carefully used but always with creativity.

The younger brands use online marketing for all the communication mix, through the application of sophisticated and complex techniques that allow innovation inside the communication processes between brands and its consumers (Blyth, 2011). The opportunities provided by the internet are admirable. Despite that, a brand should always integrate online and offline tools in its own strategies of communication with the consumer, in order to be successful.

In contrast with a traditional site, the social media platforms are characterized by being more dynamic (Weinreich, 2011). Social networks are able to work as a meeting point of huge importance, not only for consumers, but also for companies and their brand. These platforms are capable of studying the consumers, analyzing the market including the competitors, building relationships and offering feedbacks about a certain campaign or products (Kaplan and Haenlein, 2010).

Social media managers can develop strategies along with marketing campaigns, focusing on a more interactive and entertaining component, which can be personalized and dedicated to the new trends. In addition, social media managers can bet in marketing actions that are able to work in a more interactive form with the consumers, such as the promotion of contests, giveaways, games, sample distributions, offers, among others. Furthermore, managers should also bet in sharing news, videos and images about the overall market where the brand is placed, which can awaken the consumer's interests. Brands should also invest in marketing actions that can lead consumers to contribute with their opinions in order to create and develop new products along with them, increasing the involvement concerning both parts.

Firstly, Bandida must be concerned in establishing communication through a direct contact with its customers in order to imply the desire to purchase a product. This direct contact should occur through the brand's Instagram page. In order to that, the strategy that will be developed by the brand should happen essentially through storytelling with the usage of photographs and videos.

To provide and a sell a good dynamic and image of the brand through the social network (Instagram), a well-planned photoshoot is indispensable. A good photoshoot is essential in order to create and deliver the DNA of the brand in a more visual form. The main objective of every photo session is to captivate and build a fusion between the light and temperature of the set, along with the patterns and models of the collection. Everything has to be structured to make the overall work together as one. Through the photoshoot, the brand should invest on creating unexpected images who are capable of showing the essential message of "breaking the rules", which will connect almost subconsciously with consumers that feel inspired with the brand.

Nowadays, it is possible to advertise through Instagram on the feed or Instastories, being a short term advertise. The brand must invest in this type of strategy due to the main reason that can be seen by anyone, and not only by people who already follow the brand's page. By using the storytelling strategy of the brand, Bandida must keep its audience curious, providing them with footage and videos that are capable of sowing the brand's products in a creative form, not forgetting to provide them always with mystery.

A whole new universe that should be seen as good investment for the brand future with be Brand Blog. The creation of a blog as a marketing tool of the brand or even as a part to implement sales. This will create awareness and increase engagement along with the target. Efficient way to transmit costs and credibility of the brand values. A blog will help on delivering more personal messages, creating a strong relationship status between brand and, in this case, readers. A blog dedicated to the brand will also create the possibility to make posts dedicated to the customers which will increase their loyalty for the brand.

Due to the evolution of social media, Bandida is able to reach new consumers all over Portugal and even be seen all over the world, leaving its trail.

### **Suggested Answer for Question 2:**

In order to elaborate the brand's positioning, it is important to have in mind three factors: what the client wants and values (price/quality), the competitors and the brand's strengths.

Positioning is the process by which marketers attempt to place the brand in consumer's minds, which is one of the most important steps in the core strategy of the company. This is why the consumers will be able to identify and differentiate the brand from others. Bandida do Pomar concerns in having the product aligned with customer's needs and expectations towards its communication strategy. In order to be successful on doing that, the brand has to focus its positioning strategy in the customer insights about the brand.

Bandida do Pomar's value proposition is based on the maintenance of a trustful relationship between the consumers and the company, by providing not only a good-quality and fresh drink, but also by offering consumers a new vision of lifestyle that is capable of attracting them through the most unusual forms.

The brand wants to position itself in the minds of the consumers as being irreverent and unique. By creating a strong position, Bandida won't be needing to talk that much, instead, she will be able to communicate as she really wants.

When it comes to the product itself, Bandida has two completely different packages for its cider to sell on the on-trade channel and on the off-trade channel – the can and the bottle. Despite they both have a consistent design, by providing different packages, Bandida do Pomar is already establishing and transmitting its tone of voice of being bold and wanting to be present.

Bandida is the first cider to speak in the Portuguese language, being for the ones who value the national tradition, but with a twist. The brand, as said before, is more than a cider, is a style and it is an unexpected road to follow.

Bandida do Pomar presents its positioning strategy through a brand in the bottle design with brand essence and brand personality locked by the global strategy of the mother brand.



Figure 17: Bandida do Pomar Brand in a Bottle.

Source: Own elaboration by an adaptation of the Orchard Thieves Brand Book 2018.

The brand believes that rules are considered to be good until the moment they're not. Bandida urges consumers to follow their instincts and to feel the thrill of the moment.

Being a new born brand in the world of ciders, Bandida do Pomar faces some challenges inside this market, which are able to contribute to the brand's own development along with its expansion inside the category.

Bandida do Pomar lives through a strong positioning strategy that faces an everyday challenge of how it will communicate its identity without being considered boring. Bandida wants to be out of the ordinary. Bandida wants to break the existing rules and make new ones, in order to invest in what will be next trend.

The implementation of a price differentiation is considered to be a fundamental concept that needs to be preserved. Despite the offer of a product, Bandida do Pomar wants to offer its clients an experience and selling a lifestyle. The main goal is to create a desire that can overcome the necessity of every consumer. On the way to fulfil this goal, the brand needs to invest, firstly, in quality product which works together with its packaging. Only then it will be possible to provide the market with a fair value for sale.

By having a strong positioning and a really attractive image, Bandida is becoming a trend for every generation, which can be a difficult challenge, as it faces a target of frontier (18 years old), which are youngsters that are being introduced to the alcohol market. In order to overcome this challenge, Bandida must communicate its product in a safe form in order to only attract the ones that can actually be old enough to drink the cider.

Bandida do Pomar is not afraid of investing in what is different and likes to challenge boundaries in order to reach that satisfaction sense. It is possible to observe examples of this investments with the brand's graffiti in the middle of the streets or even crossroads and in festivals, for example in SW Festival it was secretly distributed small foxes all around, despite the fact that the festival belonged to the competition.

Bandida is a brand that has to invest in positioning in order to overlay the product itself. Having in mind all the challenges of a new brand that is starting to blossom its roots, as well as its consumers expectations, the brand should focus on delivering the following core values:

- Loyalty and Commitment: The brand must rely on establishing long-term relationships of loyalty. Commitment and trust are considered to be the key to

encourage marketers to work at preserving relationship investment by cooperating with exchange partners, resist attractive short-term alternatives in favor of long term relations and view potentially high-risk actions. When there is commitment, it is possible to establish loyalty along the way, which will contribute to increases a positive WOM along with future sales, increasing brand awareness. Brand awareness provides loyalty, due to good perceptions. In order to have a successful product, the brand has to look carefully to the impact of perceptions about its product experiences.

- **Innovation and Differentiation:** In order to be updated with every new trend in the fashion market, the brand must keep up with the consumer's necessities and develop new trends on its own, to innovate the market. Bandida must stand out inside this market by innovating not only according to its product flavors but also by investing in its own fashion collection and never forgetting communication.
- **Sustainability:** In a world, full of concerns when it comes to sustainability, the brand strives to look for a solution where this concept can be integrated and will be developed when it comes to the fabrics used in the products. As a sustainable step, the brand could invest in a returnable bottle to sell in the off-trade channel, as they already do on the on-trade channel. This should be the main investment of the brand for the future as it will contribute, not only to expand the vision of the brand with a sustainable line, but also in a monetary way as the material itself is cheaper than the normal material that is used.

### **Suggested Answer for Question 3:**

In order to understand more about the challenges that alcoholic drinks' brands, it is essential to analyse and to be aware of the environment where the brand is placed into and all the forces and factors that will interact with it. This detailed analysis is called PEST analysis, where it is able to study the Political, Economic, Social and Technological factors that involve the brand. For a brand like Bandida do Pomar, it is essential to know what can affect or influence it, regarding those four strategic areas.

## **Political and Legal Factors**

Regarding political factors, it should be stand out that Portugal has a stable government nowadays, which is shown by the World Bank in 2014 that referred that Portugal had a political stability index of 0.79, ranging from -2.5 (weak) to 2.5 (strong), contributing to a positive conclusion about it (Political stability – country rankings, n.d.).

Political factors such as fiscal policies, environmental laws, trade restrictions, taxes and political stability are all able to influence and affect the brand at some point, although they are mostly associated with the influence that governments can have in the brand's core.

By being such a bold brand, Bandida do Pomar has to be careful on what type of strategies it will invest. For examples, the graffiti made by the brand have to be well planned in order to go according with legal factors.

In the world of alcoholic drinks, it is mandatory to allocate in every visual element the phrase “Seja responsável. Beba com moderação”, to reinforce the message of drinking safely.

This factors are considered to be critical if they suffered a huge impact.

## **Economic Factors**

Over the year of 2016, due to an improvement regarding the market conditions, a raise of the minimum wage and the reversal of fiscal measures imposed during the time that Portugal was under the European Union financial aid, is expected an improvement of the household disposable income (Banco de Portugal, 2016).

These factors affected positively the cider development inside the Portuguese market.

On the other side, cider is considered to be a premium product, so their relative price compared to traditional beverages is slightly higher. This fact translates in a higher sensibility to economic conditions that are able to shake the purchasing power of consumers.



A factor that can clearly affect consumer's purchasing power is the rate and also the price stipulated by the distributions channels.

Price-quality is a huge factor when it comes to purchasing a product, because nowadays, clients are more influenced by this point than ever, due to the fact of the number of competitors increasing. Despite that, Bandida do Pomar doesn't have to be particularly aware of this factor, as its target is more concerned with the brand's positioning than the brand's price.

### **Sociocultural Factors**

The levels of aging of population are increasing, which makes the number of clients decrease, due to the brand's positioning and also due to the product that it offers. Cider is considered to be a recent drink in the market, so consumers are still getting to know more about it.

The fact that different generations have different styles, can influence the Brand, which already has a really specific style for itself. In this case, Bandida won't be seen as a brand that will connect with everyone, but instead, it will connect with its tribe.

Nowadays, although drinking cider is a trend it is as well considered not so healthy. Since people become more health-conscious and the demand for natural food is higher, cider has a huge advantage over beer regarding this factor. On the other hand, it is still a drink field with sugar. This trend can affect the cider market by threatening the image of the products, as consumers can see it as an "industrial" product (Centre for the Promotion of Imports, 2016).

### **Technological Factors**

Technological expansion is helping brands to build and increase awareness, since change has become a constant in our society and new trends in communication are constantly being developed. At this time, is normal for people to be more connected with technology as 87% use the internet and 68% use smartphones, which means that most people are reachable through this types of connections (Pousher, 2016).

The technology development has become a strong form of a brand's communication strategy. In Portugal, in 2014, 64, 6% of the country population used the internet and by 2030, it is expected that this penetration rate will be of 84% (Passport-Euromonitor International, 2015). As such, being present and using social media platforms as a brand's strategy can be seen as an advantage towards the success of a brand. It is through social media that the brand is able to expand its vision towards new types of consumers.

Due to the evolution of technology, the brand can increase its roots and follow new trails in order to reach a whole new group of tribers.

Having the PEST analysis in mind and when comparing with other European countries, the cider category market in Portugal still has a lower importance, although it is starting to increase more and more. This scenario can be explained by a great and large variety of factors that combined with the competition that the market faces, ended up by presenting huge challenges for the brands that are entering inside this market, leading them to invest a lot of effort in order to differentiate and to stand out from the usual.

Words from Benjamin Disraeli "Success is the child of audacity." When concurrence is a constant, differentiation is the key word. A company needs to understand its client's behavior, needs and expectations in order to create a product that valorizes their preferences, with a rational price but that incorporates a more emotional experience.

One of the main factors that contributes to the attractiveness of a customer towards a product is the element of surprise, which refers to the creation of something not expected (Keller, 2013). Something amazing and positive. The element of surprise creates excitement for the customer, capable of contributing to the purchase of the product. Bandida is capable of investing into this element of surprise, by being present everywhere when least expected.

Consumers have the need to feel "special" when it comes to the introduction of costumer experiences. It is therefore important to develop a co-creation between the consumer and the brand itself in order to build something unique that will appear as a solution, instead of being just one more product. In the process of value co-creation, the value is focused on consumer experiences, where the main goal is to create a value proposal between the client and the service/product. This will provide the consumers' contribution to a business

value creation through cultural, social and physical resources. Co-creating valuable experiences can be an identity role by changing processes and enlightening those.

In order to invest in differentiation and innovation at the same time, Bandida must invest also in co-creation and could release a personalized can designed by its consumers who are artists. The campaign would reinforce the wish to make the difference and to break the rules by designing whatever the consumer feels and wants. In order to be aligned with the brand's identity, the shape where the designed would be made, should be shaped like the icon of the fox. This would attract many artists that want to express themselves and are interested about being part of Bandida's tribe (Appendix 8).

Another aspect that can reach the attractiveness of the customers is the insight provided by the companies. Insight selling is the game of persuasion that leads to the reframe on how their consumers think, so they can make profit and differentiate their own product or service. Insight is considered to be the great usage of creativity, being considered the power of unpredictability. This factor can be seen as a force of our subconscious that provides an intuition. It involves the process of a random comprehension of a certain situation or product. Every information we acquire during our daily routines will be storage inside our minds without us noticing that. That is why sometimes we act in a certain way that maybe we were not expecting. In the world of publicity, this concept is seen as a clear tool, capable of leading the crowd towards distinctive and original roads. That is why brands use insight selling, to persuade their customers into buying a product or using a service, by leading them into a path that they are not expecting. According to this type of selling, Bandida do Pomar could invest in selling and communicating its product by only reinforcing its icon more and more everywhere. The icon is more recognizable than the brand's logo, so due to that, the brand could only communicate the fox instead of the name, delivering to its consumers a new and mysterious conceptualization that will attract their attention for sure.

Furthermore, the brand could also bet in a strong and innovative campaign with the objective of teaching consumers that ciders can be drunk at every moment and at every season, for the reason that cider is still considered a very seasonable drink made for the summer. Instead of advertising a product that is refreshing, ciders should also be associated to other values and needs of satisfaction, leading consumers to stop thinking

about ciders as only available during summertime. This communication of product would also contribute to reach older targets to get to know more about the brand, despite the fact that its positioning doesn't talk that much.

Another characteristic that influences the Portuguese market is linked with the increase in health conscious and consumption habits of Portuguese consumers, which explains the appearance of many "Light" products. Having this in mind and given that Bandida do Pomar is connected with innovation, a possible way of fighting this and creating a competitive advantage would be the creation of a "light cider", with low sugar and low calories. It is a fact that Bandida's target is not particularly concerned with health problems, but a big part of youngsters, that can be part of the target, have that concern and don't drink cider for the fact that is too sweet. This innovation would contribute to increase the brand's reputation and image.

Bandida is not a usual brand that only sells products, so when facing the industry, the brand is presented with many challenges than any other cider inside the market. However, by betting on differentiation, the brand is able to attract and maintain consumers and increase its tribe.

#### **Suggested Answer for Question 4:**

In order to create and offer our clients a suitable marketing communication strategy we have to act in SMART way:

- Specific: it is important to be aware of the brand's goals and create a path toward them.
- Measurable: be aware of all the investments that will be made and how we will get the return of those investments.
- Achievable: realistic goals that really can be achieved.
- Realistic: resources that you can use.
- Timing: it is essential to have a timetable to reach the brand's goals.

When we start to think about implementing or adapting a strategic advantage, we immediately think about differentiation factors that can set the brand apart from the

others, especially inside the minds of the consumers. Whether the brand has a significant differentiation in the industry or not, it can always develop a strategic advantage around the way it performs its own marketing, being the improvement of long term marketing effectiveness is that new strategic advantage.

One of the most important components that can make a change is the differentiation strategy point. The brand has to have a distinctive factor in order to set apart from others. The concept itself of the brand can be a significant way to break the status quo. The product also has to make the difference as it is the main creation of the brand that can generate profit. The actual clients are part of the differentiation strategy because they are the main source that provides credibility, thrust and communication. On the other hand, the image of the brand provides the identity, which is the most important mark for differentiation. All of these points work together as one in order to create a powerful strategy.

Although differentiation is a target point to complete a brand strategy, creativity, innovation and uniqueness are three of the base ingredients towards the success of a brand. But there is no future without compromise and passion.

In a world where technologies have a huge impact, the digital tools are essential when developing a communication strategy towards differentiation. Being such a young brand, Bandida must invest in its powerful potential inside social media to take advantage in the market and to conquer the majority of its target. Bandida offers a robust communication strategy that surrounds a whole unexpected new conceptualization about a lifestyle.

## 4.7. Slides

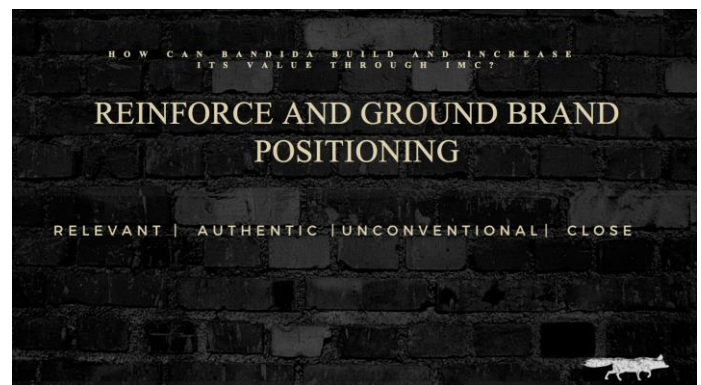
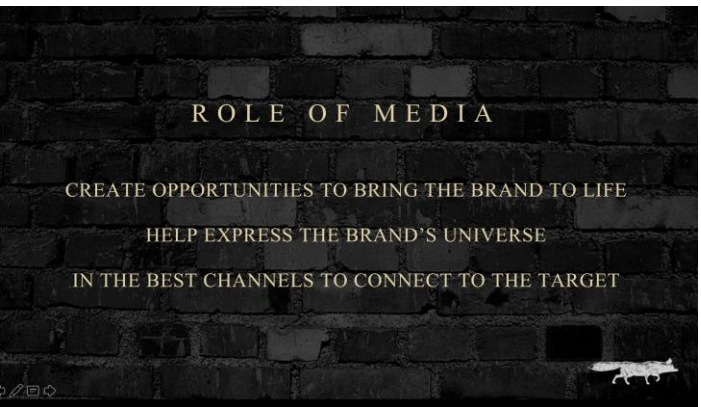


Figure 18: Bandida do Pomar Slides.

Source: Own elaboration.

## 5. Management Lessons

Besides selling a sweet and refreshing product as cider, Bandida do Pomar wants to invest in communication in order to sell a lifestyle of irreverence, uniqueness, authenticity and unconventionality. Only by focusing on these four features, it is possible to plan the right communication strategy to create a trial where the fox is able to lead the way of the brands consumers.

One of the main challenges that companies have to deal with is to know how to maintain their identity according to their values when wanting to reach the real consumer. The cider market shows good perspectives for Bandida do grow inside the industry and even to expand to other sector (fashion for example). Bandida must keep its brand identity always in the mind of the consumers in order to keep their reputation alive and to maintain a relation of confidence between both parts of the equation.

This case made possible to develop and improve methods to analyze the brand's positioning. Bandida already has a special focus and strong presence when it comes to positioning, but improvements can always be done in order to grow even more, as tendencies are always changing.

Despite being a recent brand inside the Portuguese market, Bandida do Pomar was accepted by consumers as a fresh and bold new brand that allowed the consumer to feel interested about it and curious to know more about what the brand stands for. Bandida created an innovative and exclusive whole new concept about a simple product – cider. All of these characteristics work together along with a price strategy to establish a competitive advantage in the market.

When comparing to its competitors, Bandida do Pomar can satisfy the consumer's need of feeling exclusive and fashionable at the same time, providing a bold and distinctive experience to any consumer. Although the brand is more directed to a specific and restricted target right now, Bandida believes that it will keep on increasing and developing its identity in the future, in order to reach other types of consumers.

When analyzing a brand that mainly works through social media platforms, it is possible to understand that the brand has to work hard in order to plan the best communication strategy to increase profit in the end. It is essential for a brand like Bandida to use

storytelling made through social media platforms, in order to communicate to its consumers, providing them with a new point of view about the brand's product and the brand's DNA.

A questionnaire was also made to obtain more information and to understand the minds of the consumers, in particular the brand's target. The results that were gathered provided the analysis of consumer's insights regarding the cider consumption habits. Despite the number of answers obtained, it would be more interesting to implement it in a wider group of respondents, in order to analyze a bigger number of answers and acquire deeper insights.

As in every communication strategy it can always appear some risks but, in the end, the bigger risk is to be safe. Having this in mind, Bandida will still keep on investing in communication with the main goal of passing through its identity and increasing profit through the conceptualization that the brand the brand strives to sell in the end.

Bandida do Pomar is more than just a product of cider. Bandida do Pomar is a lifestyle.



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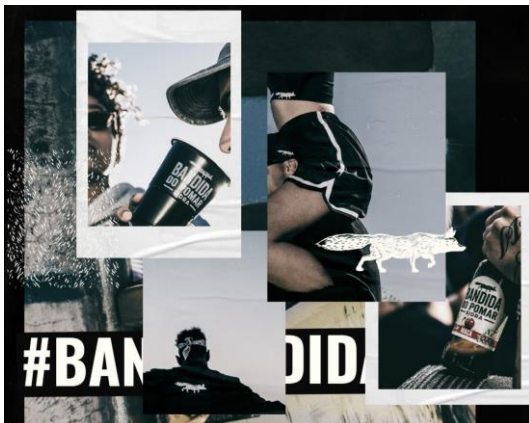
## 7. Appendixes

# PORTFOLIO SCC

| CERVEJAS                 |   |
|--------------------------|---|
| <b>SAGRES</b>            | Sagres Branca Barril 50 L<br>Sagres Branca Barril 50 L (UNOX)<br>Sagres Branca Barril 30 L<br>Sagres Branca Barril 20 L<br>Sagres Branca Barril 10 L<br>Sagres Branca Barril 20 L (DAVID)<br>Sagres Branca a granel   Beerdive<br>Sagres Branca a granel   Caramelo<br>Sagres Branca On - Cashi CRT GFA 24x0,20L<br>Sagres Branca TAB GFA 6x1,20L<br>Sagres Branca On - Cashi TAB 50L GFA 4x4x0,33L<br>Sagres Branca On - Cashi TAB GFA 24x0,33L<br>Sagres Branca EOP TAB 50L 4x4x0,20L<br>Sagres Branca GFD GFA 24x0,33L<br>Sagres Branca Pal 64 GFD GFA 24x0,20L<br>Sagres Branca Pack LTA 24x0,33L<br>Sagres Branca Pack LTA 24x0,33L<br>Sagres Branca Easy Open Pack Top 3x10x0,20L |
| <b>SAGRES PRETA</b>      | Sagres Preta Barril 30 L<br>Sagres Preta (ING) Pack 6 GFA 4x4x0,33L<br>Sagres Preta Pal 64 GFD GFA 24x0,20L<br>Sagres Preta GFD GFA 24x0,33L<br>Sagres Preta Easy Open Pack TEN 3x10x0,20L<br>Sagres Preta Easy Open Pack 10 3x10x0,20L   |
| <b>SAGRES CARACOL</b>    | Sagres Caracol GFD GFA 24x0,20L   |
| <b>SAGRES SEM ALCOOL</b> | Sagres S'Alcool (ING) TAB 50L GFA 4x4x0,33L<br>Sagres S'Alcool NI GFD GFA 24x0,33L  |
| <b>SAGRES RADLER</b>     | Sagres Radler EOP NI Pack 6 GFA 4x4x0,33L<br>Sagres Radler NI Pack LTA 24x0,33L<br>Sagres Radler NI TAB GFA 24x0,20L<br>Sagres Radler On - E2 NI Pack 6 4x4x0,33L<br>Sagres Radler 20% NI Pack LTA 24x0,33L   |
| <b>SAGRES BOHEMIA</b>    | Sagres Bohemia Barril 20L<br>Sagres Bohemia P. Malta Barril 10L<br>Sagres Bohemia Beck Barril 10L<br>Sagres Bohemia Beck TAB 8x8x0,33L<br>Sagres Bohemia Original TAB 50L 4x4x0,33L<br>Sagres Bohemia P. Malta TAB 5x8 4x4x0,33L  |
| <b>HEINEKEN</b>          | Heineken a Granel<br>Heineken Barril 50 L<br>Heineken Barril 30 L<br>Heineken Barril 20 L<br>Heineken NI CRT EIGHT 38x0,15L<br>Heineken NI Pack 4x4x0,25L<br>Heineken NI GFD GFA 24x0,33L<br>Heineken NI GFD GFA 24x0,33L<br>Heineken NI CRT GFA 24x0,33L<br>Heineken NI (NI) Alum PAKO CRT GFA 24x0,33L  |
| <b>GUINNESS</b>          | Guinness Barril 30L<br>Guinness Original TAB 3PK 8x3x0,33L<br>Guinness Pack LTA 8x4x0,48L   |
| <b>KILBERRY</b>          | Kilberry Barril 20L   |
| <b>DESPERADOS</b>        | Desperados Barril 20L<br>Desperados CRT 3PK 8x3x0,33L   |
| <b>AFUGEM</b>            | Alfaquem Blood CRT 4PK 6x4x0,30L  |
| <b>TOPAZIO</b>           | Topazio Barril 30L<br>Topazio Barril 20L<br>Topazio CRT GFA 12x0,33L  |
| <b>ONYX</b>              | Onyx Barril 20L<br>Onyx Barril 30L<br>Onyx CRT GFA 12x0,33L   |
| <b>LAGUNITAS</b>         | LAGUNITAS IPA Barril 20 34L<br>LAGUNITAS IPA CRT 50L 4x4x0,33L  |
| <b>LAGO</b>              | LAGUNITAS LSS CRT 50L 4x4x0,33L<br>LAGUNITAS LSS Barril 20 34L<br>LAGUNITAS 12th Of Never Barril 20 34L<br>LAGUNITAS Madman Barril 20 34L<br>LAGUNITAS Daytime Ale Barril 20 34L<br>LAGUNITAS DogTown Pale Ale Barril 20 34L  |
| <b>LOBO</b>              | Lobo Pale Ale Barril 20L<br>Lobo Cat Pale Ale CRT GFA 12x0,33L<br>Lobo Session IPA Barril 20L<br>Lobo Session IPA CRT GFA 12x0,33L<br>Lobo Pale Ale Barril 20L<br>Lobo Pale Ale CRT GFA 12x0,33L  |
| <b>IMPERIAL</b>          | Imperial NF Pal 48GRD GFA 24x0,33L<br>Imperial NF Pack 6 GFA 4x4x0,33L  |
| <b>SIDRAS</b>            |   |
| <b>STRONGBOW</b>         | Strongbow Gold Barril 20L<br>Strongbow Gold Barril (UNOX) 20L<br>Strongbow Barril 13x7 50L<br>Strongbow TAB GFA 24x0,25L<br>Strongbow Red Berries TAB 50L 4x4x0,25L   |
| <b>BANDIDA DO POMAR</b>  | Bandida do Pomar Macã (UNOX) 20L<br>Bandida do Pomar Macã GFD GFA 4x4x0,33L   |
| <b>OLD HOUT</b>          | Old Mount Passion Fruit CRT GFA 12x0,30L  |
| <b>ÁGUAS</b>             |   |
| <b>LUJO LISA</b>         | Lujo NI GFD GFA 24x0,25L<br>Lujo Sport Pack GFA PET 12x0,75L<br>Lujo Pack GFA PET 12x1,50L<br>Lujo NP - Pack GFA PET 74x0,33L<br>Lujo Pack GFA PET 24x0,50L<br>Lujo NP - Pack GFA PET 4x4x0,33L<br>Lujo Junior Pack GFA PET 4x4x0,33L<br>Lujo Pack GFA PET 4x4x0,50L<br>Lujo Pack GFA PET 6x1,5L<br>Lujo Pack GFA PET 12x1,5L   |
| <b>LUJO FRUTA</b>        | Lujo Fruta F Vermelho Pack GFA 12x1,33L<br>Lujo Fruta Limão Pack GFA 12x1,33L<br>Lujo Fruta Râmã Pack GFA 12x1,33L<br>Lujo Fruta Goiaba Rosa Pack GFA 12x1,33L<br>Lujo Fruta Figo India Marc Pack GFA 12x0,33L<br>Lujo Fruta Melancia Pack GFA 12x0,33L<br>Lujo Fruta F Vermelho GFA 4x1L<br>Lujo Fruta Limão Pack GFA 4x1L<br>Lujo Fruta Râmã Açor Pack GFA 4x1L<br>Lujo Fruta Goiaba Toranja Pack GFA 4x1L<br>Lujo Fruta Figo India Marc Pack GFA 4x1L<br>Lujo Fruta Melancia Pack GFA 4x1L   |
| <b>LUJO GÁS</b>          | Lujo Gás GFD GFA 12x1,00L<br>Lujo Gás GFD GFA 24x0,25L<br>Lujo Gás CRT GFA 09 24x0,33L  |
| <b>LUJO GÁS LIMÃO</b>    | Lujo Gás Limão NF CRT GFA 09 12x0,20L   |
| <b>CRUZEIRO</b>          | Cruzeiro Pack GFA PET 12x1,50L<br>Cruzeiro Lisa NF Pack GFA PET 24x0,33L<br>Cruzeiro Lisa Pack GFA PET 24x0,50L<br>Cruzeiro Pack GFA PET 3x5,4L   |
| <b>OUTROS</b>            |   |
| <b>VIVERE VINO</b>       | Vivero Branco Barril 30L  |
| <b>ROYAL CLUB</b>        | Royal Club Cala Barril (INFORMAL) 20L<br>Royal Club Limão Barril 20L  |
| <b>SANDVÍCH</b>          | Sandvich Sandvich Barril 30L<br>Sandvich Sandvich Limão Barril 30L<br>Sandvich Sandvich Limão Barril 50L<br>Sandvich Sandvich Limão Pack PET 4x1,50L  |

### Appendix 1: SCC Portfolio

Source: SCC Sales Folder, 2018



Bandida do Pomar Communication Visual on the On-Trade Channel



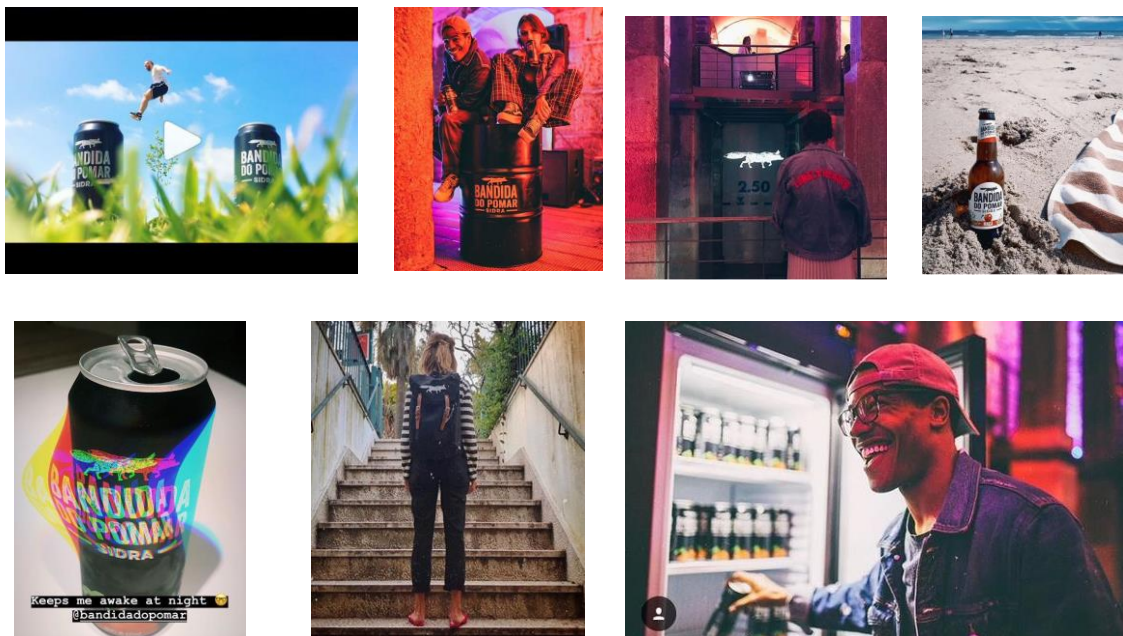


Bandida do Pomar Communication Visual on the Off-Trade Channel



Appendix 2: Bandida do Pomar Communication Merchandise and Visuals

Source: Bandida do Pomar Brand Book, 2018





Appendix 3: Bandida do Pomar Micro-Influencers.

Source: Bandida do Pomar Influencers Report, 2018.

| Influencer                          | Followers | Valor | Instagram post | Impacts for picture | Instagram story | Impacts for story |
|-------------------------------------|-----------|-------|----------------|---------------------|-----------------|-------------------|
| <a href="#">Pedro Salgado</a>       | 78,5k     | 1500€ | 2              | 23 550              | 2               | 35 325            |
| <a href="#">Maria Sampaio</a>       | 44k       | 2500€ | 2              | 13 200              | 11              | 19 800            |
| <a href="#">Mariana a Miserável</a> | 28,1k     | 1000€ | 2              | 8 430               | 2               | 12 645            |
| <a href="#">João Rebelo</a>         | 13,5k     | 750€  | 5              | 4 050               | 8               | 6 075             |
| <a href="#">Gonçalo Cabral</a>      | 23,6k     | 1500€ | 2              | 7 080               | 6               | 10 620            |
| <a href="#">Filippo Fiumani</a>     | 11,5k     | 1000€ | 3              | 3 450               | 2               | 5 175             |
| <a href="#">Luisa Bravo</a>         | 20,3k     | 750€  | 1              | 6 090               | 9               | 9 135             |
| <a href="#">Mafalda Patrício</a>    | 49,7k     | 2500€ | 2              | 14 910              | 3               | 22 365            |
| <a href="#">Jorge Simões</a>        | 28,8k     | 1000€ | 1              | 8 640               | 1               | 12 960            |
| <a href="#">Mafalda Castro</a>      | 162k      | 3000€ | 2              | 48 600              | 2               | 72 900            |

Appendix 4: Bandida do Pomar Micro-Influencers Impact on Instagram.

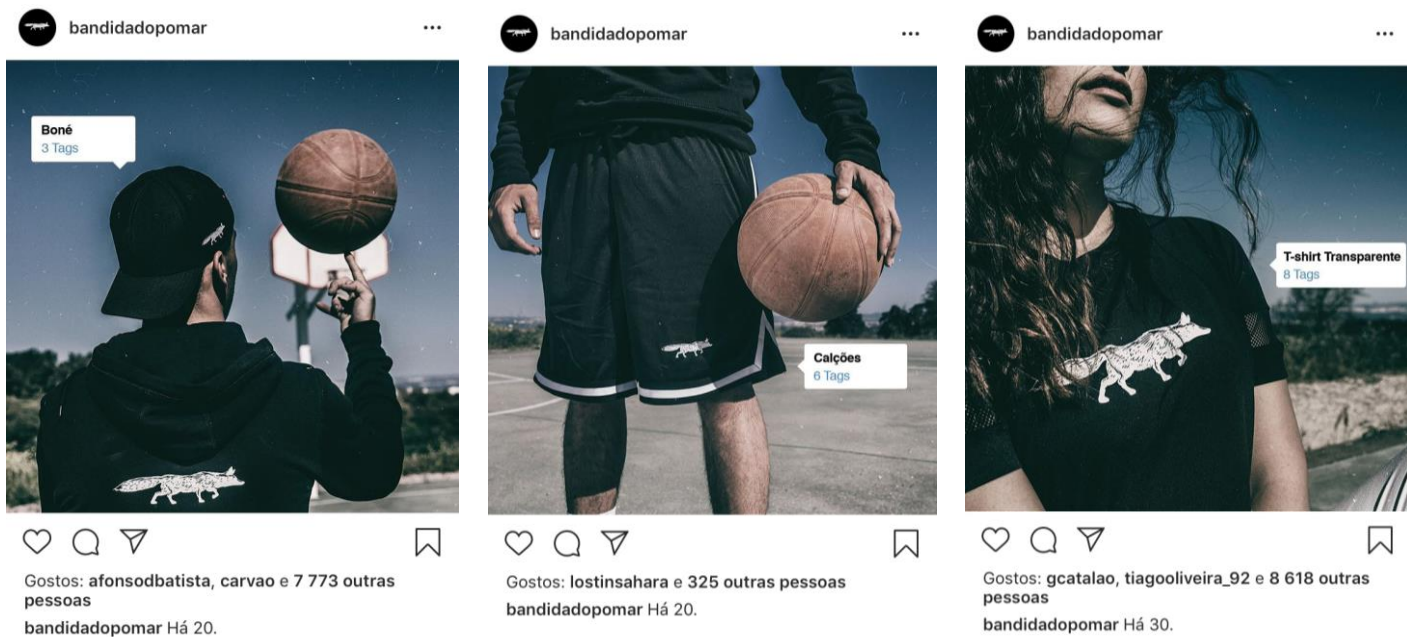
Source: Bandida do Pomar Influencers Report, 2018.



Appendix 5: Bandida do Pomar Instagram Page

Source: Instagram





Appendix 6: Bandida do Pomar Instagram Publications - Giveaways

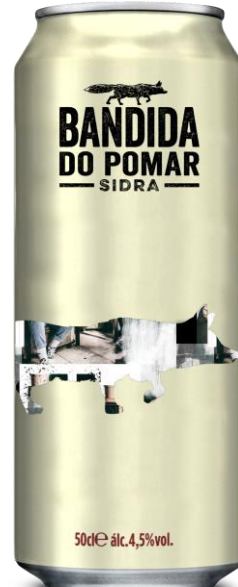
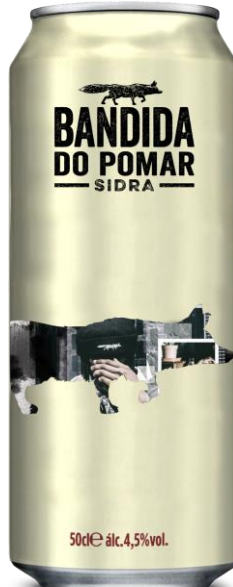
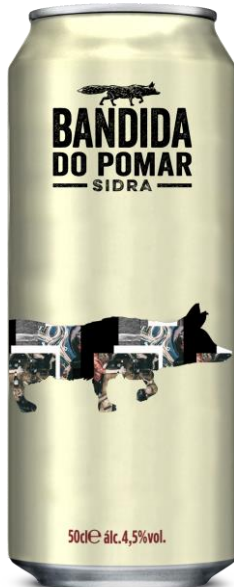
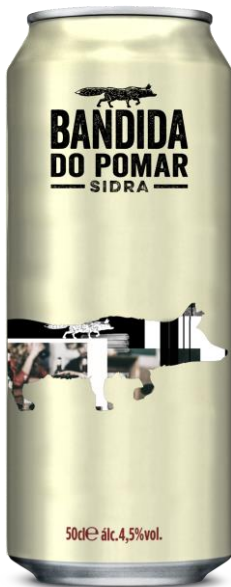
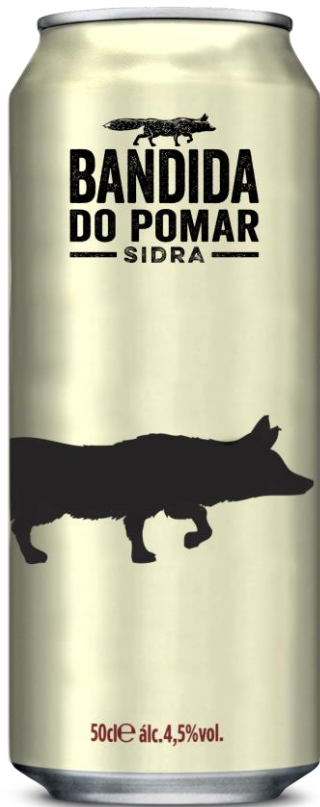
Source: Instagram



Appendix 7: Bandida do Pomar Mupis

Source: Bandida do Pomar Brand Book, 2018.





Appendix 8: Bandida Can Strategy Proposal and examples of the brand activation.

Source: Own Illustration



## **Interview with Sara Ornelas:**

### **1. How is the cider market structured?**

Portugal is a young cider market and, despite some of traditional ciders exist from some years now, the current category started growth around 2012/2013 with the appearance of Somersby. This brand still is the market leader and the other relevant players – Strongbow and Bandida do Pomar - belong to our portfolio. The first one, is the international leader that drives aspirational image as international premium while enhances product and natural ingredients. The second one is the mainstream recruiter to democratize cider, accelerate volume and build on differentiation. There are also some smaller brands such as Magners and Old Mout also from HNK company) positioned as super premium. The apple flavor values 75% of market volume, which is typical on young markets.

### **2. Why it was decided to bring Bandida do Pomar into the Portugal market?**

In order to develop the category, is crucial to work on differentiation. While Strongbow is closer to Somersby and more appealing to young adults (35 – 44 y.o.), Bandida do Pomar with its disruptive positioning brings new youngsters consumers to the category working as penetration driver.

### **3. What challenges does Bandida have to face?**

The main challenge is to be coherent with its positioning on its touchpoints. This implies that we always need to look for the most appealing, authentic and differentiated media and POS communication alternatives. Also, we always need to be appealing to youngsters but relevant for young adults, also.

### **4. Bandida is not just a cider. What is the desired positioning for Bandida?**

Bandida do Pomar is much more than a cider! Is an innovative, young and modern brand that wants change conventions. Our consumers understand it as a lifestyle of fun, boldness, mischievousness and conviviality with their tribe.

### **5. What is the key message that Bandida wants to transmit to its consumers?**

Every day is an opportunity to enjoy life to the fullest and we believe that unplanned moments of fun are often the best. So, we defy our consumers to free their spontaneity and be brave.

### **6. What differentiates Bandida do Pomar from other ciders in the market?**

The main differentiation is the irreverent positioning and communication as the product is aligned with Portuguese consumer preferences.

### **7. Why there exists two different packages for the on trade channel and the off trade channel?**

As referred, we want to ensure a coherent approach in every touchpoints, which includes packaging differentiation and asymmetry against competition.

### **8. What is considered to be the future strategy of the brand?**

Our main strategy is to keep reinforcing brand positioning and communication in order to increase penetration and bring value to cider category. Also, Bandida belongs to a portfolio of 3 brands (with different roles, different packs and different consumers) that is a strong weapon to support category growth.

## **Questionnaire Analysis**

This questionnaire was developed in order to analyse the reputation of some brands inside the cider market in Portugal along with the factors that drive consumers to choose a specific brand instead of other. The questionnaire was built using Google Docs platform and it was shared through Facebook and e-mail in order to collect responses. Next, it is possible to analyse the results obtained and conclusions provided by each question, which were used to develop the present case-study.

### **1.1. Questionnaire Cider Market**

This survey is part of my master's degree dissertation from ISCTE. The purpose of this survey is to understand the opinions and perceptions of consumers in the cider category. All the data provided will remain confidential, there are no right-or-wrong answers and your honest opinion is what is most important.

Thanks,

IM

#### **1. Age**

18 - 20

21 - 25

26 - 30

31 - 40

+ 41

#### **2. Gender**

Female

Male

#### **3. How often do you drink alcohol?**

More than 3 time a week

1 to 3 times a week

1 to 3 times a month

Never

**4. Have you ever tried ciders?**

Yes

No

**5. Why do you consume ciders? (if you don't, do not answer this question)**

Flavor

Price

Calories

Brand

Other

**6. When thinking about ciders, what is the first brand that pops to your mind?**

Somersby

Strongbow

Bandida do Pomar

Old Mout

Outra

**7. Have you ever heard about Bandida do Pomar?**

Yes

No

**8. Have you ever tried Bandida do Pomar?**

Yes

No

**9. How did you get to know Bandida?**

Restaurants/Bars

Supermarket

Instagram

Outdoor advertisement

Others

I don't know the brand

**10. Are you familiar with the brand's Instagram?**

Yes

No

**11. Besides selling a product, Bandida wants to become an icon. Do you think that it is being successful?**

Yes

No

**12. What is the first thing that you think when thinking about Bandida do Pomar?**

**13. How would you be more interested on getting to know Bandida do Pomar?**

Promotions

Giveaways through Instagram

Product Selling of the brand's merchandise

Events

Samples

Others

**14. If you answered "Others", explain the reason why.**

15. Would you continue to consume Bandida do Pomar? If you haven't even tried it, would you consider it?

Yes

No

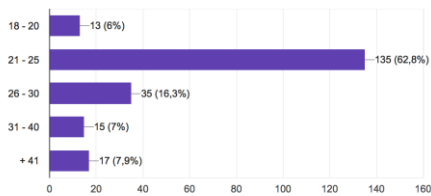
Maybe

Thank you!

### 1.2. Questionnaire Answers

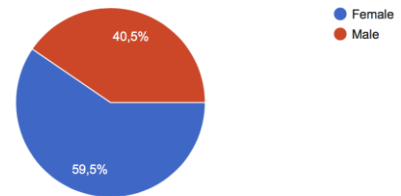
Age

215 respostas



Gender

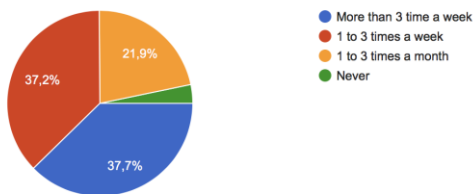
215 respostas



The questionnaire was able to reach a majority of people that pretence to the brand's main target, which contributes to a trustworthy analysis towards the brand.

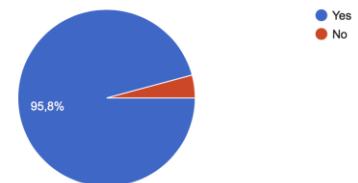
How often do you drink alcohol?

215 respostas



Have you ever tried ciders?

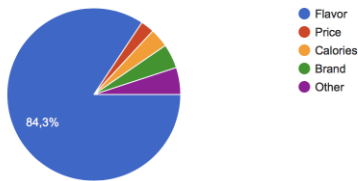
215 respostas



Most of the target drinks in a regular bases and already has tasted ciders.

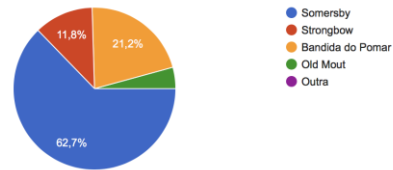
Why do you consume ciders? (if you don't, do not answer this question)

198 respostas



When thinking about ciders, what is the first brand that pops to your mind?

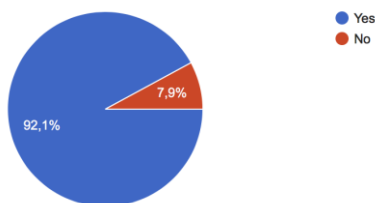
212 respostas



The reason why people choose ciders continues to be its flavour (84.3%), although the name of the brand is still very significant when choosing a brand to purchase. Somersby continues to be a top of mind brand in the minds of consumers, although it is followed by Bandida do Pomar right away.

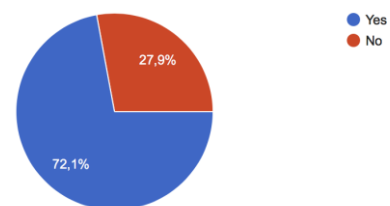
Have you ever heard about Bandida do Pomar?

215 respostas



Have you ever tried Bandida do Pomar?

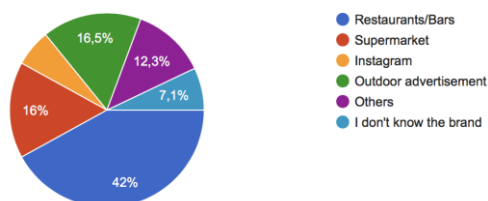
215 respostas



When analysing both of these graphics as one, we are able to conclude that, despite not knowing the taste of Bandida's product, consumers have already heard about the brand somewhere.

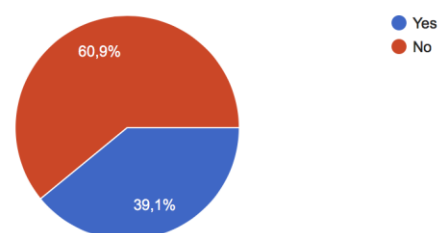
How did you get to know Bandida?

212 respostas



Are you familiar with the brand's Instagram?

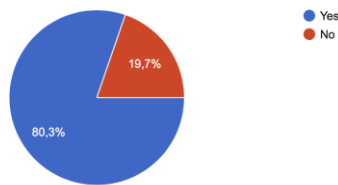
215 respostas



As we can observe in the first graphic, the on-trade channel has a huge impact when communicating the brand (42%), although the outdoor advertisement also contributes to the brand’s identity expansion. Despite being constructing its position mainly through social media, Bandida do Pomar has a long path to go through in order to make a statement and be known.

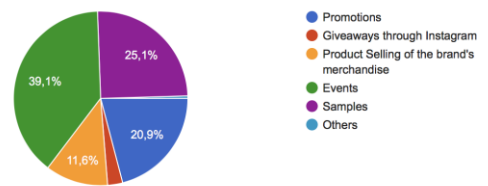
Besides selling a product, Bandida wants to become an icon. Do you think that it is being successful?

213 respostas



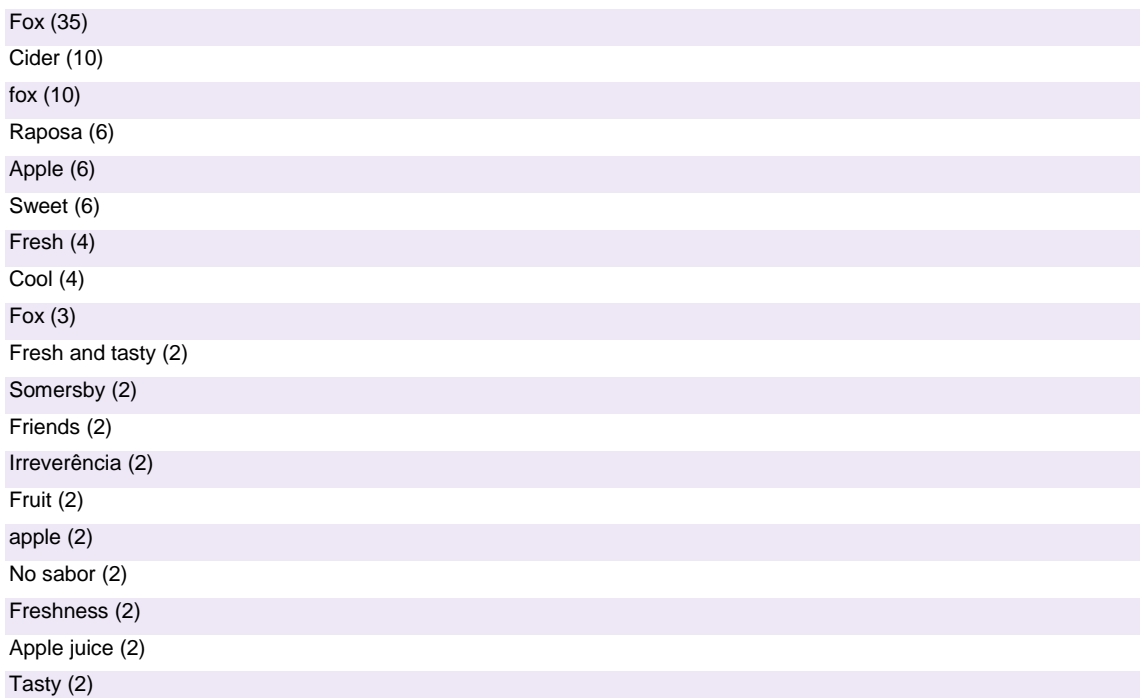
How would you be more interested on getting to know Bandida do Pomar?

215 respostas



Overall, Bandida do Pomar is starting to reinforce its icon – the fox and its increasing the consumer’s interest into getting to know more about this brand.

## What is the first thing that you think when thinking about Bandida do Pomar? 192 respostas



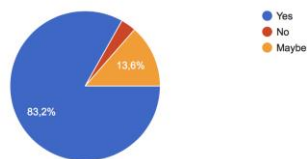


Black (2)  
Walking fox  
Logo  
Youth  
Logo  
Image of a fox  
the logo  
Verão  
Raposas  
Maça  
Cidra  
Criatividade  
national brand  
Sommersby copy  
Different  
A sider with young spirit  
Nao têm sommersby aqui  
the drink logo  
Inferior to sommersby  
Should try it  
Personalidade  
Sagres  
Agricultural products  
Black and white, Fox  
Some Portuguese Pop Singer  
Flavor  
I don't know the brand.  
raposa  
Irreverente  
Someone's nickname  
Sweetness  
Tastes well  
Nada  
Cider and the fox stencils spread around Lisbon  
Um pomar  
Copo preto de plástico  
Apples  
It's not my first option  
not that good cider  
Cheeky  
Fox logo  
Maçã  
.  
Wild  
A person eating fruit right from the tree  
Imagem de raposa a correr  
Ice  
Thirsty  
100 Montaditos  
Pomar  
Cerveja

- ciders and the fox
- Trail
- thief
- Maçãs
- Nothing
- FResh
- Country
- Sparkling
- good
- liked
- juicy
- love
- Algo menos recomendável! Sorry.
- the fox symbol
- Foxxx
- backpack
- black
- different
- unique
- giveaway
- grafitti
- giveaways
- Wolf
- Foxy
- Smooth
- Juicy
- Good
- 7up
- Sweet and fresh
- Black and white
- Outros (6)

Would you continue to consume Bandida do Pomar? If you haven't even tried it, would you consider it?

214 respostas



To conclude, Bandida do Pomar is going through the right path, despite the fact that it also has to go through a long road to reach the brand's main goals.

Appendix 10: Questionnaire – Cider Market

Source: Own elaboration