



**A BRAND OR A MAKEUP ARTIST?: Effect of Brand
Identity on Consumer Behavior- the study of Bobbi
Brown brand**

Maria de Assis Rosado da Fonseca Ponte Peças

152121235

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Abstract

Title: *A BRAND OR A MAKEUP ARTIST?: Effect of Brand Identity on Consumer Behavior- the study of Bobbi Brown brand*

Author: *Maria de Assis Rosado da Fonseca Ponte Peças*

In today's highly competitive and oversaturated market, companies are constantly striving to distinguish themselves and make an impact on consumers' mind. Research has shown that brands with a strong and clear brand identity are more likely to succeed in connecting with consumers.

The present study aims to investigate how founder characteristics can affect brand identity and influence consumer behavior towards brands, as well as the impact of consumer nationality on this relationship. The research is conducted through a case study of Bobbi Brown Cosmetics (BBC) and Jones Road Beauty (JRB), two makeup brands founded by makeup artist Bobbi Brown (BB). Through a combination of a mixed-approach methodology (including an interview with Bobbi Brown, a survey and a focus groups), the research sought to contribute to the understanding of brand identity in the cosmetics industry, providing practical guidance for new companies looking to capitalize on their brand identity. Findings suggest that cosmetic brands should carefully consider the founder's story as it impacts consumer behavior through brand identity, and tailor their marketing strategies to the target segment. Additionally, when internationalizing a makeup brand, it is important to study the new market's behavior, as nationality was found to play a significant role in consumer behavior in the industry. Cosmetic consumers were found to be very loyal to they preferred brand making it critical for companies to make a strong impression on consumers from the outset of their decision-making process.

Keywords: Brand identity, Consumer behavior, Decision-making process, Founder characteristics, Consumer nationality, Cosmetics, Makeup, Bobbi Brown

Resumo

Titulo: *UMA MARCA OU UMA MAQUILHADORA?: Efeito da Identidade de Marca no Comportamento do Consumidor – o estudo da marca da Bobbi Brown*

Autor: *Maria de Assis Rosado da Fonseca Ponte Peças*

Num mercado altamente competitivo e saturado, as empresas estão constantemente em esforço para se distinguirem e causar impacto nos consumidores. Pesquisas mostram que uma identidade de marca forte tornam mais propensa a ligação entre os consumidores e a marca.

O presente estudo tem como objetivo investigar de que forma as características do fundador podem afetar a identidade da marca e influenciar o comportamento do consumidor, bem como o impacto da nacionalidade do consumidor nessa relação. A pesquisa é realizada por meio de um estudo de caso da Bobbi Brown Cosmetics (BBC) e da Jones Road Beauty (JRB), duas marcas de maquiagem fundadas pela maquiadora Bobbi Brown (BB). Por meio de uma combinação de metodologia de abordagem mista (incluindo entrevista com a BB, um inquérito e um *focus group*), a pesquisa procurou contribuir para o entendimento da identidade de marca na indústria de cosméticos, fornecendo orientação prática para novas empresas que procuram capitalizar a sua identidade de marca. Os resultados sugerem que as marcas de cosméticos devem considerar cuidadosamente a história do fundador, pois esta afeta o comportamento do consumidor, bem como adaptar as suas estratégias de marketing ao segmento-alvo. Além disso, ao internacionalizar uma marca de maquiagem, é importante estudar o comportamento do novo mercado, pois a nacionalidade tem um papel significativo no comportamento do consumidor deste setor. Constatou-se que os consumidores de cosméticos são muito leais à sua marca preferida, tornando crítico para as empresas causarem uma forte impressão desde o início de seu processo de tomada de decisão.

Keywords: Identidade de marca, Comportamento do consumidor, Processo de *decision-making*, Características do fundador, Nacionalidade do consumidor, Cosmética, Maquiagem, Bobbi Brown

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Table of Contents

<i>Abstract</i>	<i>i</i>
<i>Resumo</i>	<i>ii</i>
<i>Acknowledgements</i>	<i>iii</i>
<i>Abbreviation List</i>	<i>vii</i>
1. Introduction	8
1.1 Topic presentation	8
1.2 Academic and Managerial Relevance	8
1.3 Problem statement and Scope Analysis.....	8
1.4 Research Questions.....	9
1.5 Methodology.....	10
1.6 Thesis organization.....	11
2. Literature Review	12
2.1 Brand Identity.....	12
2.2 Consumer Behavior	15
2.2.1 Factors Affecting Consumer Behavior	16
2.3 Decision Making Process	17
2.3.1 Stimulus-response Model.....	20
2.3.2 Decision Making Process in the Cosmetic Industry	21
3. Introduction of the Case Company: Bobbi Brown Cosmetics	24
3.1 History	24
3.2 Bobbi Brown’s associated brands in Portugal and in the USA	24
3.3 Branding Strategy.....	25
4. Methodology	26
4.1 Research Method	26
4.2 Procedure.....	27
5. Data Analysis	29

5.1	Sample Characterization.....	29
5.2	Outliers	31
5.3	Data Reliability.....	31
5.4	Main Results	32
5.4.1	Sample Segmentation.....	32
5.4.2	Brand identity versus Consumer behavior	35
5.4.3	The founder’s impact	37
5.4.4	Nationality effect	39
5.4.5	Bobbi Brown and her founder characteristics.....	40
5.4.6	Bobbi Brown Cosmetics influence on Jones Road Beauty.....	41
6.	<i>Conclusion and Future research</i>	44
6.1	Main conclusions	44
6.2	Managerial Implications	47
6.3	Academic Implications	48
6.4	Limitations.....	48
	<i>References</i>	50
	<i>Appendices</i>	60

List of Figures

Figure 1 - Conceptual Framework	9
Figure 2 - Decision Making Process	18
Figure 3 - Decision Making Process Model.....	21

List of Tables

Table 1 - Sample characterization	30
Table 2 - Multivariate Outliers.....	31
Table 3 - Reliability Test (Chronbach's alpha).....	31
Table 4 - Reliability Test (Pearson correlation)	32
Table 5 - Consumer segment demographics	33
Table 6- Top 5 favorite brands by Consumer segment	35
Table 7 - Results of a two-group MANOVA.....	36
Table 8- 2x3 MANOVA (Brand identity x Consumer Segment)	36
Table 9 - MANOVA results (Nationality x Consumer Behavior)	39
Table 10 - MANOVA results (Nationality x Brande Identity x Consumer Behavior)	40
Table 11 - BBC consumers' purchasing intentions influence on JRB	42
Table 12 - BBC consumers' purchasing intentions and nationality influence on JRB.....	43

Abbreviation List

BB – Bobbi Brown

BBC – Bobbi Brown Cosmetics

HC- High consumers

JRB – Jones Road Beauty

LC – Light Consumers

MC – Medium Consumers

USA – United States of America

1. Introduction

1.1 Topic presentation

This thesis investigates the concept of brand identity and its impact on consumer behavior, including consumer decision making, in the context of the Bobbi Brown (BB) case study. It also examines the impact of specific characteristics, such as founder traits and consumer nationality, on brand identity. The research applies the findings to brands affiliated with BB, including the founder newer company, Jones Road Beauty (JRB), to evaluate the benefits of earlier strategies.

1.2 Academic and Managerial Relevance

This study's relevance is supported by four pillars. First, there is a vast amount of research on the concept of brand identity, yet scholars have been unable to reach a consensus on a clear and empirical definition of it. Second, although the effect of brand identity on consumer behavior has been studied, this research aims to investigate how specific characteristics affect brand identity and consumer behavior, which has not been explored before. Third, existing brand identity frameworks have been developed generically and do not take into account the specific context of a brand in an industry. This research aims to contribute to the understanding of brand identity in the cosmetics industry. Finally, this research is relevant for practical and managerial purposes, as it will provide guidance for new companies looking to capitalize on their brand identity.

These factors support the justification for writing a dissertation on brand identity and consumer behavior in both academic and practical contexts.

1.3 Problem statement and Scope Analysis

This dissertation aims to understand how the founder characteristics can impact brand identity and affect consumers' behaviors toward brands. The thesis aims to address a general issue, but will also be applied to specific organizations: BBC and JRB. Both companies were founded by makeup artist BB and have distinct branding strategies. Figure 1 presents the conceptual framework of the present study.

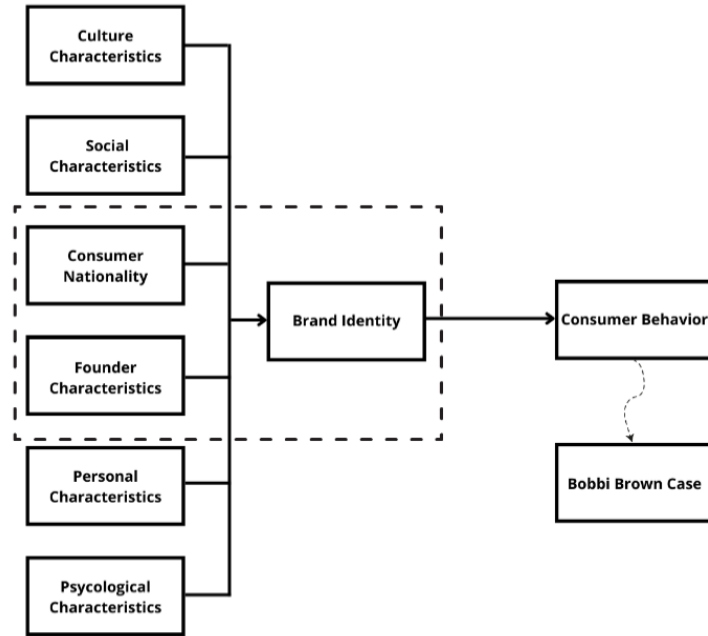


Figure 1 - Conceptual Framework

1.4 Research Questions

- Research Question 1: What is brand identity?

In addressing this question, it is important to rely on secondary sources of data, such as established research and scholarly articles, given the theoretical nature of the topic. It is also imperative to address this question first, as it serves to provide context and a foundation for the research, as well as aid in comprehension for both the researcher and reader.

- Research Question 2: What are the defining characteristics of individuals who purchase and use makeup products?

This question aims to identify what factors influence people to purchase and use makeup. The sample is divided into three clusters with similar behaviors. The goal is to understand consumer behavior and tailor marketing and product development to meet the needs and preferences of different segments of the population.

- Research Question 3: Does brand identity affect consumer behavior?

Given the centrality of this question to the case at hand, a multifaceted approach utilizing both primary and secondary data sources will be employed in order to draw conclusions. Specifically, a survey will be conducted to gather primary data, in which two randomly

selected groups will be questioned about their behavior towards a brand presented with or without brand identity. In addition, relevant scholarly articles and journals that have previously explored this topic will also be consulted to provide further insights.

- Research Question 4: Does the founder characteristics play a role on consumer behavior? The founder characteristics are suggested to be researched as one of the traits that can affect brand. A focus group will be hold to obtain meaningful and in-depth insights about relating founder characteristics.

- Research Question 5: What effect do consumer's nationality have on the hypothesized relationship between brand identity and consumer behavior?

As it is well-known that market conditions can vary significantly between countries. This research will examine the impact of geography on consumer behavior. To address this question, a survey will be conducted on samples in both the United States of America (USA) and Portugal, comparing the behavior of these populations across several variables.

- Research Question 6: Is Jones Road Beauty benefiting from Bobbi Brown's founder characteristics?

This thesis will begin with a wide analysis and then narrow in on the specific case of BB. This question aids in connecting the main issue to the specific organization chosen. Using BB's own perception regarding her current and past brand, conclusions will be drawn.

- Research Question 7: Does Bobbi Brown Cosmetics brand identity influence Jones Road Beauty consumers' purchasing intentions?

This research aims to investigate the effect of the brand identity of BBC on the purchasing intentions of consumers of JRB products. The findings of this study could be of value to both BBC and JRB, as well as to other companies in the same industry interested in understanding the impact of brand identity on consumer behavior.

1.5 Methodology

For this dissertation, primary and secondary data will be collected. Primary data was obtained through an interview with BB and surveys of the makeup consumers. A focus group of eight people was also developed to gather insights into the impact of the founder's identity on

consumer behavior and decision-making. Since BB is opposed to sharing public information about her firms, secondary data, such as journal papers and reliable BB interviews conducted over time, were the main source of information about the brands.

1.6 Thesis organization

The thesis is structured as follows: Chapter 2 provides definitions and examines major theories, such as Brand Identity and Consumer Behavior, and presents a coherent structure and argument for the research. Chapter 3 introduces the BB case study while Chapter 4 addresses the research methodology. Chapter 5 presents the significant research results and discusses their meaning and implications, including their application to the BB case. Chapter 6 includes the conclusion, which answers the primary research questions, summarizes the central thesis, and discusses the research's contribution to academia.

2. Literature Review

2.1 Brand Identity

Building a brand is more than just establishing a name and an emblem; it is the process of creating a bond between customers and the goods supplied, by creating an identity that represents the quality of the brands (Ghodeswar, 2008; Usman & Victor, 2021). Understanding what the brand stands for and effectively conveying that identity is crucial to successfully building a brand (Aaker, 1996).

According to Usman & Victor (2021), a brand represents and differentiates a company to consumers. As reported by de Chernatony et al. (2010), a successful brand is a recognizable product or service enhanced in such a manner that that fit the needs and wants of customers. Therefore, it is important to create a strong brand identity when developing a brand. In today's competitive environment, having a distinct brand identity is crucial to success (Casidy et al., 2019). The concept of brand identity is complex and often overlaps with brand personality (Voyer et al., 2017). Although brand identity is a longstanding topic in marketing, there are differing definitions due to various perspectives (da Silveira et al., 2013). This chapter compiles commonly adopted definitions by comparing the views of various authors.

Brand identity is the core character of the brand that defines it (Balmer & Greyser, 2006; Barnett et al., 2006) and it is based on an understanding of the firm's customers, competitors, and business environment (Ghodeswar, 2008). The brand identity must reflect the business strategy and the firm's commitment to fulfilling its promise to customers (Aaker & Joachimsthaler, 2000). It is created and controlled by the brand management team (Balmer & Greyser, 2006) to shape the brand's meaning, image, and purpose (Kapferer, 2008; Voyer et al., 2017). Traditionally in branding literature, brand identity is described as the uniqueness and vital essence of the brand (Aaker, 1996; da Silveira et al., 2013; de Chernatony et al., 2010; Kapferer, 2008) that an organization aims to create and maintain (Alsem & Kosteljik, 2008; Black & Veloutsou, 2017; Phillips et al., 2014).

Brand identity influences perceived brand personality (Aaker, 1997; Aaker et al., 2004) and consumer brand relationships (Fournier, 1998). When consumers are in the process of purchasing products and services, they are exposed to certain brand-related stimuli that constitute the brand's visual identity, such as the brand name, logos, colors, symbols, packaging, and so on (Phillips et al., 2014; Shi, 2019). However, brand identity is more than just the brand's face; it encompasses

the entire skeleton, including the associations or image in the consumer's mind in relation to these traits (Shi, 2019).

Kapferer (2008) and Aaker (1996) definitions of brand identity are widely used in the literature. According to Kapferer (2008), brand identity is the consistent message that connects all of a brand's products, actions, and communications and serves as a "long lasting and stable reference." In a slightly different perspective, Aaker (1996) defines brand identity as a unique set of brand connections that the company strives to establish or preserve. For this author, brand identity is simply what the company wants the brand to stand for in the minds of the consumers, indicating that brand identity is determined by the company and is not a consumer- or client-side construct. Furthermore, researchers such as Hatch & Schultz (1997) and de Chernatony (2006) define brand identity as "the distinctive or central idea of a brand and how the brand conveys this vision to its stakeholders."

Although the definitions differ, they all include the traits of uniqueness and essentiality. As a result, one can conclude that brand identity can be characterized as having two traits: aspirational and enduring (da Silveira et al., 2013).

Aspirational

According to brand management scholars, brand identity is an internal and aspirational construct that is unilaterally created by brand management. However, de Chernatony et al. (2010, p. 55) notes that this perspective has the limitation of focusing on internal aspects of branding and ignoring how customers perceive the brand (da Silveira et al., 2013).

Enduring

As the term implies, enduring denotes a long-lasting and meaningful brand identity, and while the authors agree on this point, they disagree on its depth. Kapferer (2008, p. 37) has a more conservative viewpoint, believing that the brand's identity should be stable and resistant to change, only changing in exceptional circumstances honoring the "contract" with itself and its customers. The author believes that an enduring brand identity must be resistant to change in addition to being unique, only changing in exceptional circumstances (e.g., when the current brand identity is obsolete or appeals to a limited market). The writer advises avoiding the temptation to change brand identity in order to address new market trends and/or increase sales and profitability (da Silveira et al., 2013). Collins and Porras (2002, p. 15) argue that enduring means sustaining basic principles and purpose, while modifying cultural and operating practices, specific goals and tactics,

while Interbrand (2007) believes that enduring means "constant yet changeable." In an attempt to determine which parts of the brand values should remain constant and which should be flexible, this last author proposes a 70/30 principle for global branding: 70% of the brand must remain absolutely consistent, while 30% can be versatile, ensuring that the brand can evolve while the core meaning of the brand remains unchanged. Aaker (1996) and Ghodeswar (2008) propose that brand identity consists of a core identity and an extended identity. The core identity, the timeless essence of the brand, will most likely remain unaltered when the brand develops into new markets and products. A brand identity must resonate with customers, differentiate the brand from competitors, and represent what the business can and will do through time in order to be effective (Aaker & Joachimsthaler, 2000).

Brand identity is not solely determined by the company, as consumers can also shape the brand's meaning (identity and reputation) (Black & Veloutsou, 2017; Ranjan & Read, 2016; Voyer et al., 2017). Consumers impact the brand either through co-production or value-in-use. Co-production involves expressing thoughts and sharing information about the brand, including experiences with it (Siano et al., 2011). In this case, consumers are an uncontrollable source of information that shapes the brand's reputation. Alternatively, value-in-use involves actively participating in creating brand identity by providing signals that are perceived by wider audiences as emanating from the brand or by helping to develop new products (Antorini et al., 2012; Fuchs et al., 2010). Strong brand identity positively impacts the consumer (Balmer & Greyser, 2006; Casidy et al., 2019; Usman & Victor, 2021) resulting in higher customer satisfaction (Malik et al., 2021), and in a connection with the brand through cognitive and affective route (Nyffenegger et al., 2014). Stronger brands are the consequence of a consistent brand identity with congruent identity components (de Chernatony, 1999).

Prior research (Alnawas & Altarifi, 2016; Bendixen et al., 2004; Bhattacharya & Sen, 2003) has found that customers who consider a brand to have a consistent, distinctive, and meaningful brand identity are more likely to identify with it, creating preference in the marketplace (de Chernatony, 1999). To create a clear and consistent brand identity, a company must connect brand attributes with how they are expressed in a way that customers can understand (Ghodeswar, 2008)

To summarize, a classic and succinct explanation of the brand identity concept is "the brand's originality and core idea combined with a unique set of brand connections that the brand

strategist strives to establish or preserve" (Aaker, 1996; da Silveira et al., 2013).

2.2 Consumer Behavior

The success of a business depends on its ability to understand and meet the needs and desires of its customers. Marketing plays a crucial role in this process by providing a deeper understanding of consumer behavior, including purchasing motives and frequency. Consumer behavior is considered a key aspect of marketing as it allows for improved understanding and forecasting related to purchasing decisions (Gomes et al., 2020; Łatuszyńska et al., 2012)

A consumer is defined as any being or institution that engages in the consumption of goods or services. To be a consumer, the individual or institution must buy the product or service for personal or domestic use, rather than for resale (Baptista, 2020; Jisana, 2014). Consumers have options and make purchasing decisions based on their needs and wants (Cova & Dalli, 2009).

Consumer behavior is the study of how people use their resources, such as time, money, and effort to purchase, consume and dispose of goods or services (Baptista, 2020; Jisana, 2014; Schiffman & Kanuk, 2000). It includes the mental and emotional processes involved in recognizing and satisfying needs and desires (Anisha & Kalaivani, 2016; Gajjar, 2013; Rani, 2014; Richers, 1984; Schiffman & Kanuk, 2000). This field combines elements of psychology, sociology, anthropology, marketing, and economics to understand customer decision-making and investigates individual attributes such as demographics and behavioral variables (Anisha & Kalaivani, 2016; Łatuszyńska et al., 2012).

Consumer behavior research is centered on consumer purchasing behavior, with the customer having three separate roles: user, payer, and buyer. It involves the psychological processes that consumers go through while recognizing their needs, seeking solutions, making buying decisions, interpreting information, formulating plans, and putting those plans into action (Łatuszyńska et al., 2012). In its essence, consumer behavior is the manner in which someone acts when acquiring and using products and services, and it analyzes what, why, where, when, and how frequently people acquire particular items (Anderlová & Pšurný, 2020; Baptista, 2020; Jisana, 2014). This act demands a decision, and the individual is impacted by his own traits as well as external variables (Jisana, 2014).

In conclusion, consumer behavior is a broad and sophisticated issue, and research has proven that it is difficult to forecast how consumers will act in certain situations with accuracy

(Armstrong, 1991; Jisana, 2014).

2.2.1 Factors Affecting Consumer Behavior

In a market with a wide range of choices and options, it can be challenging for consumers to decide what to buy. Therefore, it is important for companies to understand the factors that influence consumer behavior and decision-making process in order to be successful in the market.

According to Anisha and Kalaivani (2016) and Łatuszyńska et al. (2012), various components of the marketing mix, including product, price, promotion, and place, can impact the purchasing process at different stages. However, numerous studies have found that cultural, personal, psychological, and social factors are the most significant components influencing the process (Baptista, 2020; Gajjar, 2013; Jisana, 2014; Kotler & Keller, 2012; Kumar, 2019; Łatuszyńska et al., 2012; Rani, 2014).

Cultural Factors

Cultural elements, which include buyer culture, subculture, and socioeconomic class, play a significant role in influencing consumer behavior and purchasing habits.

These factors are shaped by values, beliefs, and experiences learned from families and other institutions (Jisana, 2014; Kumar, 2019). Culture has an impact on purchasing behavior, by playing a role in the perception, habits, behavior or expectations of consumers (Gajjar, 2013; Rani, 2014). Products such as alcohol and swine meat, for example, are common products in certain cultures, while in other cultures the purchase of these products is not accepted. Each culture has subcultures that provide members with more particular identity and socialization. This division is based on aspects such as language, nationalities, religions, ethnicity, geographic regions, environment at home, and tradition (Comănescu, 2019; Ramya & Ali, 2016a). Socioeconomic class, which is determined by factors such as income, education, occupation, and lifestyle (Gajjar, 2013; Ramya & Ali, 2016).

Personal Factors

Demographics, lifestyle, personality, and self-concept are variables that influence consumer behavior and purchasing habits. These variables change as people's lives evolve and are impacted by events and experiences. Each person's traits affect their decisions and purchasing behavior, which is why customers' preferences and behavior can vary.

People's needs and preferences shift throughout time, leading to changes in purchasing habits - a consumer may not buy the same products or services at age 20 as they would at age 70.

While the gap between products and services that are exclusive to each gender is shrinking, it is still reasonable to assert that consumer needs can vary based on their gender. Whereas women must consider buying period pads, men must select which aftershave is ideal for them.

Gender, income, and occupation can also impact purchasing patterns, with lifestyle, personality, and self-concept being closely related factors that shape consumer behavior (Gajjar, 2013; Rani, 2014).

Psychological Factors

Every person has a unique level of motivation, perception, attitudes and beliefs, which are psychological factors that impact consumer behavior.

Motivation, according to Anisha & Kalaivani (2016), is the inner force that drives a person act in response to their needs. Even if people are motivated to do something, their perception is considered. Perception is the process of selecting, organizing, and interpreting information to take rational action (Rani, 2014). Due to perceptual differences, individuals with similar needs may not purchase similar products (Gajjar, 2013).

Attitudes and beliefs influence purchasing behavior by shaping brand image. Attitudes are predispositions to respond to specific events, objects, or ideas and beliefs are descriptive thoughts about specific themes based on information, opinion, faith or trust (Anisha & Kalaivani, 2016; Jisana, 2014; Rani, 2014).

Social Factors

The social factor refers to the external influence of others on an individual's decision-making process, including the influence of family, friends, reference groups, and social roles and status. Family plays a significant role in shaping an individual's personality, values, and attitudes, and can serve as a reference group for the individual (Jisana, 2014). Reference groups are groups of people with whom an individual associates and who can influence their attitudes or behavior through comparison (Anisha & Kalaivani, 2016; Jisana, 2014; Ramya & Ali, 2016). Social roles refer to the expected attitudes and activities based on an individual's profession, family position, gender, and other expectations, and each carries a status (Ramya & Ali, 2016). Consumers may be influenced by the quality, status, and external signs of social success represented by certain brands.

2.3 Decision Making Process

The consumer decision-making process is an important aspect of consumer behavior

because it involves evaluating the entire purchasing process, not just the purchase decision (Gomes et al., 2020). This is important for marketers to consider in order to influence the choice rather than just reacting to it (Panwar et al., 2019).

Decision making involves choosing from alternatives to achieve a desired outcome (Lunenburg, 2010). As per Hansen (1976) and Richers (1984), in order for the choice to be a viable option, three conditions must be met:

1. The consumer is presented with two or more alternatives.
2. A certain degree of conflict must exist between the alternatives.
3. Cognitive processes must occur to decrease the conflict.

Decision processes can be examined as sequences of conflicts (Hansen, 1976). These conflicts occur prior to the choice and are required to explain the decision that is made.

The consumer decision-making process for purchasing a product or service consists of five stages: problem recognition, information search, evaluation of alternatives, purchase decision, and finally, post-purchase evaluation (Gomes et al., 2020; Hansen, 1976; Kumar, 2019; Łatuszyńska et al., 2012; Pride & Ferrell, 2021; Richers, 1984). This model assumes that people make rational decisions, meaning they are aware of their alternatives, their outcomes, their decision criteria, and are capable of selecting the optimal option and implementing it (Lunenburg, 2010). The decision-making process is illustrated in Figure 2.

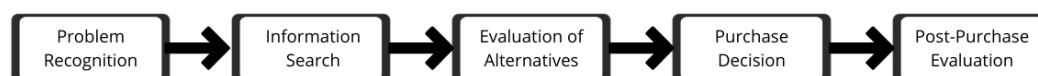


Figure 2 - Decision Making Process

The consumer decision-making process may vary in length and may not always follow the same sequence, particularly in routine purchases (Hoyer, 1984; Łatuszyńska et al., 2012; Panwar et al., 2019; Stankevich, 2017). This phenomenon is referred as Habitual Decision-Process - in which customers make purchases with little to no effort, often as a result of previous experience and brand loyalty (Stankevich, 2017). An example of this is a hungry individual at work who already knows the options available at the snack bar and goes directly to making a purchase decision, skipping the information search and evaluation stages.

Consumers' decision-making process can be influenced by various factors, including their feelings, pleasure, emotions, and the desire for happiness (Alba & Williams, 2012; Hirschman &

Holbrook, 1982). When making decisions about hedonic products, consumers consider what will provide the most enjoyment for a desirable period of time, being the decision influenced by current emotions and events (Alba & Williams, 2012). It should be noted that a prototypically utilitarian product might have hedonic properties, such as when detergent is advertised based on its aroma rather than its cleaning function (Chaker, 2011 as in Alba & Williams, 2012).

The increased ease of access to mobile internet is hastening the purchasing decision process, in part by giving more options for customers to participate in the process whenever and wherever they happen to be (Pride & Ferrell, 2021). Even if the steps can occasionally be altered, the model is quite effective for comprehending any purchase that involves some thought and deliberation (Panwar et al., 2019).

Problem/Need Recognition

The first stage of the consumer decision-making process is characterized by the recognition of a problem or need, which can be triggered by internal or external factors such as hunger, marketing efforts, or cultural influences (Gomes et al., 2020; Łatuszyńska et al., 2012; Punj & Srinivasan, 1992; Richers, 1984). According to Richers (1984), a customer predisposition is required, as offering something to someone who is not receptive to it is ineffective. This stage is caused by a misalignment between how individuals perceive their current feelings and how they want to feel (Tan SueLin, 2010).

Information Search

After recognizing a problem or need, consumers begin an information search about the available options, which can include both internal searches (using information from memory) and external searches (opinions from friends and relatives and public or marketing-controlled sources) (Łatuszyńska et al., 2012; Stankevich, 2017). After selecting a set of choices, people build an evoked set of the most desired alternatives, where the products are comparable to each other and only those are considered for purchase. Customers seek and analyze information in order to narrow down their options to one. The time spent in this stage varies depending on different factors such as the consumer's previous experience, the risk involved, the level of interest and expertise, the level of importance of the purchase, among others (Stankevich, 2017).

Evaluation of Alternatives

The evaluation of alternatives stage is the process of choosing the best option from available alternatives, based on personal criteria and rules. This stage is influenced by internal and external

factors, including economic aspects, emotional connections to items, marketing efforts, and brand image (Tan SueLin, 2010). The criteria used to evaluate the goods may vary depending on the consumer's engagement and the specific scenario, being the cut-off approach the most used. This process is personal for the consumers as they seek the best deal based on their most valued attributes (Stankevich, 2017).

Purchase Decision

During the purchase stage, the consumer selects the product or brand that was chosen from the evoked set. The selection is the simplest act in the purchasing decision process (Łatuszyńska et al., 2012; Richers, 1984).

Post-Purchase Evaluation

Following consumption, the consumer assesses the wisdom of the alternative selected in the previous decision. This procedure has two possible outcomes: satisfaction or dissonance (Tan SueLin, 2010). If the product or service experience meets or surpasses the buyer's beliefs and expectations, the consumer is more likely to continue purchasing from the same brand and to spread positive word-of-mouth about it (Gomes et al., 2020). In the opposite case, when the product or service fails to meet expectations and fails to deliver the pre-choice beliefs, the consumer may start the process again, negatively influencing those in the second stage of the process (Tan SueLin, 2010).

2.3.1 Stimulus-response Model

There are numerous models that describe how decision-making influences consumer behavior. These models range in complexity, but they all suggest that different variables impact decision-making and how consumers receive and process information, which in turn influences behavior. Basic models of consumer behavior are also comprehensive, as they comprise three key aspects that complex models lack: input, processing, and output (Muzondo, 2016). The stimulus-response model, also known as Black Box Model, is a simple model that illustrates how stimuli, customer attributes, decision processes, and consumer responses interact (Vijayalakshmi & Mahalakshmi, 2013).

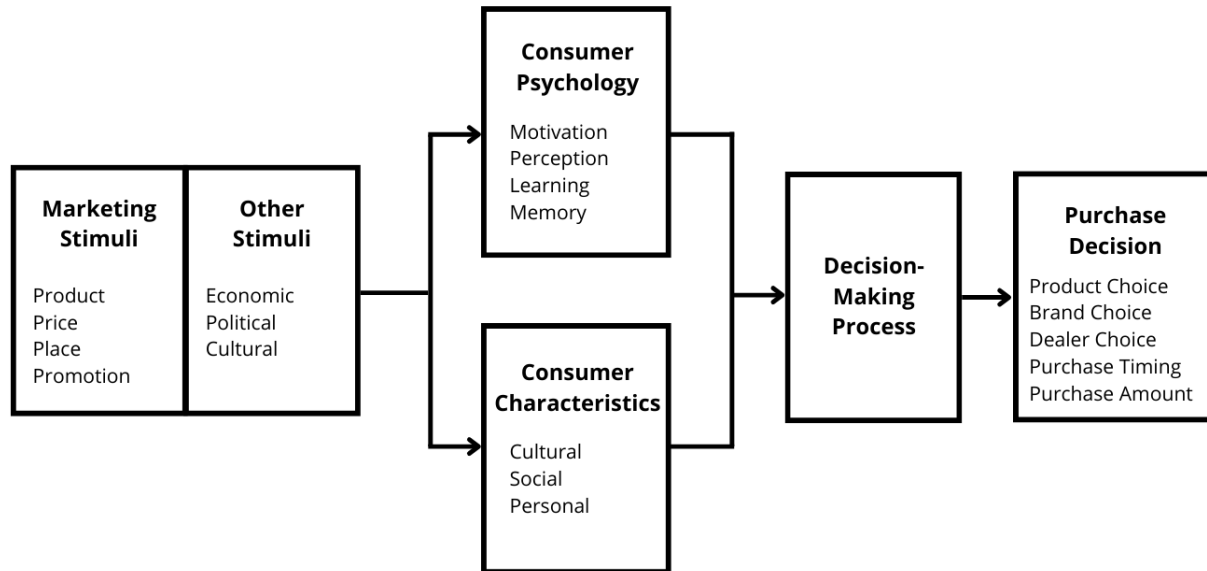


Figure 3 - Decision Making Process Model

Succinctly, the model proposes that marketing and other stimuli penetrate the buyer's "black box" and elicit specific purchase responses. These stimuli can be created by businesses (product, price, place, promotion) or influenced by social factors (economic, political, cultural) (Vijayalakshmi & Mahalakshmi, 2013). As these inputs reach the buyer's black box, they are transformed into a series of observable buyer responses: product choice, brand choice, dealer choice, purchase timing, and purchase amount. The characteristics of the customer and the decision-making process both influence the consumer's response to stimuli (Jisana, 2014).

Kotler & Keller (2012) discuss the cultural, personal, psychological, and social factors that influence consumer behavior, in addition to the elements previously mentioned (see Figure 3¹).

2.3.2 Decision Making Process in the Cosmetic Industry

The Federal Food, Drug, and Cosmetic Act (2022) defines cosmetics as items meant to be applied to the human body for cleansing, beautifying, boosting attractiveness, or altering appearance.

Consumers in the cosmetics industry prioritize quality and have strong emotional connections to brands because of their perceived effectiveness. Middle-aged individuals, who have a positive attitude towards beauty products and want to maintain a youthful appearance, are a significant segment of the market and contribute significantly due to their higher salaries and willingness to spend on luxury items (Fatima & Lodhi, 2015; Jawahar & Tamizhhyothi, 2013). In

¹ Figure 3 was adapted from (Kotler & Keller, 2012; Vijayalakshmi & Mahalakshmi, 2013)

general, cosmetics customers are highly loyal to their preferred brands and are unwilling to switch to new ones, especially since these products can have a direct impact on skin health (Fatima & Lodhi, 2015). This occurs primarily because clients prefer to stick with their favorite brands rather than test new ones and jeopardize their skin's health. However, a study by Choi et al. (2007) found that the primary reason that prompts customers to purchase new cosmetics is dissatisfaction with their current products.

As previously stated, all consumers, including those in the cosmetics industry, go through a decision-making process. Below it is a summary of the process cosmetic consumers undergo when making their purchases.

Problem/Need Recognition

Cosmetics are used due to internal factors such as skin problems or a lack of confidence, or external factors such as societal expectations or peer pressure (Gomes et al., 2020). The changing definition of beauty and societal trends can also drive consumers to purchase cosmetics regularly (Desai, 2014; Tan SueLin, 2010). This same author further contends that the positive correlation and association between values and cosmetics has become a driving force in cosmetics consumption. Studies have also shown that physically attractive people receive better treatment and success in various contexts, leading to an increased desire to be attractive and the use of cosmetics as a means to achieve this goal (Sarwer et al., 2003; Umberson & Hughes, 1987). As a result of this intrinsic predisposition for beauty, peer pressure in being attractive has grown (Tan SueLin, 2010), and the use of cosmetics is a means to attain both beauty, social acceptance, success, as well as being perceived in a favourable way by society.

Information Search

Cosmetic consumers seek information through both online and offline channels. In-person sources of information, such as product packaging and personal recommendations from friends and family, are commonly utilized (Creek et al., 2017; Gomes et al., 2020). However, the proliferation of the internet and social media has also made it easier for consumers to exchange information and seek out information online (Creek et al., 2017; Desai, 2014; Mwaisaka, 2017). Among those who seek information online, ratings and reviews are particularly popular (Creek et al., 2017).

Evaluation of Alternatives

As reported by Mohebbi et al. (2016), consumers are particularly quality sensitive, prioritizing it above any other factors when making a purchasing decision. When purchasing,

consumers are willing to pay more for high-quality cosmetics rather than cheaper ones of lower quality (Desai, 2014). This study also discovered that while looking for alternatives, customers have a higher regard for well-known brands, and while they want excellence, they are also very concerned with getting the best value for their money, spending some time looking for alternatives. Desai (2014) discovered that advertisement and doctor/beautician recommendations were the most powerful factors in the choice of brand among alternatives. Based on the same study, it was concluded that consumers tend to always carefully evaluate different brands when purchasing cosmetics but, too much information may overwhelm them and leading to an abandonment of the choice (Mohebbi et al., 2016).

Purchase Decision

Consumers typically purchase cosmetics on a weekly to monthly basis and often prefer to do their own research rather than relying on in-store advice or sales (Desai, 2014; Gomes et al., 2020). Customers may purchase from permanent stores, private boutiques, or medical shops due to convenience and perceived higher quality (Desai, 2014).

Post-Purchase Evaluation

Consumers in the cosmetics industry tend to be loyal to their preferred brands and are only willing to switch if they encounter a problem with the previous product (Desai, 2014; Fatima & Lodhi, 2015; Gomes et al., 2020). As frequent purchasers, they may have a shortened decision-making process and skip steps such as information search and alternative evaluation.

The present study will further examine the impact of specific elements on brand identity and, ultimately, consumer behavior. While analyzing a specific example may provide insights, it may not be as beneficial to the academic community and may not allow for broad conclusions. Therefore, the case of BB will only be utilized at the end of the study.

3. Introduction of the Case Company: Bobbi Brown Cosmetics

The case study of BBC was chosen to explore the effects of brand identity on consumer behavior, considering nationality and founder characteristics. Using a case study allows for more in-depth data collection and the ability to provide both quantitative and qualitative evidence for the research questions. The results of the study can also be applied to other organizations in similar industries.

3.1 History

BB is an American professional makeup artist, author, and the founder of BBC and JRB. According to Beard (2014), the entrepreneur has written nine books about beauty and wellness and is credited with starting the natural makeup trend, which many other companies have subsequently mimicked. BB created BBC in 1991, and four years later, in 1995, she sold the company to Estée Lauder under a 25-year non-compete agreement and worked there as Chief Creative Officer until 2016. Brown founded JRB, a direct-to-consumer beauty firm based in Montclair, New Jersey, on the day her non-compete expired in 2020. This brand has the philosophy that the world does not need more beauty products, but rather better ones - clean, strategic, high-grade formulations that work on every skin type and tone and that are as simple to use as they are to master (*JRB - Clean No-Makeup Makeup*, n.d.). Brown founded the brand, which has since gained a following for its minimalist beauty style and cruelty-free products made without ingredients such as parabens, sulfates, and phthalates (Todd, 2021).

3.2 Bobbi Brown's associated brands in Portugal and in the USA

Even though she sold her former brand, BBC, the makeup artist is still strongly associated with it as well as the one she recently launched.

BBC is widely available around the world, and in Portugal, it can be purchased in stores such as Sephora (both physical and online) and Lookfantastic (online), as well as at the brand store located in the El Corte-Ingles department store in Lisbon. When it comes to the USA, BBC is even easier to find. Customers can shop BBC at their local department store, online, or in its own brand locations. This method allows customers to purchase their desired products with ease, reducing the likelihood of them turning to other retailers due to frustration. (Trotter, 2017).

JRB, in contrast to BBC, is still incredibly exclusive and has limited availability, with only a single flagship store in New Jersey and an online store that only ships to the USA, Canada, and the United Kingdom.

3.3 Branding Strategy

BBC values personal interaction and expertise as a cornerstone of its strategy. The brand's retail approach is centered on face-to-face engagement, with experts at the forefront to create a sense of authenticity. This allows customers to feel that they are investing in the brand's skills and expertise, and that the products will help them achieve similar expertise as makeup artists. BBC also provides online resources, including videos, individual appointments with makeup artists, live sessions, a chatbot for instant consultation, and a virtual try-on feature, for those unable to visit stores in person. These resources foster goodwill and a positive brand perception, while the "Foundation Founder" quiz on the website helps customers find the right foundation and concealer shades.

JRB is more focused on ecommerce and digital marketing, as physical access to the store is limited. Its customer acquisition strategy consists of three main components: TikTok presence, a quiz on their website similar to BBC's, and effective email marketing.

On TikTok, BB promotes the brand by demonstrating product use, highlighting different products, and sharing personal and brand details. JRB stands out on TikTok as it targets women over 50 on a platform mostly used by Gen Z. It also directs TikTok traffic to an advertorial titled "Here Are 5 Amazing Reasons Why You Will Love Bobbi Brown's New Clean Beauty Line Jones Road Beauty" instead of directly to a product page. This educates users about JRB before directing them to a quiz to find personalized product recommendations and acquire zero-party data and email opt-ins. JRB also uses personalized email flows to nurture relationships with prospects and customers through personalized content, offers, and product suggestions.

The quiz increased the average order value from \$60 to \$90 and had a conversion rate of 16%. In January, it drove 50,000 new emails, with 36,000 being net new signups. This technique enabled JRB to acquire 2,500,000 zero-party data points, get 124,000 emails, make a seven-figure profit, and achieve a 3:1 return on ad expenditure in three months (Dec 2021-Feb 2022). 82% of site visitors who start the quiz complete it, and 15% of quiz-takers make a purchase.

4. Methodology

This chapter outlines the research methodologies used in this dissertation to address the main research problem, highlighting their advantages and limitations.

4.1 Research Method

The present study employed a mixed-methods approach, comprising both qualitative and quantitative methods, in order to gain a comprehensive understanding of the impact of founders and consumer nationality on brand identity and, consequently, on consumer behavior.

The qualitative approach involved conducting an online survey with a diverse sample of consumers (make up users). The survey included mainly 5-point Likert scales in order to quantify the responses and turn them into quantifiable variables. The survey used voluntary response sampling, in which participants freely choose to participate.

The qualitative approach consisted of two methods: an interview with the founder of the brands under examination and a focus group. The interview provided valuable insights into the founder vision and values as they related to the brand, while the focus group allowed for the analysis of consumer behavior related to the founder characteristics. The focus group utilized open-ended questions to gather deeper insights and a purposive sampling technique was employed, in which a specific group of individuals was selected based on their relevance to the research question.

The use of non-probabilistic sampling methods allowed for the inclusion of a diverse range of perspectives, but may also limit the generalizability of the findings.

There are several advantages to using a mixed-methods approach in this study. First, the combination of qualitative and quantitative methods allows for triangulation of data, which helps to increase the reliability and validity of the findings. Additionally, the use of both types of methods can compensate for each method's limitations and provide more granular outcomes than either method alone.

Overall, the mixed-methods approach used in this study allowed for a more comprehensive understanding of the impact of founders on consumer behavior, and provided a range of data that enhanced the reliability and validity of the findings.

4.2 Procedure

4.2.1 Survey

An online survey was conducted using the Qualtrics platform, which was available for one week in Portuguese and English. The survey was divided into five sections, followed by demographic questions (see appendix A for the detailed script).

The first section, titled "Cosmetic Usage Habits," gathered data on participants' makeup usage and purchase frequency, products in their makeup routine, and annual makeup expenditure. It included a screening question to exclude non-makeup users and redirect them to the demographic questions.

The "Reasons to Buy" section of the survey employed both a 5-point Likert scale and multiple-choice questions to gather data on the factors that influence participants' decisions to purchase makeup. These factors included social prestige, judgment by others, importance of physical appearance, pleasure in using cosmetics, and expectations from others. The survey also included questions about cultural influences on makeup usage, such as the age at which participants first started using cosmetics and the age considered appropriate for makeup use in their culture. This section of the survey aimed to examine the motivations behind the decision to buy makeup, while the following segment focused on the actual decision-making process.

The third segment included at least one question for each stage of the decision-making process. These questions were multiple-choice, allowing participants to select more than one answer. This component is vital for understanding consumer behavior regarding makeup products and can help the industry adjust its marketing strategies to be more consumer-centric.

Participants were randomly allocated to one of two scenarios in the manipulation unit. The manipulation aimed to understand how consumers behave when presented with or without brand identity. One scenario featured a fictitious brand that described some aspects of brand identity and stated that others perceived the brand as having high quality, while the second scenario only included the latter sentence. The variables analyzed in this manipulation were interest, product quality, price perception, trust, and purchase decision. The manipulation was conducted using randomization, with approximately 50% of respondents receiving the scenario with brand identity and the other 50% receiving the scenario without. For a more detailed description of the manipulation question see Appendix B and Appendix C.

The survey included a section with questions focused on participants' perceptions of BB's

brands. These questions began by asking about participants' favorite beauty brand, and then delved into more specific questions about BB's brand identity. Finally, the questionnaire included several questions about JRB to understand the relationship between participants' purchase intentions for BB's brand and their intentions for JRB products.

4.2.2 Focus Group

A focus group was held with the sole purpose of answering questions about the founder of a brand and the influence it would have on each member. It consisted of eleven questions, but because the intention of this method was to have an in-depth discussion about the topic, more impromptu questions arose throughout the interview. Overall, the focus group aimed to determine if customers value the brand's founder, the importance of knowing the founder, and how this affects their interest and purchase intentions (see more detail in Appendix D).

4.2.3 Interview

Preparation and research were conducted prior to the interview with BB to avoid asking repetitive questions. The interview was originally planned to be conducted via videocall but was changed to typed responses due to a fully booked schedule, proposed by the founder. As a result, the interview was kept brief and focused on two main topics: general questions about the impact of founders on brands and questions specific to BB's founded brands. This interview provided valuable insights from BB's perspective and helped draw conclusions that might otherwise have been based on assumptions (see more detail in Appendix E).

5. Data Analysis

The following chapter will examine the acquired data and its associated results. It will be divided into data cleaning and sample characteristics, scale reliability, and key findings based on the research questions in order to generate impactful conclusions in the academic field.

5.1 Sample Characterization

For the period of one week, a total of 394 completed answers were recorded for the survey. Non-makeup users were excluded from the analysis as their consumer behavior is not the focus of the study. To ensure that only responses from makeup users were considered, a screening question was included and a total of 292 responses were deemed relevant for the analysis.

Because one of the research questions aims to examine the impact of customer nationality, particularly among Portuguese and American consumers, an effort was made to obtain a representative sample primarily from these countries. As a result, the majority of respondents spent the most of their lives in either Portugal (58.2%) or the USA (37.0%).

The sample was predominantly female (98.3%), with ages evenly distributed across age groups, including 28.1% young adults (18-34 years), 33.9% adults (35-54 years), and 29.8% mature individuals (55 years and older). There were also two men in the sample, both of whom were young adults. In terms of education, the majority of respondents held a bachelor's degree (44.2%) or higher (38.4%), and 50.7% were married or in a domestic partnership. The yearly income of respondents was also evenly distributed, with 26.4% earning less than €10,000, 28.4% earning between €10,001 and €30,000, and 31.5% earning more than €50,000. It is worth noting that the expected and average yearly income in Portugal and the USA differ significantly, with the national average income in the USA in 2021 being \$97,962 (Caporal, 2022) and 19,300€ in Portugal (Pereira, 2022). Additionally, 60% of respondents reported spending between €0 and €40 per month on makeup. For more detailed information see Table 1.

Variable	Item	Frequency	Percentage
Monthly spend	0€ - 40€	176	60.3%
	41€ - 80€	46	15.8%
	81€ - 120€	33	11.3%
	121€ - 160€	14	4.8%
	161€ - 200€	7	2.4%
	More than 200€	16	5.5%
	Nationality	Portugal	170
United States of America		108	37.0%
Brazil		1	0.3%
Czech Republic		1	0.3%
Germany		2	0.7%
Poland		2	0.7%
Spain		2	0.7%
Switzerland		1	0.3%
Other		5	1.7%
Gender		Male	2
	Female	287	98.3%
	Prefer not to say	3	1.0%
Age	Under 18	24	8.2%
	18 - 34	82	28.1%
	35 - 54	99	33.9%
	55 or older	87	29.8%
Education	Less than high school	3	1.0%
	High school degree	48	16.4%
	Bachelor's degree	129	44.2%
	Master's degree	96	32.9%
	Doctorate degree	16	5.5%
Marital Status	Single (never married)	102	34.9%
	Married/domestic partnership	148	50.7%
	Widowed	5	1.7%
	Divorced	29	9.9%
	Separated	8	2.7%
Income	Less than 10.000€	77	26.4%
	10.001€ - 30.000€	83	28.4%
	30.001€ - 50.000€	40	13.7%
	More than 50.000€	92	31.5%

Table 1 - Sample characterization

5.2 Outliers

Outliers can be calculated using one of two methods: univariate or multivariate. Multivariate outliers are results that contradict the dataset's correlational structure. Thus, while univariate outlier detection is performed independently on each variable, multivariate methodologies analyze the relationship of numerous variables (Franklin et al., 2000).

Since the variables are correlated on the present dataset, a multivariate outlier detection method is presented using Mahalanobis' distance to identify outliers. The observations far from the data cloud's center are detected by this method, giving less weight to variables with significant variances or groups of highly correlated variables. Therefore, Mahalanobis' distance detects outliers based on the distribution pattern of data points, creating the possibility to identify cases in which there is an uncommon combination of values in two or more variables (Rufino, 2016).

Outliers		
	Frequency	Percentage
Valid Answers	266	91,1%
Outliers	26	8,9%
Total	292	100%

Table 2 - Multivariate Outliers

Table 2 presents the outliers found in the data, and due to their small percentage of the sample, they were not removed and the entire sample of participants was included in the analysis.

5.3 Data Reliability

It is critical to determine the internal consistency of the variables before evaluating the data. Therefore, the Cronbach's Alpha test was employed to determine to what extent all the items in a variable measure the same concept or construct, ensuring validity. Results can be found in Table 3.

Scale	Initial number of items	Cronbach's alpha			Final number of items
		Cronbach's alpha*	Cronbach's alpha if item deleted**	Item deleted	
Social Prestige	3	0,72	-	-	3
Judgments by others	3	0,64	0,74	1	2
Physical appearance importance	4	0,53	-	-	-
Pleasure in using cosmetics	3	0,84	-	-	3
Risk avoidance	3	0,51	-	-	-
Brand loyalty behavior	4	0,71	0,75	1	3

* Cronbach's alpha for the total measure

** Cronbach's alpha after excluding items

Table 3 - Reliability Test (Cronbach's alpha)

The acceptable value for Cronbach's Alpha varies between reports, however it often ranges from 0.70 to 0.95, being the initial value chosen as the minimal criteria representing internal consistency of the various dimensions. It is crucial to remember that excessively high values may not always imply a strong correlation, but rather redundancy on the items combined, and a maximum value of 0.9 is recommended (Tavakol & Dennick, 2011). If the value of alpha is low, it may suggest poor inter-relatedness between items or heterogeneous constructs and should thus be disregarded.

Pearson Correlation		
Scale	Number of items	Pearson Correlation***
Physical appearance importance	2	0,355
Risk avoidance	2	0,294
Evaluation of alternatives	2	0,557
Interest	2	0,443
Product quality	2	0,678
Price perception	2	0,199
Trust	2	0,283
Founder	2	0,469

Table 4 - Reliability Test (Pearson correlation)

Despite the removal of items from the Physical Appearance Importance and Risk Avoidance variables, the Cronbach's Alpha still did not reach an acceptable level. As a result, a Pearson correlation analysis was conducted on the two items in these scales that showed the highest correlation and also on all other variables with only two items (Table 4).

A more detailed description of the variables utilized in this research can be found in Appendix F.

5.4 Main Results

5.4.1 Sample Segmentation

The following analysis is divided into three categories: heavy consumers (HC), medium consumers (MC), and light consumers (LC). These categories were determined based on two variables: usage frequency and purchase frequency.

HC are consumers who use and purchase makeup frequently, with the latter term referring to either daily or weekly purchases. In contrast, LC are consumers who use and purchase makeup on a limited basis, such as yearly or only on special occasions, or those who do not buy makeup at

all and instead rely on someone else's. MC are all other consumers who fall between these two categories and buy or use makeup with a medium frequency, such as monthly or several times a year.

Table 5 presents a demographic description of each segment, as well as the associated consumer behavior.

	Heavy Consumers	Medium Consumers	Light Consumers
Number of users	45	209	38
Average number of products used	9	5	2
Nationality	Equally distributed	Portuguese (58,9%)	Portuguese (65,8%)
Gender	Female (100%)	Female (98,6%)	Female (94,7%)
Age	35 - 54 (35,6%)	18 - 34 & 55+ (31,1% each)	35 - 54 (57,9%)
Education	Most well-educated segment (86,7% have a higher degree)	Bachelor's degree (40,2%)	Bachelor's degree (60,5%)
Marital Status	Married (55,6%)	Married and Single (47,8% and 38,3%)	Married (60,5%)
Income	More than 30.000€ (55,6%)	Less than 30.000€ (55,5%)	Less than 30.000€ (63,2%)
Average annual amount of money spent on makeup	0€ - 40€ & 200€ + (35,6% & 20,0%)	0€ - 40€ (58,9%)	0€ - 40€ (92,1%)

Table 5 - Consumer segment demographics

A description of consumer behavior was made by consumer and for more detailed data see Appendix H and Appendix I.

Makeup Products

Analysis of the makeup products used on a daily basis by consumers reveals two products that are commonly used across all groups: Lip Color and Mascara. Artificial lashes, on the other hand, appear to be the least significant product, as all segments agreed on their lack of use. Additionally, no LC indicated using highlight in their cosmetic routine. MC use the following beauty items in their daily routine: blush (56%), concealer (58.9%), foundation (58.4%), and the two previously mentioned. HC, as expected, are the group that uses the most products in their cosmetic routine, and in addition to the items mentioned by MC, HC also mentioned the use of brushes (95.6%), eyebrow pencil (71.1%), eyeliner (80%), and eyeshadow (84.4%).

Motivation to use makeup

In terms of what motivates consumers to use makeup, all three segments state that they use makeup to achieve a more cared/sophisticated look (HC: 71.1%, MC: 59.8%, LC: 57.9%) and to look healthier (HC: 51.1%, MC: 35.4%, LC: 23.7%). The fact that HC and MC are already used to wearing makeup plays an essential role in their motivation, whereas for LC this has no effect at all. Medical purpose seems to be a variable that plays no influence at all to the three type of consumers, and the need to follow fashion trends and please their partner on HC and MC. Similarly, LC do not see masking their insecurities as a motivator to apply makeup.

Motivation to buy makeup

When it comes to what motivates consumers to purchase makeup, all groups share the same motivators: finished products (HC: 53.3%, MC: 47.8%, LC: 23.7%), recommendation from others (HC: 57.8%, MC: 39.7%, LC: 39.5%), and sale or event discount (HC: 51.1%, MC: 43.5%, LC: 23.7%). Extra disposable income was not mentioned by a single LC as a motivator, although HC and MC said it would have a small influence (HC: 17.8% and MC: 8.1%).

Information Search

According to the findings of the study, HC primarily seek product information through social media and online channels (both 60%). MC also gather information on social media (36.4%) and consider recommendations from friends and relatives (65.6%). LC, like HC, gather information on the internet (15.8%) and, like MC, through referrals from family and friends. All three segments agree that experiencing the product through samples is one of the most effective ways for them to learn about the product and how they enjoy it.

Product Features

The three types of consumers agree on the most significant features when it comes to purchasing makeup: quality (HC: 93.3%, MC: 79.9%, LC: 81.6%) and price (HC: 71.1%, MC: 74.2%, LC: 52.6%). However, the third most important feature differs among the groups: for HC, it is brand image and reputation (55.6%), for MC, it is ingredients (34.9%), and for LC, it is no animal testing (39.5%).

Preferred Place to Purchase

Cosmetic stores are unquestionably the most popular place to acquire makeup (HC: 73.3%, MC: 58.4%, LC: 39.5%). Furthermore, HC prefer to buy makeup online (48.9%) and in department stores (44.4%), whilst MC prefer to buy at pharmacies (35.9%) and in own brand stores (34.9%).

When it comes to pharmacies, LC shares the preference with MC (21.1%) and prefers to visit supermarkets when in need of beauty goods (26.3%).

Favorite Brand

When asked which was their favorite brands, L’Oreal Paris was consensual among HC (40%), MC (32.1%) and LC (26.3%). The top 5 preferred brands among each consumer sector can be found in a more intuitive manner on Table 6 and for more detailed information Appendix J.

5.4.2 Brand identity versus Consumer behavior

Favorite Brand	Heavy Consumer		Medium Consumer		Light Consumer	
	Brand	Percentage	Brand	Percentage	Brand	Percentage
1st Brand	L'Oréal Paris	40%	L'Oréal Paris	32%	L'Oréal Paris	26%
2nd Brand	Lâncome	36%	Kiko	32%	Clinique	21%
3rd Brand	M.A.C.	36%	Clinique	26%	Estée Lauder	21%
4th Brand	Other	31%	M.A.C.	25%	Kiko	21%
5th brand	Chanel	27%	Maybelline NY	23%	Maybelline NY	21%

Table 6- Top 5 favorite brands by Consumer segment

Because it examines the relationship between numerous dependent variables and the defined parameters, the MANOVA analysis was chosen to assess the impact of brand identity on consumer behavior. It is an ANOVA extension that allows to test many dependent variables at the same time while controlling for the effects of other variables.

A two group MANOVA was performed to compare the means of the dependent variables while taking brand identity into consideration, followed by a two by three MANOVA with the same aim but including the influence of consumer segments as well. Brand identity label describes the participants that were exposed to a scenario in which the founder was present, while the “without brand identity” describes the opinion of participants that were not exposed to the existence

of a specific founder.

	Brand Identity	Without Brand Identity	F	p-value
Interest	3,35	3,41	0,306	0,581
Product Quality	3,15	3,01	3,030 **	0,080
Price Perception	3,13	2,89	10,496 *	0,001
Trust	2,74	2,73	0,002	0,967
Founder	2,39	2,33	0,274	0,601

* variable is significant at the 0.05 level

** variable is significant at the 0.10 level (marginal variable)

Table 7 - Results of a two-group MANOVA

According to Table 7, brand identity only has a significant impact on Product Quality and Price Perception, with the first being a marginal variable (p-value < 0.1). On both variables, it is clear that brand identity has a positive influence on consumer behavior: when the average price perception is compared to the level without brand identity (average = 2.89), it can be observed that the remaining level has a higher average (average = 3.13). This analysis demonstrates that when provided with a brand identity scenario, respondents consider the brand to be more expensive than the typical brand available on the market, but that the price is justified owing to its attributes. The same effect is visible when it comes to product quality as respondents presented with brand identity is higher (average = 3.15) versus the remaining (average = 3.01). The remaining variables are not influenced by brand identity.

We then conducted some extra analysis splitting the previous answers by consumer segment in order to understand if the consumers' make up usage habits could play a role. In this way, the MANOVA is studying the impact of brand identity by consumer segment has on consumer behavior both individually and the interaction effect between the two independent variables. In this scenario, the independent variables are both brand identity and consumer segment, and the dependent variables are the same as previous.

	Brand Identity			Without Brand Identity			F	F	F
	HC	MC	LC	HC	MC	LC	Brand Identity	Consumer Segment	Interaction Effect
Interest	3,59	3,31	3,33	3,45	3,42	3,3	0,021	0,819	0,466
Product Quality	3,09	3,14	3,25	3,02	3,02	2,95	2,539	0,053	0,387
Price Perception	3,09	3,16	3	2,91	2,88	2,9	3,573 **	0,214	0,372
Trust	2,61	2,81	2,5	2,77	2,71	2,8	1,165	0,446	1,453
Founder	2,22	2,44	2,31	2,59	2,31	2,18	0,054	0,350	1,283

* variable is significant at the 0.05 level

** variable is significant at the 0.10 level (marginal variable)

Table 8- 2x3 MANOVA (Brand identity x Consumer Segment)

When the Table 8 is examined, it is possible to determine that there is no effect of interaction and that consumer segment has no bearing on the impact of brand identity on consumer behavior. Price perception, nevertheless, is regarded a marginal variable and the only one that may affect the means, when splitting brand identity by consumer type. When confronted with a product having brand identity, the MC is the segment most influenced by price perception (average = 3.16), but HC are the segment most influenced when brand identity is absent (average = 2.91). Aside from demonstrating the lack of an interaction effect, Table 8 also demonstrates that the means among consumer segments are not statistically different.

5.4.3 The founder's impact

A focus group consisting of eight adults with purchasing power was conducted to delve further into the topic. The group was diverse, including two male participants and three individuals over the age of fifty, and had a range of academic backgrounds. The aim was to gain a comprehensive understanding of the issue.

The participants were asked to describe the first word that comes to mind when they think of a brand founder and the most common was “entrepreneur”, followed by prestige and quality. This question set the stage for the rest of the interview, allowing the participants to understand the context in which the term "founder" was being used. When asked whether any brand with a known founder came to mind, few responded favorably, but when asked if they owned any product of a known creator, many more brands began to be cited. These brands were primarily related to cosmetics, fashion, automobiles, and technology, and seen as the most relevant for knowing about a brand's founder. Two of the eight participants did not see any industry as particularly important to learn about as the brand lives beyond its creator. The remaining participants, on the other hand, believed that it was relevant to know more because the founder represents the identity of a brand and the success beyond him or her is dependent on the foundation previously established. Apple and Walt Disney were cited as examples of brands that have continued to thrive even after the passing of their founders, who had built strong brand awareness and put significant effort into creating their respective brands.

Five participants expressed the same view regarding the importance of researching information about the brand's founder before making a purchase: only small brands related to their interests would cause them to seek more information about the person behind the label. One participant also noted that, in general, he is not very interested in knowing about the founder for

products he likes, but if someone he admires creates a brand, his interest is piqued.

On a scale from 1 to 7, with 1 representing "totally disagree" and 7 representing the opposite, 38% of participants chose the number 4, and 26% had a positive perception of the impact of the brand's founder (see appendix L). However, when asked about their behavior towards a brand founded by someone they know, all participants agreed that they would be positively influenced and would make a purchase, even if they did not need the product. One participant raised the objection that they would not purchase a brand founded by a friend or acquaintance if it did not align with their values. This objection was quickly dismissed by the other participants, who stated that they would still make the purchase and give the product as a gift to someone who would appreciate it.

There was significant discussion about the inclusion of the brand founder's name on packaging. It was ultimately concluded that having the name of the founder prominently displayed on the packaging would convey a sense of luxury, trustworthiness, prestige, and transparency, and would increase awareness of the brand. This last point was due to the fact that consumers may become more curious about the person behind the brand, prompting them to research the brand's background further. Only one participant stated that, in addition to increasing curiosity, the inclusion of the founder's name on the packaging would also increase his willingness to make a purchase.

At the end, all interviewees agreed that the brand's founder impacts their consumer behavior, though some view it in a positive light while others view it negatively. Those who hold a less favorable view believe that they would not necessarily purchase products from a brand if they shared the same values or liked the founder as a person, but would immediately stop buying products if the founder was someone they do not identify with. Smaller brands, meaning those that were recently founded, are more locally based, and do not have international presence, are more impacted by the association with the founder, particularly in terms of awareness.

5.4.4 Nationality effect

Even as the impact of globalization grows, consumer behavior may still differ among countries. To test this hypothesis, a MANOVA was conducted to first investigate the difference in means between Portuguese and American makeup users.

	Portugual	USA	F	p-value
Usage frequency	3,00	2,73	1,055	0,305
Purchase frequency	4,88	4,54	5,687 *	0,018
Number of products	4,91	5,29	1,644	0,201
Average amount of money spent	1,31	2,82	102,534 ***	0,000
Social prestige	2,00	2,27	6,556 *	0,011
Judgments by others	1,45	1,26	4,624 *	0,032
Physical apperance importance	4,42	4,06	24,157 *	0,000
Pleasure in using makeup	3,55	3,20	7,685 *	0,006
Brand loyalty	2,11	3,27	1,668	0,198
Risk avoidance	2,90	2,92	0,021	0,884
Evaluation of alternatives	2,85	3,32	10,564 *	0,001
Post purchase evaluation	4,31	4,08	6,074 *	0,014
Age of starting to use makeup	2,52	2,02	14,694 ***	0,000
Expectations of others	2,49	2,57	0,351	0,554
Expected age	2,23	1,95	11,101 *	0,001

* variable is significant at the 0.05 level

** variable is significant at the 0.10 level (marginal variable)

*** variable is significant at the 0.001 level

Table 9 - MANOVA results (Nationality x Consumer Behavior)

The statistical investigation reveals that consumers of different nationalities respond differently to purchase frequency and average amount spent on makeup. Furthermore, consumers in Portugal have a different perception of a correlation between the use of makeup and social prestige, as well as the opinions others might have on their makeup, then consumers in the USA. The behavior also varies in terms of the importance of physical appearance, the pleasure of using cosmetics, the alternatives and post-purchase evaluation, and age - whether it is the age at which the consumer first begins to use makeup or the age at which others anticipate the consumer to start using makeup.

Table 9 shows that Portuguese makeup users acquire cosmetics more frequently and value

the opinions of others more than American consumers. Portuguese individuals place a higher value on their physical appearance, which may explain why they enjoy applying makeup more than comparison country. Furthermore, the age at which European consumers begin using makeup corresponds to the actual age at which they begin, both variables being later than those of America. On average, both countries begin using cosmetics earlier than is expected by others. Interestingly, users in the USA are predicted to begin using makeup later than those in Portugal, yet they are the first to do so. When compared to Portuguese buyers, their average amount spent on makeup is larger due to their higher annual income. The belief of increased social status as a result of cosmetics use is likewise higher in the USA, as is the consideration of alternatives before purchasing makeup.

Aside from identifying variances in consumer behavior by location, it is also important to understand how consumers from different countries react when presented with brand identity, as illustrated in Table 10.

	Portugal		United States of America		F Nationality	F Brand Identity	F Interaction Effect	
	Brand Identity	Without Brand Identity	Brand Identity	Without Brand Identity				
Interest	3,58	3,55	3	3,05	3,18	21,131 ***	0,272	0,763
Product Quality	3,37	3,08	3	2,85	2,95	17,565 ***	1,684	6,177 *
Price Perception	3,33	2,95	3	2,86	2,77	19,118 ***	10,148 *	3,837 **
Trust	2,84	2,72	2	2,56	2,74	1,875	0,080	2,574
Founder	2,49	2,26	2	2,22	2,39	0,357	0,059	2,786 **

* variable is significant at the 0.05 level

** variable is significant at the 0.10 level (marginal variable)

*** variable is significant at the 0.001 level

Table 10 - MANOVA results (Nationality x Brande Identity x Consumer Behavior)

Variables such as interest, product quality and price perception are influenced by nationality as Portuguese users reported to agree more strongly to questions regarded these variables. When it comes to the combined effect of nationality and brand identity, three variables are shown to be significant: product quality, price perception and the impact of a known founder. While in Portugal people agree that brand identity gives them a perception of higher quality and prices and a known founder seems to have a positive impact, the people from USA only agree with the price perception.

5.4.5 Bobbi Brown and her founder characteristics

BB, like what was uncovered in the focus group, believes that the founder is what distinguishes the brands in an oversaturated market. "Consumers resonate and identify with the founder's attitude and vision, which makes them loyal to and invested in the brand," according to Brown. However, she also believes that it may not always be beneficial for a brand to heavily

emphasize the role of the founder in its marketing and branding efforts, as it may potentially limit or obstruct the brand's growth if it becomes too reliant on the founder for success. The creator of JRB holds the belief that a successful company is one where the founders remain authentic to their creative vision while also being adaptable to changing circumstances.

BB is well-known in the makeup industry for pioneering the concept of "less is more" in the 1990s. Despite the fact that her eponymous brand adopted this concept, it is widely recognized that JRB is a cleaner and more approachable brand for all ages and skin types, with a focus on enhancing natural beauty. The founder of JRB believes that the beauty industry does not require more products, but rather better ones, and this belief forms the foundation of the brand's identity. As such, the founder plays a significant role in shaping the brand's vision and direction, as well as contributing to the overall beauty industry.

Due to its unique philosophy, JRB's products are in their own category and cannot be directly compared to the BB namesake company. This new brand represents a fresh chapter in the beauty industry and has generated excitement among consumers who value its history and association with BB's philosophy of enhancing natural beauty rather than drastically altering one's appearance. This shared philosophy has contributed to the success of JRB through a spillover effect, as consumers who previously purchased makeup from BB now have the option to choose a cleaner brand that aligns with their values. Additionally, JRB's transparent approach to ingredient sourcing and commitment to using safe, cruelty-free ingredients has made the brand appealing to a diverse range of consumers.

BB acknowledges that she will always be connected to her namesake company, despite no longer being affiliated with it. However, her work in other areas such as wellness books and makeup artistry masterclasses has garnered excitement and support from her audience. People are particularly enthusiastic about her latest venture, which revolves around the concept of easy-to-use makeup that enhances one's appearance without the complexity of traditional makeup.

5.4.6 Bobbi Brown Cosmetics influence on Jones Road Beauty

The relationship between BBC brand identity and JRB consumers' purchasing intentions was investigated using a linear model in which the dependent variable was JRB purchasing intent and the independent variables were BBC brand familiarity, Happiness with possessing a BBC item, BBC purchasing intent, JRB awareness, JRB familiarity, and Founder awareness of JRB brand (Table 11).

Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0,992	0,456		-2,175	0,032
BBC brand familiarity	0,432	0,092	0,364	4,693	<,001
Happiness with possessing a BBC item	0,333	0,127	0,226	2,622	0,01
BBC purchasing intent	0,264	0,116	0,193	2,282	0,024
JRB awareness	0,904	0,902	0,204	1,002	0,318
JRB familiarity	0,120	0,321	0,061	0,372	0,710
Founder awareness of JRB brand	-0,884	0,897	-0,200	-0,986	0,326

a. Dependent Variable: Brand interest when knowing BB founded JRB

Table 11 - BBC consumers' purchasing intentions influence on JRB

Observing the p-values associated with each coefficient, it appears that only the values of the three last variables are all greater than 5%, meaning that all of the remaining variables are significant for the model. Brand familiarity, with a standardized beta value of 0.364, has the greatest impact on JRB purchase intention, according to the model. An increase in the unit of brand familiarity was found to result in an increase of 0.432 in JRB purchasing intention, while an increase of one unit of happiness with possessing a BBC item was found to lead to an increase of 0.333 in JRB purchasing intention. Additionally, an increase of one unit of BBC purchasing intention was found to lead to an increase of 0.432 in JRB purchasing intention. These conclusions are based on the assumption that all other variables in the model are held constant, which allows for a more accurate understanding of the specific contribution of each variable to the overall model. The constant term in the model, which represents the predicted value of JRB purchasing intention when all predictor variables are equal to zero, is negative, indicating that the model is predicting a lower value for JRB purchasing intention when the predictor variables are at their lowest values.

Coefficients^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,44	0,575		0,766	0,445
BBC brand familiarity	0,471	0,089	0,398	5,311	<,001
Happiness with possessing a BBC item	0,292	0,123	0,198	2,378	0,019
BBC purchasing intent	0,227	0,111	0,167	2,047	0,043
Nationality	-0,793	0,202	-0,277	-3,92	<,001

Table 12 - BBC consumers' purchasing intentions and nationality influence on JRB

To take the analysis a step further, the impact of nationality on the prior model was studied. Table 12 presents a linear regression with the significant dependent variables found in the previous model, including the addition of the new variable of nationality. The new model explains a greater proportion of the dependent variable, and because it was thoroughly examined before, the focus will be only on the impact of nationality. Keeping all other variables equal, it is feasible to deduce that the purchase intention of a Portuguese customer is 0.793 points lower than that of an American consumer.

6. Conclusion and Future research

6.1 Main conclusions

RQ1: What is brand identity?

Establishing a strong brand identity is an essential step for any company in the process of building a brand, as no brand can be successful without a distinct identity. Brand identity is an internal construct that defines the unique and essential character of a brand, connecting consumers to the products or services being offered. To create a strong brand identity, it is necessary to understand the needs and preferences of the company's customers, as well as the characteristics of its competitors and the business environment in which it operates. Brand identity is more than just the meaning, image, and purpose of a brand, it is what defines the brand as a whole.

As it was stated in studies along this research, brand identity is a "long lasting and stable reference" that consumers immediately associate with the brand when it is mentioned. While brand identity is primarily established internally, it is also influenced by external factors, as consumers play a role in shaping various components of a brand's identity. Every small detail contributes to the creation of brand identity, from the color chosen for the logo to how the way employees interact with customers. A brand's identity can be thought of as similar to a person's identity: it is more than the physical appearance (brand image), personality (brand personality), or its way of thinking (brand mission and values but rather the combination of all these factors as well as other elements like DNA, talents and abilities, goals, and many other aspects. As defining a person's identity is a complex and delicate task, so is defining brand identity. The more a brand aligns with a consumer's identity, the stronger the connection between the two, leading to an increase in brand loyalty.

Overall, brand identity is the collection of elements that a company creates and cultivates in order to convey its values and characteristics in the minds of the consumers, with the goal of becoming their preferred choice.

RQ2: What are the defining characteristics of individuals who purchase and use makeup products?

It would be expected that consumer behavior would differ among those who have different usage and purchase frequencies. However, this study concludes the opposite: the consumer behavior among different types of cosmetic users exhibits many similarities.

Lip color and mascara are the most commonly used makeup products across all consumer

segments, while artificial lashes are not significantly used by any of the groups. The motivation to use makeup is generally to achieve a more sophisticated or cared-for appearance, while the motivation to buy makeup is often influenced by recommendations from others, finished products, and sale or event discounts. HC and MC tend to seek product information through social media and online channels, while LC rely more on referrals from family and friends.

The most important features for all consumer segments are quality and price, but the third most important feature differs based on the segment is: brand image and reputation for HC, ingredients for MC, and no animal testing for LC. The most preferred place to purchase makeup is at cosmetic stores, and HC are more likely to be influenced by brand loyalty, while MC and LC are more likely to be influenced by the price of the product. All consumer segments prioritize using products that are safe and natural, with HC being more concerned about the ingredients in their products. When it comes to trying new products, segments that use and buy the most products tend to be more interested in trying new products, while LC are more likely to stick to their preferred brands.

RQ 3: Does brand identity affects consumer behavior?

Previous study has shown that brand identity influences consumer behavior; however, based on the factors analyzed in this research, only the average value of price perception and product quality differ between levels of brand identity.

It was found that consumers tend to view products with a strong brand identity as being of higher quality and more expensive than those without a strong brand identity. However, they perceive the higher price to be justified due to the attributes of the brand. When the consumer segment was added as a variable of study, it was observed that price perception had the greatest influence on MC when faced with a product with a strong brand identity, while HC were the most influenced when brand identity was absent. It is worth noting that this conclusion was only drawn due to price perception being a marginal variable, as the overall consumer segment did not have a significant impact on the influence of brand identity on consumer behavior, nor did it affect the interaction between brand identity and consumer segment.

RQ 4: Does the founder characteristics affect consumer behavior?

It has been found through a small sample that consumers are more likely to be aware of the

founders of brands in certain industries, such as cosmetics, fashion, automobiles, and technology, but they do not feel the need to research about the founder before making a purchase, especially if the product is already known to them. However, if the brand's founder is known, it can have a significant impact. Consumers tend to be positively influenced by a known founder, who can range from a celebrity to a friend, and they may make a purchase even if the product is not a necessity. It is important to note that the values of the founder must be aligned with those of the consumer in order to have a positive impact on their behavior.

This research also found that consumers value having the name of the founder on the packaging, as it conveys a sense of luxury, trustworthiness, prestige, and transparency, increasing awareness of the brand and curiosity to learn more. The founder's story and background can also add value and a personal touch to the brand making it more unique and attractive to consumers.

Nevertheless, the impact of the founder is not always positive. In some cases, it can lead to a higher rate of abandonment or even a rejection of purchase if the consumer is aware of the controversial nature of the founder. It appears that founders always have an impact, whether positive or negative, on consumer behavior.

RQ 5: What effect do consumer's nationality have on the hypothesized relationship between brand identity and consumer behavior?

It has been observed that Portuguese and American consumers exhibit distinct behaviors in terms of purchase frequency, average amount spent on makeup, and the perceived correlation between the use of makeup and social prestige. Portuguese consumers tend to place a higher value on the opinions of others and prioritize physical appearance, while American consumers believe that using cosmetics enhances their social status and spend more money on their makeup collections.

Portugal responds better to brand identity since the values of variables are higher for respondents who were given a more detailed description of the brand: Portuguese consumers agree that brand identity gives them a perception of higher quality and prices, and that a known founder has a positive impact, whereas American consumers only agree with the price perception.

RQ 6: Is Jones Road Beauty benefiting from Bobbi Brown's founder characteristics?

The founder of a brand can play a significant role in shaping the brand's vision and in

attracting loyal customers who identify with the founder's attitude and values. However, a brand should not become too reliant on its founder for success, as this may limit or obstruct the brand's growth. For that exact reason BB does not place a high importance on highlighting who the founder of JRB is but, does not hide it either.

The brand has differentiated itself from other brands in the beauty industry by focusing on enhancing natural beauty and using safe, cruelty-free ingredients. This shared philosophy with BB's previous brand helped to have a spillover effect and many loyal consumers who followed BB's journey and identify with her thoughts on makeup are also accompanying this new adventure. As the entrepreneur is launching a new concept in the beauty industry many new consumers are curious about the brand.

RQ 7: Does Bobbi Brown Cosmetics brand identity influence Jones Road Beauty consumers' purchasing intentions?

JRB purchasing intentions are influenced by the familiarity consumers have with the founder's previous namesake company, with the happiness of owning an item and the purchase intention from that same brand, being the first variable the one with the greatest impact. Additionally, nationality also plays a role, with Portuguese consumers having a lower purchase intention compared to American consumers.

6.2 Managerial Implications

The findings of this research suggest that businesses can benefit from understanding the motivations and behaviors of different types of makeup consumers in order to tailor their marketing and product development efforts.

Some considerations for businesses include focusing on developing and promoting products that are commonly used by all consumer segments, such as lip color and mascara, and prioritizing factors such as price, quality, and brand image in branding and marketing efforts. Pricing strategies are important for brands to consider in order to maintain their perceived value and attractiveness to consumers. Discounts can be a useful way to increase brand loyalty, but luxury brands may need to be careful about the impact on their image. One solution is to offer discounts through premium membership programs, which can provide a sense of exclusivity and encourage sales without undermining the brand's luxury perception. It's worth noting that discounts may be

more effective for certain consumer segments, such as medium makeup users, who are more likely to be influenced by price.

Additionally, businesses may want to consider utilizing social media and online channels as sources of product information, distributing free samples in strategic consumption places, to generate interest in their products, and highlighting the values and background of their founders in order to align with consumer values and convey a sense of trustworthiness and transparency.

In terms of packaging, businesses may want to consider displaying the name of the founder as a way to convey a sense of luxury and increase consumer awareness and curiosity.

6.3 Academic Implications

This research explores the concept of brand identity and its influence on consumer behavior, contributing to the existing academic literature on the subject. The study defines brand identity and discusses its overall impact on consumer behavior. Additionally, the research examines the defining characteristics of individuals who purchase and use makeup products, identifying key factors that shape their behavior, adding to the understanding of consumer behavior in the cosmetics industry.

The research also investigates the relationship between brand identity and consumer behavior, finding that while previous research has shown that brand identity can affect consumer behavior, this relationship is not always significant. This adds to the understanding of the complex relationship between brand identity and consumer behavior and highlights the need for further research on this topic. Additionally, the study investigates the impact of founder characteristics on consumer behavior, finding that consumers are more likely to purchase products from brands with founders who possess certain characteristics. This adds to the understanding of the role that founder characteristics play in shaping consumer behavior.

Finally, it is also suggested that the relationship between brand identity and consumer behavior may be more influenced by factors such as individual characteristics, personal values, and cultural and social influences, rather than nationality as it was found that nationality does not have a significant impact on this relationship. However, it has impact on the overall consumer behavior.

6.4 Limitations

It is important to note that this study has several limitations that should be considered when

interpreting the results.

The study has some sampling limitations as the survey used voluntary response sampling. This may result in a biased sample, as only those who are interested in the topic or who have strong opinions about it may have chosen to participate. Additionally, both the survey and focus group relied on self-report data, which may be influenced by various biases such as memory bias or social desirability bias, and may not accurately represent the true opinions or behaviors of the respondents.

These limitations may have an impact on the findings' generalizability, and it is crucial to note that the outcomes of this study may not be representative of the greater population. To validate and expand on the results of this study, additional research with more diverse and representative populations would be required.

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Appendices

Appendix A: Survey script

Introduction

Dear participant,

I would like to thank you for your time and availability to answer this survey. The following questionnaire is being conducted in regard of my Master Thesis at the Catholic Lisbon School of Business and Economics. The purpose of the responses is to investigate the impact of diverse factors on brand identity, which may have an impact on consumer behavior in the makeup industry.

The survey is expected to take approximately x minutes to complete, and your participation is entirely voluntary. The questionnaire is anonymous, and the data collected will be kept strictly confidential. Only the aggregated results will be used in the study proposal. There are no right or wrong answers.

Thank you,

Maria de Assis Peças

Cosmetic Usage Habits

1. How frequently do you use makeup?
 - a. Daily
 - b. Weekly
 - c. Monthly
 - d. Several times a year
 - e. Yearly
 - f. On special occasions
 - g. I do not use any makeup products
(Skip to demographics)
2. How frequently do you purchase makeup?
 - a. Daily
 - b. Weekly
 - c. Monthly
 - d. Several times a year
 - e. Yearly
 - f. On special occasions
 - g. I use the makeup from someone else or someone buys it for me
3. What type of cosmetic do you usually use?
 - a. Artificial lashes
 - b. Blush
 - c. Brushes
 - d. Concealer
 - e. Eyebrow pencil
 - f. Eyeliner
 - g. Eye shadow
 - h. Foundation
 - i. Highlight
 - j. Lip color (lipstick, lip liner, colored gloss, lip balm, lip oil)
 - k. Mascara
 - l. Other. Please specify.
4. How much do you spend on average in makeup products a year?

- a. 0€ - 40€
- b. 41€ - 80€
- c. 81€ - 120€
- d. 121€ - 160€
- e. 161€ - 200€
- f. More than 200€

Reasons to buy

5. Please indicate on a scale from 1 to 5 (1 – Strongly disagree; 5 – Strongly agree) the extent to which you agree with the following statements:

Social Prestige

- a. The usage of makeup products increases my social prestige
- b. Buying expensive makeup increases my social prestige
- c. The more makeup I wear, the higher my social prestige

Judgment by others

- d. I generally purchase cosmetics brands that I think other will approve it
- e. I often observe what makeup products others are buying and using
- f. It is very important that others like the cosmetics and brand I buy

Physical appearance importance

- g. My physical appearance is important to me
- h. When I use makeup I feel more pretty
- i. I judge others by their physical appearance
- j. I would spend more money on my physical appearance if my income was higher

Pleasure in using cosmetics

- k. Buying makeup products brings me pleasure.
- l. Using makeup products brings me pleasure.
- m. I feel happy when I put my makeup on

6. At what age did you start using makeup?

- a. Under 15
- b. Between 15 and 17
- c. Between 18 and 23
- d. Between 24 and 29
- e. Between 30 and 40
- f. After 40

7. Please indicate on a scale from Strongly disagree to Strongly agree, the extent to which you relate to the following statement:

- a. Others expect me to use makeup

8. In your viewpoint, at what age do people in your country are expected to start wearing makeup?

- a. Under 15
- b. Between 15 and 17
- c. Between 18 and 23
- d. Between 24 and 29
- e. Between 30 and 40
- f. After 40

9. What motivates you to buy makeup products? (Note that you can choose more than one option)

- a. It is part of my routine / I am used to
- b. Medical Purpose
- c. Occupational Requirement
- d. To appear more attractive to others
- e. To follow fashion trends
- f. To get a more cared/sophisticated look
- g. To highlight some parts of my face
- h. To look healthier
- i. To look younger/older
- j. To mask my insecurities
- k. To please my partner
- l. Any other reason

10. Please indicate on a scale from Strongly disagree to Totally agree, the extent to which you relate to the following statements:

* Reverse items

Risk avoidance

- a. I am very cautious in trying new makeup products. *
- b. I would rather wait for others to test a makeup brand first than experiment with it myself.
- c. I appreciate taking risks by purchasing cosmetics that I am unfamiliar with.

Brand loyalty behavior

- d. I frequently switch the brands of makeup I purchase. *
- e. I have a favorite brand of makeup I always buy.
- f. I think of myself as a cosmetic loyal consumer.
- g. Once I have found a brand that I enjoy, I stick with it.

Consumer Behavior – Decision Making Process

11. What motivates you to buy makeup? (Note that you can choose more than one option)

- a. Advertisement
- b. Dissatisfaction with my current products
- c. Extra disposable income
- d. Finished products
- e. Impulsive purchase
- f. Medical Indication
- g. Previous experience
- h. Recommendation from others
- i. Sale or discount event
- j. Other. Please specify.

12. When buying cosmetics, where do you look for information? (Note that you can choose more than one option)

- a. By experience it (sample use)
- b. On newspapers and magazines
- c. On social media
- d. On television and radio
- e. On the internet
- f. Through a doctor
- g. Through friends and family recommendation
- h. Other. Please specify.

13. Please indicate on what extent do you agree with the following sentences.

Evaluation of Alternatives

- a. Before buying makeup product I evaluate different brands.

Post-purchase evaluation

- b. If I enjoy the makeup brand I purchased, I will recommend it to others.
 - c. If I enjoy the makeup brand I purchased, I will continue to purchase it.
14. Please indicate which of the following aspects are most important to you when purchasing makeup from a certain brand. (Note that you can choose more than one option)
- a. Brand Image and Reputation
 - b. No animal testing / Cruelty free products
 - c. Environmentally friendliness
 - d. Fragrance
 - e. Ingredients
 - f. Packaging
 - g. Price
 - h. Product diversity
 - i. Quality
 - j. Other. Please specify
15. What is your most preferred place of purchasing makeup products? (Note that you can choose more than one option)
- a. Cosmetic stores (Pluricosmética, Sephora,...)
 - b. Catalogue (Avon, Oriflame,...)
 - c. Department Store (El Corte Ingles)
 - d. Online
 - e. Own brand store (Kiko, Inglot,...)
 - f. Perfumery
 - g. Pharmacies
 - h. Supermarkets
 - i. Other. Please specify.

Manipulation Brand Identity and Founder

Scenario 1 – Products and Founder description

The products you see below are from the X brand, which was founded by the well-known makeup artist Y, and she had been a professional makeup artist for some decades. Her work has been featured on the covers of magazines such as Elle and Vogue, and she has won numerous awards and distinctions.

She is also a New York Times bestselling author who has lately written 9 books about beauty and wellbeing.

This brand's products are well-liked by the general population.



16. Please indicate to what extent you agree with the following sentences.

Buy/Interest

- a. I would consider buying this brand's products.
- b. I would like to learn more about this brand's products.

Product Quality

- c. I believe this brand's products have great quality.
- d. I believe this brand's products have higher quality compared to the standard cosmetic products.

Price Perception

- e. I believe this brand's products have higher prices compared to the standard cosmetic products.
- f. If the price of the brand's products is high, I believe it is justified.

Trust

- g. I would trust this brand's products more than others.
- h. I trust the general population opinion.

Purchase Decision

- i. Knowing who the founder is helps in my decision of purchasing
- j. If the founder is a famous personality I would be more likely to buy from that brand

Scenario 2 – Products and without Founder description

The products you see below are from the X brand.

This brand's products are well-liked by the general population.

17. Please indicate to what extent you agree with the following sentences.



Buy/Interest

- a. I would consider buying this brand's products.
- b. I would like to learn more about this brand's products.

Product Quality

- c. I believe this brand's products have great quality.
- d. I believe this brand's products have higher quality compared to the standard cosmetic products.

Price Perception

- e. I believe this brand's products have higher prices compared to the standard cosmetic products.
- f. If the price of the brand's products is high, I believe it is justified.

Trust

- g. I would trust this brand's products more than others.
- h. I trust the general population opinion.

Purchase Decision

- i. Knowing who the founder is helps in my decision of purchasing
- j. If the founder is a famous personality I am more likely to buy from that brand

Bobbi Brown

18. What are your favorite makeup brands? Note that you can choose more than one.

- | | |
|----------------------|-------------------|
| a. Benefit | f. Christian Dior |
| b. Bobbi Brown | g. Clarins |
| c. Catrice | h. Clinique |
| d. Chanel | i. E.L.F. |
| e. Charlotte Tilbury | j. Essence |

- k. Estée Lauder
- l. Flormar
- m. Giorgio Armani
- n. Guerlain
- o. H&M
- p. Hypermarket/Supermarket's own brands (e.g., Mylabel)
- q. INGLOT
- r. Jones Road Beauty
- s. Kiko
- t. Kylie Cosmetics
- u. Lâncome
- v. L'Oréal Paris
- w. M.A.C
- x. Maybelline NY
- y. NARS
- z. NYX
- aa. Orifalme
- bb. Perfumeries's own brands (e.g., Sephora)
- cc. Rimmel
- dd. Urban Decay
- ee. Yves Saint-Laurent~
- ff. Zara
- gg. Other. Please specify

19. Do you know the brand Bobbi Brown Cosmetics?

- a. Yes
- b. No (Skip to demographics)

20. How familiar are you with Bobbi Brown Cosmetics?

- a. Extremely familiar
- b. Very familiar
- c. Somewhat familiar
- d. A little familiar
- e. Not familiar at all

(Perguntas baseadas no Kapferer)

21. What is the first word that comes to mind when Bobbi Brown Cosmetics is mentioned? (Physique)

- a. Resposta aberta

22. Thinking about the people who use Bobbi Brown Cosmetics, how you would describe their personality?

Note that you can choose more than one option. (Personality)

- a. Adventurous
- b. Authoritative
- c. Adaptable
- d. Approachable
- e. Calm
- f. Casual
- g. Charming
- h. Classic
- i. Daring
- j. Distinctive
- k. Energetic
- l. Fearless
- m. Formal
- n. High-End
- o. Honest
- p. Inspirational
- q. Innovative
- r. Luxurious
- s. Modern
- t. Professional
- u. Practical
- v. Sociable
- w. Traditional
- x. Unique

23. What values do you believe Bobbie Brown is based on? (Culture)

- a. Boldness
- b. Celebrating confidence
- c. Customer Centricity
- d. Diversity
- e. Excellence
- f. Honesty
- g. Individual beauty
- h. Innovation
- i. Loyalty
- j. Quality
- k. Respect.
- l. Simplicity
- m. Trust
- n. Other. Please specify

24. How do you describe the relationship Bobbi Brown Cosmetics has with the consumers? (Note that you can choose more than one option) (Relationship)

- a. Adventurous
- b. Appreciative
- c. Careful
- d. Close
- e. Committed
- f. Extravagant
- g. Exclusive
- h. Familiar
- i. Genuine
- j. Honest
- k. Intimate
- l. Positive
- m. Reliable
- n. Strong
- o. Other. Please specify.

25. Who do you believe Bobbi Brown Cosmetics is aimed at? (Reflection)

- a. Teenagers
- b. Young adults
- c. Adults
- d. Mature People

26. Imagine yourself owning a product from Bobbi Brown Cosmetics. How would you feel? (Self-image)

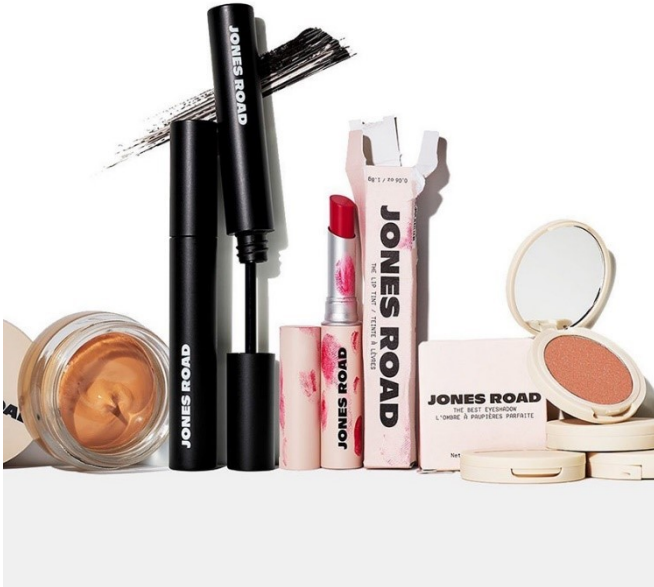
- a. Extremely unhappy
- b. Somewhat unhappy
- c. Neither happy nor unhappy
- d. Somewhat happy
- e. Extremely happy

27. If price were not a consideration, how likely or unlikely are you to purchase products from Bobbi Brown Cosmetics in the future?

- a. Extremely likely
- b. Slightly likely

- c. Neither likely nor unlikely
- d. Slightly unlikely
- e. Extremely unlikely

Below you can find examples of Jones Road Beauty products.



28. Do you know the brand Jones Road Beauty?

- a. Yes
- b. No (skip to 29)

29. How familiar are you with Jones Road Beauty?

- a. Extremely familiar
- b. Very familiar
- c. Somewhat familiar
- d. A little familiar
- e. Not familiar at all

30. Do you know who is the founder of Jones Road?

- a. Yes
- b. No (skip to 31)

30. a) Who do you think founded Jones Road Beauty?

Open question to confirm if the respondents know who the founder is.

31. Do you know if the brand has any connections to Bobbi Brown?

- a. Yes
- b. No

32. Do you think it would increase your interest in the brand if you knew it was founded by Bobbi Brown?

- a. Not increase at all
- b. Slightly increase
- c. Moderately increase
- d. Somewhat increase
- e. Extremely increase

Demographics

33. In which country did you live most of your life?

- a. List of countries from Qualtrics

34. What is your gender?
- a. Female
 - b. Male
 - c. Non-binary / third gender
 - d. Prefer not to say
35. What is your age?
- a. Under 18
 - b. 18-24
 - c. 25-34
 - d. 35-44
 - e. 45-54
 - f. 55-64
 - g. 65 or older
36. What is the highest degree or level of school you have completed, or you are completing??
- a. High school
 - b. Bachelor's degree
 - c. Master's degree
 - d. Doctorate or professional degree
37. What is your marital status?
- a. Single (never married)
 - b. Married
 - c. Widowed
 - d. Divorced
 - e. Separated
 - f.
38. Would you please give your best guess of your yearly income?
- a. Less than 10.000€
 - b. 10.000€-20.000€
 - c. 21.000€ -30.000€
 - d. 31.000€ - 40.000€
 - e. 41.000€ - 49.999€
 - f. 50.000€ or more

Appendix B: Manipulation Question with brand identity

The products you see below are from the BB Cosmetics brand, which was founded by the well-known make-up artist BB, and she had been a professional makeup artist for some decades. Her work has been featured on the covers of magazines such as Elle and Vogue, and she has won numerous awards and distinctions.

She is also a New York Times bestselling author who has lately written 9 books about beauty and wellbeing.

This brand's products are well-liked by the general population.



Appendix C: Manipulation Question without brand identity

The products you see below are from the BB Cosmetics brand.
This brand's products are well-liked by the general population.



Appendix D: Focus Group script

Welcome

Hello everyone!

I would like to begin this activity by thanking you for participating on this focus group and contribute with helpful insights.

My name is Maria de Assis Peças and this research is part of my Master Thesis at Católica Lisbon-School of Business and Economics and aims to comprehend the impact of founder characteristics on consumer behavior.

Your contribution in this research will be mainly qualitative and it is of great importance.

Guidelines

I kindly ask you to record this process as it will be helpful on a later point for me to interpret the results. This recording will not be shown to anyone and it will be deleted as soon as the research is concluded.

Please note that there are no right or wrong questions, every input is valid and might lead to interesting discussions. You do not need to agree with others, but you must listen respectfully as others share their views. I respectfully request you to talk with each other's as my role on this activity is to be only the moderator to guide the discussion.

Questions

1. What words come to mind when you think of a brand founder?
2. Do you recall any brand with a known founder?
3. Do you have any brand with a known founder?
4. What type of products do you think it is more relevant to know who the founder of the brand is?
Why?
5. Why do you think people buy certain products based on the founder?

6. **Before buying products, do you search any information regarding the founder?**
7. **Do you believe knowing the founder has any impact on your purchasing behavior?**
Yes/no? Escala de 1 a 7 quanto é que acha que iria impactar?
8. **Present 2 items at the time and ask how likely are them to buy the product and what makes them buy the product:**
 - a. **If price was not a consideration and you were told this product has a great quality, how likely are you to buy this product?**
 - b. **Knowing now that the founder is recognized for his/her knowledge on the area and shares the same values as you, how likely are you to buy this product?**



9. **If someone you know founded a new company, would you buy one of his/her products? Even if you did not necessarily need or like it.**
10. **Would you like to have the name of founder written on the package?**
11. **Of all the things we discussed, what to you is the most important?**

Closing statement

Are there any questions that I can answer before we end the session? If not, this concludes the interview. Thank you very much for participating in this focus group. The information you have provided has been very helpful.

Appendix E: Interview script

Dear Bobbi Brown,

I would like to begin this interview by, once again, thanking you for this opportunity and your contribution for this research.

As previously explained, the research is part of my Master Thesis at Católica Lisbon-School of Business and Economics and aims to comprehend the impact of Brand Identity on consumer behavior, while taking into account factors such as founder characteristics and nationality.

Your contribution in this research will be mainly qualitative, focusing on the founder's characteristics, and it is of great importance. Even though you have many valuable and interesting information to share about variety of topics, I will attempt to keep it simple.

The interview will be divided into two sections: general questions and targeted questions.

1. General Questions

- 1. To what extent do you believe consumers value a brand's founder?**
- 2. Do you believe the brand should invest in explaining who the founder is and how important she/he is to the brand and the industry?**
- 3. What fundamental attributes do you believe a founder should hold in order to lead a brand to success?**

2. Target Questions

You are well-known for pioneering the concept of "less is more" in the makeup industry in the 90s. Even though Bobbi Brown Cosmetics adopted this concept, it is well understood that Jones Road Beauty is a cleaner and more approachable brand for all ages and skin types, focusing on enhancing natural beauty. I have therefore some questions to better understand what is, in your opinion, the importance of the founder in a brand's image and impact.

- 4. In your opinion which factors differentiate Jones Road Beauty from Bobbi Brown Cosmetics?**
- 5. What are your thoughts on Bobbi Brown Cosmetics using your name?**
- 6. Have you had any challenges establishing your brand since Bobbi Brown cosmetics is still associated with your name?**

When your non-compete agreement with Bobbi Brown Cosmetics expired, you launched Jones Road Beauty.

- 7. Do you believe there is any impact on Jones Road Beauty, if consumers are aware of this?**
- 8. Do you anticipate consumers will shift from one brand to another if they know you left Bobbi Brown Cosmetics and launched a new makeup brand?**
- 9. How did you feel about entering and competing with successful companies in such a competitive and stable business when you founded Jones Road Beauty?**
- 10. Do you believe your prior brand, Bobbi Brown Cosmetics, had a spillover effect on the success of your new company, Jones Road Beauty? How?**
- 11. Is there any pertinent information that you believe was disregarded throughout this interview and that you would like to share?**

If not, this concludes the interview. I appreciate the time you took and the kindness you showed

each time we spoke. Your contribution was essential, and I believe it will play a crucial role in future researches. As soon as the research is completed, I will share the findings with you in the hopes that you will find them interesting and useful.

I wish you the all the best and success, and I will eagerly await the arrival of Jones Road Beauty in Portugal.

Appendix F: Variables adaptation

Variable	# Items	Adapted from	Items
Usage Frequency	7	Adapted from (Desai, 2014)	Daily Weekly Monthly Several times a year Yearly Special Occasions I do not use any makeup products
Purchase Frequency	7	Adapted from (Desai, 2014)	Daily Weekly Monthly Several times a year Yearly Special Occasions I use the makeup from someone else or someone buys it for me
Type of cosmetic used	12	Adapted from Cash Cosmetics Use Inventory	Artificial lashes Blush Brushes Concealer Eye-brow pencil Eyeliner Eyeshadow Foundation Highlight Lip color (lipstick, lip liner, colored gloss, lip balm, lip oil) Mascara Other. Please specify.
Average yearly spent on makeup	6	Construct developed for this study	0€ - 40€ 41€ - 80€ 81€ - 120€ 121€ - 160€ 161€ - 200€ More than 200€

Social Prestige	3	Adapted from (Anderlová & Pšurný, 2020)	The usage of cosmetics products increases my social prestige Buying expensive makeup increases my social prestige The more makeup I wear, the higher my social prestige
Judgment by others	2	Adapted from (Jawahar & Tamizhjothi, 2013)	I generally purchase cosmetics brands that I think other will approve it It is very important that others like the cosmetics and brand I buy
Physical appearance importance	3	Construct developed for this study	My physical appearance is important to me When I use makeup I feel more pretty
Pleasure in using cosmetics	3	Construct developed for this study	Buying makeup products brings me pleasure Using makeup products brings me pleasure I feel happy when I put my makeup on
Age of using makeup	6	Adapted from (Guimarães, 2016)	Under 15 Between 15 and 17 Between 18 and 23 Between 24 and 29 Between 30 and 40 After 40
Expectations from others	5	Construct developed for this study	Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree
Expectations age from others	6	Construct developed for this study	Under 15 Between 15 and 17 Between 18 and 23 Between 24 and 29 Between 30 and 40 After 40
Motivations to use	12	Adapted from (Guimarães, 2016; Junaid & Ahmed, 2013)	It is part of my routine / I am used to Medical purpose Occupational Requirement To appear more attractive to others To follow fashion trends To get a more cared/sophisticated look To highlight some parts of my face To look healthier To look younger/older To mask my insecurities To please my partner Other. Please specify.

Variable	# Items	Adapted from	Items
Risk Avoidance	2	Construct developed for this study	I am very cautious in trying new makeup products. I would rather wait for others to test a makeup brand first than experiment with it myself
Brand Loyalty Behavior	4	Construct developed for this study	I have a favorite brand of makeup I always buy I think of myself as a cosmetic loyal consumer Once I have found a brand that I enjoy, I stick with it
Motivations to buy	10	Adapted from (Shabib & Ganguli, 2017)	Advertisement Dissatisfaction with my current products Extra disposable income Finished products Impulsive purchase Medical indication Previous experience Recommendation from others Sale or discount event Other. Please specify.
Information search	8	Construct developed for this study	By experience it (sample use) On newspaper and/or magazines On social media On television and/or radio On the internet Through a doctor Through friends and family recommendation Other. Please specify.
Evaluation of alternatives	1	Construct developed for this study	Before buying makeup product I evaluate different brands.
Pos-purchase evaluation	2	Construct developed for this study	If I enjoy the brand I purchased, I will recommend it to others If I enjoy the makeup brand I purchased, I will continue to purchase it
Product Features	10	Adapted from (Shabib & Ganguli, 2017)	Brand Image and Reputation No animal testing / Cruelty free products Environmentally friendliness Fragrance Ingredients Packaging Price Product diversity Quality Other. Please specify.
Prefered place	9	Adapted from (Guimarães, 2016)	Cosmetic stores (Pluricosmética, Sephora,...) Catalogue (Avon, Oriflame,...) Department Store (El Corte Ingles) Online Own brand store (Kiko, Inglot,...) Perfumery Pharmacies Supermarkets Other. Please specify.
Interest	2	Construct developed for this study	I would consider buying this brand's products I would like to learn more about this brand's products
Product Quality	2		I believe this brand's products have great quality

		Construct developed for this study	I believe this brand's products have higher quality compared to the standard cosmetic products
Price Perception	2	Construct developed for this study	I believe this brand's products have higher prices compared to the standard cosmetic products If the price of the brand's products is high, I believe it is justified
Trust	2	Construct developed for this study	I would trust this brand's products more than others I trust the general population opinion
Purchase Decision	2	Construct developed for this study	Knowing who the founder is helps in my decision of purchasing If the founder is a famous personality, I would be more likely to buy from that brand

Variable	# Items	Adapted from	Items
BBC awareness	2	Construct developed for this study	Yes No
BBC familiarity	5	Construct developed for this study	Not familiar at all Slightly familiar Moderately familiar Very familiar Extremely familiar
Happiness with possessing a BBC item	5	Construct developed for this study	Extremely unhappy Somewhat unhappy Neither happy nor unhappy Somewhat happy Extremely happy
BBC purchase intent	5	Construct developed for this study	Extremely unlikely Somewhat unlikely Neither unlikely nor unlikely Somewhat likely Extremely likely
JRB awareness	2	Construct developed for this study	Yes No
JRB familiarity	5	Construct developed for this study	Not familiar at all Slightly familiar Moderately familiar Very familiar Extremely familiar
Founder awareness of JRB brand	2	Construct developed for this study	Yes No
Connection to BB	2	Construct developed for this study	Yes No
JRB purchase intent	5	Construct developed for this study	Extremely unlikely Somewhat unlikely Neither unlikely nor unlikely Somewhat likely Extremely likely

Appendix G: Consumer segment demographic behavior

		Consumer Seg.					
		Heavy User		Medium User		Light User	
		Count	Column N %	Count	Column N %	Count	Column N %
Nationality	Portugal	22	48,9%	123	58,9%	25	65,8%
	United States of America	21	46,7%	76	36,4%	11	28,9%
Gender	Male	0	0,0%	1	0,5%	1	2,6%
	Female	45	100,0%	206	98,6%	36	94,7%
	Prefer not to say	0	0,0%	2	1,0%	1	2,6%
Age	Under 18	2	4,4%	18	8,6%	4	10,5%
	18 - 34	14	31,1%	65	31,1%	3	7,9%
	35 - 54	16	35,6%	61	29,2%	22	57,9%
	55 or older	13	28,9%	65	31,1%	9	23,7%
Education	Less than a high school diploma	1	2,2%	0	0,0%	2	5,3%
	High school degree or equivalent	5	11,1%	39	18,7%	4	10,5%
	Bachelor's degree	22	48,9%	84	40,2%	23	60,5%
	Master's degree	14	31,1%	75	35,9%	7	18,4%
	Doctorate or professional degree	3	6,7%	11	5,3%	2	5,3%
Marital Status	Single (never married)	13	28,9%	80	38,3%	9	23,7%
	Married, or in a domestic partnership	25	55,6%	100	47,8%	23	60,5%
	Widowed	2	4,4%	2	1,0%	1	2,6%
	Divorced	5	11,1%	19	9,1%	5	13,2%
	Separated	0	0,0%	8	3,8%	0	0,0%
Income	Less than 10.000€	11	24,4%	56	26,8%	10	26,3%
	10.001€ - 30.000€	9	20,0%	60	28,7%	14	36,8%
	30.001€ - 50.000€	8	17,8%	29	13,9%	3	7,9%
	More than 50.000€	17	37,8%	64	30,6%	11	28,9%

Appendix H: Consumer segment decision making behavior

		Consumer Seg.				Total
		Heavy Consumer	Medium Consumer	Light Consumer		
Makeup Products	Artificial Lashes	Count	3	1	0	4
		% Consumer Seg.	6,7%	0,5%	0,0%	

Blush	Count	40	117	8	165	
	% Consumer Seg.	88,9%	56,0%	21,1%		
Brushes	Count	43	72	1	116	
	% Consumer Seg.	95,6%	34,4%	2,6%		
Concealer	Count	42	123	8	173	
	% Consumer Seg.	93,3%	58,9%	21,1%		
Eyebrow pencil	Count	32	44	1	77	
	% Consumer Seg.	71,1%	21,1%	2,6%		
Eyeliner	Count	36	60	6	102	
	% Consumer Seg.	80,0%	28,7%	15,8%		
Eye shadow	Count	38	84	10	132	
	% Consumer Seg.	84,4%	40,2%	26,3%		
Foundation	Count	43	122	14	179	
	% Consumer Seg.	95,6%	58,4%	36,8%		
Highlight	Count	28	57	0	85	
	% Consumer Seg.	62,2%	27,3%	0,0%		
Lip Color (Lipstick, Lip Liner, Colored gloss, Lip balm, Lip Oil)	Count	44	124	15	183	
	% Consumer Seg.	97,8%	59,3%	39,5%		
Mascara	Count	44	165	21	230	
	% Consumer Seg.	97,8%	78,9%	55,3%		
Other. Please specify.	Count	7	17	4	28	
	% Consumer Seg.	15,6%	8,1%	10,5%		
Total	Count	45	209	38	292	
		Heavy Consumer	Medium Consumer	Light Consumer	Total	
Motivation to use	It is part of my routine / I am used to	Count	28	72	1	101
		% Consumer Seg.	62,2%	34,4%	2,6%	
	Medical purpose	Count	1	2	1	4
		% Consumer Seg.	2,2%	1,0%	2,6%	
	Occupational Requirement	Count	5	10	2	17
		% Consumer Seg.	11,1%	4,8%	5,3%	
	To appear more attractive to others	Count	20	48	3	71
		% Consumer Seg.	44,4%	23,0%	7,9%	
	To follow fashion trends	Count	4	4	2	10
		% Consumer Seg.	8,9%	1,9%	5,3%	
	To get a more cared/sophisticated look	Count	32	125	22	179
		% Consumer Seg.	71,1%	59,8%	57,9%	
		Count	18	53	8	79

	To highlight some parts of my face	% Consumer Seg.	40,0%	25,4%	21,1%	
		Count	23	74	9	106
	To look healthier	% Consumer Seg.	51,1%	35,4%	23,7%	
		Count	10	31	3	44
	To look younger/older	% Consumer Seg.	22,2%	14,8%	7,9%	
		Count	13	47	1	61
	To mask my insecurities	% Consumer Seg.	28,9%	22,5%	2,6%	
		Count	2	7	2	11
	To please my partner	% Consumer Seg.	4,4%	3,3%	5,3%	
		Count	6	16	5	27
	Other. Please specify.	% Consumer Seg.	13,3%	7,7%	13,2%	
		Count	45	209	38	292
			Heavy Consumer	Medium Consumer	Light Consumer	Total
Motivation to buy	Advertisement	Count	14	43	1	58
		% Consumer Seg.	31,1%	20,6%	2,6%	
	Dissatisfaction with my current products	Count	17	47	2	66
		% Consumer Seg.	37,8%	22,5%	5,3%	
	Extra disposable income	Count	8	17	0	25
		% Consumer Seg.	17,8%	8,1%	0,0%	
	Finished products	Count	24	100	9	133
		% Consumer Seg.	53,3%	47,8%	23,7%	
	Impulsive purchase	Count	13	39	7	59
		% Consumer Seg.	28,9%	18,7%	18,4%	
	Medical indication	Count	1	3	3	7
		% Consumer Seg.	2,2%	1,4%	7,9%	
	Previous experience	Count	22	81	4	107
		% Consumer Seg.	48,9%	38,8%	10,5%	
	Recommendation from others	Count	26	83	15	124
		% Consumer Seg.	57,8%	39,7%	39,5%	
Sale or discount event	Count	23	91	9	123	
	% Consumer Seg.	51,1%	43,5%	23,7%		
Other. Please specify.	Count	2	18	5	25	
	% Consumer Seg.	4,4%	8,6%	13,2%		
	Total	Count	45	209	38	292
			Heavy Consumer	Medium Consumer	Light Consumer	Total
Channel where consumers	By experience it (sample use)	Count	28	95	15	138
		% Consumer Seg.	62,2%	45,5%	39,5%	

search for infor	On newspaper and/or magazines	Count	7	14	0	21
		% Consumer Seg.	15,6%	6,7%	0,0%	
	On social media	Count	27	76	5	108
		% Consumer Seg.	60,0%	36,4%	13,2%	
	On television and/or radio	Count	2	3	1	6
		% Consumer Seg.	4,4%	1,4%	2,6%	
	On the internet	Count	27	72	6	105
		% Consumer Seg.	60,0%	34,4%	15,8%	
	Through a doctor	Count	4	19	3	26
		% Consumer Seg.	8,9%	9,1%	7,9%	
Through friends and family recommendation	Count	24	137	21	182	
	% Consumer Seg.	53,3%	65,6%	55,3%		
Other. Please specify.	Count	0	12	4	16	
	% Consumer Seg.	0,0%	5,7%	10,5%		
Total		Count	45	209	38	292
			Heavy Consumer	Medium Consumer	Light Consumer	Total
Product Features	Brand Image and Reputation	Count	25	57	5	87
		% Consumer Seg.	55,6%	27,3%	13,2%	
	No animal testing / Cruelty free products	Count	17	71	15	103
		% Consumer Seg.	37,8%	34,0%	39,5%	
	Environmentally friendliness	Count	14	72	13	99
		% Consumer Seg.	31,1%	34,4%	34,2%	
	Fragrance	Count	5	39	12	56
		% Consumer Seg.	11,1%	18,7%	31,6%	
	Ingredients	Count	18	73	10	101
		% Consumer Seg.	40,0%	34,9%	26,3%	
	Packaging	Count	3	28	1	32
		% Consumer Seg.	6,7%	13,4%	2,6%	
	Price	Count	32	155	20	207
		% Consumer Seg.	71,1%	74,2%	52,6%	
	Product diversity	Count	3	20	2	25
		% Consumer Seg.	6,7%	9,6%	5,3%	
Quality	Count	42	167	31	240	
	% Consumer Seg.	93,3%	79,9%	81,6%		
Other. Please specify.	Count	2	15	2	19	
	% Consumer Seg.	4,4%	7,2%	5,3%		
Total		Count	45	209	38	292

		Heavy Consumer	Medium Consumer	Light Consumer	Total	
Prefered place to buy makeup	Cosmetic stores (e.g., Pluricosmética, Sephora)	Count	33	122	15	170
		% Consumer Seg.	73,3%	58,4%	39,5%	
	Catalogue (e.g., Avon, Oriflame)	Count	2	6	2	10
		% Consumer Seg.	4,4%	2,9%	5,3%	
	Department Stores (e.g., El Corte Ingles)	Count	20	50	6	76
		% Consumer Seg.	44,4%	23,9%	15,8%	
	Online	Count	22	64	7	93
		% Consumer Seg.	48,9%	30,6%	18,4%	
	Own brand store (e.g., Kiko, Inglot)	Count	15	73	6	94
		% Consumer Seg.	33,3%	34,9%	15,8%	
	Perfumery	Count	6	34	5	45
		% Consumer Seg.	13,3%	16,3%	13,2%	
	Pharmacies	Count	15	75	8	98
		% Consumer Seg.	33,3%	35,9%	21,1%	
	Supermarkets	Count	12	45	10	67
		% Consumer Seg.	26,7%	21,5%	26,3%	
	Other. Please specify	Count	0	7	1	8
		% Consumer Seg.	0,0%	3,3%	2,6%	
Total		Count	45	209	38	292

Appendix I: Favorite Brands

		Heavy Consumer	Medium Consumer	Light Consumer	Total	
Favourite brand	Benefit	Count	11	34	1	46
		% Consumer Seg.	24,4%	16,3%	2,6%	
	Bobbi Brown	Count	10	18	5	33
		% Consumer Seg.	22,2%	8,6%	13,2%	
	Catrice	Count	5	11	0	16
		% Consumer Seg.	11,1%	5,3%	0,0%	
	Chanel	Count	12	35	5	52
		% Consumer Seg.	26,7%	16,7%	13,2%	
	Charlotte Tilbury	Count	6	5	2	13
		% Consumer Seg.	13,3%	2,4%	5,3%	
	Christian Dior	Count	6	29	3	38
		% Consumer Seg.	13,3%	13,9%	7,9%	
	Clarins	Count	11	33	5	49
		% Consumer Seg.	24,4%	15,8%	13,2%	
	Clinique	Count	10	54	8	72
		% Consumer Seg.	22,2%	25,8%	21,1%	
	E.L.F.	Count	6	13	1	20
		% Consumer Seg.	13,3%	6,2%	2,6%	
	Essence	Count	5	19	1	25
		% Consumer Seg.	11,1%	9,1%	2,6%	
Estée Lauder	Count	10	36	8	54	
	% Consumer Seg.	22,2%	17,2%	21,1%		
Flormar	Count	2	7	0	9	
	% Consumer Seg.	4,4%	3,3%	0,0%		
Giorgio Armani	Count	4	7	1	12	
	% Consumer Seg.	8,9%	3,3%	2,6%		
Guerlain	Count	7	15	0	22	
	% Consumer Seg.	15,6%	7,2%	0,0%		
H&M	Count	3	3	1	7	
	% Consumer Seg.	6,7%	1,4%	2,6%		
	Count	8	21	5	34	

Hypermarket/Supermarket's own brands (e.g., Mylabel)	% Consumer Seg.	17,8%	10,0%	13,2%	
	Count	1	12	2	15
INGLOT	% Consumer Seg.	2,2%	5,7%	5,3%	
	Count	1	2	1	4
Jones Road Beauty	% Consumer Seg.	2,2%	1,0%	2,6%	
	Count	11	66	8	85
Kiko	% Consumer Seg.	24,4%	31,6%	21,1%	
	Count	0	3	0	3
Kylie Cosmetics	% Consumer Seg.	0,0%	1,4%	0,0%	
	Count	16	35	4	55
L'âncome	% Consumer Seg.	35,6%	16,7%	10,5%	
	Count	18	67	10	95
L'Oréal Paris	% Consumer Seg.	40,0%	32,1%	26,3%	
	Count	16	53	6	75
M.A.C.	% Consumer Seg.	35,6%	25,4%	15,8%	
	Count	11	49	8	68
Maybelline NY	% Consumer Seg.	24,4%	23,4%	21,1%	
	Count	9	22	3	34
NARS	% Consumer Seg.	20,0%	10,5%	7,9%	
	Count	5	25	2	32
NYX	% Consumer Seg.	11,1%	12,0%	5,3%	
	Count	2	3	0	5
Oriflame	% Consumer Seg.	4,4%	1,4%	0,0%	
	Count	7	29	3	39
Perfumeries's own brands (e.g., Sephora)	% Consumer Seg.	15,6%	13,9%	7,9%	
	Count	3	16	1	20
Rimmel	% Consumer Seg.	6,7%	7,7%	2,6%	
	Count	8	16	1	25
Urban Decay	% Consumer Seg.	17,8%	7,7%	2,6%	
	Count	7	31	3	41
Yves Saint-Laurent	% Consumer Seg.	15,6%	14,8%	7,9%	
	Count	1	5	1	7
Zara	% Consumer Seg.	2,2%	2,4%	2,6%	
	Count	14	47	6	67
Other. Please specify.	% Consumer Seg.	31,1%	22,5%	15,8%	

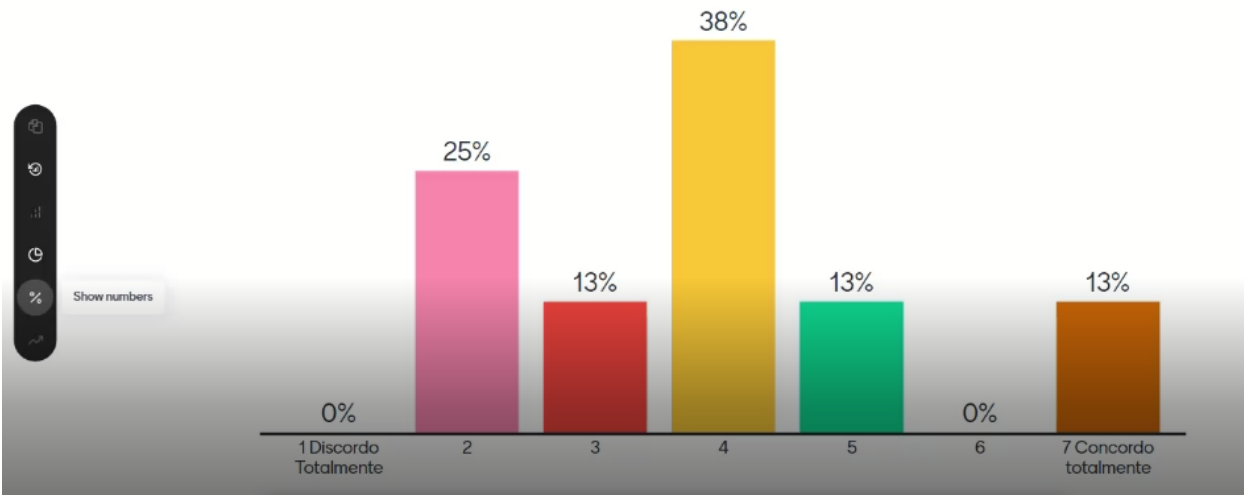
Total	Count	45	209	38	292
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16. What are your favorite makeup brands?				
(Note that you can choose more than one option) - Other. Please specify. - Text				
Brand	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	225	77,1	77,1	77,1
Almay and Neutrogena	1	0,3	0,3	77,4
Armani	1	0,3	0,3	77,7
Avene	1	0,3	0,3	78,1
Bare essentials	1	0,3	0,3	78,4
Bare Mineral	1	0,3	0,3	78,8
Bare Minerals	1	0,3	0,3	79,1
Beauty counter	1	0,3	0,3	79,5
Body Shop	2	0,7	0,7	80,1
Boom	1	0,3	0,3	80,5
BOOM	1	0,3	0,3	80,8
Boticário	1	0,3	0,3	81,2
Caudalli	1	0,3	0,3	81,5
Continente ou pingo doce, because a pobreza ataca a todos ahahah	1	0,3	0,3	81,8
Cover girl	1	0,3	0,3	82,2
Cover Girl	2	0,7	0,7	82,9
Cover girl, Almost, Neutrogena	1	0,3	0,3	83,2
Covergirl and Shiseido	1	0,3	0,3	83,6
Dior	1	0,3	0,3	83,9
Don't have it on hand at the moment to remember	1	0,3	0,3	84,2
Elf, Cc, Tarte, thrive	1	0,3	0,3	84,6
Elizabeth Arden	1	0,3	0,3	84,9
Fenty, Pacifica	1	0,3	0,3	85,3
I'll makiage	1	0,3	0,3	85,6
IT and Bellapierre	1	0,3	0,3	86,0
josie maran	1	0,3	0,3	86,3
La prairie	1	0,3	0,3	86,6
Madara; Mossa (Latvian brands)	1	0,3	0,3	87,0
Mary Kay	1	0,3	0,3	87,3
Mercadona	1	0,3	0,3	87,7
Mineral Fusion	1	0,3	0,3	88,0
Não conheço	1	0,3	0,3	88,4
Não tenho preferência	1	0,3	0,3	88,7
naturais diretas da natureza	1	0,3	0,3	89,0
No preference	1	0,3	0,3	89,4
Nuertragena- almay, organics	1	0,3	0,3	89,7
Numerous other brands	1	0,3	0,3	90,1

Physicians Formula	1	0,3	0,3	90,4
Produtos dos Supermercados Mercadona	1	0,3	0,3	90,8
Pur	1	0,3	0,3	91,4
PÜR	1	0,3	0,3	91,1
Rare Beauty	1	0,3	0,3	91,8
revlon	1	0,3	0,3	92,1
Revlon	4	1,4	1,4	93,5
Revlon, Tarte	1	0,3	0,3	93,8
Rituals	1	0,3	0,3	94,2
Roche posay	1	0,3	0,3	94,5
Saigu & Bare Minerals	1	0,3	0,3	94,9
Saphora brand	1	0,3	0,3	95,2
Sephora	1	0,3	0,3	95,5
Sephora own brand, Marc jacobs is my favorite eyeliner	1	0,3	0,3	95,9
Shiseido	2	0,7	0,7	96,6
Still, Tarte, Too Faced, Anastasia, Ilia,	1	0,3	0,3	96,9
Tarte	1	0,3	0,3	97,3
Thrive, cover girl	1	0,3	0,3	97,6
Tom Ford	1	0,3	0,3	97,9
Too Faced	1	0,3	0,3	98,3
Trish McEvoy	1	0,3	0,3	98,6
Wells	1	0,3	0,3	99,0
Whatever is affordable.	1	0,3	0,3	99,3
Yunique	1	0,3	0,3	99,7
Yves Rocher	1	0,3	0,3	100,0
Total	292	100,0	100,0	

Appendix J: Focus group rating to the founder’s impact

× acredita que o fundador tem algum impacto no seu comportamento enquanto consumidor?



Translation: Do you believe the founder has any impact on your behavior as consumer? 1 – Totally disagree, 7 – Totally agree