

**SNACKWILL: LAUNCHING A NEW BRAND OF  
HEALTHY SNACKS IN THE MARKET**

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## **I. Resumo**

Enquanto projeto de empresa no âmbito de um estágio na Angry Ventures, o principal objetivo deste projeto foi apoiar um cliente no lançamento de uma marca de snacks saudáveis entregues a empresas através de uma plataforma de *e-commerce*.

O desafio envolveu a criação da identidade da marca e suporte no desenvolvimento do conceito da marca. Assim, diferentes técnicas foram utilizadas dentro da metodologia pesquisa-ação em conjunto com o cliente de forma a desenvolver os fatores chave da identidade da marca e desenhar o conceito da mesma na fase de pré-lançamento.

O desenvolvimento do conceito da marca contou com a participação do programa de aceleração de start-ups AgroUP promovido pelo Centro de Negócios Loures INOVA situado no M.A.R.L. – em que diferentes técnicas e exercícios foram aplicados como parte do programa de suporte a empreendedores na validação e definição de modelos de negócio relacionados com a indústria agro-alimentar.

No fim do projeto, a marca foi lançada no mercado através de diferentes acções de marketing que foram implementadas como consequência da pesquisa desenvolvida e das diferentes técnicas aplicadas pela equipa e pelo cliente.

## **II. Summary**

As an in-company project in the scope of an internship at Angry Ventures, the main objective of this project was to support a client on the launch of a brand of healthy snacks delivered to offices through an e-commerce platform.

The challenge involved the creation of the brand identity and support on the development of the brand concept. Therefore, different techniques were used inside the action-research methodology together with the client in order to develop the key factors of the brand identity and to outline the business concept in the phase of pre-launch.

The development of the brand concept counted with the participation of the start-up acceleration programme AgroUP promoted by the Business Centre Loures Inova at M.A.R.L. – in which different techniques and exercises were applied as part of the programme to support entrepreneurs on validation and definition of business models related to agrifood industry.

In the end of the project, the brand was launched in the market through several marketing actions that were implemented as consequence of the conducted research and different techniques applied by the team and the client.



### **III. Executive Summary**

This project consists on the launch a brand of healthy snacks delivered to offices through an e-commerce platform in the scope of an in-company project at Angry Ventures during the researcher's summer internship.

Angry Ventures is a venture studio that acts in five different areas: Digital Marketing, UX/ UI Graphic Design, Web Development, Business Development and Innovation Programmes. It builds their own software products, helps clients in the five areas of expertise and invests in disruptive ideas.

Building the brand identity for the business and support the client outlining the business concept were the two main objectives of this project in what refers to marketing activities.

Different entities participated in this project: the Angry Ventures team, the clients that required this project – an agronomist and a nutritionist - and different stakeholders involved from the Startup Acceleration Program AgroUP that supported this project with constant feedback, mentoring and know-how to help the researcher and the client to outline the brand identity.

The methodology applied was the action-research, allowing the application of constant research and improvement during the project. For each objective – creating the brand identity and support outlining the brand concept, two research cycles were applied with different research techniques and exercises.

During the development of the brand identity, matching theory with research, the team reached an archetype to represent the core of the brand, which was used as a guideline to make further cohesive decisions regarding the business model and the communication of the brand.

Considering the brand archetype selected, it was developed a product segmentation strategy such as other orientations for the marketing mix, a first business model for the initial phase of the brand was created and different communication channels were launched. This was created with the support of the Startup Acceleration Programme AgroUP from Loures Inova, where the client participated together with the researcher to address questions related to the brand concept.

The process resulted in the launch of a new brand oh healthy snacks that works under an e-commerce platform also developed by Angry Ventures that delivers dehydrated fruits, vegetables and dried fruits to offices called SnackWill.

Further research is suggested to approach some questions that remain regarding the actual potential of the business model and the market opportunity of the products in cause.

**Keywords:** Marketing, Brand Identity, Brand Concept, Startups

SnackWill: Launching a new brand of healthy snacks in the market

**JEL Classification System:** M31 Marketing, M13 New firms, startups

## 1. Research problem background and context of the issue

Angry Ventures (AV) is a venture studio located in the centre of Lisbon that builds software products related, helps companies to develop or iterate their own projects and invests in innovative and disruptive business ideas. AV operates in five different sectors: Digital Marketing, Business Development, UX/UI Graphic Design, Web Development and Innovation Programs. It's a company with 4 years old with a team of 8 employees from different backgrounds.

The philosophy of the company settles on promoting change and innovation by building disruptive and memorable experiences, both for their clients and for the products created internally:

*“We build, invest and help awesome and disruptive companies that want to make a difference. We craft tech products, design human experiences, create full-stack digital strategies for businesses and support new ventures with investment or consultancy.*

*How we do it? We do it through technology and a bullshit free approach. Altogether, we made a fully transparent, integrated methodology that includes areas such as UX/UI, Design, Digital Marketing, Business, and Software Development. Bounds and relationships make the world move faster, and that's why we want to create the most memorable experiences. So we decided to gather a group of people who want to play their part and, united, we are developing new businesses that will improve someone's life.”-* Angry Venture's LinkedIn mission statement.

During the Digital Marketing internship at AV in the summer of 2017, the researcher was challenged to participate in the creation of a start-up company for an external client, which involved the participation in the creation of the brand identity and support in outlining the brand concept.

The client that challenged AV with this project is a professional agronomist with a post-graduation in Innovation and Entrepreneurship and had several experiences as entrepreneur as side projects during his professional life. For this project, he counted with the help of his partner – an experienced nutritionist with involvement in projects that promoted a healthier lifestyle in the Portuguese Health National Service.

The project was proposed to Angry Ventures by the client in the beginning of June 2017. The main goal was to launch a new brand of healthy snacks in the market operated by an e-commerce platform that would monthly deliver healthy snacks to companies in Portugal.

In the client's mind, the core concept of the brand would be to promote a healthier lifestyle in the companies and Portuguese employees by turning healthy snacks easily available at the offices and provide a moment of wellbeing during the workday.

It was agreed that the sales would be done exclusively online through the website and the products would be delivered directly to the companies to facilitate the access, contrary to a physical store. The focus and the majority of the efforts of the marketing strategy would be digital and the project aimed to reach two different targets: the final consumers who eat the snacks and the company's decision maker who would decide to make the investment for their employees.

To conclude, this project approaches the definition of the brand identity and the brand concept created around the initial proposal from the clients.

## 2. Literature Review

### 2.1. Brand Identity

The brand identity encompasses the brand name, marketing communications, promotion and merchandising, product/ service performance, selling strategies and the graphic system that will determine the essence of a brand (Upshaw, 1995). The brand communication aligned with a strong brand identity allows the brand achieve a certain positioning that differentiates from other brands in the market and creates value for the consumers (Park, Jaworski, & MacInnis, 1986).

The personality traits of a brand will give origin to the strategic personality of the brand that together with the positioning will be the basis of the brand essence (Upshaw, 1995).

The brand essence will be everything that contributes for the “why” is the brand chosen by the consumer and is the core element of the brand identity, also known as the “heart and soul of a brand”. (Auken, 2000).

“A successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives as relevant, with unique added values which match their needs most closely” (Ghodeswar, 2008).

Brand identity is the set of guidelines and directions that all the brand elements should follow in order to be perceived by consumers in a certain way (Mindrut, Manolica & Roman, 2015).

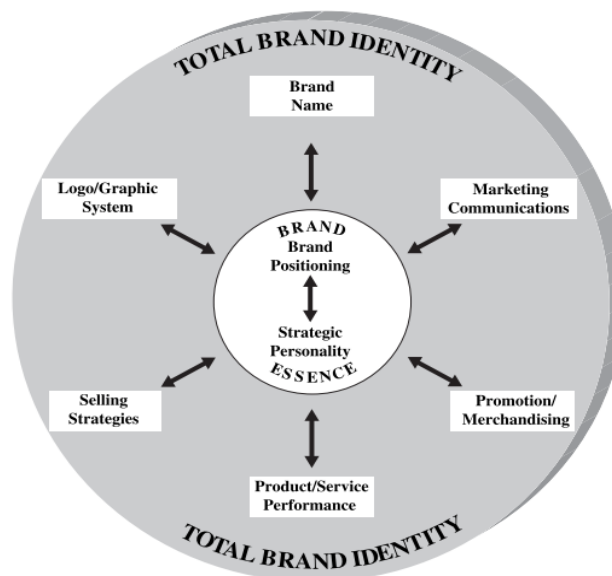


Figure 1 - Total Brand Identity (Upshaw, 1995)

## 2.2. Brand Image

Brands have an identifier role regarding the products or services that the organization is offering and are responsible for every part of the service until it reaches the consumer. As a consequence, the image of the brand perceived by the consumer will be determinant on his or her relationship with the brand (Keller, 1998).

The brand image is formed by all the consumer's beliefs about the benefits, attributes and associations of a brand that is the basis of the overall evaluation towards the brand – the brand attitude (Faircloth, Capella & Alford, 2001).

### 2.2.1. Brand associations: attributes, benefits and attitudes

Brands enable different kinds of associations in consumers' minds: attributes – the first level of association, benefits – at a second level, and attitudes – at a third level, impacting their perception and involvement with the brand (Keller, 2008).

The **brand attributes** are the functional features of the brand that can be classified as product-related or non-product related, both subjective due to the variation of consumer's interpretation of the brand marketing mix (Wood, 2000; Keller, 2008).

The **benefits** are the perceived outcomes by the consumer of using the product or service. The **attitudes** are the most intangible association category and are the overall evaluation of the brand and the strength of that feeling (Keller, 2008).

These two last associations – benefits and attitudes - are extremely impacting on consumer's image about the brand because already imply how the brand is perceived and/ or an overall evaluation about the brand (Faircloth, Capella & Alford, 2001).

In order to create added value, the brand must be evaluated favourably by consumers, the associations made must be strong enough to be recalled in a positive way in consumer's minds and should create unique associations that differ and highlight that brand from the others in the market (Keller, 2008).

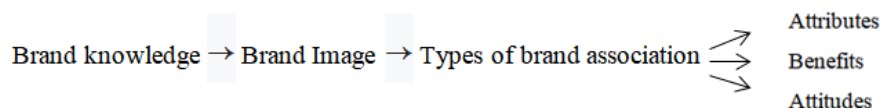


Figure 2 - Brand knowledge and brand association (Keller, 1998)

### 4.3. Brand Essence

The Brand Essence synthesizes the heart of a brand in a way that can be easily perceived by consumers. It's part of the brand essence the attributes, the key benefits of the brand and the emotional rewards – as reviewed previously - and the values and the personality traits that represent the key aspects of the brand purpose and that together will shape the brand promise (Chernatony, 2011; Kapferer, 2008).

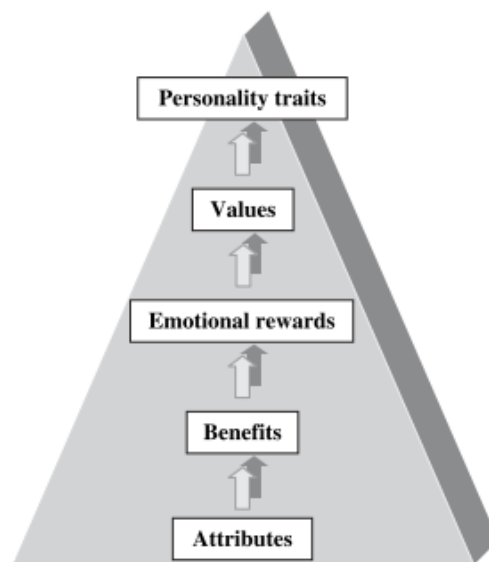
#### 2.3.1. Values

**Values** are the beliefs of the most desirable outcomes in opposition to alternative others that are able to conduct human behavior in order to reach certain results (Rokeach, 1973).

The Means-End chain of Gutman (1982) defends that people in society use their own **values** to base decisions they believe that will result on desired end states and that this process can be derived from engagement on consumed products, activities or brands.

According to Reynolds & Gutman (1988), brand values are responsible for providing important inputs and a deeper understanding of the strategical positioning of the brands in the market.

Consumers choose brands with values that reflect their current or desired personality traits and by influencing their behavior, brand values have a significant impact on consumer's brand decision (Chernatony, 2011).



*Figure 3 - The Elements of Brand Essence Using the Brand Pyramid (Chernatony, 2011)*

### **2.3.2. Personality Traits**

According to Aaker, D. (1996), the more descriptive and complex brand elements are, the richer and stronger the brand identity will be – turning easier to consumers to create brand associations on their minds.

The **personality** of a brand boosts its identity in a way that consumers feel more connected and related with the brand (Aaker, D., 1996). A strong brand personality easily recognizable by consumers facilitates the understanding of the brand attributes and benefits by making them associate the brand personality traits to the features of the products or services delivered (Aaker, D., 1996).

Aaker, J. (1997) suggested Five Dimensions of Brand Personality: sincerity, excitement, competence, sophistication and ruggedness that are influenced by the marketing variables and have impact on the perception of the brand personality by consumers.

Brand personality can be expressed through different elements, such as “user imagery, packaging, sponsorships, symbols and advertising” and other elements, allowing brands with similar attributes to be differentiated in the market (Phau & Lau, 2001). Consumers will use brands to express themselves and to experience the emotional benefits that arise from its consumption (Phau & Lau, 2001).

The personality traits of the brand are formed as a consequence of the categorization of the brand values that help consumers to reach out the emotional values of the brand, as consumers easily attribute personality human traits to brands (Azoulay & Kapferer, 2003).

Brand personality is defined by Keller (2008) as “the human characteristics or traits that can be attributed to a brand”. According to Chernatony (2011), a strong brand personality will facilitate a bond with the consumers, making them admire the brand and perceive it with human characteristics.

### **2.3. Brand Archetypes**

The theoretical perspective of Jung (1936) suggests the existence of two kinds of human unconscious: the personal unconscious - constituted by elements that one day were part of the consciousness but were forgotten or repressed by the human mind; and the collective unconscious constituted by elements inherited by the human nature and formed by archetypes that were never part of the consciousness.

Archetypes are “universal images” made of “pre-existent forms” common to all individuals that are part of the collective unconscious. Archetypes are universal because can be identified by any human no matter the location, gender, culture and age, and impersonal because were never part of the personal unconscious, without being individually acquired (Jung, 1936).



Archetypes are also cross-cultural and recognizable regardless of the space, time and history by the human being, possible to be identified and reproduced in any part of the world (Zayed & Mook, 1999).

The associations and the meaning of the brand for consumers create emotional affinity and are extremely important for consumer's relationship with the brand. Archetypes can be used to delineate the meaning of the brands and create stronger brand identity strategies that can be easily recalled by consumers (Mark & Pearson, 2001). Therefore, a brand that evokes certain characteristics in her communication will make consumers recognize traces from the collective unconscious. It's of importance to have in mind that consumers with traits of a certain archetype will be more likely to identify themselves with brands that share the same archetype through the symbolic meaning (Mark & Pearson, 2001).

Mark & Pearson (2001) condensed the motivational categories into 4 human motivator factor categories: Each category represents a motivator factor for human behavior that is divided in two axis: social belonging vs. independence/ self-realization and mastery/ risk; vs. stability/ control (Fig. 4).

- **Social belonging vs. Independence/ self-realization:** humans are motivated to have behaviors that make them feel loved and part of a group, but at the same time, also have motivation to be individualistic on making decisions and choose their own way regardless of other people.
- **Stability/ control vs. Mastery/ risk:** people motivated by stability and control need comfort and security in their lives, making them not risking a lot and maintain a routine while other people guided by mastery feel the need to take risks and do whatever it needs to accomplish their goals.

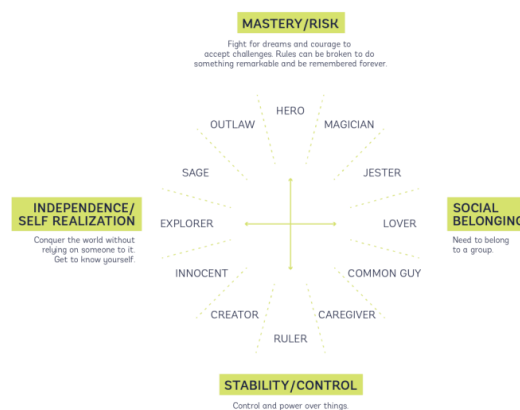


Figure 4 - The 12 Archetype's positioning, adapted from Mark & Pearson

The 12 Archetypes aligned with motivation behavior categories lead to the creation of meaning to consumers. The use of archetypes allows a strong and memorable brand identity through symbolism that endures on consumer's minds and work as a clue to recall the brand in the decision making process and during the buying journey (Mark & Pearson, 2001).

The interpretation of the brand communication by the consumer is done through consumer associations with the brand under its perceived elements. Thus, the archetype of a brand is transmitted to consumers as the result of their imagination as consequence of the brand representations and associations created in their minds (Tsai, 2006).

## 2.4. Consumer Journey

### 2.4. 1. Buying decision journey

A framework of the consumer journey was developed by Court et al. (2009) integrates a four stage journey: initial consideration, active evaluation, purchase and post-purchase experience (Fig. 5).

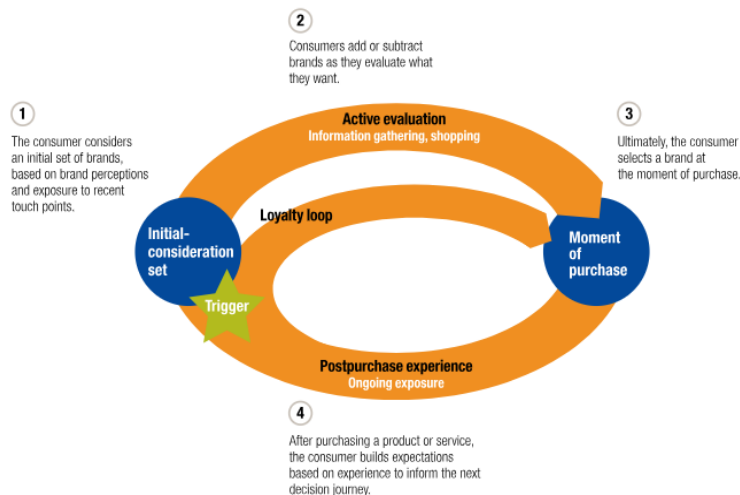


Figure 5 - The new consumer journey (Court et al. 2009)

The consumers start their journey by **considering** the brands they already have in mind as a result of the brands' initiatives and communications in different touch-points. On the second stage, the consumer is going to **filter the brands** from the initial consideration set and add more brands along with the **research of alternatives** while **gathering information**. During this stage, 2/3 of the touch-points include brand internet reviews, word-of-mouth and recommendations from friends and family.

The third step is the moment of purchase in which the consumer selects a brand and decides to purchase from it. On the post-purchase stage, the consumer evaluates the acquired

outcomes and creates expectations that will serve as clues for the next decision journey that will influence the level of loyalty towards the brand (Court et al. 2009).

All these steps involve brand considerations from the consumer as judgements that are a consequence of the brand's meaning for the consumer that will impact their decisions.

Later, Darley, Blankson & Luethge (2010) proposed a model of the online consumer behavior and decision making process, as figure 6 illustrates:

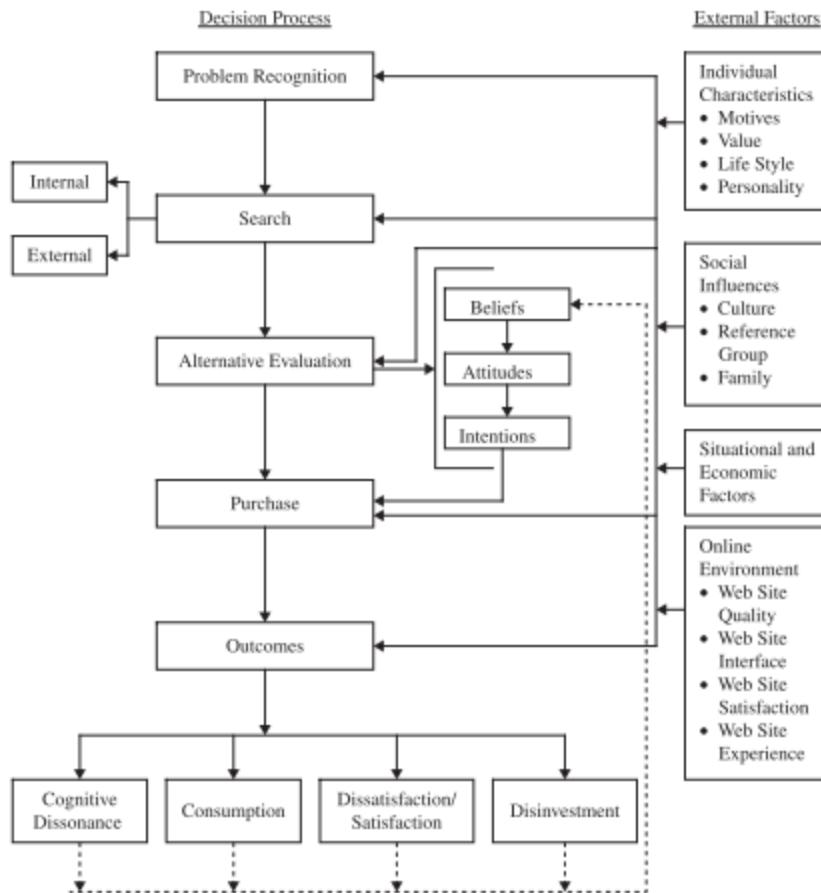


Figure 6 - A modified model of online consumer behavior and decision making (Darley, Blankson & Luethge, 2010)

According to this model, besides the important role of the stages of the decision making process, factors such as beliefs, attitudes and intentions have a great influence on the choice of alternative evaluations and purchase stage.

Besides the external factors, the individual characteristics of consumers, their social influences, situational and economic factors and the online environment of the website also assume an important role on consumer journey and influence all the decision process until reaching the outcomes of the purchase (Darley, Blankson & Luethge, 2010).

With the explosion of new media, the consumer's attention is divided and spread through different channels of information every second. This high demand from consumer's side forces brands to differentiate, attract and engage the consumer (Darley, Blankson & Luethge, 2010).

The traditional consumer decision making is a complex process constituted by different phases that starts from the moment when the consumer **identifies a problem** – a gap between the current and the desired state (Solomon, 2017).

To close this gap, the consumer will **search for information** in the market regarding products or services that might be able to meet their needs. On comparing and **evaluating different alternatives**, brand attributes and other evaluative criteria will be determinant until the **decision is made** and the **purchase** is done. This journey finishes with an overall evaluation of the purchase, considering if it met his or her needs that will influence further buying decision (Solomon, 2017).

#### **2.4.2. Different roles towards the consumer journey**

The organizational buying behavior might include different roles towards the journey formed by all the members that somehow contributed to the purchase: the initiators, the gatekeepers, the influencers, the decisor, the buyer, and the user that can be performed by the same individual or by several (Webster & Wind, 1972).

The **initiator** is the individual who recognizes the problem and initiates the process to find a solution. The **gatekeeper** is the responsible for gathering information that can be valuable to solve the problem, such as different alternatives so that the decisor can select the product to choose from. Several **influencers** can play a role meanwhile, leading the **decision-maker** to a certain product. In the end, the one who purchases the product is the **buyer** and the **user** is the one who will value and use the product (Webster & Wind, 1972).

The consumer of the 21st century wants to be informed about what is buying, have an easy access to compare products, features, prices and brands online, being every time more important to meet consumer's needs (Edelman, 2015), which highlights the importance of building online awareness for brands.

The consumer behavior is always evolving through different variables and the access to information that brands have about the consumer is a plus that allows brands to segment the offer and add value to the consumer (Edelman, 2015).

### 3. Conceptual Framework

The main goal of this project was to support the client on the creation of a cohesive brand of healthy snacks for offices and launch it in the market.

Considering the several brands in the market and the high amount of information available to consumers make their buying decisions, the importance of creating a strong brand identity able to be identified, memorized and recalled by the consumer arises.

For this reason, investigation under brand image, brand essence was done together with the impact that brand archetypes can have on consumers' in the moment of choosing a brand with the symbolic representations that arise from the several brand actions.

This modelling of brand identity serve as guideline for strategically make decisions about the brand business model and the communication in the future without losing its identity.

In light of this research, several tools will be applied to answer the initial problem to answer this on-going process of continuous action and research.

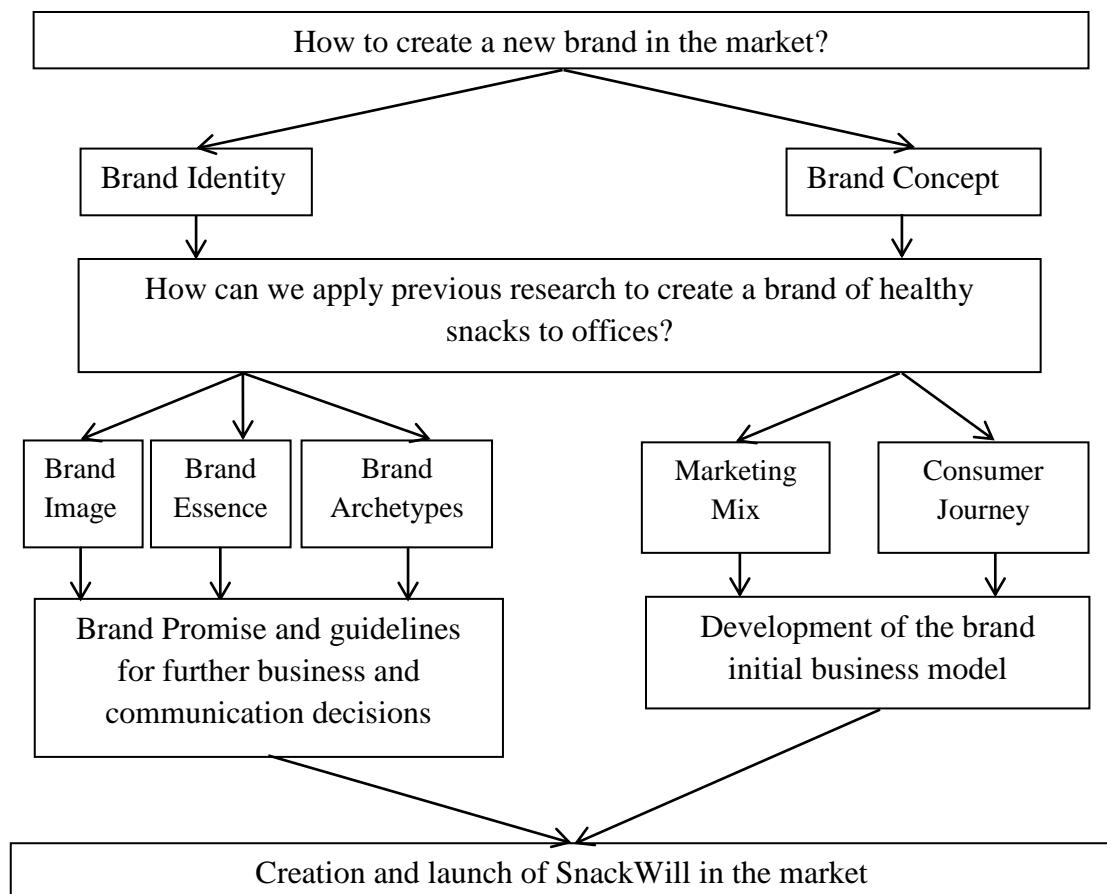


Figure 7 - Conceptual Framework of the project

## 4. Methodology

### 4.1 Action-research

Marketing research has the objective to identify, collect, analyse, disseminate and use information to guide the decision making process in marketing strategies that are used to solve a problem. According to Malhotra & Peterson (2002), research in marketing involves the definition of a problem, the development of an approach, the formulation of a research design, field work or data collection, data analysis and the elaboration of the report.

As stated on the context of the issue, this project was an in-company project developed in collaboration with Angry Ventures, the clients and other entities that provided feedback and mentoring during the outlining of the brand concept from the start-up acceleration program AgroUP powered by Loures INOVA at M.A.R.L.

Action-research is a methodology adequate to this research once it has the objective of finding a solution for the proposed problem, put it in practice and improve the ideas and the solutions along with the research process.

The project counted with a multidisciplinary team of Angry Ventures composed by Digital Markers and a Graphic Design & Brand Strategy specialist to create the brand identity and support on the brand concept. It also counted with the previous experience of the client on start-up founding and agribusiness, the support with the nutritionist and feedback of experts on areas related to agribusiness and start-up creation from AgroUP acceleration program. These resources created a collaborative and multidisciplinary synergy between every member that allowed a continuous reflexive process of problem solving while the solutions encountered were applied along the project.

**Action research** is a methodology that links the theory with the practice (McNiff & Whitehead, 2002). This methodology involves action, reflection, theory and practice all together with the objective to find practical solutions for a problem (Brydon-Miller, Greenwood & Maguire, 2003). This on-going process is usually part of a sequence of events that is generated in a collaborative partnership between the active researchers. Along with the course of the investigation, all the members involved took action using research to find practical solutions for the problem defined (McNiff & Whitehead, 2009).

Coghlan & Brannick (2014) see action-research as a cyclical methodological process (fig.7). Understanding the context of the issue is a pre-step that involves the analysis of the external and internal factors that have influence on the project. Once the context and purpose

of the problem are analysed, the researcher follows the other three steps of action research: planning action, taking action and evaluating action.

Because the project involved creating a brand from scratch, there were used different methodologies and tools suitable to meet each objective within the action research methodology. Therefore, over this investigation, different cycles of action research were covered to answer the different objectives proposed.

For each objective, a cycle of action research was covered across the different action-research stages. Following the key aspects of the project, each objective was taken as a spiral of action research. Thereby, **the cycle 1 corresponds to the creation of the brand identity** and the **cycle 2 to the support on outlining the brand concept**.

- The first objective was to create the brand identity through the brand essence pyramid and find an archetype for the brand that could reflect its identity and would work as guide for the brand actions and communication in the future.
- The second objective was supporting the client by outlining the definition and the development of the brand concept. It included research on benchmark and consequent support on the business model definition, on understanding the market and the consumers and also supports the product segmentation respecting the brand identity.

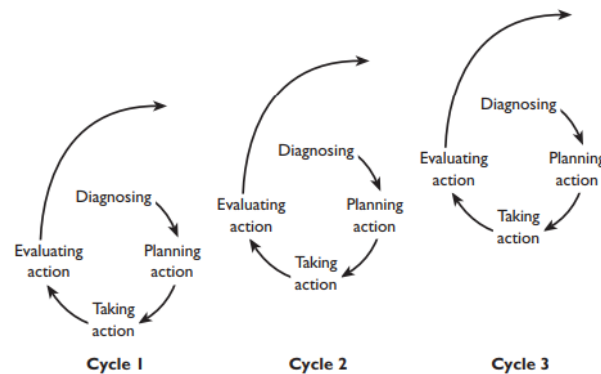


Figure 8- Spiral of Action Research cycles (Coghlan & Brannick, 2014)

It's important to notice that because this research is part of an in-company project, involved the clients as the final decisor of every proposal suggested during the project. For this reason, due to different variables and other external factors to AV and the researcher, not every action went according to what was planned in the beginning and consequently, not every stage of action research was always addressed for each objective.

**Objective 1: Brand Identity**

Starting with the **diagnosis**, the first step was to understand the project on the side of the clients including the main objectives of the project, what could be done and in which aspects could Angry Ventures support to accomplish the objectives.

After an initial conversation in which the clients presented the ideas and explained the context of the problem described previously, another meeting was planned to build a **CSD matrix** on a brainstorm with the clients and AV team.

CSD stands for Certainties, Suppositions and Doubts and the matrix is created as result of the respective CSD’s that come along during a brainstorm discussion of a project. This tool helps to create a common vision of the project while ideas are debated, solutions are defined and questions are raised to be answered with further research and application along the project. The main objective of this dynamic was to better understand the steps that needed to be taken, how and which was the information needed and what needed to be validated for the project.

Using *post-its* to write all the thoughts, each idea was categorized into a certainty, a supposition or a doubt, fulfilling a similar matrix to Table 1 in order to create an overall view of the project and a shared mindset between the team and the client.

Certainties	Suppositions	Doubts

*Table 1 - CSD Matrix layout*

To better understand the external factors that would influence the project, a **PESTEL** analysis was conducted to deepen the political, economic, social, technological, environmental and legal factors related to the creation of the brand.

The level of competitiveness and the level of difficulty of entering the market were also measured to better understand the possible obstacles and advantages of entering the market through a competitor analysis of the **5 Forces of Porter**.

**Planning action** was the step that came after in order to decide how to approach the problem of creating the identity for a brand that is in the process of being created. To accomplish it, the **Brand Essence Pyramid** was used because it would enable the researchers and the clients to have a broader vision of the brand in terms of attributes, benefits for the customers,



emotional rewards and values as a global entity. The researchers also decided to elect a **Brand Archetype** that would consolidate all the essence of the brand and give life to the brand as a persona with objectives to accomplish desires, goals, fears, tasks, traps and gifts. The decisions of using archetypes helped to shape and design the brand concept more clearly.

To apply the previous planned actions, the team **took action** by meeting with the clients for a brainstorm session in which exercises were applied to reflect upon the brand essence and reach out for an archetype.

The last step of the action research cycle is to **evaluate the action**. For this objective, evaluation wasn't done because to test the brand identity it would be necessary to understand consumer's perception about the brand and that could only be possible with brand awareness in the market.

### **Objective 2: Brand concept**

The step that followed the brand identity creation was defining the brand concept properly. The clients already had the business model in mind but were open to suggestions and ideas that could add value to the project. For that, the team started by **diagnosing** the problem supporting on the brand concept for that cycle of action research.

A research on the **consumer trends and behavior** was conducted together with a **benchmark analysis** regarding brands and business models that deliver meals and snacks to offices/ houses through online order. Following this, it was also given support to the clients regarding the **product**, its **segmentation** and on the **brand name**. This research was made by the researcher using digital marketing tools such as Key Word Planner from Google AdWords and GoogleTrends together with brainstorm sessions with AV team in order to know better the market and create an innovative brand concept that would respect the brand identity.

Because the brand concept already had been partially idealized by the clients, this process consisted on a deepen proposal of brand concept and product segmentation that shaped some ideas that would be need further validation by the client.

To **plan the action**, the information collected was analysed and discussed in team and with the clients in order to create a brand concept that could add value to customers.

During this period, the client signed up and was accepted into the start-up acceleration program AgroUP by Loures INOVA to help to consolidate the brand concept in the market.

**Taking action** was done by helping on the development of the brand concept doing the match between the client's ideas and all the information collected in the steps before. To consolidate the brand concept, the researcher participated with the client on AgroUp Start-up Acceleration Program powered by Loures INOVA.

Loures INOVA is a business centre located at M.A.R.L. - Mercado Abastecedor da Região de Lisboa (Provider Wholesale Market of the Lisbon region) that promoted a startup acceleration program called **AgroUP** that works as a start-up incubator and accelerator with the objectives of developing the agrifood sector, transports and logistics in the area of Lisboa. Projects and individuals who aimed to develop their ideas could apply to this programme and, according to an evaluation that measured the suitability of the project, the corresponding team would be invited to participate on the start-up programme and be part of the incubator centre to develop their projects.

AgroUp program was composed by 2 different sessions of 2 days – 6<sup>th</sup> and 7<sup>th</sup> October and 17<sup>th</sup> and 18<sup>th</sup> November. There were 10 teams participating in AgroUp with different projects in hand related to agro-business. To each team it was given a mentor responsible to support on specific questions, facilitate some networks, debate ideas and follow-up the project. The following program refers to the first part of the bootcamp that counted with formation in different areas:

- “Opportunities, Trends and new products and services in the Logistics and Transport sectors” by José António Rousseau;
- “Opportunities, Trends and new products and services in the Agro-food sector” by Natacha Pinto from INOVCLUSTER
- “Business Models in the Agro-Food, Logistics and Transport Sector” by Teresa Preta from Territórios Criativos
- “Customer approach” by António Cordeiro
- “Marketing and Sales” by Patrícia Cuenca from iMatch
- “Financial Plan” by João Nunes from Moneris

At the end of the day, a Speed Mentoring session was organized. This session consisted of 10 minutes of conversation between each entrepreneur / team and the guests. Each team had the opportunity in 5 minutes to present their project to a specialist guest and receive another 5 minutes of feedback. The mentors had different areas of expertise, such as management of companies, business plan, agri-food, logistics and transportation.

The second part of the bootcamp counted with:

- “Inspiring talks” in order to motivate the participants of AgroUP Program by Miguel Pina Martins from Science for You and Nuno Dias from BeiraSalgados;
- “How to make a Pitch”: Practicing different approaches to pitch: investment promotion, advertising, customer recruitment, among others by Bruno Santos Amaro by Tec Labs.

- Team work with mentors.
- Pitch presentation.

The bootcamp promoted the realization of exercises to help shaping the brand concept. In this context, the researcher and the client came out with an **Empathy Client Map** to better envision the client's needs and shape some **Buying Personas** for the products.

The Empathy Client Map was created having in account the two types of clients: the final consumer who will eat the snacks – the employee; and the influencer or decision-maker who will decide to buy the snacks for the company. Because it involves making a decision related to company benefits, it's very likable that this persona is part of HR, marketing or the administration department – depending on the company structure.

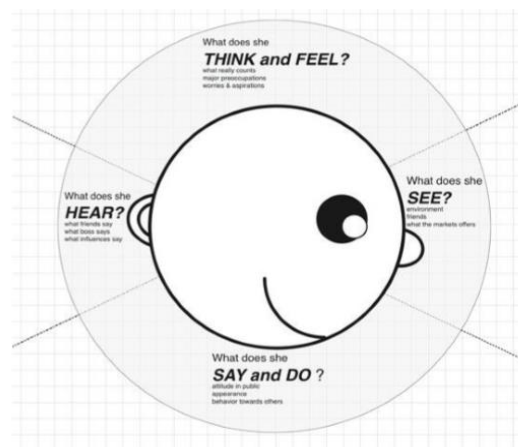


Figure 9 - Empathy Client Map layout

Different buying personas were also designed to represent in the most realistic possible way the main characteristics of the customers as if they were a real person. Based on the information collected previously about the consumers and the Empathy Client Map, 4 buying personas were designed to reach in both clients' segments in order to cover the different buying roles along the buying process.

The **Business Model Canvas** was designed to outline the business model of the brand and get an overview of the project strategy under the different pillars that would support the business.

The **Speed Mentoring Sessions** were a way to get feedback from expertises on the area regarding the work developed until that moment. During the bootcamp, this project was followed-up by Rodrigo de Melo e Castro from DNA Cascais, which supported the researcher and the client to reflect upon these exercises.

The brand concept was **evaluated** through the mentor's feedback provided at Agro-Up acceleration program. Some emails were sent to present the brand to the client's database

network and some meetings with companies that were prospect clients allowed to collect some feedback. However, this feedback wasn't neither representative nor strong enough to make radical decisions regarding the change of the brand concept.

#### 4.2. Key aspects of the project in the light of techniques used

Apart from the techniques used for the diagnosis, the objectives and the techniques used during this project to reach objective 1 and 2 can be summed up in the following table:

Objective	Technique	Small description of the technique
Creation of the brand identity	Brand essence pyramid and Brand archetypes	Brainstorm the features of the brand, including the rewards, the benefits for the consumers, the brand attributes and how the brand can be differentiated in the market. The brand essence pyramid was created together with the client by answering those questions collaboratively. Following that process, there were used cards that sum up each brand archetype and the one that had more concordance with the brand essence was chosen to guide the business strategy and brand communication.
Creation and validation of the brand concept	Online research; Brainstorms; Start-up acceleration programme AgroUP	Online research regarding benchmark and consumer trends using digital marketing online tools; Discussion of ideas in team according to the previous research; Acceleration programme for start-ups at M.A.R.L. that additionally to lectures from experts in agrifood, businesses and start-up creations, also counted with their feedback and speed mentoring that was a guideline to validate ideas regarding to the brand concept. It also counted with team exercises about the startup, such as: Business Model Canvas, the Empathy Map of the Client, the definition of the business idea and the elaboration of a video pitch.

Table 2 - Key aspects in the light of the techniques used

#### 4.2.1 Brand identity

Finding an **archetype for a brand** is a methodology used to create a consistent and compelling brand identity. The archetype will follow the brand since the moment of its conception and will guide every brand business decision and communication in a consistent and meaningful way for the consumer.

Based on “From Brand Vision to Brand Evaluation” (Chernatony, 2011) and “The Hero and the Outlaw: Building Extraordinary Brand through the Power of Archetypes” (Mark & Pearson, 2001), it was built a **pyramid for the brand essence**. Based on literature, the objective was to find the three main brand attributes, the brand benefits, the emotional rewards for consumers, the values and the personality traits by selecting the archetype that most defined the brand.

After an overall international market study about brands that could offer a similar service or products, each member of the marketing and brand strategy team gathered a list of characteristics that could define and differentiate the brand from the market.

Every team member studied the brand archetypes individually using 12 cards adapted previously by Angry Ventures that summed up the characteristics of each archetype: motto, main desire, main goal, main fear, strategy, weakness and main talent.

After a carefully analysis, each team member chose three cards that considered to be the most defining archetypes of the brand and one of them as the final archetype that was considered to be the strongest fit to the brand concept. Then, each team member explained the reasons for selecting each archetype and, together selected three potential archetypes to suggest to the client.

After this selection, a meeting with the clients was scheduled with the goal to select one single archetype for the brand. It was asked previously to the clients to bring a list of characteristics, rewards, benefits and to think about the brand as how it would be if it was a real person.

During the meeting, the brand characteristics brought by the clients were discussed and organized in brand attributes with the help of *post-it* to facilitate the categorization process. After reaching three different brand attributes formed by the list of brand characteristics, it was possible to get an overall view of the brand essence. With that overview on the top of mind, the team established with the client the main benefits, emotional rewards and values.

The three archetype cards previously selected by the team were shown to the client, a new discussion was headed to decide which one would fit better with the brand concept previously discussed.

After excluding one archetype and select the most suitable for the brand, the other archetypes were reviewed to double-check if other options wouldn't suit better than the selected archetype.

#### 4.2.2 Brand concept

To cover the initial ideas on the CSD, help to shape the brand concept, understand how this business work in other countries and their existent offer business models, a benchmark research was led to get some initial insights.

Together with online research, brainstorm sessions with the team and with the client were organised to define the product and its segmentation, the brand promise and the brand name.

Under these insights and research, tools like Ubersuggest Free Keyword Tool to generate ideas for the brand name based on keywords. *Go Daddy* and *dominios.pt* were the tools used to verify if the domain of the brand name was available for the website.

The concept of the brand was shaped through the participation on AgroUP – the acceleration program for start-ups on the agribusiness sector powered by Loures INOVA.

On the first bootcamp there were several talks that addressed opportunities, trends, and business models regarding agribusiness sector, transportation and logistics, client's approach, marketing, sales and financial plans. There was also teamwork, opportunity to build network with partners, a visit to M.A.R.L. and a speed mentoring session.

On the second bootcamp, there were talks and shared stories from entrepreneurs on how they created their business. Between the first and the second bootcamp, weekly activities were proposed regarding client's approach, brand promotion, investment and pitch construction. Therefore, **the researcher and the client created Buying Personas, an Empathy Client Map, a Business Model Canvas, the structure of the business idea and a video pitch.**

Over a brainstorm to understand the target, the team realized that this brand has two different types of consumer – the decision-maker and the final consumer.

The decision maker is the employee that is part of the entity responsible to make decisions regarding HR, marketing or administration. These kind of initiatives are more common in companies that value their employees and invest on employer branding to retain talents. These type of companies are usually characterized for having a young and innovative organizational culture, that share an open mind vision and give perks to their employees as motivation to stay in the company.

This kind of employer branding helps to promote the company along with their employees and retaining talent. Some common employee branding initiatives are schedule flexibility, team building programs, having snacks, coffee or other meals included in the contract, amongst

others. This type of company would be more likely to integrate SnackWill in their operation and investment than traditional companies that have less investment in these kind of benefits for their employees.

At the same time, and because the brand aims to implement a specific vision on the company and change the eating and lifestyle habits for the best, it's important that these companies see the health of their employees as important. Therefore, companies related with health industry and that have been highlighted with prizes related with a healthy lifestyle by entities also constitute an important characteristic as a target.

The other type of consumer is the final one – the one who will eat the snacks, will give feedback and have influence on the decision-maker to buy or not the snacks for the company. This type of consumer is more heterogeneous but ideally would seek for products and services that can promote and propel a healthy lifestyle with little effort that like and have the habit to buy online and seek for novelties and trends, especially on the healthy eating industry.

The **Empathy Client Map** is a map that helps teams on creating insights about the consumers for the products of a brand. It helps the team to gain insights by reflecting on how the client thinks and feel, say and do, see, hear, his/ her pain and gain points through brainstorm.

**Buying personas** are representations of the prospect clients of the brand – characters with roles, objectives and goals to achieve that can be satisfied by the offer of the brand. It helps teams to get to know better their possible clients and to understand better how the value proposition of brand can meet consumers.

The **Business Model Canvas** is a template used to expose the business model of the company and how is an organization planning to deliver value and get profit by considering all the implications and stakeholders for the business in 9 building blocks: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships and costs structure.

The Business model of the organization will help to have the business idea in mind – a sum up of who are the clients, their needs, the offer and its descriptions, the benefits and the differentiating element from the competition that will bring value to the client. It's a way to structure the business visually as a whole, allowing to create different versions with the progress and a basis to define the strategy and innovate.

Finally, it is with a **pitch** that is possible to expose the brand – the context of the business, the problem, the solutions, the opportunity and the presentation of the brand as a final solution.

During the 2<sup>nd</sup> bootcamp, it was organized an “How to make a pitch” session, a second speed mentoring session to train a pitch presentation and, following this, the final presentation

of the pitch to four invited juries from Global Entrepreneurship Network, European Business Angels Network, Associação Portuguesa de Turismo de Culinária e Economia and Moneris.

On the first speed mentoring session, the feedback from entrepreneurs and labourers from the agribusiness area was collected. Overall, this participation was an opportunity to adjust the offer and the brand concept to prospect customers based on their feedback and expertise advices.

All the feedback received during the boothcamp served as a guideline to improve the concept. This was evaluated later on through the feedback during the business meetings and leads that the client had contact with.



## **5. Building brand identity and brand concept: Data collection, analysis and conclusions**

In the course of the project, different techniques were used in order to follow the action-research cycle for each objective, as stated previously in the methodology section.

In this chapter, the techniques used are deepened in light to the work developed by the Angry Ventures team with the client to accomplish the objective 1 and 2, respectively.

### **5.1 Objective 1: Building Brand Identity**

To accomplish the goal of building a strong and cohesive identity for the brand, the team followed an action-research cycle composed by: diagnosing, planning action and taking action. Unfortunately, because the project didn't involve the phase of growth, it wasn't possible to evaluate the results.

#### **5.1.1. CSD Matrix**

To start with the diagnosis, the CSD Matrix was developed together with the client on a brainstorm to present ideas, to settle certainties about the brand, explore some issues to be addressed further as suppositions and doubts as subjects to be explored. This way, every member of the project could be aligned with each other and have a common vision of the project – which was necessary to build the brand identity in a first phase.

- **Certainties:**
  - Focus on B2B
  - The product will be send in "boxes" of individual packages of daily doses
  - Fight against nothing - positive communication
  - E-commerce platform
  - Products won't "made in Portugal" exclusive, so it can't be the focus of the communication strategy
  - Healthy eating plans will be offered in longer subscriptions
  - Boxes might include products from other brands
  - Each package will correspond to the size of the recommended daily doses by nutritionists
  - It's not possible to sell snack packages individually
  - Mindset: deliver more than what was asked
  - Brand architecture can be worked with "sub-brands" according to the established segmentation
  - The segmentation by clients is differentiated
  - The main focus of the brand is on promoting healthy habits on the company
  - Building partnerships with restaurants, cafeterias, gyms or schools is not the initial objective
- **Suppositions**
  - White label products can be created for big contracts with certain companies
  - There will be a limited choice of products by the consumer

- The brand will have premium products with accessible prices
  - Customizable boxes
  - Partnerships for corporative events in companies where snack boxes can be merchandise
  - Initially there won't be more than three different boxes of snacks
  - Products should be ordered with at least one month in advance
  - There's the possibility to create special boxes with exclusively made in Portugal snacks
  - If the business starts on B2B, B2C will be a consequence
  - Buying modalities: one time and subscriptions (monthly, quarterly and biannual)
  - Engage people through the product benefits and not by subscriptions or contracts.
- **Doubts:**
    - Are snack bars included?
    - Should partnership with solidarity associations be created?
    - Do the snacks already exist in the market and the brand will distribute them with her own branding or will the brand will make a mix of existing snacks in the market with the own production?"

### 5.1.2 PESTLE

A search for the political, economic, social, technological, legal and environmental was part of the diagnosing step in order to deepen and understand better the external contexts where the brand would be fitted in.

#### **Political**

In Portugal, several incentives from the government have been applied in order to promote a healthy lifestyle and healthier eating choices among the Portuguese population.

Measures of this nature started in 2017 with the prohibition of savouries, salty snacks, soft drinks, fast-food products with sauces and alcoholic drinks in the vending machines of the Portuguese Health National Service.

Still in 2017, the taxes grew under soft drinks, having a mean increase of 0,15€ to 0,30€ cents on the price of the drinks. As consequence, results show that the consumption of these kind of products dropped significantly with a breakdown of 72% in the consumption of these products until April 2017.

In the scope of these kind of measures, the portuguese government prepared a law that ban cafeterias and catering services of hospitals and health centres to sell salty snacks, pastries, savoury products or soft drinks to consumers from 30<sup>th</sup> june 2018 on as incentive measure to promote and make healthy eating choices more convenient and available for consumers.

#### **Economic**

The economic well-being index of a country reflects on how is the evolution of the material conditions such as work and remuneration, quality of life, health and work-life balance over the years. The portuguese index has been increasing exponentially since 2012 from 107,7 to 123,7 in 2016 (Pordata, 2017), which means that the general well-being of the population has been evolving positively along the years.

The national GDP in 2016 was 185179.5 €, with Portugal positioned as the 17<sup>th</sup> country in Europe in the ranking of the European country's economic performance. The forecast for the inflation rate in 2017 is 1,4% (Banco de Portugal, 2017) with a general growth of the retail selling prices in 2018.

In terms of consumption, snacks are considered a general big business opportunity around the world (Nielsen, 2014). In 2016 there was an increase growth of processed fruit and vegetables volume, emerging as a solution for keeping a healthy eating in a more accessible way. The recipes resulted in €194 million in 2016 from a sale of 105000 tons of processed fruit and vegetables sold (Euromonitor International, 2016).

In the portuguese market, dehydrated fruits have been gaining positioning and awareness as a substitute for unhealthy snacks, being part of an investment target in 2016 and 2017 either in production, internationalization or rebranding on the part of companies such as Frueat and Frubis – the main players in this market in Portugal (FLF & Hipersuper magazine, 2017).

## **Social**

One of the main diseases that affect the Portuguese society is obesity that is mainly caused to sedentary habits and bad home familiar eating habits (Kantar World Panel, 2011). The National report of Alimentar and Physical Activity states that 22, 3% of national population has obesity prevalence (Relatório Inquérito Alimentar Nacional e Atividade Física, 2017).

Adding to this data, the report of Direção Geral de Saúde (2017) shows that 59% of Portuguese adults are overweight and lose 15.8% of healthy life years due to unhealthy alimentary habits.

Yet, in the last years the mentalities have been changing and people have started to be aware of this problem. Consequently, they've been starting to change their behavior and eating habits to healthier choices on eating and overall lifestyle.

In the online survey from Nielsen (2014), European respondents referred that snacks' consumers are more concerned about the absence of ingredients than its addition. However, in Portugal, the unit price of the snacks is still one of the main criteria for consumers regarding food essentials (Euromonitor International, 2016), which might hampers the penetration due to the cheap price of the unhealthy snacks, like chocolates and candy bars.

In Nielsen survey (2014), 1/3 of the respondents referred that is very important the snacks be low in sugar (34%), salt (34%), fat (32%) and calories (30%) while 1/4 prefer snacks that are low or have zero carbohydrates.

Overall, even though savoury snacks represent the majority of sales, this report states a clear opportunity to gain market share in the nutritious and portable meal alternative market, especially if there is an innovative process as a mean.

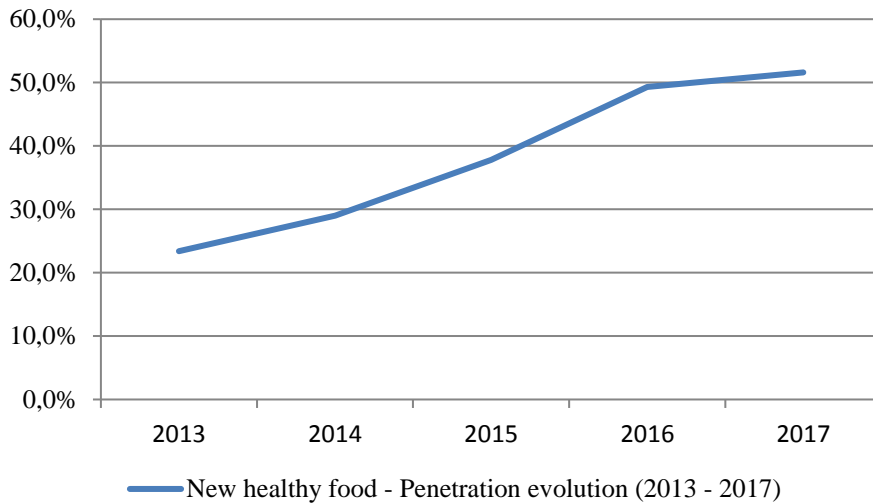
Nielsen (2017) studies show that the portuguese consumer seeks not only price but the best balance between price, offer and convenience. These conclusions are related to the increase of the intensity on the lifestyle, on the opportunity for e-commerce to grow and turn products more accessible to buy. “The shopper is increasingly connected and less patient”, which reveals the importance of customization and the presentation of different offers for different targets. The conclusions also showed that the most attractive factors for portuguese consumers are accessible prices (55%), being products that match an healthy lifestyle (41%), products that make life easier (37%) and products with natural ingredients (31%).

Cold drinks and snacks are gaining space while hot and alcoholic beverages are decreasing on its consumption outside home (Kantar Wordpanel, 2011). This study reveals that health and beauty products have increased demand by 3% from 2016 to 2017. Compared with 2014, consumers still emphasize healthier products (78%, + 1.3pp) at the convenience of consumers. (52%, + 24.5pp) and information on the products they consume (45% + 15.6pp). The comparison between 2013 and 2017 shows an increase in the concern to buy products with low salt (69.3%, + 0.8pp), and the consumption of less fats (77.5%, + 1.3pp).

In this report, a comparison between generations and their relation with healthy food is also analysed, concluding that consumption that can be segmented into different categories:

- “Old healthy food” of five years ago, characterized by a more mature and less urbanized households where healthy foods are characterized by whole, lean, light, with bifidus complements, fibers, low in salt and sugar products, soy, oat, functional and cardiovascular strengthen products;
- “New healthy food”, characterized by millennials and younger households whose healthy foods are characterized by gluten-free products, lactose-free, biological, red wheaten, stevia, locust, granola, rice and antioxidant foods.

This new healthy growth grows from 2013 with a penetration of 23.4% in the market, reaching 51.6% in 2017.



Graph 2 - Evolution of the "New Healthy Food" between 2013 and 2017

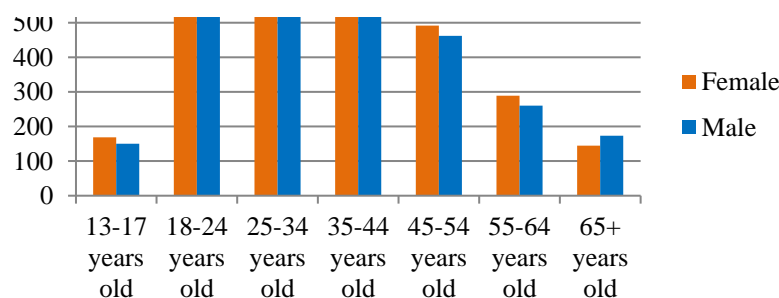
### Technological

According to the “The Hootsuite & We are social” report global web index (2017) based on an online survey to portuguese consumers from 16-64 years old, 60% reported that searched online for a product to buy, 56% visited an online retail store and 39% purchased a product or service online. These results are important and confirm the user high intentions to consume and buy online.

Portugal presents a medium-high mobile connectivity index of 77 in 100, when compared with the other countries (GSMA, 2016). In terms of social media, Facebook and YouTube are the most active social media platforms used in Portugal, with 64% and 63% of users. In third place, there’s Instagram, Google + and Twitter with 32%, 27% and 25% of users, respectively.

Graph 5 - Facebook usage according to age and gender in thousands (January 2017)

Graph 6 - Frequency of internet usage by portuguese (Jan 2017) Graph 7 - Facebook usage according to age and gender in thousands (January 2017)



In terms of age distribution, the majority of Facebook users are between 25 and 44 years old and both male and female have similar habits (Hootsuite & We are social, 2017).

According to the report “Digital in 2017” (Hootsuite & We are social, 2017), 70% of Portuguese habitants are internet users. This trend has been increasing throughout the years, with a growth on the usage of internet users, especially from 2016 to 2017. According to this report, it’s possible to verify that besides internet users in general, social media users also growth significantly from 2016 to 2017.

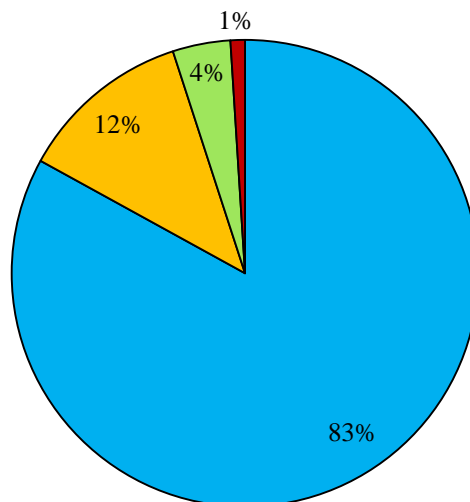
Type of user	Nr of users in 2017	Rate of growth (2016-2017)
Internet users	7.2 M	3%
Active social media users	6.1M	9%
Active mobile social users	5.2M	16%
Active mobile social users	5.2M	-

Table 3 - Evolution of internet users in Portugal (Jan 2016 - Jan 2017)

Type of media	Nr of daily hours spent
Internet via a PC or tablet	6h17
Mobile phone	1h55
Usage of social media via any device	2h18
Average daily television viewing	2h07

Table 4 – Average time spent with media a day by portuguese (January 2017)

■ Every day ■ At least once per week ■ At least once per month ■ Less than one per month



Graph 8 - Frequency of internet usage by portuguese (Jan 2017)

## **Legal**

### - E-commerce

In order to manage an online shop, information like the manager website entity, the address, the email and the VAT number of the company must be displayed in the website.

All visitors must agree and accept the Cookies of the website and all the entities must provide the invoice to the consumer after the acquisition with the maximum period of five working days (Autoridade Tributária e Aduaneira, 2017).

### - Consumer

The consumer's rights and duties are regulated and established by the Portuguese law. Thus, the law states that the consumer must be informed and educated about the product or service that is acquiring, turning information like the expiry date and the ingredients explicit.

The consumer also has the right of their own physical, health and economic protection and can evoke their representation through entities that ensure their rights and interests as consumers.

By law, in e-commerce, the consumer has the right to cancel the acquisition or return the product within a 14 days term as long as the product is not opened and doesn't interfere with hygiene matters.

With the legislation of 25<sup>th</sup> May, Data Protection General Registry will enter in to force. This legislation foreces entities to legally inform about their database, about the retention period of the data and information that is shared. Entities must ask previously for the right to own the database, data elimination and for the notification of third parties regarding rectification, erasure or limitation of treatment requested by the holders.

This legislation requires the control of the circumstances in which the consent of the holders was obtained. It defines the concept of sensitive data that must have specific conditions for its treatment and depending on the size and context of these treatments, it might be mandatory to have a Data Protector responsible entity. All these data treatments must have a documented record of all the personal data processing activities.

## **Environmental**

According to an international study from Unilever (2017), 33% of consumers are buying brands based on the reduced environmental impact of its products. 21% of the respondents in the survey admitted they chose brands according to sustainability patterns that are stated on the packaging of their products and on the brand communication strategy. This study meets the results of The Nielsen Global Survey of Corporate Social Responsibility and Sustainability (2015) that shows that Millennials are willing to pay more for sustainable products.

Overall, environmental issues are important when selling a product that can have environmental impact in different aspects, such as the type of production and reduced life-cycle of the packaging. It's important to be aware of the overall growing worry with the environmental protection and the important impact that it has on consumer choices of products.

There are symbols that can be displayed in the packaging regarding the environment. These symbols are not mandatory but, by having them, companies are informing the consumers and reminding them to reuse or recycling the packaging, consequently contributing for the reduction of residuals in the environment and showing consumers they care about sustainability.

### **5.1.3. Porter's Five Forces Analysis**

The Porter's Five Forces Analysis was conducted to deepen the industry knowledge and to have a broader vision about the market competition that will impact the launch and the survival of a new brand in the market.

#### **Threat of new entrants**

Services that deliver products for the offices such as meals, fruit and juices have become more popular along the time. There are already several businesses in Portugal dedicated to deliver fresh fruit, savory cakes and juice for companies under email subscription or through presencial dislocation to offices to sale there. At the moment, these companies represent substitute products and substitute services to the business of the project in hands. If their portfolio is extended to healthy snacks, it can constitute a direct threat for this business.

There are also brands in the market of dehydrated fruits, vegetables and dried fruits such as FRUUT, Veegs, Frubis at retailers and convenience stores. In one hand, it can represent a threat for the final consumer to buy these products, bring them to work and additionally – because these brands are already established in the market – investments can be done by these brands to extend their business model for offices through an ecommerce platform in order to expand sales – representing another threat.

The technological evolution makes Uber Eats increasingly common among consumers. Depending on the adherent restaurants or cafeterias, it can represent a threat increasing the offer of delivery food services. On the other hand, a synergy with this platform could be beneficial as a selling and distribution channel to deliver the snacks at the offices – especially in times when the healthy food industry is a market in ascension and consumers are getting more used to and familiarizes with technologies to order online – which can create a business opportunity to enter the market.

Overall, entering this market involves a considerable investment, having different alternatives to choose from, which translates into a medium-high threat of new entrants.



### **Threat of substitutes**

The threat of substitutes that can impact this business can be divided in three groups: substitute services provided by similar companies; substitute ways to acquire snacks during the workday by the final consumer and substitute products for healthy snacks.

There are several business models that consist on selling snacks or other meals “door-to-door” inside companies such as “Mama Juice” – that sells cold press juices every once a week in different offices - or other familiar businesses usually dedicated to sell savory cakes and sweets with the same delivery process. Additionally to these services, there are other companies which business models consist on fresh fruit subscription – the company subscribes online for a box of fresh fruit and the deliver is done to the office during the established days.

The final consumer also has different available ways to acquire snacks. Several companies have vending machines or cafeterias in their offices or nearby and the final consumer always has the option of bringing their own snacks from home.

Substitute snacks can include savory, sweets, candies, cookies, salty finger food, juices or fresh fruit and all these products are easily available at any cafeteria, supermarket or convenience shop.

The most threatening substitute products are the fresh fruit and other snacks that already are part of business models that delivers food to companies and the snacks that are brought from home by the employees – both requiring little effort from the consumer.

On one hand, fresh fruit is cheaper, but it also has a shorter period of expiration. While fresh fruit might last for around one week, dehydrated fruits, vegetables and dried fruits can last until one year – being one advantage.

Even though savory candies are usually cheap and accessible to buy, they have high quantities of sugar and other unhealthy properties. The portuguese mindset is changing to adopt healthier eating options without minding to pay a little bit more for it. This fact reduces the threat of higher prices on healthy snacks.

For all these reasons, there is a high threat of substitute products.

### **Bargaining power of customers**

Even though being price sensitive, consumers also seek for a balance with quality – two factors that will weight on consumer’s decision on the moment of buying the products. One of the main buying criteria for portuguese buying food essential consumers is the price. This means that consumers that tend to buy healthy snacks are price sensitive and consequently, the price will have influence on consumer’s choice.

Switching from substitute products such as fresh fruit, salty or sweet finger-food to dehydrated fruits, vegetables and fruit might be more expensive – which is likable to weight on consumer's decision.

On the case of being the company supporting the service, switching costs from services like fresh fruit delivery would be higher as well, but comparing to similar snack box services wouldn't be significant.

An overall switch to the same type of products – healthy dehydrated fruit, dried fruits or vegetables – wouldn't have a significant impact on consumer's choice.

These factors make the bargaining power of customers high, making the industry less attractive.

### **Bargaining power of suppliers**

The price of the fresh fruit market varies a lot according to the fruit in cause – higher prices on exported fruits such as coconut or mango and cheaper prices for fruits produced in the country that don't need to be imported, such as pear and apple.

In general terms, the price of the product is low if acquired directly to the producer in big quantities. However, the distribution chain is large, making the prices higher, especially when the products are imported.

Because there are few producers of dehydrated fruits or dehydrated vegetables in Portugal yet, the price of these products is high because it's still a fresh business that requires investment in machinery. The majority of these products is imported from other countries, making possible to have in Portugal fruits and vegetables that are not original from the country.

A business model based on resale products will always get profit through the margins that are established. The cost of these products is usually high, so is their transformation and dehydration – results on high costs for consumers - either wholesales or final consumers. In a project like the one in hands, investment in machinery won't be done in first place but the practiced prices will be dependent on the market fluctuations – meaning a high bargaining power of suppliers.

### **Industry rivalry**

With the growing concern of the well-being of employees in companies as human resources strategies to retain talents, employee branding has been growing its importance with some initiatives to promote employee's comfort and extra benefits at the office.

One of these measures consists in offering free snacks to employees, such as coffee, cookies, fresh fruit or having a specific budget per month to spend on employer branding initiatives. At the moment, there are several companies providing these kind of services

delivering their products to offices but until the moment, there isn't a service that delivers exclusively healthy snacks to offices through an online platform, turning the industry rivalry low.

<b>Threat of new entrants</b>	<b>Threat of substitutes</b>	<b>Bargaining power of customers</b>	<b>Bargaining power of suppliers</b>	<b>Industry rivalry</b>
Medium high	High	High	High	Low

*Graph 9 - Porter's Five Forces*

Businesses already with awareness in the market can be extended to sell healthy snacks to companies as they consider a market opportunity worth to invest – being easy to enter this market, especially for brands that already are settled in the market.

There are several different substitute products that consumers can choose from – healthy or not – and some businesses involving snacks targeted to companies, such as the delivery of fresh fruit, which makes the threat of substitutes high. Consequently, the variety available of similar products and services turns the bargaining power of customers high, giving them power to bargain.

Assuming that the profits of this business will be generated from margins of resale, there will be a high dependency from the suppliers, which constitute a disadvantage to reach agreements. On the other hand, the industry rivalry is low because there is no business in the market yet that delivers dehydrated fruits and vegetables to companies through an ecommerce platform.

#### **5.1.4. Brand Essence Pyramid**

After a meeting between the Angry Ventures team to plan the action, it was established that the brand essence pyramid would be used to address the heart of the brand identity, giving the team a deep overview and comprehension of all the defining elements of the brand that are a chain of consequences starting on the attributes and reaching personality traits very important to describe the brand as a person.

The brand essence pyramid helps to characterize the core and the essence of a brand by displaying the attributes, the benefits, the emotional rewards, the values and the personality traits in a logic that enables to understand the path crossed from the brand attributes initially defined. This path finishes with the brand personality traits that are a consequence of all these elements, allowing to break down all the core characteristics of the brand that are important for consumers to create mind associations about the brand.

### Brand attributes

After the completion of the CSD matrix, it was scheduled another meeting with the clients – the agronomist and the nutritionist - to build the brand identity. Previously to that meeting, AV team had asked them to bring a list of attributes that would be representative to define the brand, including what would be the impact of the brand in the consumers perception, which attributes and personality traits would the brand have, reflecting upon the question: “if the brand was a person, how would it be?”.

For one morning, the researcher, a designer and brand strategist, two marketers and the clients read together the list of features created by the clients with the objective of finding a pattern between them. The brand attributes established on that meeting were:

*“balance, accessible, professional, fun, allows to recover energy, easy to get, innovative, enthusiastic, makes consumers feel good, practical, caring, inspiring, pleasing, offers a ‘snack time’, makes a happy employee, brings joy, related to ‘super foods’, provokes admiration, causes will to repeat, helps with the diet, fresh mindset, has surprise elements, transmits love for agriculture, evokes calm.”*

### Brand benefits

With all these attributes written on post-its, the team and the client started to create an overview of the brand, which lead to brief discussion of each feature. With this shared vision in mind, these features were categorized into four main benefits for consumers: healthy eating – defined since the beginning of the project; commitment/ recognition with the consumer, commodity and surprise/ enthusiasm element.

<b>Healthy eating</b>	<b>Commodity</b>	<b>Recognition</b>	<b>Feelings</b>
Balance	Accessible	Professionalism	Fun
Recover energy	Easy to get	Innovation	Enthusiasm
Feeling good	Practical	Customer care	Inspiration
Pleasure when eating	“Snack Time”	Happy employee	Joy
“Super foods”		Admiration	Will to repeat
Diet		Fresh mindset	Surprise
Love for agriculture			Calm

Table 5 - Brand benefits

- **Healthy:** In order to change the lifestyle unhealthy habits of the offices and in the overall portuguese population, all the snacks must be healthy. By healthy, it means that the snacks won't have any sugar or other unhealthy substances added. Instead, the fruits and the vegetables will be simply dehydrated and the dried fruits won't suffer any alteration or condiment added.
- **Commodity:** As reviewed in the research, consumers are demanding on quality and availability of the products and services they consume. The same way that fast food available easily for the consumer, this brand wants to be easy to access by the consumer. This way, the brand will sell on e-commerce with a subscription process available that allows consumers to easily order and receive the delivery the desired amount of snacks in a way that doesn't require any effort – office delivery. This process makes the snacks accessible anytime for any employee any time of the day.
- **Recognition:** As a brand, we established recognition as core attribute due the importance of the relationship with the client by pushing all the efforts to satisfy and attend the customer's needs. By offering a pleasant break from the work day, the brand should be perceived as a brand that cares about the consumers and consequently provides a healthy moment so they consumers can improve their lifestyle.
- **Feelings:** Innovation brings value to consumers and consequently, to companies. The enthusiasm from employees to consume our snacks must be an impulse for sales generation. For this reason, we established that having surprise elements, such as extra snacks as gifts, snacks mixes that impulse the differentiation and other possible original strategies that make consumers excited about receiving the next box of snacks would be other of our main attributes.

### **Emotional rewards**

Following Chernatony (2011) methodology on building the brand pyramid essence, the team selected the first three most important benefits of the brand: healthy, recognition and commodity, being the main consequences of the brand attributes.

- **Healthy** → the emotional benefit of feeling healthy by simplifying the nutritional values of the snacks aligned with the serious lifestyle at work → **feeling healthy**
- **Commodity** → the commodity of ordering online and receiving the snacks in the office without spending extra efforts on displacements to a physical store → **feeling carefree**

- **Commitment/ Recognition** → employees feel inspired and valued by being valued at work for having employers that care and offer a healthy solution for them at the workplace → **feeling valued and inspired**

**Brand values and Personality traits**

The emotional rewards established to be delivered to consumers resulted on inspiration, valorisation, commodity, easy access, balance and well-being as values defended by the brand, corresponding to what the brand believes.

Personality traits arise as a consequence of the brand values established. With a discussion upon this problem, the team and the clients concluded that the personality traits lay on being inspiring, facilitator and active. Being an inspiring brand results from the valorisation that the employee feels on being part of a company that offers healthy snacks, being facilitator result from the fact that is not necessary any effort to get healthy snacks – the business works under an e-commerce platform and the product is delivered to the office and committed with promoting well-being and healthy moments and balance on employees’ life.

**Brand Essence Pyramid applied to the project**

	<b>Brand</b>		
<b>Personality traits</b>	Committed	Facilitator	Inspiring
↑	↑	↑	↑
<b>Values</b>	Balance, well-being	Comfort, accessibility	Inspiration, valorisation
↑	↑	↑	↑
<b>Emotional rewards</b>	Feeling healthy	Feeling carefree	Feeling valued and inspired
↑	↑	↑	↑
<b>Benefits</b>	Healthy Eating	Commodity	Recognition
↑	↑	↑	↑
<b>Attributes</b>	Healthy snacks	E-commerce	For companies and their employees

*Table 6 - Brand Essence Pyramid applied to the brand*

With the completion of the brand essence pyramid, we reach to three main personality traits: committed, facilitator and inspiring that arise from being a brand of healthy snacks committed to promote healthy eating habits on consumers through an e-commerce platform that delivers the products to offices allowing consumers to save time and effort, facilitating their lives and focused on companies and their employees, recognizing the work of the human resources and improving their state of mind, bringing a break of inspiration to the workplace.

### 5.1.5 Brand archetypes overview

After the creation and the completion of the brand essence pyramid with the core characteristics of the brand, the team decided to select an archetype to strengthen the brand identity as part of the planning action step.

In this phase, the team analysed together with the client the different archetypes in a brainstorm session in order to select the one that would be able to define the brand guidelines so the consumer could be connected and build stronger mind associations during his decision making process.

The following table sums up the 12 archetype cards that were used by the team. For each brand archetype found in Mark & Pearson (2001), there were highlighted the reference points that constitute the essence of each archetype: motto, core desire, goal, fear, strategy, gift and trap. These reference points give meaning to the brand as if the brand was alive and able to have a human personality, allowing consumers to be involved and able to build a connection with the brand through a relationship.

The motto represents the main guideline and the overall promise of the archetype. The core desire is the main aspiration of the brand and goes along with the goal that represents the brand objective as a persona. The strategy symbolizes the steps needed to acquire the goal while the fear represents the main threat. The trap is the set of obstacles that are more likely to happen while the gift is the set of qualities that each archetype has in its favour to acquire the goals.

The innocent	The Explorer	The Sage	The Hero
<p><b>Motto:</b> Free to be you and me.</p> <p><b>Core desire:</b> to experience Paradise</p> <p><b>Goal:</b> To be happy</p> <p><b>Fear:</b> Doing something wrong or bad that will provoke punishment</p> <p><b>Strategy:</b> do things right</p> <p><b>Gift:</b> Faith and optimism</p>	<p><b>Motto:</b> Don't fence me in</p> <p><b>Core desire:</b> the freedom to find out who you are through exploring the world</p> <p><b>Goal:</b> to experiencing a better, more authentic, more fulfilling life</p> <p><b>Fear:</b> getting trapped, conforming, inner emptiness, nonbeing</p> <p><b>Strategy:</b> journey, seek out and experience new things, escape from entrapment and boredom</p> <p><b>Trap:</b> aimless wandering, becoming a misfit</p>	<p><b>Motto:</b> The truth will set you free</p> <p><b>Core desire:</b> the discovery of truth</p> <p><b>Goal:</b> to use intelligence and analysis to understand the world</p> <p><b>Fear:</b> being duped, misled, ignorance</p> <p><b>Strategy:</b> seek out information and knowledge, become self-reflective and understand thinking processes</p> <p><b>Trap:</b> can study issues forever and never act</p> <p><b>Gift:</b> wisdom, intelligence</p>	<p><b>Motto:</b> Where there's a will, there's a way</p> <p><b>Core desire:</b> prove one's worth through courageous and difficult action</p> <p><b>Goal:</b> exert mastery in a way that improves the world</p> <p><b>Fear:</b> weakness, vulnerability, "wimping out"</p> <p><b>Strategy:</b> become as strong, competent, and powerful as you are capable of being</p> <p><b>Trap:</b> arrogance, developing a need for there always to be an enemy</p> <p><b>Gift:</b> competence and courage</p>

	<b>Gift:</b> autonomy, ambition, ability to be true to one's own soul		
<b>The Outlaw</b>	<b>The Magician</b>	<b>The regular guy/ girl</b>	<b>The Lover</b>
<p><b>Motto:</b> Rules are meant to be broken  <b>Core desire:</b> revenge or revolution  <b>Goal:</b> to destroy what is not working (for the outlaw or society)  <b>Fear:</b> being powerless, trivialized, inconsequential  <b>Strategy:</b> disrupt, destroy or shock  <b>Trap:</b> to go over the dark side, criminality  <b>Gift:</b> outrageous, radical freedom</p>	<p><b>Motto:</b> It can happen  <b>Core desire:</b> knowledge of the fundamental laws of how the world and universe works  <b>Goal:</b> make dreams come true  <b>Fear:</b> unanticipated negative consequences  <b>Strategy:</b> develop vision and live it  <b>Trap:</b> becoming manipulative  <b>Gift:</b> finding win-win outcomes</p>	<p><b>Motto:</b> All men and women are created equally  <b>Core desire:</b> connection with others  <b>Goal:</b> to belong, fit in  <b>Fear:</b> standing out, seeming to put on airs, and being exiled or rejected as a result  <b>Strategy:</b> develop ordinary solid virtues, the common touch, bend in  <b>Trap:</b> give up self to blend in, in exchange for only a superficial connection  <b>Gift:</b> realism, empathy, lack of pretence</p>	<p><b>Motto:</b> I only have eyes for you  <b>Core desire:</b> attain intimacy and experience sensual pleasure  <b>Goal:</b> being in a relationship with the people, the work, the experiences, the surroundings they love  <b>Fear:</b> being alone, a wallflower, unwanted unloved  <b>Strategy:</b> become more and more attractive-physically, emotionally, and in every other law  <b>Trap:</b> doing anything, and everything to attract and please others, losing identity  <b>Gift:</b> passion, gratitude, appreciation, commitment</p>
<b>The Jester</b>	<b>The Caregiver</b>	<b>The Creator</b>	<b>The Ruler</b>
<p><b>Motto:</b> If I can't dance, I don't want to be part of your revolution  <b>Core desire:</b> to live in the moment with full enjoyment  <b>Goal:</b> to have a great time and lighten up the world  <b>Fear:</b> boredom or being bored  <b>Strategy:</b> : play, make jokes, be funny  <b>Trap:</b> frittering away one's life  <b>Gift:</b> joy</p>	<p><b>Motto:</b> Love your neighbour as yourself  <b>Core desire:</b> protect people from harm  <b>Goal:</b> to help others  <b>Fear:</b> selfishness, ingratitude  <b>Strategy:</b> do things for others  <b>Trap:</b> martyrdom of self, entrapment of others  <b>Gift:</b> compassion, generosity</p>	<p><b>Motto:</b> If it can be imagined, it can be created  <b>Core desire:</b> create something of enduring value  <b>Goal:</b> give form to a vision  <b>Fear:</b> having a mediocre vision or execution  <b>Task:</b> create culture, express own vision  <b>Trap:</b> perfectionism, miscreation  <b>Gift:</b> creativity and imagination</p>	<p><b>Motto:</b> Power isn't everything, it's the only thing  <b>Core desire:</b> control  <b>Goal:</b> create a prosperous, successful family, company or community  <b>Fear:</b> chaos, being overthrown  <b>Trap:</b> being bossy, authoritarian  <b>Gift:</b> responsibility, leadership</p>

Table 7 - The 12 Archetypes overview

As part of taking action, the pre-selected archetypes were deconstructed in the light of the CSD matrix created in the beginning and the brand essence in order to get a deeper knowledge of the



brand identity and support the final selection of one single archetype to represent the brand identity.

### **5.1.6 CSD X Brand Archetypes**

By taking action, the Angry Ventures team analysed each archetype individually and having in account the CSD table created with the brand guidelines, the team concluded that the brand would match at least three different archetypes in different aspects through the brainstorm done with the team considering the brand attributes, benefits, emotional rewards, values and personality traits previously defined.

With the brand essence in mind, after analysing the characteristics of the 12 archetypes and following the literature guidelines to select three archetypes that could eventually match the brand, the team and the client reached the “Innocent”, the “Caregiver” and the “Creator” to filter from the 12 archetypes and facilitate the process of selecting one archetype easier.

The choice of the “Innocent” is related for being indicated for brands that offer a solution for a problem related with morality and simplicity – create a brand that will improve the employee’s wellbeing at work and overall health; the “Creator” for being an innovative brand with a new concept in the market of delivering healthy snacks (dried fruits, vegetable and fruit) with surprising elements that stimulate employees and promotes a break to exchange ideas between the teams at the office; and the “Caregiver” because the products and the daily doses recommended by the nutritionists help employees to take care of their health in a simplified way, protecting the consumers from unhealthy eating habits.

Interestingly, the “The Innocent”, the “Creator”, the “Caregiver” are all positioned similarly with stability and control as motivators for comfort and security. The “Innocent” and the “Creator” are more aligned with independence and self-realization – being more motivated to make their own decisions regardless of the group and what is socially established while the “Caregiver” is more aligned with social acceptance and feel part of the group.

In the sections above, the initial CSD is compared with each one of the three selected archetypes, matching the brand and the archetypes’ characteristics in bold.

#### **The Innocent**

The Innocent sees life as if it doesn’t need to be hard, calling for simplicity and looking for the best in each person, appreciating simple things and purity in life that will lead to a happy ending. According to Mark & Pearson (2001), the Innocent archetype has 3 levels:

- Level One: simplicity, naïve, dependent, obedient, trusting and idyllic
- Level Two: renewal, positive, reinventing, reframing, cleansing, re-entering the Promise Land

- Level Three: oneness with values and integrity and being instead of doing.

<b>The Innocent</b>
<p><b>Motto:</b> Free to be you and me  <b>Core desire:</b> to experience Paradise  <b>Goal:</b> To be happy  <b>Fear:</b> Doing something wrong or bad that will provoke punishment  <b>Strategy:</b> do things right  <b>Gift:</b> Faith and optimism</p>

Table 8 - The Innocent archetype overview

<b>Certainties</b>	<b>Suppositions</b>	<b>Doubts</b>
Focus on B2B	White label products can be created for big contracts with certain companies	Are snack bars included?
<b>Each package will correspond to the size of the recommended daily doses by nutritionists</b>	There will be a limited choice of products by the consumer	<b>Should partnership with solidarity associations be created?</b>
<b>Fight against nothing - positive communication</b>	The brand will have premium products with accessible prices	Do the snacks already exist in the market and will be distributed by us, will it be a white label brand from existing snacks in the market or will it be produced by the company?
E-commerce	Customizable boxes	
Products won't "made in Portugal" exclusive, so it can't be the focus of the communication strategy	Partnerships for corporative events in companies where snack boxes can be merchandise	
Healthy eating plans will be offered in longer subscriptions	Initially there won't be more than three different boxes of snacks	
Boxes might include products from other brands	Products should be ordered with at least one month in advance	
The product will be send in "boxes" of individual packages of daily doses	There's the possibility to create special boxes with exclusively made in Portugal snacks	
It's not possible to sell snack packages individually	If the business starts on B2B, B2C will be a consequence	
Mindset: deliver more than what was asked	Buying modalities: one time and subscriptions (monthly, quarterly and biannual)	
Brand architecture can be worked with "sub-brands" according to the established segmentation	<b>Engage people through the product benefits and not by subscriptions or contracts</b>	
The segmentation by clients is differentiated		
The main focus of the brand is on promoting healthy habits on the company		
Building partnerships with restaurants, cafeterias, gyms or schools is not the initial objective		

Table 9 - "The Innocent" archetype compared with the CSD matrix

**“Each package will correspond to the size of the recommended daily doses by nutritionists”** shows a will to do things right and to incentive others to have a well-being by taking the daily recommended dose of healthy snacks a day.

**“Fight against nothing - positive communication”** the innocent aims to do the things right, being pure. By deciding not to bring other brands or substitute products down in their communication, the brand is being polite, trying to do the right thing to be good and experience the paradise.

**“Engage people through the product benefits and not by subscriptions or contracts”** the brand doesn’t want to cheat, delude or keep consumers committed to force just because they signed up to a contract or to a subscription plan. The brand prefers to let consumers free of those obligations, letting them be free to change his mind at any time. This way, consumers are free to decide to buy it or not and will be engaged by the quality of the products and the brand.

This reflects the strategy of doing things right to accomplish the goals.

**“Should partnerships with solidarity associations be created?”** even though it-s a doubt and not a certainty, it reflects the intention to take goodwill actions and experience paradise.

### The Caregiver

Caregiver’s mission is to protect people from harm, being known as altruist, saint and supporter. His main desire is to help and give to others.

Caregiver has 3 levels:

- Level one: caring and nurturing one’s dependents
- Level two: balancing self-care with care for others
- Level three: altruism, concern for the larger world

<b>The Caregiver</b>
<p><b>Motto:</b> Love your neighbour as yourself  <b>Core desire:</b> protect people from harm  <b>Goal:</b> to help others  <b>Fear:</b> selfishness, ingratitude  <b>Strategy:</b> do things for others  <b>Trap:</b> martyrdom of self, entrapment of others  <b>Gift:</b> compassion, generosity</p>

Table 10- The Caregiver archetype overview

<b>Certainties</b>	<b>Suppositions</b>	<b>Doubts</b>
Focus on B2B	White label products can be created for big contracts with certain companies	Are snack bars included?
<b>Each package will correspond to the size of the recommended daily doses by nutritionists</b>	There will be a limited choice of products by the consumer	Should partnership with solidarity associations be created?
Fight against nothing - positive communication	The brand will have premium products with accessible prices	Do the snacks already exist in the market and will be distributed by us, will it be a white label brand from existing snacks in the market or will it be produced by the company?
E-commerce	Customizable boxes	
Products won't "made in Portugal" exclusive, so it can't be the focus of the communication strategy	Partnerships for corporative events in companies where snack boxes can be merchandise	
<b>Healthy eating plans will be offered in longer subscriptions</b>	Initially there won't be more than three different boxes of snacks	
Boxes might include products from other brands	Products should be ordered with at least one month in advance	
<b>The product will be send in "boxes" of individual packages of daily doses</b>	There's the possibility to create special boxes with exclusively made in Portugal snacks	
It's not possible to sell snack packages individually	If the business starts on B2B, B2C will be a consequence	
Mindset: deliver more than what was asked	Buying modalities: one time and subscriptions (monthly, quarterly and biannual)	
Brand architecture can be worked with "sub-brands" according to the established segmentation	<b>Engage people through the product benefits and not by subscriptions or contracts</b>	
The segmentation by clients is differentiated		
The main focus of the brand is on promoting healthy habits on the company		
Building partnerships with restaurants, cafeterias, gyms or schools is not the initial objective		

Table 11 - "The Caregiver" archetype compared with the CSD matrix

**“Each package will correspond to the size of the recommended daily doses by nutritionists”** shows the intention of doing good actions for the others, loving the others like itself and protecting people from harm by avoiding excesses.

**“Healthy eating plans will be offered in longer subscriptions”** is an incentive that will motivate and help consumers to be healthy and follow a plan to accomplish their goals. Is part of “doing things for others”.

**“The product will be send in "boxes" of individual packages of daily doses”** also constitutes a motivator and uncomplicated factor that simplifies the journey to the consumer reach their goals.

**“Engage people through the product benefits and not by subscriptions or contracts”** prevents people from hassles, protecting them from harm.

### **The Creator**

The Creator is the archetype that needs to express passion. Its motto is “If it can be imagined, it can be created”. Creators have an inner need for innovation and create things that have never been done before. Besides, their creation must have a meaning to people, so it can be memorable.

The Creator archetype has 3 different levels:

- Level one: creative/ innovative in imitative ways
- Level two: giving form to its own vision
- Level three: create structures that influence culture and society

<b>The Creator</b>
<b>Motto:</b> If it can be imagined, it can be created <b>Core desire:</b> create something of enduring value <b>Goal:</b> give form to a vision <b>Fear:</b> having a mediocre vision or execution <b>Task:</b> create culture, express own vision <b>Trap:</b> perfectionism, miscreation <b>Gift:</b> creativity and imagination

*Table 12 - The Creator Archetype*

<b>Certainties</b>	<b>Suppositions</b>	<b>Doubts</b>
Focus on B2B	White label products can be created for big contracts with certain companies	Are snack bars included?
<b>Each package will correspond to the size of the recommended daily doses by nutritionists</b>	There will be a limited choice of products by the consumer	Should partnership with solidarity associations be created?
Fight against nothing - positive communication	The brand will have premium products with accessible prices	Do the snacks already exist in the market and will be distributed by us, will it be a white label brand from existing snacks in the market or will it be produced by the company?
E-commerce	<b>Customizable boxes</b>	
Products won't "made in Portugal" exclusive, so it can't be the focus of the communication strategy	Partnerships for corporative events in companies where snack boxes can be merchandise	
<b>Healthy eating plans will be offered in longer subscriptions</b>	Initially there won't be more than three different boxes of snacks	
Boxes might include products from other brands	Products should be ordered with at least one month in advance	
The product will be send in "boxes" of individual packages of daily doses	<b>There's the possibility to create special boxes with exclusively made in Portugal snacks</b>	
It's not possible to sell snack packages individually	If the business starts on B2B, B2C will be a consequence	
<b>Mindset: deliver more than what was asked</b>	Buying modalities: one time and subscriptions (monthly, quarterly and biannual)	
Brand architecture can be worked with "sub-brands" according to the established segmentation	Engage people through the product benefits and not by subscriptions or contracts	
The segmentation by clients is differentiated		
<b>The main focus of the brand is on promoting healthy habits on the company</b>		
Building partnerships with restaurants, cafeterias, gyms or schools is not the initial objective		

Table 13 - "The Creator" archetype compared with the CSD matrix

“Each package will correspond to the size of the recommended daily doses by nutritionists” is a form that is different from the usual to promote healthy habits in the workplace, being a creative way to give form to a vision.

**“Healthy eating plans will be offered in longer subscriptions”** brings added value to consumers for a continuous period of time because it’s not only about the snacks itself but it’s part of the details that help the brand to give form and express its vision of promoting the healthiness in the offices.

**“Mindset: deliver more than what was asked”** by surprising the consumers with unexpected actions, added value will be given. This will be a demanding step to consolidate the culture and will help to express the vision of the brand in different and creative ways.

**“The main focus of the brand is on promoting healthy habits on the company”** shows that the main essence of the brand is about establishing a strong vision and create it / “if it can be imagined, it can be created”. By reflecting the brand vision, it-s considered one of the strongest points to consider in the choice of the archetype.

**“Customizable boxes”** by letting the consumer choose the boxes he wants in his box, the brand is letting consumers give wings to their imagination and letting them be creative, which is the gift of the creator.

**“There’s the possibility to create special boxes with exclusively made in Portugal snacks”** reflects creativity and imagination on the portfolio offer and a will to innovate on special snacks boxes.

### **Deciding on the brand archetype**

After a reflection through an overview of each brand archetype found in the literature review, the team used cards with every motto, main desire, objective, main fear, strategy, weakness, talent and offered identity for the brand of each brand archetype.

Together with the client, three cards with the selected archetypes characteristics without the identification were showed to the clients and discussed comparing the brand characteristics and the archetypes characteristics to reach together in conformity one single archetype that could help to label the brand.

#### **5.1.7. Brand essence X Brand archetypes**

The choice of the archetype was reinforced with the Brand Essence Pyramid previously designed. “Committed”, “Facilitator” and “Inspiring” were the main personality traits reached on the Brand Essence Pyramid.

<b>Personality traits</b>	<b>Committed</b>
↑	↑
<b>Values</b>	Balance, well-being
↑	↑
<b>Emotional rewards</b>	Feeling healthy
↑	↑
<b>Benefits</b>	Healthy Eating
↑	↑
<b>Attributes</b>	Healthy snacks

Table 14 - Personality trait: commitment

The “committed” strand of the brand is born on the basic functionality of the brand – deliver healthy snacks to companies. This happens to give form to a long-term vision of promoting and establish a healthy lifestyle inside the companies by enforcing healthy eating behaviors and a healthy lifestyle that will consequently make consumers feel healthy, balanced with well-being, making them feel good.

The strand of making consumers feel good has caregiver features of doing good things for others, but the core is to promote and establish the culture of having a healthy lifestyle and that to be available in the workplace.

<b>Personality traits</b>	<b>Facilitator</b>
↑	↑
<b>Values</b>	Comfort, accessibility
↑	↑
<b>Emotional rewards</b>	Feeling carefree
↑	↑
<b>Benefits</b>	Commodity
↑	↑
<b>Attributes</b>	E-commerce

Table 15 - Personality trait: facilitator

The brand is also facilitator because it has e-commerce under basis. Buying through an online platform saves travel effort because the order there’s no need to displacement, saving also a lot of time because the product is delivered to the office. Making consumers saving efforts gives the brand a caregiver facet on helping consumers achieving the goal of a healthy lifestyle in a more comfortable and accessible way, being facilitator in terms of personality.



Besides, by caring for consumer’s good and reinforcing healthy eating habits and behavior, the brand also assumes some Innocent characteristics.

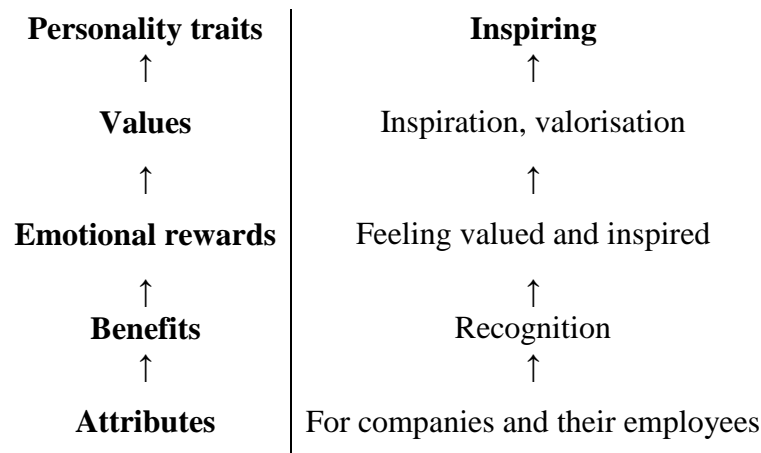


Table 16 - Personality trait: inspiring

The brand promotes a new experience for the employees by creating a strong relationship with the customers that satisfy their needs, having showing a caring side but at the same time with the long-term goal of turning employees more healthy, establishing an enduring vision in consumer’s life.

Implementing and promoting the healthy lifestyle culture inside the companies expressing it through healthy snacks and other complementary initiatives (e.g. healthy eating plans, solidarity campaigns, etc.) stirring the imagination to be innovative “having surprise elements (...) that impulse differentiation and other possible original strategies that make consumers excited about receiving the next box of snacks”, as categorized on “Feelings” of the brand main attributes.

### 5.1.8. The Creator in depth

Evaluating the brand attributes, the CSD matrix and the brand pyramid essence, the “Creator” archetype is the one with the strongest presence in the brand. This conclusion was reached in first place by AV team through an individual analysis on these aspects. Later, the three selected archetypes cards “The Innocent”, “The Caregiver” and “The Creator” were presented to the clients without the identification of the archetype, only their characteristics: motto, core desire, goal, fear, strategy and faith.

The clients presented the list of attributes for the brand thought previously and a brainstorm with the team took place to decide which one of the three archetypes was the most defining. The clients also concluded that “The Creator” was the one that matched the most with the brand, especially because of the goal of bringing and implement a new vision in the

workplace. In a brainstorm, the other archetypes were briefly analysed together just make sure that there was no better option. As result, the brand was considered to be “The Creator”.

Brands with the creator archetype aspire to reach consumer’s minds and express themselves. This is usually done by providing insights to build new products and services and by giving consumer’s tools to create their own product.

Creators want to express themselves through art. For this reason, they do not tolerate mass production, lack of quality in the product and services and lack of creativity and are often related to beauty, fitness and educational brands, arts, design, marketing, and in other areas that need a creative thinking.

Each archetype can be expressed in different levels, from the less mature to the most developed ones. Listening to the consumer gets really important in order to think about innovative products that can be shaped according to their taste to match their expectations. The creator calls on the use of symbols, images and stories to communicate and express the values and the brand identity in an artistic way.

#### **5.1.9. Brand Name**

The definition of the name for the brand was a necessary step that should reflect the brand identity and be related with the essence and the brand message for customers. The clients came up with the initial proposal to Angry Ventures already with some names for the brand in mind. All of them included the word snack: SnackTime, SnackOn, SnackWheel, Snacka and SnackWish, SnackTime, SnackBreak, MagicSnack, TastySnack, NutriSnack, SnackPlus, EasySnack, TrueSnack and MadSnack..

From this list, the most attractive option for the clients was Snackwheel and quickly became the way the team and the client started to refer to the project internally. Deconstructing the word “Snackwheel”, we find two different words: snack and wheel. “Snack” is related to the snack distribution at the offices and “wheel” related to the Food Balance Wheel that recommends guidelines for a healthy eating – which goes aligned with the brand vision of promoting a healthy lifestyle and healthy eating habits amongst consumers.

The evaluation of the best name for the brand was done after the brand essence and archetypes exercise. This way, the name chosen should be aligned with the brand identity.and attributes: commitment, professionalism, commodity, health, enthusiasm, joy, fun, surprise and will to repeat.

Google Trends is a tool from Google that allows analysing the volume of users that searched for a specific word of a category over a certain period of time in a region. It also allows comparing the volume of searchers between different words and related searches according to

the words in cause. On Google Trends is also possible to compare two or more different keywords and see geographically the intensity of the level of research according to different regions.

A search to understand the success of the research under the word “snacks” was carried out considering data from 7<sup>th</sup> of June of 2016 to 6<sup>th</sup> of June 2017. This search was done inside the topic “food and drinks” in order to have a one year insight on the volume of searches of this word during that period, understand oscillations and the level of stability during time.

The results showed that the search for the word “snacks” is irregular along the year. Considering 50 of volume as considerable interest by the audience, the peaks of search were done in the last week of July 2016, in the first and last week of October, on the last week of January, on the second week of February – when it reached the highest volume – and the second and third week of June.

While searching for the keyword “snacks”, it was interesting to notice that the highest volumes of search from the audience were in the beginning of the summer 2016 with values above 50 of volume between the beginning of June and the end of July that might be explained by the beginning of summertime and an increasing worry about healthy eating to look good in the summer.

The month of October and the beginning of November 2016 also had a high search volume probably because of the *rentree* in the office and the need for ideas. There was a peak in the second week of December probably due to Christmas festivities and then an increase in the beginning of the year 2017 with less drops than when compared to 2016. Overall, the search for this term is very unpredictable and characterized for having phases with big volume and other phases with few.

Interestingly, on this research, it was also possible to notice that the term “snacks” is related with “healthy snacks”, “snacks saudáveis” and “snacks saudáveis” – searches that are rising - + 350%, + 190% and +50% consequently, showing interest from the audience in searching to know more about snacking alternatives that are healthy.

Google Trends also related this keyword with related topics. Translated to English, the most relevant are “salty”, “pasta”, “fruit”, “veganism” and physical exercise. It should be noticed that the topics “3 - Fruit” and “5 - Physical exercise” were rising +80% on the searches, which clearly show interest from the audience in improving the lifestyle and the healthy eating habits.

## SnackWill: Launching a new brand of healthy snacks in the market

Tópicos relacionados	Em ascensão	Consultas relacionadas	Em ascensão
1 Salgado - Tópico	Aumento	1 healthy snacks	+350%
2 Massa - Alimento	Aumento	2 snacks saudáveis	+190%
3 Fruta - Tópico	+250%	3 snacks saudáveis	+50%
4 Veganismo - Tópico	+80%		
5 Exercício físico - Tópico	+80%		

Figure 10 - Results on Google Trends for the word "snacks" under the category "Food and Beverages" from 07/06/2016 to 07/06/2017.

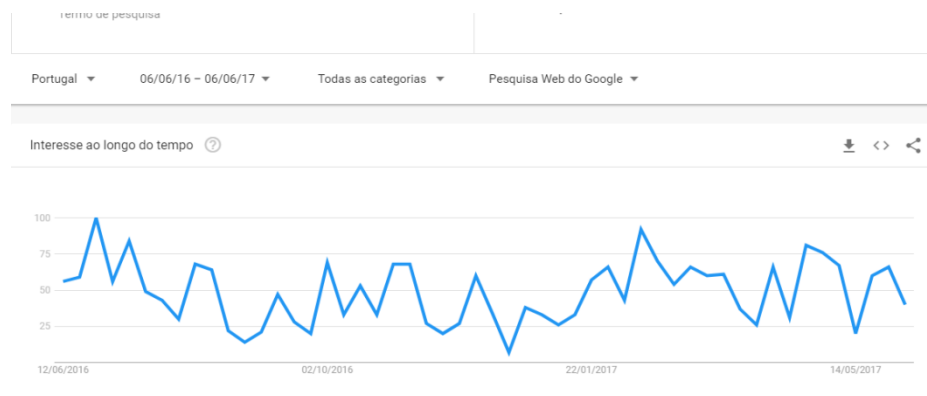


Figure 11 - Results on Google Trends for the word "snack" under the category "Food and Beverages" from 07/06/2016 to 07/06/2017

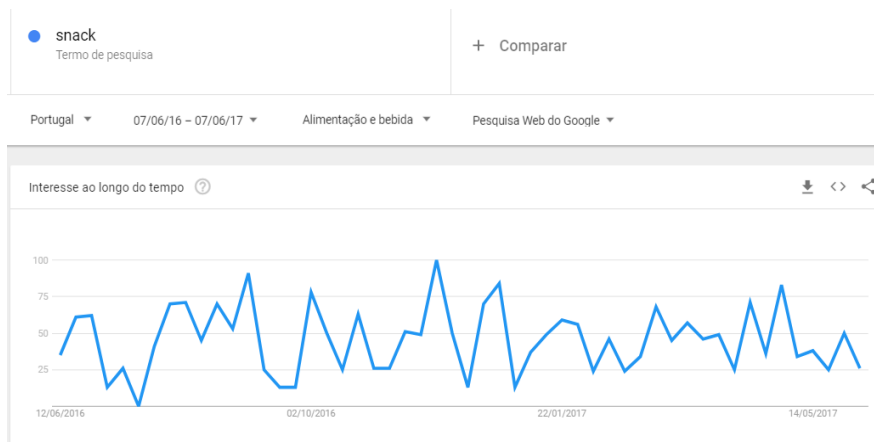


Figure 12 - Related searches with the keyword "snacks" under the category "Food and Beverages" from 07/06/2016 to 07/06/2017

This research shows that finding a brand name with the word “snack” is then favourable to increase the possibility to make consumers finding the brand website while searching online and also to facilitate an eventual internationalization process.

Because this business is based on ecommerce, it's very important to have a good domain available, so in the best scenario, it would end up on “.com” or “.pt” to appear more easily on the online research.

GoDaddy is a company that registers and hosts domains for websites. In their website, it's possible to search for which domains are available, prices and domain names suggestions.

After this research on GoDaddy, a filter of the domains available was done. The domains SnackTime, SnackBreak, MagicSnack, TastySnack, SnackOn, NutriSnack, SnackPlus, EasySnack, TrueSnack and SnackWheel weren't available or were too expensive to register, so they got excluded from the possibilities. Consequently, the options left were: SnackWill, MadSnack, SnackWish or Snacka.

From the remaining options, SnackWill was the name that made more sense according to the brand essence. “Will” reminds for intention, desire and action to make it happen. In its essence, being defined with the Creator archetype, the brand aims to be perceived as modern and innovative, promising healthier options to consumers and making them reaching their own objectives by improving their eating habits – “what can be imagined can be done”.

Besides, the name SnackWill adjusts to the idea of creating enthusiasm in repeating the snacks – the consequence of a good and delightful experience that is healthy and beneficial. The “will” to repeat is going to be the final reaction after eating one snack and having passed through a good experience with complementary elements, such as the packaging, the concept of promoting a pause and the surprise in discovering the snacks inside the kit. SnackWill is also a short and easy name to memorize as it happened to the team and the clients while referring themselves to the project.

## **5. 2. Objective 2: Brand concept**

In order to support the definition of the brand concept, the team followed the action-research cycle composed by the same steps used for the objective 1: diagnosing, planning action and taking action. Once again, it wasn't possible to evaluate the results as part of the last step of the action-research cycle.

### **5.2.1 Benchmark analysis**

A benchmark analysis was conducted to get to know similar business models of food delivery for offices or homes through e-commerce platforms in order to explore the best practices in this kind of industry and which business models are used by companies.

The search lay on company models that provide a delivery service of food - snacks or meals - to companies or consumer's houses under e-commerce platforms. For this reason, the analysis was focused on three different companies: Snack Nation (USA), Eat Club (USA) and Snack Nuts (PT).

Snack Nation offers snack delivery for offices and houses and works for big industry leaders delivering snacks at the office. Eat Club focus is on delivering meals for offices for lunchtime and additionally, it has an exclusive snack program for offices as well as business model expansion. Because SnackWill was going to deliver in Portugal, it was also important to explore similar businesses in Portugal, Snack Nuts - a portuguese brand that delivers healthy snack boxes at consumer's houses every month – was also analysed.

It's important to notice that the dimension of this kind of business in USA has a much stronger awareness and more adhesion from the consumers and companies. USA, as a more developed country, has more companies ready to invest in employee branding initiatives, so businesses like this have bigger opportunities to grow and be developed.

### **Snack Nation**

Snack Nation is a North American company that delivers healthy snacks for consumer's homes and offices since 2004.

The portfolio of Snack Nation includes 5000 different snacks from 1500 different premium brands of various categories: bars, chips & crisps, cookies, fruit snacks, jerky and dried meats, popcorn & puffs, sweets, granola & trail mix, nuts and seeds.

Snack Nation's value proposition lies on six pillars: healthy snacks, reduced prices, variety, possibility to cancel the orders at any time, improvement of the team morale and productivity and no commitment required. Snack Nation's mission is to “create a healthier, more productive, and more vibrant you by connecting you with the best, most innovative natural food products on the planet.” with the objective of helping companies to improve their company culture, explore new workplace wellness ideas and increase employee engagement.” It started to be an office snack delivery service to incentive employees to be more productive, healthy and relaxed. The brand's commitment with the client is based on high quality ingredients by delivering premium brands of snacks with wholesome ingredients; on the diversity of adding new snacks to the portfolio so it turns into an exciting discovery of new flavours for the consumer; and the commitment of enjoying every snack they sell as if they were the consumers themselves.

For office deliveries, the boxes of snacks are segmented in Small (25 snacks), Medium (50 snacks) and Large (150 snacks) for one time or for a subscription plan. For home deliveries,

consumers can buy a box of 6 snacks or 15 snacks, called “Best in Class” boxes. As other option, consumers can also buy individual snacks on the website from the wide offer of products.

Home delivery has two options of boxes: a pre-made Snack Nation box or a box created by the consumer with individual snacks.

Snack Nation assumes a corporate social responsibility strategy by establishing a partnership with Feeding America. This way, for each order that Snack Nation accomplishes, donates a meal for Feeding America, helping to fight the food insecurity in America. SnackNation communicates on Facebook, Instagram, Twitter, LinkedIn, Google + and Blog.

SnackNation focus their communication on how to help improving the company culture and promote wellness and engagement between teams in a healthy way. For this reason, Blogposts are a tool in which SnackNation invests in that is fed with content regarding health in the workplace, hints for office managers and HR and snacking as a way to feel better and healthier.

Videos are very used by SnackNation to promote their own company culture and make consumers engaged with the content. This content crosses wellness and workplace – and for that reason the videos are related with SnackNation company culture and the overall environment related to snacks.

Videos and blogposts are shared on different social media channels: Facebook, LinkedIn, Twitter and Google +. “Munchie Madness” is an example of a video content that SnackNation created that consists in a tournament between two employees individually or in teams characterized where each one represents a snack. Hereupon, consumers are encourage to vote in their favourite character/ snack and enable themselves to win free snacks. This way, SnackNation transmits the “cool” company culture and promote the snacks at the same time. Giveaways are also very present on SnackNation communication in which the audience can “tag” friends and create WOM around the brand. This happens especially on Facebook and Instagram and is more common in special days such as such as Mother’s Day. Employees also make videos presenting, rating and giving feedback of the snacks.

On Instagram, SnackNation post pictures of the snacks being eaten by consumers with different characteristics in different contexts: at the beach, while hanging out with friends, at home, at work, etc.

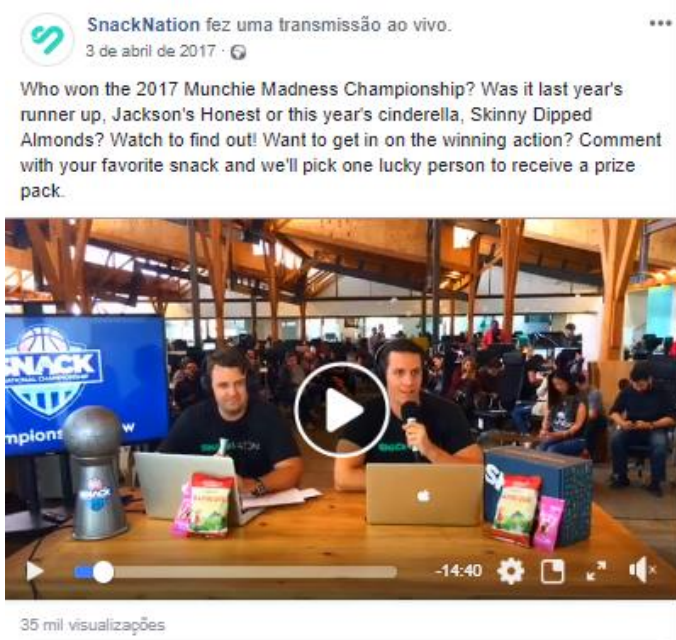


Figure 13 - Munchie Madness Championship. The audience can watch it live on Facebook, vote on the favourite snacks and be qualified to receive snacks.

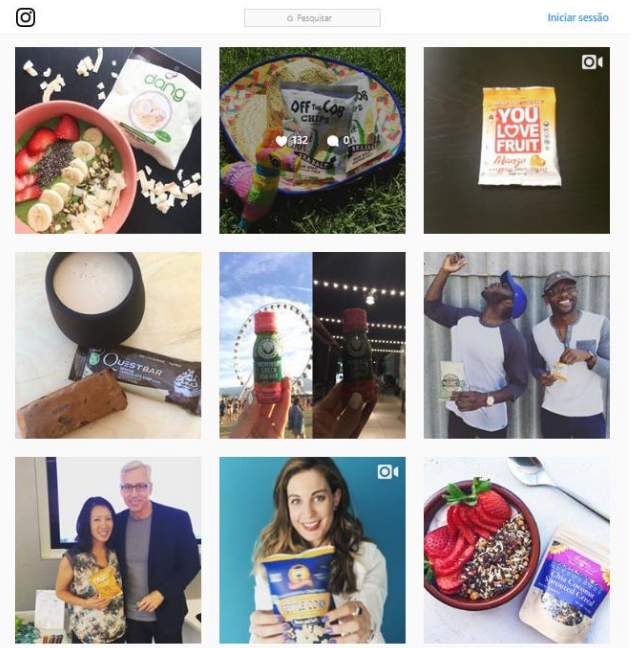


Figure 14 - SnackNation Instagram account. It's possible to see snacks from SnackNation in different environmental contexts with different consumers and ideas for recipes.

## EAT Club

EAT Club is a company that delivers personalized meals to offices in San Francisco, Los Angeles and New York City. In EAT Club business concept, each team can choose the meal they want from a pre-set menu. Clients have to order their meal through EAT Club app or website on the proper day before 10am or order all the meals for the week in advance. After the order, clients will receive a notification indicating that EAT Club bus has arrived to the office and that the meal can be picked up.

EAT Club's mission is to deliver an unique and superior experience to offices through good quality food and offering a wide variety of options by eliminating the logistics that this kind of service requires through technology.

With the tagline "Revolutionizing office lunch, one meal at a time", EAT Club promises to make easier for employers to offer their employees' lunches with quality and freedom to choose their meal with quality, variety and control - in an easy way -- at the same time they make employees happier and are able to save costs due to the high return on investment of this initiative.



On the website, there are two main call to actions (CTA): one allows the visitor to send the information available for the decision maker of the company and the other allows visitors to order a meal for a team meeting and receive a sample lunch menu. In the first CTA, the visitor can insert the email of the employee responsible in the company of taking decisions of this kind. Consequently, that employee will receive an email with extra information of the company, as well as the benefits of EAT Club for the company. Overall, the brand is communicated as a brand that gives freedom to choose from a menu with varied options including restricted diets, as a concept easy to make possible through “one click” and without the need for an on-site cafeteria and as a brand concept that drives to business by helping to retain top talent with lunch benefits, improving productivity for being delivered to the office and promoting teambuilding behaviours between employees.

The concept lies on delivering meals to the offices for employees’ lunch, being a brand that is directly communicated to the decision makers – the ones who will decide to implement the concept on the company.

The portfolio is varied. It serves companies of every size and includes salads, sandwiches, wraps, wholesome entrees on the sample lunch menu with prices that would 12\$.

The value proposition of the brand is communicated differently for three different targets that is done through the “Benefits” category in the menu bar of the website that shows the advantages of EAT Club for each one of the possible makers: employee, office administrative and CEO/HR:

- **Employee:** “Lunch as benefit”
  - “manage your own time”: allowing the opportunity to customers save time during their lunch meal;
  - “eat what you want”: giving freedom to the customer to choose his menu, offering varied options;
  - “be heard”: customers can give their opinion about their meals, creating a rating on each menu.
- **Office administrative:** “Satisfies individuals to power the team” because of:
  - Personal choice: satisfy every taste
  - On time delivery 99,7% of the time
  - Minimal waste because of not throwing away food
  - Easy to manage: clients have access to a personal dashboard
  - Low maintenance: no clean up or setup
  - Meet dietary needs

- **CEO/ HR:** “Office lunch drives productivity”. In this category, there is a simulator in which users can insert data and calculate the ROI by providing lunch to employees by filling a calculator with the following variables: “nr of employees at your company”; “average annual employee salary”, “percentage of employees who leave for lunch for one hour” that calculates automatically the lost productivity per year (\$) and asks for an estimation of the nr a days per week offering offering company paid lunch with EAT Club that will weight on the lost productivity per year. Besides, they communicate that companies that provide lunch to their employees are proven to drive productivity, increase collaboration and benefit the company culture.





CALCULATE YOUR OWN ROI	
 # 30	Number of employees at your company
 \$ 85000	Average employee annual salary
 % 75	Percentage of your employees who leave for lunch for 1 hour
Lost productivity per year <b>\$239,063</b>	
 5	Days per week offering company paid lunch with EAT Club
<b>Adding 1 hour of productivity</b> <b>155% ROI</b>	<b>Value of additional productivity per year</b> <b>\$145,462</b>

Figure 15 - EAT Club's ROI calculator that allows to find the estimated value saved a year for a company if offers lunch to their employees.

### EAT Club's snack program

Besides meals, EAT Club also provides a snack program for offices. The program is communicated in the website by offering:

- Easy access to snack menus through the employee dashboard;
- A wide variety of snacks that are able to fit with any restriction, taste, mood or diet;
- Dedicated staff that will refill the inventory and monitor the consumption.

The benefits are also categorized in three:

- Perks: Fully-stocked break rooms enhance the onsite employee experience.
- Wellness: Nutritious snacks keep productivity and creative energy flowing.

- Culture: Well-fed, happy employees boost morale and build company loyalty

The snack portfolio is divided into: packaged goods (bars, popcorn, dehydrated fruit, etc.), drinks (Coca-Cola, RedBull, teas, juices), fresh fruit, refrigerated items (cheese, yogurts, milk, etc.) and breakfast options (cereals, cookies, etc.).

Here, it's important to notice the highlighted reviews of customers that refer the “convenience of the website and the fantastic selection of snacks” and the “great, healthy selection available, as well as a few guilty-pleasure snacks!”. Regarding communication strategy, EAT Club communicates through Facebook, Instagram, Twitter, Pinterest and Blog.



Figure 16 - EAT Club bus delivering the meals to the offices.

### **Snack Nuts**

SnackNuts is a brand of healthy snacks that delivers for customers healthy snack boxes. Created in 2016, delivers an assortment of 10 to 12 snacks a month from every part of the world through an online ecommerce platform. Consumers create an account and can manage their orders and preferences through the dashboard.

Consumers will subscribe the snack box until they unsubscribe and have different paying modalities: paying every month, each 3 or each 6 months, always receiving a box per month.

The subscription process should be completed on the website between the 10<sup>th</sup> day of the previous month until the day 11<sup>th</sup> of the month that consumers want to receive the box and the box will be delivered between the day 20<sup>th</sup> and 27<sup>th</sup> of each month.

The brand appears in the market with the mission to let consumers know healthy eating options in order to avoid unhealthy eating alternatives. To fill this strategic vision, SnackNuts offers in each box an exemplar of the magazine “Prevenir” – a monthly Portuguese magazine focused on lifestyle issues that suggests practical solutions to improve the lifestyle quality in terms of health and prevention of bad habits, approaching topics such as health, nutrition, beauty, psychological well-being, fitness and weight loss.

SnackNuts is present on Facebook, Instagram and has a blog with content regarding healthy eating, nutrition and advices on how to be healthier in different occasions, such as on the work.

### **5.2.2 Product Development**

Angry Ventures team supported the clients with a proposal for product segmentation. What initially was part of the CSD doubts – “Are snack bars included?” and “Do the snacks already exist in the market and the brand will distribute them with her own branding or will the brand will make a mix of existing snacks in the market with the own production?” was responded by the clients when they presented the team some brands of healthy snacks that would like to include in the boxes.

Their idea was to offer a wider diversity of snacks – such as bars – drain their own fruits by including dried fruits from their production, dehydrate fruits from their production as well and eventually make business with a supplier of dehydrated fruits and dried fruits to increase the portfolio and offer variety in the snacks. As long term plan and with the growing of the business, the future plan would include investment on dehydrating machinery to lower the costs and increase the margins of profit.

It was assumed since the beginning that the snacks would be sent to companies inside boxes and that each one would have inside the nutritional daily recommended dose to consume by a person during a month – assuming that the delivery of the boxes would be made monthly in the offices. This would be a way to promote healthy eating habits in the office – not exceeding the recommended quantities – at the same time – a way to facilitate the access to nutritional information.

The team thought that ideally the purchase would be an offer from the company to their employees but other buying modalities could be left open such as being bought by the employee or having the participation of the company in the purchase with a certain amount. From the attributes thought by the client that helped to build the brand essence specially – “*fun, enthusiastic, makes consumers feel good, brings joy, has surprise elements, evokes calm*”, the team gathered to think about a creative way – respecting the established Creator archetype – of bringing these elements to consumers through the brand concept.

The discussion started to be focused on categorizing the different departments of a standard company and which characteristics would each department need to face a day at work.

Designers, software developers, marketers, HR and accounts were the top of mind jobs that occurred to the team. Therefore, the idea of creating special boxes for each one of these

occupations came up. However, during the discussion of ideas, the team realized that companies have different sizes, areas and organizational structures, so in terms of logistic, it could make sense for some companies, but not for others – and at the same time it would exclude a part of the potential market.

With this issue in mind, the following question that came up was – “What does every worker – independently of the occupation – needs to face a day at work?”. The team answered this question with different answers: Joy, Enthusiasm, Determination, Pleasure, Good mood, Passion, Motivation, Attention, Focus, Memory, Strength, Vitality, Impetus, Calm, Relaxation, Creativity, Mindfulness, Joy, Open mind and Inspiration and wrote them in *post-its*.

To start with some categorization of adjectives, the team decided to focus on 3 different boxes related with this concept. Thus, a categorization of all these adjectives was created, thinking about which three could be able to aggregate the others. The categories created were motivation, productivity and inspiration:

- Motivation: Joy, Enthusiasm, Determination, Pleasure, Good mood, Passion;
- Energy: Attention, Focus, Memory, Strength, Vitality, Impetus;
- Inspiration: Calm, Relaxation, Creativity, Mindfulness, Joy, Open mind.

At that moment, three different boxes were created – Motivation kit, Inspiration kit and Productivity kit – each one including three different snack categories: bars, dehydrated fruits and dried fruits. The main objective along with this categorization was to align the nutritional values of each snack and respective ingredients with the effect that could cause in the consumer – potentiate motivation, productivity or inspiration.

This proposal was complemented with a research on Key Word Planner from Google AdWords. Reflecting about some possible outcomes after eating the snacks, some keywords regarding some desired effects after eating the snacks were tested.

This search complied with the segmentation thought: energy (2900 searches), motivation (2900 searches), and inspiration (1000 searches) are words that have high monthly volume of search on Google and other search engines – which are indicators that consumers seek for these states of mind.

This search was complemented with a consultation on Google Trends to have an overall insight about the intensity on the interest of these effects:

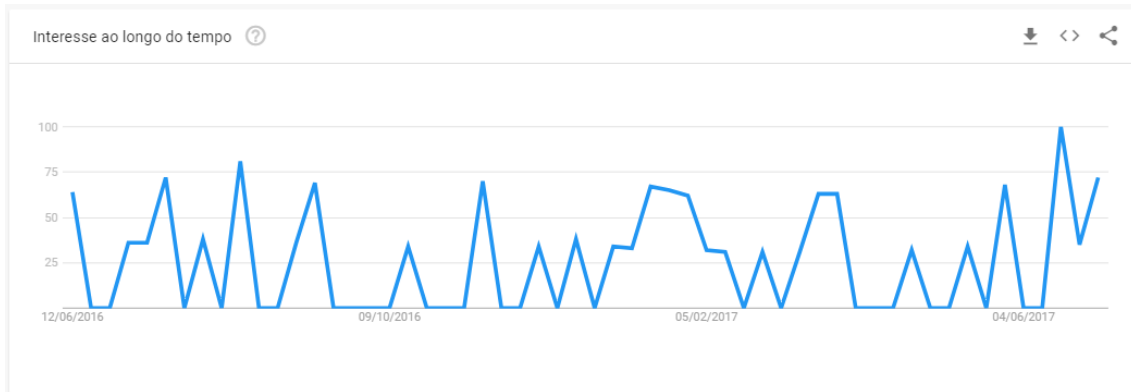


Figure 17 - Interest on the keyword “Energia”(energy) on Google under the category of food and beverages, from June 2016 to June 2017 in Portugal



Figure 18 - Interest on the keyword “Motivação” (motivation) on Google under the category of food and beverages, from June 2016 to June 2017 in Portugal

The results show a wide variation along the considered year with some peaks of search reaching the volume of 100 either for energy and motivation. There wasn't enough data to show the results for the keyword “inspiração” (inspiration) on the category of food and beverages.

Following this line of reasoning, the Motivation Kit would include snacks with properties that would give strength and would stimulate the desire to continue the day with good disposition, being consequently snacks more appealing stimulating, with ingredients such as dark chocolate or cereals; the Energy kit would be composed by snacks that would give energy and would have properties that stimulate memory and concentration to increase productivity such as snacks with coffee and higher in calories to give consumers energy at work; and the

Inspiration kit composed by snacks with relaxing properties that combat stress and anxiety and provide a special break that helps employees to fight fatigue, giving inspiration to

go through the stress of the day in which ideally the snacks would be slightly different than what is usual in the market.

Along with this line of ideas, two different proposals of product segmentation were presented to the client:

1 – in each kit, each product from a category (bar, dried fruits and dehydrated fruits) would have x% of a feature that is necessary to face the workday (eg. A bar of joy inserted in the Motivation kit would have 50% of joy, 30% of optimism and 20% of enthusiasm).

2 – each product from a category (bar, dried fruits and dehydrated fruits) would have the same name – the snack category and the name of the kit (eg. Motivation bar).

Together with this proposal, some suggestions were also done to close up some open points, such as the dimensions of kit sizes, if it would possible to customize the kit, how would work the subscription model, and how could we increase the variety of the portfolio.

Because the brand concept is focused on companies, it was suggested to segment the different boxes according to the size of each company. For this reason, it was suggested to the client to create small office boxes (25 snacks), medium office boxes (50 snacks) and large office boxes (150 snacks), such as SnackNuts packaging model.

Regarding subscription, it was suggested to have **different subscription models** – monthly, trimestral, semi-annual and annual and offering discounts according to the duration of the subscription so consumers could have different options to choose from but at the same time, to bring advantages in subscribing during longer terms.

In order to increase the variety of the portfolio without changing radically the snacks available and maintaining the logistics simple, it was suggested to maintain half of the snacks for one month and bring 50% of novelties on the boxes in the following month. This way, the clients could have the surprise element at the same time they could also repeat the snacks they liked. Other presented option was to change the snacks every month or to create different boxes every three months.

To facilitate the logistics and to be able to keep the price of the boxes stable, it was suggested that consumers shouldn't be able to choose the snacks they wanted for their boxes. To face this issue, it was suggested the option to create a surprise box in which the clients would choose the number of snacks desired, the selection of the snacks would be done by SnackWill but the clients would have the option to choose the snacks or ingredients that they wouldn't want in their kit.

Besides the organized boxes, the client designed the project wishing to sell individual snacks through the website under minimal ordering quantities – either for offices or homes.

Selecting the products that were going to be included in the portfolio was responsibility of the client. Thus, the client presented the team with different options and brands – two of healthy bars – Fiorentini and Chimpazee – that would be sold with the existent branding. These two brands of snacks came up because the client realized that big investment would have to be done to produce his own bars and succeed in the wide competition existent in that industry characterized by several brands of bars at the most varied prices. This way, another doubt on the CSD was solved – the brand would include bars on the portfolio.

Fiorentini is an Italian brand leader in Private Label products related with snacks of corn and rice that sells their products so other brands can resell it with their own branding. Fiorentini has a wide portfolio of products: cereal cakes, sweet snacks, cereals and seeds, bread and substitutes, amongst others. Inside the “sweet snacks” category, it’s possible to find rice cakes, corn cakes and bars and offers the following bars: brittle sesame, sesame bars with chocolate, chia bars, quinoa bars and ginger bars.

Chimpazee is a brand of bars that are communicated as “honest, all-natural, made from real food energy bars that are free of phony additives, artificial sweeteners, trans-fats chemicals and GMO's”. Its positioning is focused as being an alternative for sugar bars, trans fat and genetically modified ingredients. The portfolio of Chimpazee bars is 100% done with natural ingredients and the products are segmented into: energy bars, slim bars and gunpowder drinks.

On Chimpazee website, each product is shown the respective nutritional facts, calories and ecological foot on the environment. Aligned with this information, an explanatory graph indicates the level of: rest, warmup, activity, regeneration and warm-up – showing the level of adequacy of each product according to the overall level of daily activity. Each product has an individual review where it refers how much is the bar organic and natural in percentages and also facts about how each product can impact beneficially in the different parts of the organism.





Figure 19 - Chimpanzee Bar Apple and Ginger. 57% organic ingredients. Communicated as a great source of natural energy, it's recommended to use to gain energy.

Besides these selected brands by the client to resell inside the boxes, the client decided to sell dehydrated fruits and dried fruits with SnackWill branding. Consulting a supplier from his network, a list of products available was provided to choose from (Table 1, attachments).

Using Key Word Planner from Google Adwords, the average number of monthly searches on Google and Bing in Portuguese by keywords related with dried and dehydrated fruits was researched (Table 2, attachments). The search started by comparing the average number of monthly researches between dehydrated fruits and dried fruits in Portugal. The results shown that dried fruits had a significantly higher number of searches than dehydrated fruits (2,400 vs 540), both with low competition – showing that dried fruits have more interest online and consequently, should be in more quantity in the boxes.

Following this, each available product from the provided list of the supplier was searched on Key Word Planner following the same methodology and the products with the higher volume of search were selected to analyse, representing attractive hypothesis to include in the business.

After creating a list of the most attractive snacks from the supplier, the team selected the bars from Chimpanzee and Fiorentini with the criteria of not repeating ingredients.

On Chimpanzee portfolio, each bar is segmented according to physical activity "rest", "warm up", "activity", "regeneration" and "rest" again, showing how each product is somehow more adequate according to the activity levels desired. Therefore, bars with higher levels of warm up were selected to include the Motivation kit, bars with higher levels of activity were selected to include the Energy kit and the bars with higher levels of rest were selected to include the Inspiration kit.

Thus, the six hypotheses selected were lemon bars; cashew and caramel, on the Energy kit; peanut butter and dates and vanilla for Inspiration due to the recommendation of consuming in the regeneration phase after the performance; date and chocolate, beetroot and carrot bars for

Motivation Kit because of the recommendation for the “warm up” phase –that being previous to the activity – requires motivation to start the action.

From the 5 Fiorentini bars available, the maximum of 2 bars were selected per kit. The ingredients that were more attractive in terms of searches were quinoa, chia and sesame and that’s why the three of them were selected to be included in the boxes and it would be asked to the nutritionist in which kit would make more sense to include each Fiorentini bar according to the nutritional values.

The snacks selected were presented to the client and it was asked the nutritionist to verify the rigour of this segmentation in terms of nutritional values. In the meeting in which this segmentation was presented to the client, a date was established together for the clients to close these open points about the product and its respective segmentation.

The following meeting with the clients was to define the following steps and to start to plan the communication. In that meeting, the clients informed the team that decided to only include snacks from the supplier and their own production, using exclusively the SnackWill branding. This meant to exclude the snack bars and only include dried fruits, dehydrated fruits and dehydrated vegetables.

<b>Motivation Box</b>	<b>Energy Box</b>	<b>Inspiration Box</b>
Chimpazee Lemon	Chimpazee Cashew and Caramel	Chimpazee Peanutbutter
Chimpazee Banana	Chimpazee Pistachio	Chimpazee Apple and Giner
Chimpazee Beetroot and Carrot	Chimpazee Dates and Chocolate	Chimpazee Dates and Vanilla
Barras Fiorentini Sesame and Chia	Barra Fiorentini Sesame e Quinoa	Barra Fiorentini Sesame
Barras Fiorentini Sesame and Chocolat	Dates	Cherry tomato
Blueberry	Coconut	Figs
Plum	Orange	Strawberry
Apple	Banana	Ananas
Mango	Melon	Kiwi
Pear	Pinion	Quinoa
Quinoa	Peanut	Chia

Hazelnut	Raisins	Linseed
Sunflower seeds	Oats	Almond
Macadamia	Nut	Goji
Pecan	Sultana	Hemp
Cashew	Sesame seeds	Pistachio
	Nuts from Maranhão	Poppy seed

Table 17 – Suggestion of product segmentation through boxes

### AgroUp startup acceleration Programme

The participation in the acceleration programme included a program designed to support entrepreneurs on the definition of the business model, the business concept and the product development.

The investigator had the opportunity to participate directly with the client, facing and thinking together for solutions for the proposed activities by the programme. During this process, we counted with the support of a mentor designated by Loures Inova.

Therefore, in this context, the suggested techniques by the acceleration programme - Empathy Client Map, the Buying Personas, the Business Model Canvas and the Pitch construction - were used to support the client on the definition of the brand concept outlines in this scope.

#### 5.2.3 Empathy client map

The empathy client map was used to get an overall overview of the consumer and get insights about how does the customers think and feel, what do they see, say, do and hear. Thereby, it was possible to understand better the consumer’s perspective in order to adjust the brand concept to consumer’s wants and needs.

<p><b>Think and Feel:</b></p> <ul style="list-style-type: none"> <li>• Care with health</li> <li>• Desire to feel good with herself/ himself</li> <li>• Likes to be treated good at work</li> <li>• Be trendy</li> <li>• Be accepted by the group in different contexts</li> <li>• Desire and curiosity to try new and trendy brands in the market</li> <li>• Wants little effort to get the products/ services he/she desires</li> </ul>
<p><b>See:</b></p> <ul style="list-style-type: none"> <li>• Fit and healthy influencers as role models</li> <li>• Gym incentives and promotions</li> <li>• Influencers as sponsors of healthy lifestyle</li> <li>• Measures from the government to encourage better eating habits and healthier behaviors</li> <li>• Healthy and tasty recipes online</li> </ul>

<ul style="list-style-type: none"> <li>• The trend of taking care of the personal image, body and healthy lifestyle increasing in people’s behaviour</li> </ul>
<p><b>Say and do:</b></p> <ul style="list-style-type: none"> <li>• Seek for motivation to achieve his/ her goals</li> <li>• Gym subscriptions</li> <li>• Makes efforts to meet superior’s expectations</li> <li>• Look better and improve lifestyle</li> </ul>
<p><b>Hear:</b></p> <ul style="list-style-type: none"> <li>• The disadvantages of having a sedentary life and how can that harm the well-being and health</li> <li>• Inspiring stories about people who improved their lifestyle and got significant positive results</li> </ul>

Table 18 - Empathy Client Map: Final consumer

The final consumer – the person who would eat the snacks – should be an employee that works hard to meet the company’s expectations and consequently, expects to be acknowledged for it by the organization.

This might employee that makes breaks during the workday to eat something or have a coffee/ tea and enjoys to have a chat with his/hers colleagues during that pause.

This consumer would have the curiosity about new products and trends in the market, having the desire to try new brands and the openness to suggest new ideas into the company.

Ideally, he / she would also be worried about correct eating habits, sports and other lifestyles that impact the health – with curiosity to know more about the products they consume.

Besides, this type of consumer wouldn’t like to spend a lot of time or effort to get access to the products they desire – valuing services and products that are easy to get and simple to understand.

<p><b>Think and Feel:</b></p> <ul style="list-style-type: none"> <li>• The need to retain talents in the company</li> <li>• That happy employees will show better results</li> <li>• That small actions and perks can contribute to a better place at work</li> <li>• Doesn’t want to be behind other companies in the market</li> </ul>
<p><b>See:</b></p> <ul style="list-style-type: none"> <li>• “Cool companies” offering perks to their employees as ways to retain talents and make employees happier</li> <li>• The importance of work-life balance increasing</li> <li>• Studies and articles showing the impact of employee satisfaction at work on their productivity</li> </ul>
<p><b>Say and do:</b></p> <ul style="list-style-type: none"> <li>• Looks for different ways to make the company a happy and pleasant place</li> </ul>
<p><b>Hear:</b></p> <ul style="list-style-type: none"> <li>• About companies that invest in their human resources: offering coffee, meals, organizing team-buildings, trainings, parties, etc.</li> </ul>

Table 19 - Empathy Client Map: Decision-maker/ influencer

The typical influencer on the decision of buying SnackWill for the office would be an employee of the organization dedicated to other employees' issues and the defense of the image of the company – inside or outside.

Creating a positive environment in the company by taking decisions related to human resources, caring for the wellbeing of the employees would be some of the roles of this influencer/ decision maker. He/she would be aware of the employee's needs in the company in order to make them happy and motivate at work so company could retain talents and consequently, increase the profit of the company.

Sensibility to notice that living a healthy lifestyle is a growing worry in consumer's mind would be very important and would work as a factor in favour to SnackWill.

In the best scenario, this type of consumer would be the one who gives the final approval for buying SnackWill. If not, it would be a person able to exert influence under the decision makers of the company.

#### 5.2.4 Buying Personas

The Buying Personas were created to deepen the insights about the consumer based on the empathy client map, visioning the potential consumers in more detail in a real-life context.

Name, age and job	General information	Behavior	Goals	We can show that having SnackWill in their company wil...
Vicente, 46, company founder	Studies in management; Divorced; 1 child; monthly salary around 2.000€	Influential, persuasive, good communicator Constantly alert for innovations and new business ideas in the market	Constantly differentiate his company from the competitors in quality; Meet deadlines for the clients; Motivate and keep his employees highly productive to accomplish the company goals and deadlines;	Increase his employee's productivity. Be able to improve employees' lifestyle and make them have a better performance at work through healthy breaks.
Joana, 28, HR department	Responsible for recruitment, selection and retaining talents in the company; Lives with her boyfriend, no children; monthly	Enjoys to be updated with news, reads articles online about new trends in the city, new products to be launched and looks for different	Keep employees happy in their workplace and retain their talent; Promote company's	Provide a pleasant and healthy break without making employees losing time going outside and that will make them happy – improving the employee branding of

SnackWill: Launching a new brand of healthy snacks in the market

	salary around 1.000€	activities to do in her leisure time.	employer branding; Coping with the stress from her job; Be productive. Maintain a healthy lifestyle.	the company and be part of the motivators for employees stay in the company.
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Table 20 - Buying personas / Decision-makers

<b>Name, age and job</b>	<b>General information</b>	<b>Behavior</b>	<b>Goals</b>	<b>We can show that having SnackWill in their company wil...</b>
João, 27, Finance department	Financial analyst in a consultant; Routine day at work; Long career ahead in the same company. Monthly income is around € 2,500	Deals with stress; goal-oriented; Practical and methodical; Likes to participate in new events of the city, experiencing new places and activities.	Generate interest in a healthy lifestyle and the benefits of healthy snacks.	Help to release the stress of long hours at work with a nutritional brea without any extra effort.
Maria, 37, Designer	Graphic designer in a creative agency Monthly salary around € 1,300	Creative, dynamic Curious about learning more constantly with new ideas in mind; Try to have a healthy lifestyle (jogging, balanced diets). Takes advantage of discounts, promotions and samples. Buys online and likes to be informed about the products she consumes.	Have the energy to accomplish deadlines, keep on being creative, original, dynamic and active.	Offer a break from the hectic routine that brings energy, creativity and inspiration to meet goals in time. Introduce new curiosities, recipes, lifestyle tips, etc. through online communication

Table 21 - Buying Personas / Final consumer

### 5.2.5 Business Model Canvas

The Business Model Canvas was used to outline the business model and get an overall view of the project and all the stakeholders to share the same vision between all the members involved.

Table 22 - Business Model Canvas

<p><b>Key Partners</b> Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>Angry Ventures Comunidade Vida e Paz Suppliers</p>	<p><b>Key Activities</b> What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Buying products to resell Delivering the products to the clients Workshops and health consultancy to the clients Business development meetings</p> <p><b>Key Resources</b> What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>Investment in marketing efforts and on the ecommerce platform Investment in sales, product, packaging and logistics such as transportation</p>	<p><b>Value Propositions</b> What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>Accessibility, health Create and implement the concept of "healthy snacking" in the offices along with the experience of feeling healthy and change the lifestyle for best. Combat unhealthy eating habits, sedentarism and monotony in the companies through a funny and enjoyable way</p>	<p><b>Customer Relationships</b> What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>B2B very close to the customer, constantly adding value B2C as a reference of healthy and funny snacks in the market</p> <p><b>Channels</b> Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>Social media Email marketing Business development</p>	<p><b>Customer Segments</b> For whom are we creating value? Who are our most important customers?</p> <p>B2C- employee as consumer at home B2B - companies worried with the well-being and health of their employee</p>
<p><b>Cost Structure</b> What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>Launch the company Acquiring the products Website, image and brand communication Marketing and sales Packaging and expedition Nutritional accessions, workshops and other related initiatives to promote the brand vision in companies</p>		<p><b>Revenue Streams</b> For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>Selling snacks</p>		

### 5.2.6 Business Idea

**Clients:** To consumers worried about their lifestyle and wish to make a different kind of break at work;

**Client's needs:** who seek healthy eating habits in and easy, trendy and accessible ways;

**Product's name:** SnackWill

**Typology:** is an ecommerce platform service delivery

**Main benefit:** That provides a comfortable, accessible and healthy experience

**Competition:** without the need to move or carry food to the office

**Differentiating element:** one click away of distance to receive a box of healthy snacks, making employees feeling good and balanced.

### 5.2.7 Pitch

Several pitches were trained during the boothcamp of the Startup Acceleration Program. The opportunity to present to an experienced audience able to give quality feedback about different issues allowed unblocking some questions and reflecting about different alternatives for the brand concept (Transcription 1, attachments).

## 6. Forms of implementation

### 6.1 Brand Identity

*“If it can be imagined, it can be created”*. The selection of the “Creator” as the brand archetype made that all the decisions regarding the brand made from that moment on would have in mind the archetype motto, his main goals, desires and tasks to accomplish his goal.

The brand variables part of the marketing mix, especially the product, the promotion and the placement were aligned with the goal of “creating something of enduring value by giving form to a vision”. Deconstructing the “Creator” archetype in the light of SnackWill, we get:

- **Motto:** “If it can be imagined, it can be created” – Promotes a new experience of having a “snack time” at the office”
- **Core desire:** “create something of enduring value” – Motivates people to change their eating habits in an easy way.
- **Goal:** “give form to a vision” – believes that everyone should have access to healthy food aligned with their day-to-day, facilitating and uncomplicating the nutritional information.
- **Fear:** “having a mediocre vision or execution” and **trap:** “perfectionism, miscreation” – the nutritionist that collaborates with the brand justifies and validates the information and the benefits of the products, giving strength to the vision and fighting the fear of the mediocre execution.
- **Task:** “create culture, express own vision” – promote the knowledge and create the habits in the workplace to implement a healthier lifestyle.
- **Gift:** “creativity and imagination.” – using the surprise element to surprise the customers on the product delivery and use different ways to promote the vision (eating plans, solidarity programs, etc.).

#### **Brand Statement:**

- **What?** An ecommerce brand that delivers healthy snacks to companies.
- **How?** That uncomplicates the access to healthy eating products to align the experience of a pause at work with healthy eating habits.
- **Who?** To companies and people who want well—being without an extra effort.
- **Where?** Initially in the offices of Portugal.
- **Why?** Because it believes that alimentation is an experience that should be valued, easy and adapted to the day-to-day, especially at the workplace.
- **When?** In times in which people are increasingly worried about their eating habits but the lack of time hinders a more consistent change of behaviour.



“SnackWill is a brand of healthy snacks that simplifies the access to products **to align the experience with healthy eating habits.**” → “SnackWill. Feed your ideas.”

## 6.2 Brand Concept

### - Product

Considering the feedback received on the acceleration program, the team and the client opted to segment the products through group boxes of different sizes with several snacks instead of individual boxes for employees.

This type of packaging had the objective of promoting socialization between employees, improving the environment in the workplace and helping to create a more stimulating break with space to discuss ideas that could be beneficial for work.

Besides, it would also help to decrease the costs for the companies, allowing more flexibility to distribute the snacks between different rooms or departments and would allow the companies to have the “SnackWill corner” – a space in the company dedicated to SnackWill – giving more awareness to the brand inside the company.

With this feedback, a reformulation on the product segmentation was done in order to maintain the nutritional recommended doses of snacks.

Having this product segmentation in mind, in order to simplify further logistics (packaging and labelling) and respect the concept of delivering daily recommended doses, each box included daily doses of energy, motivation and inspiration.

Dehydrated fruits became doses of energy due to the natural sugar proprieties of the fruit; dried fruits doses of motivation because of the substances that are effective to improve attention and memory and are able to bring focus and motivation throughout the day and dehydrated vegetables inspiration doses because are light and is a product little known in the market yet – so it would give the inspiration needed to face the work challenges in a calm and shrewd way.

Four subscription modalities were available to consumers: monthly, quarterly, biannual and annual. The trimestral subscription with 5% discount, the biannual with 10% discount and the annual 15% of discount.

The biannual and the annual subscription included a SnackWill display so companies could have a proper place in the office to keep the Snacks. Besides, these subscriptions modalities also included a nutrition workshop in the companies with a nutritional appointment for employees during a day with a second appointment for follow-up.

These initiatives and benefits along with the subscription became a pillar on delivering the brand message of promoting a healthier lifestyle with little effort by making these perks easily available and for free for the employees.



Figure 20 - Product - Snacks in packages of daily nutritional recommended doses: Dose of Energy - dehydrated fruits; Dose of Motivation - dried fruits and Dose of Inspiration - dehydrated vegetables

#### - Placement

It was settled since the beginning of the project that the products would be ordered through an ecommerce platform developed by the software team of Angry Ventures. Through this platform, any user would be capable to order a box of snacks or to choose the snacks individually that they desire. For this reason, even though the main focus of the brand is selling to companies, if a consumer desires to receive their snacks in other place – like home – there is no restriction.

After the purchase, consumers would receive the order in the indicated place through a distributor partner such as CTT – Correios de Portugal.

#### - Price

The price was fully settled by the client.

#### - Promotion

Over the development of the website, a landing page was launched (Figure 22, attachments) with information about the brand and a call-to-action to audience insert their email to receive more information or schedule a meeting in the company.

*“SnackWill delivers the recommended nutritional doses of dried fruits, dehydrated fruit and dehydrated vegetables. We facilitate the access to a balanced healthy eating at home or at the office. We promise to inspire your days with snacks 100% natural without any added sugar, colouring or preservatives. Feed your ideas with SnackWill”.*

Considering all the possible roles of consumers during the buying decision, it was important to define distinct value propositions for different kind of consumers, having in account that when buying snacks for offices, the user or final consumer is going to be the employee, the initiator might be the HR department and the buyer the financial department, for instance. For this reason, it’s important to reach these two different kinds of consumers.

Consequently, the value proposition for employees was divided in three:

- **Healthy eating:** Natural products for a balanced diet.
- **Inspiration and well-being:** Snacks that help you to keep the focus and the productivity.
- **Easy and simple access:** Order online and we deliver to your office.

To attract the companies, the benefits communicated were:

- **Employee branding:** working in a company that offers SnackWill is a perk.
- **Healthy and happy employees:** SnackWill is a brand that promotes health and consequently increases productivity at the workplace
- **Overall company self-promotion:** Having SnackWill in the offices makes companies “cool” because shows caring for the employees.

### 6.3 Bullseye framework – getting brand awareness

The team used the layout of the Bullseye Framework to get ideas on how to get brand awareness in the initial phase of the launch.

The bullseye framework methodology is useful to understand the best traction channels of the main 19 suggested for a start-up business. This framework allows finding the dominant traction channel to acquire new customers until it get saturated (Weinberg & Mares, 2015).

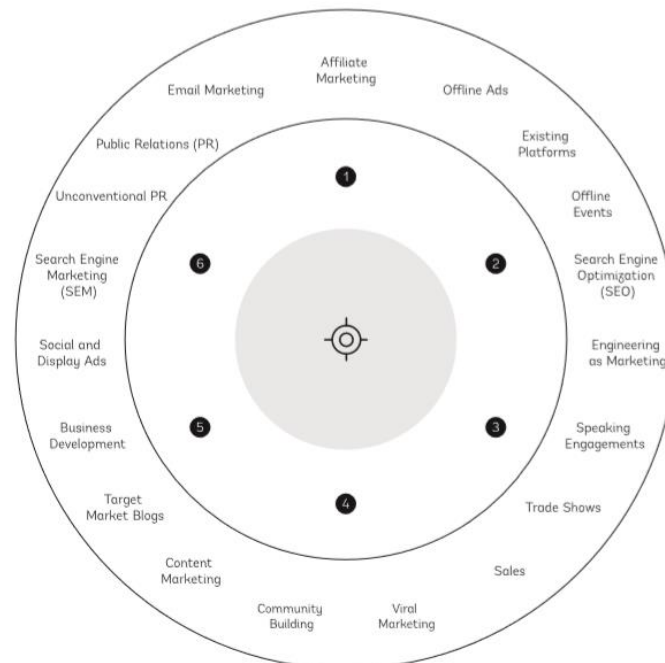


Figure 21 - Bullseye Framework (Weinberg & Mares, 2015)

**Email marketing** was sent for contacts from the client’s database to schedule meetings to present the brand. In the meeting scheduled, the client was able to receive feedback about the

brand and started to design proposals according to the dimension and the structure of the company in cause.

Considering the feedback from AgroUP acceleration program, **business development** meetings with vending machine companies was also scheduled by the client to evaluate the hypothesis of create “SnackWill vending machines” exclusive to offices and online research to evaluate the costs of bulk machines.

At the same time, **social media** accounts on Facebook, Instagram and LinkedIn were register in the name of SnackWill so consumers could follow and be aware of the brand novelties. Formal company information of the company could be found on LinkedIn and the contents for Instagram and Facebook followed these topics (Figure 21, attachments):

- “Did you know that...?” – a post with information about the portuguese consumers eating and lifestyle to impact consumer’s minds regarding the impact bad eating habits and behavior on the health
- “Product picture” – a picture of a SnackWill product – dehydrated fruit, vegetables or dried fruits
- “Packaging” – SnackWill products in different contexts.

In terms of social responsibility, the project “Join Me” was created in association with Comunidade Vida e Paz – a solidarity and social justice portuguese association that supports the reinsertion of poor, socially excluded and vulnerable citizens.

The project consisted in creating a production of biological strawberry inside the association that would be taken care by the people from the community. The strawberries from that production would be bought by SnackWill to be dehydrated and be included in the snack boxes to be delivered to the companies as a way to help on the social reintegration.

The overall feedback of the **Pitch presentation** was positive, showed by the fact that most of them would consider to buy SnackWill for their companies and would invest in it for their employees. This feedback allows the researcher and the client to have more clear that the presented form of distribution of the products in boxes could indeed work well for some types of companies, but for other types of companies it would be important to have other options available, such as snacks on vending machines or bulk machines – depending on the size and the company structure. It was also underlining the importance of being a service that makes healthy products easily available to consumers with little effort – one of the main brand’s value proposition.

This feedback made the researcher and the client to reflect about if individual boxes would be the most suitable or not. In one hand, it would facilitate the individual nutritional

doses – each employee would have his box and would know the adequate doses of snacks. On another hand, having big boxes for every employee would be lead to less rationing of employees, giving them freedom to eat the snacks they like during the day.

The possibility of extending the business to other entities such as sport institutions and schools was also an important call to attention, showing that there are other suitable places with the need for nutritional and healthy snacks easily available.

## 7. Conclusions and limitations

The project started with the objective of creating a brand identity and support on the brand concept for a new brand of healthy snacks to be launched in the market.

Market research showed an opportunity for this kind of business, especially in times when the consumers are more worried with improving their eating habits and lifestyle and companies are valuating more their employees with initiatives that can retain talents and make employees more satisfied in their workplace.

With similar successful business models in other countries with the concept of delivering healthy food to offices through e-commerce, a benchmark research resulted into ideas and insights about good practices that could create added value for companies – the buyer and the user – the employees.

Aligning the business initial idea from the client' side with theory regarding brand identity, several dynamics were created with the client to reach an archetype that would guide further decisions regarding the business and other marketing variables responsible to create brand associations in consumer's minds.

With the main goal of providing a healthy break during the workday and by promoting initiatives along the employees that help them to improve their lifestyle, the brand respected and followed its archetype's Creator goal and main desire - create something of enduring value by giving form to a vision.

The definition of the brand identity was then the core for defining an initial business model born from the essence of the Creator. Therefore, several initiatives and tools were used in team to brainstorm the business idea and the marketing mix variables – product, placement and promotion. The last step involved the launch of the brand in the market by developing the product, defining the placement strategy and launching the promotion channels.

Even though it's an innovative business concept and there is interest from consumers in changing the lifestyle and eating behaviours for the best, the agrifood industry and the dried fruits, fruit and vegetables in particular are still an industry hard to penetrate in part due to the constraints analysed on Porter's Five Forces – which might constitute the main limitations of the project.

Some unaddressed questions still rise, such as the actual interest in the product from the companies' side, the fitness of the price for the service/ product and the best way to deliver the product: vending machines, boxes or refilling machines. It would be interesting to explore

deeply these questions to better understand the market needs and make the necessary adaptations to the brand concept and business model to fit the market needs.

The techniques used to approach the brand concept outline that were part of the Startup Acceleration Programme could have followed a deeper analysis using methodologies such as surveys and interviews to prospect clients and get more accurate insights about consumer behaviour that would help to answer the previous unaddressed questions.

The little availability by the clients to ensure personal business development with the companies to present the project and get feedback about the brand offer also constituted a limitation to understand what could be improved in terms of value proposal.

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## 9. Attachments

Table 1 - KeyWord Planner results for keywords related to skills needed for the workday

<b>Key words (PT/ EN)</b>	<b>Average search</b>	<b>Competition</b>
<b>Energia/ Energy</b>	<b>2900</b>	<b>0,03</b>
<b>Motivação/ Motivation</b>	<b>2900</b>	<b>0,02</b>
Humor/ Humor	1900	0,01
Criatividade/ Creativity	1900	0
Alegria/ Joy	1600	0
Liderança/ Leadership	1600	0,13
Atenção/ Attention	1600	0
Concentração/ Focus	1600	0
Activo/ Active	1300	0
Relaxamento/ Relaxation	1300	0,01
<b>Inspiração/ Inspiration</b>	<b>1000</b>	<b>0</b>
Memória/ Memory	1000	0,01
Calma/ Calm	720	0
Entusiasmo/ Enthusiam	720	0
trabalho em equipa/ Teamwork	720	0,01

Table 2 - List given by the client of potential products to be resold as part of SnackWill brand

<b>Dehydrated fruit</b>	<b>Dried fruits</b>	<b>Others</b>
Tâmaras/ Date	Sementes de Quinoa/ Quinoa	Aloe Vera/ Aloe Vera
Côco/ Coconut	Pinhão/ Pine nut	Flor de Hibisco
Mirtilo/Blueberry	Chia/ Chia	Escura / Hibiscus flower
Tomate Cherry/ Cherry tomatoe	Amendoim/ Peanut	Gengibre/ Ginger
Ameixa/Plum	Sementes de Linhaça/ Flaxseeds	
Maçã Seca/Dried apple	Amêndoa/ Almond	
Figo Preto/ Black fig	Bagas Goji/ Goji berries	
Morango/ Strawberry	Passa de Uva/ Dried grape	
Manga/ Mango	Flocos de Aveia/ Oat flakes	
Laranja Orange	S. Cânhamo/ Hemp seeds	
Ananás/ Pineapple	Noz/ Walnut	
Banana/ Banana	Avelã/ Hazelnut	
Kiwi/ Kiwi	Sementes de Girassol/ Sunflower seeds	
Pêra Seca/ Dried pear	Macadâmia/ Macadamia	
	Pistacho/ Pistache	
	Sementes de Papoila/ Poppy seeds	
	Noz Pecã/ Pecan nut	
	Sultana	

<p>Melão/ Melon Papaia/ Papaya Alperce/ Apricot</p>	<p>Sementes de Sésamo / Sesame seeds Caju/ Cashew Castanha do Maranhão Chestnut from Maranhão Flocos de Cevada/ Barley flakes Flocos de Centeio/ Rye Flakes Flocos de Trigo/ Wheat Flakes</p>	
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Figure 22 - Instagram posts: “Did you know that 15.8% of the lost number years of healthy life is due to bad eating habits?”; “Product picture of dehydrated pineapple” and “SnackWill in the context of the office”

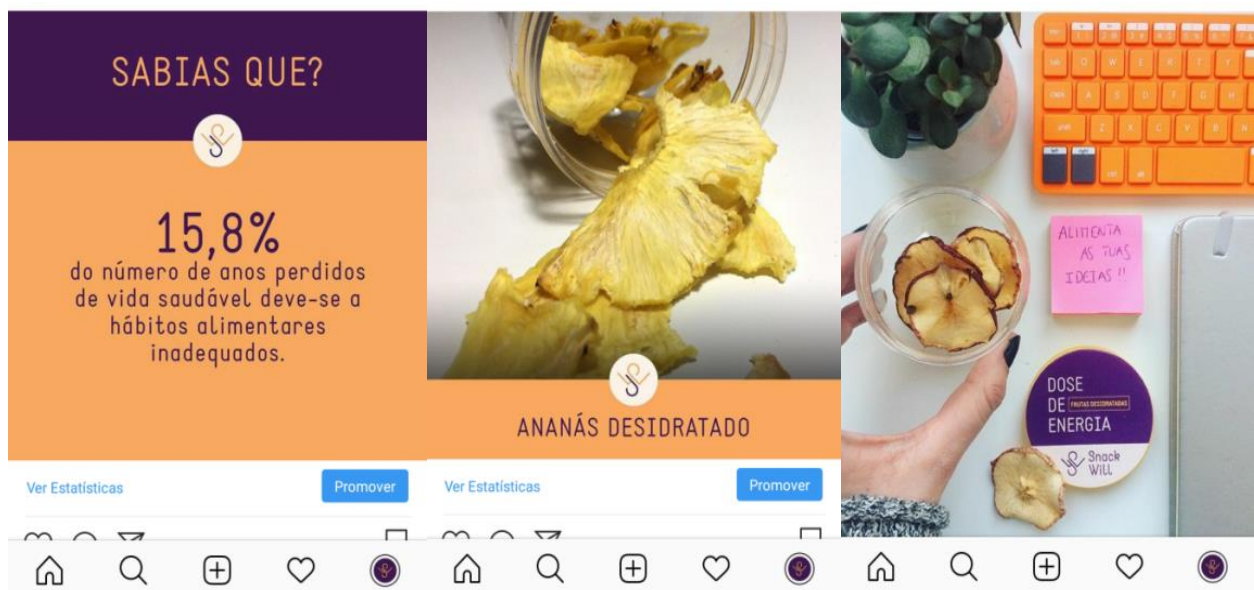
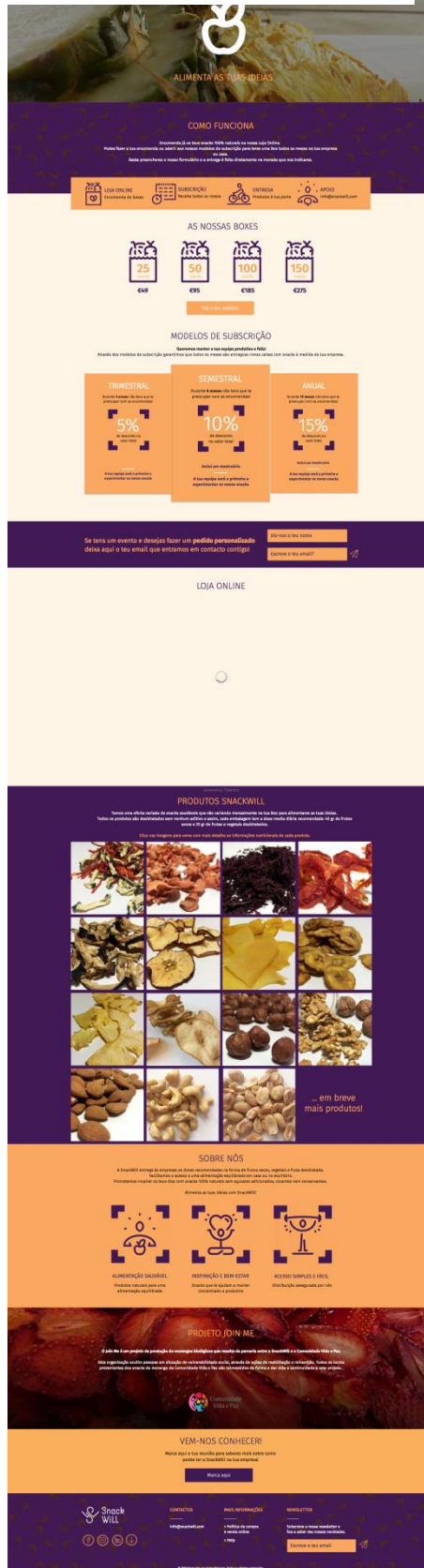


Figura 21 - SnackWill landing page

Figura 21 - SnackWill landing page



*Transcription 1 - Pitch*

*“Hi, we are SnackWill team. Margarida – our marketeer, Ana – our nutritionist and me, Afonso – an agronomist. I joined my will to bring my products to the market with the increasing worry of consumers in establishing healthy eating habits. Knowing that 57% of portuguese are overweight and 42,6% are sedentary, I thought I could make something to add value and make the difference.*

*More and more, consumers do their groceries considering their health and diet as a lifestyle at the same time that the consumption of dried and dehydrated fruits has been increasing, opting for healthier options to consume.*

*Knowing that with small breaks during the workday, the motivation and the productivity increase and gathering this fact with the healthy heating habits, SnackWill is born. And what is SnackWill? SnackWill is a brand that delivers to your company healthy snacks.*

*In short-term, we aim to be a brand recognized as promoter of an healthy lifestyle. These snacks are for two types of consumers: employers that desire to have an healthy lifestyle and healthy eating habits that will enjoy these snacks during their work breaks and want to have the snacks available at any time and aim to reach a certain social status by consuming a trendy product. Moreover, the decision-makers – that will have the role in the companies of buying or not SnackWill for the team or company that are concerned with their employees, promoting employee branding and interested in promoting social responsibility by participating in SnackWill social projects.*

*Our objectives for 2018 are consolidate B2B and create a solid brand in the market, approach B2C market in the middle of the year and diversify our portfolio. We also aim to start an industrial investment, especially regarding packaging and re-invest on the website.”*

Table 3 - Speed Mentoring feedback from Agro UP Start-up Acceleration Programme

Occupation	Feedback
(unknown)	<p><i>Why not? In my company I used to buy fruit baskets for my employers and for me it was a residual value. Using coffee capsules as comparison each one costs around 0.25€, so, if each employer drinks two coffees a day, it's 0.50€ of investment a day for each employee. My company used to make 2 millions a year and it had around 30/40 employees. In your case, I would be an investment of 1€ for employee a day, I don't consider it expensive, why not? Although I prefer the bigger box because it doesn't look like we are reasoning the quantity for each employee. With the bigger box, each one can have the desired amount of snacks a day.</i></p>
CEO and founder of a consultant company	<p><i>Your biggest competitors are those fresh fruit basket companies that deliver to offices as substitute products. I think you should test it in 3 or four companies and I think that the bigger box makes more sense in terms of budget.</i></p>
Businesses on agricultural production	<p><i>In my opinion, the bigger box is the ideal. Regarding hygienically issues, there's no difference at all. Individual boxes for each employee would also occupy more space, so the bigger box is the ideal. My company has around 25/ 30 workers and so, the bigger box would also have fewer costs for us. In a small company, the investment for initiatives like this won't be that big for each employee. The segmentation looks good to me if it's done by small packages and the big box by its dimension. In a medium size company, they could have 3 big boxes. This way, your production efforts and the costs for the buying company would be reduced because nowadays, companies are adhering more to these kinds of initiatives. The price that the company is available to buy also depends on the quality of the product. In general terms, I don't find it expensive. Dried fruits are not cheap and if we compare these prices to the supermarket, the investment of 30€ for employee is fair.</i></p>

<p>Teacher and entrepreneur</p>	<p><i>I think there should be some difference between the boxes. The fact that the products don't have sugar added is important nowadays. The design is very interesting: simple, clean and modern. In my case, I wouldn't buy it because my company has a different style: I have rotative employees and there are lots of days in which they are not at the office. It wouldn't make sense to buy snacks without them being there. I would buy it to have in my gabinet and have it in my office so when I have guests.</i></p>
<p>Jewellery designer, entrepreneur, CEO of a surf school &amp; hostel</p>	<p><i>I don't think you should limit your business model to offices. There are more places where healthy snacks make sense, such as schools, universities where there is more word-of-mouth. I'd search for football teams, cycling and sport to attract a healthier and more energetic consumer. I own a surf school and the surf instructors have terrible eating habits. They don't have time to lunch very often because they have lots of classes and can't eat heavy food so they won't have a digestive tract on the water. Their food must be quick and very nutritive and snacks like those would be a good substitute as a way to eat between meals. In Portugal, we have lots of high performance sportive schools and I don't find it very expensive as an investment to replace an afternoon snack or other meal.</i></p>
<p>Lawyer and president of Lisbon Business Angels</p>	<p><i>I was in London on the other day and I seize the opportunity to check upon some trends. I noticed that in the cafes and companies bars there is na increasing worry with healthy food for vegetarians, vegans energetic bars, etc. I really like your concept and it's certainly a new trend. London has everything and in this case, people want convenient and accessible products. The important here is to be able to eat something as they get hungry. If they have a SnackWill display inside their office, as you are saying, I think that's a great idea because it turns the service accessible and that is really important. The online ecommerce makes all the sense if the employees are able to have the snacks accessible whenever they want and won't have to wait to have it</i></p>



	<p><i>because this will also be an impulsive buying. I think that your biggest challenge will be to knock on companies doors personally to reach the final consumer and present your product.</i></p>
<p>Coacher, entrepreneur</p>	<p><i>If your brand is female, I think your box should make it clear. For instance, it could have curves. Besides, the mission, the values and the objectives must be really well defined. Think about the empathy map of the consumer and all the details, such the effects of the packaging and the sound of the crunchy dehydrated fruit. Which can be the effects of it? Numerical and temporal objectives are important but should also be flexible.</i></p>
<p>Director of ISG Business and Economics School</p>	<p><i>I really like the concept. I think that in this moment, you have a mature brand identity and the brand and the concept is very perceptible. I'd choose the big box to promote a bigger experience between the employees and the individual box for bigger companies but also according to the taste and the structure of each company.</i></p>