Marketing Case Study:

"How to build strong brands in emerging countries"

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Abstract

"How to build strong brands in developing countries"

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This thesis explores the issues around the process of brand building, brand positioning, and brand management in emerging countries.

Despite these topics being largely debated, some important multinationals still have been showing an inconsistency in its emerging markets strategies.

The purpose of this thesis is to give a real and practical example of a brand which was built from scratch adopting its marketing strategy to Angola and to Angolans' needs and which faced some problems related to consumers' brand knowledge.

Quantitative and qualitative studies were run in order to understand the main habits and attitudes of the Angolan middle-class segment when buying Furniture and Decoration products, as well as their relationship to the home, the different rooms in the home, and decoration.

The empirical findings indicate that the branding policies and marketing strategies in emerging countries are highly influenced by the following factors:

Complexity on segmentation, differences on communication channels, on consumers' needs and desires, on frames of reference being significant the traditional commerce, a lack of trust in brands promises and fear regarding modern distribution.

In conclusion, based on the research done, I came up some executable rules and policies for brand management and brand building on Furniture and decoration retail industry in emerging markets.

KEYWORDS: Brand management, emerging countries, branding equity, brand values, brand identity, marketing, retail, furniture and decoration, developing countries, Angolan consumer behavior in furniture and decoration products.

Abstract

"Como criar marcas fortes nos países em desenvolvimento"
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Esta tese explora as questões em torno do processo de posicionamento da marca, construção e gestão da mesma em países emergentes. Apesar de ser um tema já levantado, algumas multinacionais importantes ainda têm mostrado uma inconsistência nas suas estratégias ao atuar nos países em desenvolvimento.

O objetivo deste trabalho é dar um exemplo prático de uma marca que foi construída de raiz, que adoptou a sua estratégia às necessidades dos angolanos. E que apesar disso, enfrentou alguns desafios relativos à percepção desejada dos consumidores pela marca. Foram executados estudos quantitativos e qualitativos para compreender os principais hábitos e atitudes da classe média Angolana, na compra de produtos de mobiliário e decoração.

Os resultados dos estudos, indicam que as estratégias de sucesso marketing em países em desenvolvimento, são altamente influenciados por estes fatores:

Complexidade na segmentação do mercado, diferenças nos canais de comunicação, diversidade de necessidades dos consumidores e desejos, diferentes quadros de referência, sendo significativo o comércio tradicional, a falta de confiança nas promessas das marcas e medo com relação à distribuição moderna.

Em conclusão, com base na pesquisa feita estabelecem-se algumas regras e políticas executáveis para o processo de gestão da marca nos mercados emergentes.

PALAVRAS-CHAVE: marca, países emergentes, identidade de marca , marketing, retalho, mobiliário e decoração, classe média nos países em desenvolvimento, comportamento do consumidor angolano, gestão de marca.

CONTENTS LIST

1) Case Study

1.1 Introduction

The Angolan Market reveled huge opportunities in furniture and decoration modern retail market in 2013, the economic and demographic growth expectations reveled good opportunities on middle class segment and these factors caught Kinda Home attention.

In 2013, Kinda Home a mixed capital company (Portuguese and Angolan) started to operate in Angola, offering a unique positioning with a brand targeted for middle class segment, in order to do that, Kinda Home mad a massive research study to this segment to understand its habits, needs, desires, perceptions and behaviors. Despite this effort Kinda Home had to deal with the challenging middle class segment which shown to be reluctant, apprehensive and very price sensitive to modern retail formats.

The case pretends to answer to the question how to develop a strong brand targeted to the middle class segment in emerging countries? In order to address this problem, is given a practical case based on a true company's experience on operating in Angola, which allows students to better understand the main challenges that a brand faces on addressing this segment in emerging countries, while addressing up-to-date strategic and marketing topics, so that more will be known about targeting middle class in emerging countries.

In order to solve this problem, some key research questions need to be addressed:

- How can be defined the middle class in Angola and how is changing?
- What are the trade-offs on targeting the middle class segment in emerging countries?
- What are the main differences between the upper, the middle and the lower middle class segments in emerging countries?
    - How is the consumer behavior of middle class segment regarding furniture and decoration products? (Decision Making Process, needs, expectations and main touchpoints)
    - What is the frame of reference for furniture and decoration products of middle class segment in emerging countries?
    - What are the segments perceptions' regarding Kinda Home brand?
    - What is the brand Net Promoter Score between these segments?

- What is the main problem regarding the brand knowledge?

• What is the strategy to follow concerning the differences in the middle class segment?

In order to answer to the key research questions, both secondary data and primary data were used. Consequently, in order to create a summary of the previous studies in the literate review chapter, only secondary data was used, while Case Study was composed of combination of primary and secondary data. Main sources of information were: online newspapers, websites and financial reports. In terms of primary data, a survey was done in order to quantify some insights provided by Kinda Home (Exhibit 20).The analysis of the survey was done in SPSS and excel. The main techniques used were: Cross-tabulations, Frequencies and Descriptive statistics.

1.2 Welcome to Kinda Home

The result is in sight! Whoever enters Kinda Home store has the feeling of being in an Angolan home, with shades of orange, yellow and white contrasting with the standards of "animal prints" lining the storage boxes or decorating the different spaces in the whole environment. Branding was thought with a view to the Angolan market. Starting with the name: "Kinda" is the basket that Angolan women carry on their heads and it has been chosen as the brand's visual identity, betting on shades of lilac, the colour that Angolans associate most with home decoration. Staff uniforms and packaging use the same aesthetic language. The store interior itself boasts a certain ambiance of street and informal markets, which is so characteristic in Angola, with awnings to separate and identify each section. When walking in Kinda Home it seems we are in a traditional but classic street market. A huge knowledge of consumers' preferences is also reflected on the entire organization of the store.

Located in Viana Retail Park, the store occupies an area of 5000 square meters, of which 3500 square meters are dedicated to exhibition. Kinda Home also offers a food area, the Kinda Food restaurant and coffee shop, with a capacity for 200 people, designed to attend to customers' needs during their time in the store. The facilities include parking for 250 cars and a customer support area for 400 people.

This project was born in 2011 at Joana Aranha's Atelier. When visiting the Angolan street markets, the designer was inspired by the colours, patterns, and textures of these local markets. Joana Aranha wished to create a place that allowed a wide access to home products, as the Furniture and Decoration market in Angola had a strong local component, and the options were polarized between high prices and good quality vis-à-vis poor quality and low prices.

Focusing on this market gap, the Kinda Home team worked hard to build a unique store created specifically for Angolans, with the purpose of offering its customers a dream home every day by selling exclusive design pieces and different decoration environments.

Since their first meeting, the Kinda Home team aimed their work at building a sustainable leadership in this promising market. Even if at this point the strategy wasn't already aligned, the Kinda Home team knew where they wanted to go, and they knew they didn't simply want

to open a space to sell furniture and decoration materials. It was their ambition to offer so much more...

The company's CEO, Diogo Caldas, was aware that the Angolan market had different needs that had to be attended, and presented some huge challenges that had to be dealt with. In order to avoid some pitfalls, the executive members were committed to developing a plan that would be capable of covering all important aspects. The initial investment of 10.0 million should guarantee the store's physical structure, the marketing campaign, packaging, logistics centres and staff training.[1]

Marketing director Susana António knew that it was crucial to be familiar with the Angolan consumer habits, preferences and attitudes when shopping home products, in order to be able to identify underlying needs and opportunities. Kinda Home did not want to enter the market blindfolded and therefore ordered a detailed study from Dendrite, a company with a vast experience in market analysis in Angola.

Qualitative studies were ordered for consumers with a medium-high and medium-low socioeconomic status. The Market Research Company went literally to Angolan consumers' homes in order to identify the colours used in home decoration, the mandatory pieces and furniture, bibelots and any other relevant elements. All ethnographic components were studied rigorously so that the study could provide the necessary insights when building the company's strategy.

The research outcome made it possible to identify two contrasting situations: On the one hand, there were the consumers with higher purchasing power who appeared to be increasingly interested in the decoration of their homes since they saw them as a reflection of themselves. This segment was looking for supply offering easy access to quality solutions, good service, and modern design pieces at adequate prices.

On the other side, there was the low purchasing power segment, which could only afford to invest in home furniture and decoration using credit lines and plans. In this segment, each purchase requires long time saving. These customers only visit shops when they actually

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[1]Information retrieved in Imagens de Marca

need to buy something, and they usually search carefully every option available for the best quality-price relation before they decide to buy.

The study seemed to reveal very different needs and motivations to be attended to, and the Marketing team was concerned about this: no other company had ever before been able to work simultaneously with these two contrasting consumer groups.

The Marketing Team is going to meet now and discuss the right brand positioning and the development of a new strategy adjusted to the "real" Angolan market.

On the table lies the question: Should the team continue to try positioning the store as widely accessible and targeting both these segments? But how can the company address two segments so different in their financial capacity? What is the right strategy to follow, in order to obtain the desired brand knowledge?

1.3. Angolan Market

1.3.1 Drivers to Economic Growth

The Angolan market revealed huge opportunities for expansion in the non-food retail: Fashion, Home, Electronics and Sports are the segments that can most benefit from increased progress in private consumption in Angola[2].

In 2011, Angola had already one of the biggest and fastest growing populations in Sub-Saharan Africa. The population has grown at an average rate of 3.4% per year, being expected to reach 25.0 million by 2018. (Exhibit 1).

Half of the African population is under 19 years, and this numerous young generation is expected to play a very important part in economic development, as they represent an increase in demand, higher education, stimulating innovation and economic activity (Exhibit 2). This is also predicted to impact positively on urban population rates: the proportion of urban dwellers in 2010 was nearly 40 percent, and this will rise to 50% by 2030, and will reach 65% by 2060 according to the UN Population Division Data. (Exhibit3)

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2 Deloitte, "The evolution of modern distribution in Angola". II Conferência da distribuição em expansão. Luanda, 2013.

Although Africa remains highly dependent on oil revenue, the government's effort to foster economic diversification and job creation are starting to take form, adding to economic growth and increasing the number of local and international companies.

These factors are reflected in the increase of Angolan private consumption, which has grown over the last 13 years and is expected to reach 1,504 billion kwanzas in 2018 (Exhibit 4).

In line with this, the projections estimate also a growth of the middle class in the next decade. It is expected that the African middle-class reach over half a billion by 2030 and about 1.1 billion by 2060 (Exhibit 5). The African middle class can be defined, in relative terms, as the individuals or households falling between the 20th and 80th percentile of the consumption distribution or between 0.75 and 1.25 times median per capita income, respectively.[3]

Using the absolute approach, the middle class is defined as individuals with daily per capita expenditure between $2 and $20. This definition, however, has been largely criticized, as it includes people who can barely make ends meet. This layer of the population would thus be composed of upper middle class ($10-$20), lower middle class ($4-$10) and a "floating class" which includes those living with $2-$4, who are vulnerable to changes in living costs that can make them fall rapidly into poverty.[4]

The middle class is a strong medium and long-term development indicator, partly because its growth is strongly associated with more rapid poverty reduction. In a region with a substantial number of the world's poor, this association provides an opportunity for local countries to translate their recent impressive growth into even greater poverty reduction by harnessing appropriate policies.

These combined demographic and economic drivers represent an opportunity for the furniture and decoration sector.

When analysing the retail market, it is important to take into consideration that unofficial trade in informal markets remains significant in Angola, but a growing share of the urban population are changing their habits and beginning to patron modern retail.[4]

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3 Nielson, *Emerging Counties, Angola Snapshot* ,2014, http://www.nielsen.com/content/dam/nielsenglobal/ssa/docs/nielsen-emi-angola-snapshot.pdf , acessed on 3rd December, 2015

4 Deloitte, "The evolution of modern distribution in Angola". II Conferência da distribuição em expansão. Luanda, 2013.

The market tendencies seemed favourable to home retail, being one of the most promising segments of non-food retail, and Kinda Home took advantage of this opportunity.

1.3.2. Challenges in Modern Retail

In spite of the good market opportunities that emergent markets represent, there still exist some challenges to face in order to improve the business environment.

The retail sector in Angola is still very under-developed. Formal retail in the grocery segment accounts for only around 5% of the total.[5] The underdeveloped transport infrastructure poses a risk for international companies doing business in Angola. Currently, the majority of goods are shipped by sea but port infrastructure is insufficient to accommodate booming demand.[6] The heavy and inefficient customs procedures rules result in a long lead-time, the lead-time for imports being forty-three days, with nine different mandatory documents. [4]

However, according to Deloitte, the situation is changing. Improvement in port facilities is under way, new airports are being constructed and roads are being repaired, all of which should provide alternatives to sea transport. Despite that, there still exists room for improvement in the efficiency of customs procedures.

The performance and quality of the logistic operators need also to be improved. Some players invested in creating their own fleet for distribution, and so it is expected that new operators emerge, with a more developed supply.[4]

The value of Angola's imported goods and services amounts to 44% of the country's GPD. This is the reason why national production plays a very important part as an incentive to the development of a modern distribution industry. Dependence on importations leads to high prices and high cost of living, as it results directly in a higher cost to the final consumer: about 116 units more, for a product with a customs tax of 30 % (Exhibit 6). The transport and storage costs to maintain a portfolio in which the majority of products are imported, requiring bureaucracy and delays, result in higher prices to the final consumer.

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5 KPMG," African Consumer Retail", 2014, https://www.kpmg.com/Africa/en/IssuesAndInsights/Articles-Publications/General-Industries Publications/Documents/African%20Consumer%20and%20Retail%20Report.pdf, acessed on 1st december 2015

6 Euromonitor International, *Markets of the Future*, 2013, http://www.euromonitor.com/markets-of-the-future, acessed on 2nd January 2016

The qualification of human capital in Angola still lies below the country's needs. This deficit in qualification relates to school attendance rates: only 21 % of people that could attend higher education were attending it. [7]

In consequence, there is a difficulty in finding people with the necessary skills. For modern retail activity, this is definitely a challenge, as the sector requires speed in employment, productivity, and other important requisites. The development and training of human capital is a key factor for the sustainable expansion of the sector and for its aim of providing better services. It is necessary to develop and qualify the national labour force, taking into account that the literate population is still little more than two-thirds[8].

The scarcity of adequate locations and modern commerce spaces represents also a challenge when finding sites to start stores in Angola, location being one of the most important attributes in retail activity. This is the first challenge to be aware of when operating in Angolan retail market.

1.3.3 Furniture and Decoration Retail Industry

Despite the market opportunities and the expected improved situation in the country, a harsh business environment remains the main drawback in accessing Angola. The long and numerous procedures to start businesses, the risks associated, the high levels of corruption and the poor contract enforcement are some of the key problems that companies face when they try to enter the Angolan Market. [9]

In fact, in 2013, Africa's retail sector remained relatively underdeveloped, with most shopping being done at traditional shops.[10] The Furniture and Decoration market was characteristically local commerce, with small stores where consumers treat the store owners by name and where the options were very polarized providing either high quality products for high prices or poor quality products at affordable prices.

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7 INE, *Inquérito sobre o bem estar da população* 2011, Angola, http://www.childinfo.org/files/Angola_IBEP_2008-

09_Relatorio_de_Tabelas_Vol2_Por.pdf, acessed on 2nd december 2015

8 Deloitte, "The evolution of modern distribution in Angola". II Conferência da distribuição em expansão. Luanda, 2013.

9 Euromonitor International, *Markets of the Future*, 2013, http://www.euromonitor.com/markets-of-the-future, acessed on 2nd January 2016

10 KPMG," African Consumer Retail", 2014, https://www.kpmg.com/Africa/en/IssuesAndInsights/Articles-Publications/General-Industries

Publications/Documents/African%20Consumer%20and%20Retail%20Report.pdf

In general, Angola had an unsatisfactory and insufficient furniture and decoration supply, shopping abroad or purchasing by catalogue being sometimes the chosen solution when buying furniture and decoration products. Nevertheless, only the higher segments could afford these options, which restricted the access of the majority of the population to quality products.

From the Positioning Map (Exhibit **7**) of the main market players, it was possible to see that the major players were positioned as specialists with high prices. These companies were specialized in a specific category, offered an intensive range of services, working sometimes as a B2B, and charged high prices.

The informal market occupies a position of low prices and general supply and is an important competitor to modern distribution, since it is held in unlicensed places and street sales that do not pay taxes, nor do they obey the health and safety requirements that are mandatory for formal trade.[11]

Traditional trade outlets such as small shops, table tops, open markets and kiosks still dominate the retail landscape.

1.4 Consumers Habits, Preferences and Attitudes regarding Home Shopping

It was on a Monday morning that Kinda's Home team and the Dendrite research team had scheduled a meeting to present the results of the study. The Marketing team was excited and could not wait to learn about the consumers' insights.

The presentation began and the research team started to point out that home decoration had great interest and importance for the different Angolan segments studied. It was shown that the home furniture and decoration has a strong functional dimension associated, but it has mostly an emotional component as it defines a space of comfort, reflects a lifestyle and reveals a social status.

This emotional component was observed in a direct relationship between the level of interest in each different room in the home and the level of exposure of each room to outsiders. Thus, it could be observed that different areas of the house evoke varying degrees of interest and

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11 Information retrieved at http://www.hipersuper.pt/2015/07/16/angola-is-not-for-sissies-por-pedro-miguel-silva-deloitte/, acessed on 1st December 2015

involvement (in the process of decorating and furnishing) according to their respective levels of exposure to visitors and friends.

Consequently, the living room was considered the most important room, followed by the backyard, the second most valued space in the home for Angolans. (Exhibit 8). In the segments with higher yield, there was a tendency to mitigate this differentiation between rooms and value all spaces equally.

It was observed that the very concept of decorating a house has an inherent strong emotional bond, which is associated with a concept of space improvement that never runs out emotionally.

"I like all these little things of decoration and think it's an important issue because it is part of our well-being and we have to be in a place where we feel good and that's part of the furnishing, the furniture, the decor and the housekeeping". RIV 30-50 years, middle class

Even the lowest social classes observed have demonstrated a concern in recreating pleasant decoration spaces through the combination of different decorative elements. The main concern of this segment is the combination of colours / shades, and most of the observed homes used 2-3 different colours in the decor.

The segments with more income were those who invested most in decor and who kept trying to be up to date with the latest trends, devoting quite an attention to the topic. (Exhibit 9) Decor was found to be one of their main interests, to which they dedicated considerable time and money.

"Today more people decorate their homes. Each is a reflection of your home and in the circles I frequent women are even engaged in decorating their houses. Now in each pay check, is taken apart to buy something for the house. At the end of a month is wanted to change something, the curtain no longer stays six months. If the person has possibilities it takes all off and buys everything new." RXI 20-40 year's old, upper middle segment, Huambo.

Nevertheless, the classes with lower incomes also revealed an involvement with the subject, but obviously more restrained objectives (lower turnover of purchase and less involvement with the brands / stores) and still focusing on hygiene issues and improving conditions, referring decoration for a more aspiration level and when reached, more modest.

Regarding the functional dimension, it was possible to understand that quality, diversity, timeliness and surprise are the most important attributes for Angolans when choosing furniture and decoration products. The price was also a very important attribute to all consumers. In addition, when choosing a store, the store experience, its environment and the quality of its customer service were considered important.

At this point of the meeting, it was already possible to understand some differences in the Angolan middle class segments. This had been expected by the marketing team, after the external analysis, but it would require a lot of marketing mix efforts.

Concerning the buying decision process, on one side, there was the segment with lower purchase power that, as expected, was shown to have planned shopping behaviour and decided in advance what exactly they needed before buying furniture and decoration. This segment had access to a very limited number of points of sale, which are mostly local with a widespread supply, unskilled and low quality (warehouses, "Chinese's store ", supermarket, market). Nearly 100% of the respondents from low middle class said that they usually buy on warehouses or street markets (Exhibit 10). For these consumers, buying a furniture and decoration piece tends to be a gradual process submitted to financial availability. The poor availability of funds forces this segment to purchase lower value articles, with reduced quality. All participants from the lower middle class stated that they usually buy when they know that the product is on promotion. (Exhibit 9)

Due to the rapid wear of materials, the replacing of furniture and decoration pieces becomes necessary with some regularity.

The lower income segment usually starts exploring the options available by systematically visiting the usual locals (market, stores) before they decide where to buy. The participants in the study said that they also paid attention to information gathered from television, radio and flyers. The choice of store is influenced by: supply / product range, price and payment terms. Payment terms are essential to the viability of the purchase, especially for more expensive items. In the post purchase period, this segment has no possibility of further purchases while payment is going on, and even after finishing the payment, people need some recovery time. On the other side, the middle and upper middle socioeconomic status segment had a less structured and less linear buying process and was more permeable to external stimuli.

Nevertheless, a more planned purchase process can also be valid in this segment in higher investment purchases or comprehensive remodelling.

This segment has more financial possibilities to invest in home decoration.

These factors generate a combination of planned purchase (for expensive products like furniture) and impulsive purchase for promotions and less expensive products, such as home accessories. Concerning the point of sale, the segment with more income did not reveal a special enthusiasm for any point of sale, which shows a flaw in the sector, especially in the higher-priced offer.

This poor supply for the medium sector results in a weak or almost non-existent relationship with furniture and decoration brands / stores.

"Today all stores have to give credit and there are several ways. Here in the province people need credit and we all know each other, we know where we work and is easier to give these facilities." RII36-50 years-old, upper-middle socioeconomic segment, Benguela.

The second member of the research team started to present the next topic: the segments respective expectations. In this part of the session, an answer was sought to the question: what were the segments looking for?

It was clear that the segment with more purchase power was looking for stores with greater specialization and differentiation. Specifically, it was possible to establish that the segment was looking for access to complete inspiring environments, they desired a personalized service but at the same time an access to 'turnkey' solutions. This segment has shown a need of good shopping experiences. Regarding services, they wished differentiating services, and some were mentioned, like decoration counselling, transport and assembly service.

The segment with lower purchasing power was looking for a better price-quality relationship, specifically for access to medium price for medium quality, and a place where it would possible to buy everything for home and decoration.

Another important insight regarding shopping behaviour mentioned by the company's CEO was that the "Angolan consumer is accustomed to buy this type of product in the informal market and sometimes he may feel a little uncomfortable when he goes into modern stores."[12]

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14 Information retrieved in Imagens de Marca

In fact, the research team reinforce that especially the lower economic power segment has shown a certain fear for stores outside their usual loop. This is also a point that needs to be dealt with by the Marketing Team, to unlock this segment consumer fear.

During this study, four types of consumer profiles were identified, according to involvement and store attendance: Tourists, Well behaved, Pragmatics and Lost.

- *Tourist:* is the type of consumer who visits the store "just to see." They are usually groups of friends, families and couples strolling. These group visits increase on the weekend and they do not follow a planned route (Exhibit 11). They run through the entire store without discretion. They can go back to buy products or try to review something already seen. Usually, they do not take the shopping cart. They don't buy anything and sometimes they go to Kinda Food to end the visit. They spend about 45 to 60 minutes in the store.

- *Well behaved*: generally are young couples who are equipping their houses or looking for inspiration. This type of consumer visits the store with order and method (Exhibit 11), following the route indicated on the floor. Typically they take a shopping cart and they buy small decorative items or utility items. Can go to Kinda Food (especially if they are with children). They spend about 60 to 120 minutes in the store.

- *Pragmatics*: To this group belong clients of both genders who go alone. They will go to the store to buy more expensive products, even though they spend less time in the store, about 12-25 minutes. This type of consumer goes to the store with a specific purpose, and in general goes directly to the section of the product they intend to buy (Exhibit 11). They often start by asking for information from employees (for example, if the product is in stock). They are usually clients who had previously been to store and know where to find the products they want. Frequently they want to buy a product that they had identified on the brochure or in advertising as being in promotion.

- *Lost:* These are mainly young people, groups of friends (usually young men) or older couples who spend a short time in the store, about 1 to 10 minutes. This type of consumer goes into the store in a rush, trying to find information from a collaborator. None of these visitors had made a purchase. These consumers generally just look in from the store entrance to see if there was what they wanted to buy (electric equipment, appliances, and

tools) (Exhibit 11). Often they go out by the entry doors, the only point they have as a reference.

To end the session, the main touch points to gain awareness, for all the segments studied, were presented. They were: people (friends, family and peers), billboards, television, catalogues and advertising.

1.5 Kinda Home Brand

The presentation ended and the team knew that this meeting was a particularly important moment to give the next steps and find the right brand positioning and marketing strategy. It was clear that Kinda Home was going to take advantage of the market gap and will build a unique and revolutionary supply for home furniture and decoration.

The goal now was set to build a strong Angolan brand. With an intense and productive brainstorming, Kinda Home brand identity was built.

1.5.1 Core Brand Identity and Brand Values

Starting with the brand name, "Kinda Home", it emerged from the word "Kinda" which is the basket that African women carry in the head in Kimbundu, one of Angolan local dialects. This is the first association that brand pretends to establish, Kinda Home is the first furniture and decoration Angolan store totally designed thinking about Angolans tastes and preferences. To reinforce this association, the basket is also the visual brand identity betting on colour terms in lilac colour (Exhibit 12), one that Angolans most associate with home decor. The uniforms and all packaging dress the same aesthetic language to sustain this association (Exhibit 12).

The brand mission is to bring colour and glow to Angolan houses. Kinda Home aims to be closer to Angolans marking the rhythm of fashion and new decorative trends, with the vision of turning every Angolan home a dream home. By democratizing Angolans access to home products, the Kinda Home pretends to be a mass store for all Angolans.

The brand pretends to surprised Angolans every day by modernity, quality and price affordability, these are the brand core values.

The colour is also a factor which is always present, from collections to product display at the store. Kinda Home pretends to give colour to Angolans home making their lives happier.

To support the brand strategy, a sub brand was created "Kinda Food", the restaurant with many options which also contributes to Kinda amazing Experience.

1.5.2 Products and Services

Kinda Home built the highest decoration shop in Africa offering thousands of articles and decorating proposals. The options include everything from basic utilities to furniture pieces, ranging from room furniture, bedroom furniture, textiles, home furnishings, lighting, garden and kitchen.

The products supply is divided into three types of products levels: the basic managed to reach all consumers, the collection products that are changed twice a year which have a level of differentiation and an increment value, and, finally, an image product which reach highest segments.

All the items are designed and developed in Professional Team of Joana Aranha Atelier designers whose priority was Angolan consumer needs. The team developed practical or more sophisticated objects, which were created and reinvented made from many materials easy to maintain and to meet the needs of local habits and traditions. Functional and aesthetic proposals are the main focus of Kinda Home products.

In addition to this innovative shopping experience, Kinda Home proposes a set of innovative services: delivery service and assembly services; wedding lists, Kinda gift card, and loyalty cards: Kinda Home lovers.

Kinda Food is the ideal place to take a break and enjoy meals at an ever lower price. It has a varied menu with pizza and grilled meats, vegetarian options and special offers for families and children.

1.5.3 People

An extra attention was given to people, in fact, on research studies consumers frequently referred as a problem the unqualified and time-consuming customer service. In order to make fully satisfying and distinctive experience, Kinda Home invested in employer's training during three months before the store opening. The logistical centre responsible for the receipt

of goods, logistics, deliveries and assemblies were created by more than 35 Angolans also holders of preparation and high know-how.

1.5.4 Price

The price was a very important attribute to all consumers, to ensure a competitive price the team had search internationally about 4000 references, selecting the best suppliers to guarantee quality and ensure the best price to the final consumer.

For that, it was created an immense supplier network from thirty different countries and manufactured by 180 suppliers.

In order to reach the middle class segment, there was created three price levels: Lower prices are available in basic products, followed by an incremental value on products collection, and finally, an expensive price on product image to reach the higher segment.

The prices range included everything from basic utilities, slightly above 0, 63 USD, to furniture pieces that can reach about 3778 USD[13].

There were also created credit possibilities and payment plans to fulfil consumer's needs.

1.5.5 Place

Taking in account the insights retrieved from the market research studies, the store was created to bring a certain ambiance of street markets (so characteristic in Angola), with awnings to identify each section. A consumer study, which is mirrored in the whole space organization. When entering in Kinda Home store, consumers are invited to visit the room section, the division that Angolans more value in home decoration, shortly after, following the same logic, the room, the bathroom and finally the yard, other special divisions highlighted by consumers.

The Kinda Home concern was to bring trough modern distribution a certain ambiance of the traditional street markets, surprising by modern design pieces and good tastes, a street market with class.

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13 Information retrieved at: http://novojornal.co.ao/artigo/61599/europa-e-america-o-sul-na-mira-da-kinda-home- Exchange rate of 01 December 2015 b

xe.com

This new concept store, allowed customers roam freely, touch, see and live the decoration spaces recreated, helping to choose the right suit for every type of housing and division.

1.5.6 Promotion

The focus of communication was made through the following advertising media: TV and radio and flyers. Nadia Silva, actress and Angolan model was chosen for a brand ambassador for its media attention, being loved by Angolans and symbol modernity.

The advertising message pretended to express Kinda Home values: "Whenever I come to Kinda Home and I see dreams and more dreams which are realized.". "If you also want to have a dream home, come discover the dream prices of the largest Angola decoration shop "Kinda home, a dream home"

After a few months of work, it was possible to obtain an integrated marketing-mix proposal. The store is ready, the first products appear…

Concerned with the market complexity, the marketing team planned to test this offers among a representative sample of the middle-income segments.

1.6 From the Brand to the Consumer's Point of View:

To this participants were shown some advertising proposals, had been discussed the store layout, visits to the store were mad and all the different marketing mix proposals were tested

1.6.1 Who is Kinda Home?

When asked about "What is the first furniture and decoration store which comes to consumers' mind", about (16, 1%) of the respondents mentioned Kinda Home for the first time. Despite being a small percentage, the big slice of the respondents referred IKEA which doesn't operate in Angola. However, when comparing with the other brands of Angolan market, Kinda was the one with more awareness, followed by Antarte (7%). In addition, about 5% of the respondents don't remember any brand. (Exhibit 13)

Regarding the purchase occasions, Kinda home was considered by (19,6%) of the respondents for buying furniture, about (35,7%) considered Kinda for buying decoration products and (21,4%) to buy utilitarian products. (Exhibit 13)

There were also seen some differences between segments, emerged on Kinda Home Brand Awareness. The medium and medium-high socioeconomic segments revealed to be high aware of Kinda Home, but on the other side majority of the medium-low segment were less aware of Kinda Home brand.

When asked about "How well this words describes Kinda Home on a scale from 1 to 5", modernity (4, 1), inspiring (3, 8) and aspirational (3, 6) were the words which consumers associate to Kinda Home. (Exhibit 14)

1.6.2 What is Kinda Home?

The brand name accurately reflects the desired association of a "Made in Angola" brand.

> "Kinda is where they took in old days the shopping products, and still do it a lot here, when they take an order. It has to do with tradition." RII 36-50 years, upper middle class, Benguela

When asked about "Who is Kinda Home Consumer" through consumer robot portrait technique, important insights were achieved regarding brand imagery.

Portrait customer robot:

"It is Andreia or ... Carina Renata. 35 years woman who is working and homemaker. It has an average income, average or average up and lives in the city centre, Kilamba, Talatona, but should be Kilamba and must be a civil servant of the Ministry of Finance, but can also be a business woman. She tells her friends: friends you have to go there, it has everything amazing! It has good prices and has some beautiful vases. It is a pity that they don't have more stock. They could also have more furniture and carpets."
On consumers' minds Kinda Home perceived as store for customers with financial resources, particularly for active women with their own income, symbol of modern women.

On a scale from 1 to 10 Kinda Home was considered at a social and psychological level ,as being: happy (7,5), contemporary(7,3) and familiar(7,3), (Exhibit 15).

On performance, comparing the brand with competitors, on a scale from 1 to 5, the dimensions of product quality (3, 4), design and style (3, 8), customer service (4, 0) and store atmosphere (3, 5) were considered for consumers the bests (Exhibit 16). The Customer Service was undoubtedly a differentiated element of the brand, contrary to the standard stores which consumers are used in Angola. The brand has inherent a very positive service experience for those who visited the store. Product Prices (3, 0) and product promotions (2, 9) were less ranked. (Exhibit 16)

Regarding the advertising on TV, from consumers' perceptions the advertising message transmits: the Quality of the products, supply diversity, extended target (several generations). In emotional terms, the advertising is also well adjusted: It transmits happiness, satisfaction, moments in family and to people from different ages and types.

It supports the idea that allows realizing "the dream of having a well- furnished house". However the dimension price doesn't have the expected impact.

The store experience resulted in very positive associations, but this same this dimension brought an association, which Kinda Home was already afraid of, due the store atmosphere conveys a quality image, this inevitably affected the perception of high price on consumer's eyes, Kinda Home brand is seen by being a high price brand! These could put away the medium-lower socioeconomic segment and Kinda Home did not want that. Regardless that not so good news, the marketing team continued to assess the consumers' insights.

Catalogue as a key element in brand communication were also measured. The overall assessment catalogues is very positive, even for respondents who didn't know the store, referred they desired visit the store to buy or get inspiration for home decoration. Moreover, the decoration pieces are elements that influenced very positively the store visit experience, were consider the dimension which turns Kinda Home store unique, as it is a non-existent offer in competition. It was also a factor that marked the intention to store return, justifying the continued visit:" I always find something of interest".

The wedding list his service despite of not being a common practice in Angola, nor by the shops, or by the newlyweds is well received idea which can be a differentiator point. However this service needs to be clarified.

1.6.3 What About Kinda Home?

Kinda Home was considered by its superiority: customers considered being better than other brands (3,4), but also by its credibility: well informed(3,4), trustworthiness (3,5) (Exhibit 17).

Some judgments were made by customers, the first one was relatively to Delivery Service, and this was referred to be positive in the sense that supplies are well and properly made. However, it was referred to have something penalizing, it was considered time consuming (about ten days). Usually, this type of products is highly desired and the waiting time generates a great anxiety. This could be an important point to improve to face the main competitors.

The store is also very conditioned by location. Despite being the main access road to the city, is far from the centre and from the main populous neighbourhoods of the surrounding area. The road is also known for its large traffic flow. Even those consumers who live nearby from the store, if they do not have their own car, have to take two cabs to go to the store. From the middle-lower class segment about 50% affirmed go shopping by cab and 50% affirmed go shopping with others cars. All the segments from the middle class shown go by car. (Exhibit 18)

"We live here in Viana, but we have to take two cabs and if we want to bring things"- RI 30-50 years, woman, lower-middle class.

This aspect is crucial and has to be valued, as it requires consumers' more planning and management to visit the store. Linking and travel in the city is not easy and requires creating elements of interest to justify the visit to the store (especially for those who do not have their own transports).

Customers also have shown trouble on identifying the store products on promotion, even when they already known the promotions which exist. This issue is very important to address,

in order to work against the high price image perception and the idea that the store "is not for all pockets".

The stock breaks were reported by some consumers as a critical issue and especially worse for the products in promotional campaigns. For consumers, is extremely negative being attracted by campaigns, go to the store and cannot actually purchase. This element becomes crucial for building trust with customers.

The lack of furniture diversity was reported by some consumers. This is a type of product which is crucial to justify new customer visits'. Furniture is especially important for segments with lower purchase power, who mobilize to make purchases in the formal retail only "due larger purchases".

Consumers considered Kinda Home by having a unique store atmosphere different and amazing from what consumers were used to seeing. Appealing and surprising, from colours diversity to the different decors environments, those aspects were referred, at one point the store atmosphere revealed to produce on consumers feelings of happiness, engaging, entertaining, and playful were the main words and associations.

The middle and upper-middle socioeconomic segment was shown to have high levels of consumers who will strongly recommend Kinda Home to others. When comparing with the Middle and middle-low income segment (Exhibit 18).

1.6.4 What about Kinda Home and the segments?

Kinda Home awakes different levels of proximity between the segments under the study:
From one side the middle and upper-middle socioeconomic segments showed to be already loyal to the brand and have a strong relationship with the brand, demonstrating return intentions. These segments revealed to have a very positive image of the brand, make a good assessment of products range and believe that products price is fair, but with a tendency to perceived Kinda Home as an expensive store.

From the other side, the middle-lower socioeconomic status segment was not so aware of the brand and the store's existence, and the majority didn't have contact with any type of communication initiative and shown to stay distant and reluctant.

These gaps on brand positioning and brand knowledge need to be attended now. The Kinda Home marketing department was concern about some insights, especially near to the medium-lower segment, as it is being revealed to be unsuccessful to attract this segment. However, the Marketing Director Susana António knew that this is going to be her new challenge and mission!

1.7 Time to decide:

The Marketing Team is going to meet now and discuss the right brand positioning and also the development of a new strategy adjusted to the "real" Angolan market.

Now on the table is the question: Should Kinda Home continue positioning itself as an accessible store and try to target these two segments? But how the company can address such different segments? What is the right strategy to follow, in order to beat the desired brand knowledge?

2) Teaching Note
2.1 Synopsis

Kinda Home a Furniture and Decoration Retailer brand, which operates in the Angolan market since November of 2013 intended to democratize the Angolans' access to furniture and decoration products by targeting the promising and rising middle-class segment.

In order to do that, Kinda Home invested on a depth study to analyse Angolan consumer's main needs, preferences, habits and desires and developed an integrated marketing strategy so that became possible to offer Angolans an entirely unique experience of shopping, by offering a complete set of furniture and decoration products which allows consumers to see, touch and buy all products for home in a modern and different way.

Despite of those efforts and investments, Kinda Home faced many challenges due the middle class segment complexity characterized by low financial possibilities, fear on using modern retail stores and huge differences between the upper middle class segment and the middle and medium low class segment.

Concerned on measuring the consumers perceptions regarding the brand, Kinda Home realized about this challenging situation and entrusted to Susana António, the marketing director of Kinda Home, the mission to define the next marketing steps on Kinda Home strategic brand management.

So the marketing team faces now a dilemma, should the brand put its efforts on targeting only the upper middle class, by adopting a more "premium" position or should the company try to target the whole middle class? But how can Kinda Home address now the market which stills so reluctant and suspicious and dare to do what no other company could before do?

2.2 Teaching objectives

This teaching case intends to provide the academic community with useful insights regarding targeting Angolan middle class segment and it also provides a real decision-making on brand strategy.

Likewise, the teaching objectives are the following:
- Analyse the consumer behaviour on furniture and decoration retail industry needs, decision-making process, in-store behaviour and desires;
- Identify the main trade-offs on targeting the middle class in an emerging country;
- Identify the main components behind the brand positioning;
- Use a metric to measure the consumers lever of satisfaction and loyalty by recommendation the brand to others;
- Identify the main problem uncovered brand knowledge and establish brand future priorities;
- Developed an effective strategy to acquire the desired brand knowledge

2.3 Use of the Case

These case study can be used can be used for undergraduate and to executive and MBA students frequenting management, international electives or marketing courses.

With this case, students are invited to put themselves on the marketing director shoes, of a specialized furniture and decoration retail in a promising but also challenging emerging country, Angola.

By providing important insights on Angolans consumer behaviour with an ethnographic study which analysed on a magnifying glass the tastes and preferences of the segments targeted, the challenge is to manage this furniture and decoration retail brand which pretends to democratize the Angolans access to a quality and unique store experience with an affordable price for the middle income class which shows diverse preferences and habits, that will require a special effort, art and science.

The case also provide the Angola main drivers to grow, the Angolans' consumer behaviour on this industry, the challenges in modern retail in Angola and the main players on Furniture and Decoration Industry.

The challenging on building brand equity among developing countries is to understand consumer behaviour and to developed relevant marketing programs and communication campaigns that accurately portray brand personality and user and usage imagery and avoid fostering stereotypes, or lumping market segments together. The formula for marketing on developing countries consists of relevance, recognition, and respect.

2.4 Relevant Theory

Consumer Behaviour: [14]Is the study of the processes involved when individuals or groups selected, purchase, use, or dispose products, services, ideas or experience, to satisfy needs and desires.

Net Promoter Score:[15] Is a management tool that can be used to gauge the loyalty of a firm's customer relationships. It categorized customers based on their level of recommendation of a company to others: as promoters, passives and detractors. By taking the percentage of customers who are "promoters" and subtract the percentage who are "detractors".

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14 Solomon, Michael R., 1988. "Consumer Behavior. Buying, Having and Being", Pearson 2015.

15 Markey, Fred Reichheld and Rob. "One number you need to grow". Harvard Business School , 2003.

STP Marketing Model: [16]All marketing strategy is built on segmentation, targeting, and positioning (STP). A company discovers different needs and groups in the marketplace, targets those it can satisfy in a superior way, and then positions its offerings so the target market recognizes the company's distinctive offerings and images

Brand Positioning:[17] means identifying and establishing points of parity and points of difference to establish the right brand identity and brand image among its consumers.

Points-of-difference (PODs)[21] are attributes or benefits consumers strongly associate with a brand, positively evaluate, and believe they could not find to the same extent with a competitive brand.

Points-of-parity (POPs)[22] on the other hand, are associations that are not necessarily unique to the brand but may, in fact, be shared with other brands.

Brand Mantra:[18]A brand mantra is highly related to branding concepts such as "brand essence" or "core brand promise." A brand mantra is an articulation of the "heart and soul" of the brand.

Correlational points-of-parity:[19]are those potentially negative associations that arise from the existence of other, more positive associations for the brand.

2.5 Suggested Questions, Case Analysis and Discussion

RQ1. What is the consumer behaviour of Kinda Home segments?

The purpose of this question is for students be aware of the two different consumer behaviour models in this industry, in order to take future decisions and help on providing a viable dilemma solution. Students must present the segments nature needs, the decision-making process and the main segment desires.

Needs

- There are two types of segments in Kinda Home Case Analysis the Medium-Low and Medium Segment and the Upper-middle Class.

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16 Kotler, Kevin Keller and Philip. Marketing Manager. Pearson, 2009.

17 Kevin Lane Keller Strategic Brand Management. United Kingdom: Pearson,4th Edition,2013, 1988.

18 Kevin Lane Keller, (1999), Brand Mantras: Rationale, Criteria and Examples, Journal of Marketing Management, Volume 15, Issue 1-3, pg 43-51

- The consumption of furniture and decoration products revealed to have different motivation needs: a functional and emotional component for both segments.

- The emotional component as it defines a space of comfort shows a lifestyle and it means a social status. This emotional need has itself a concept of space improvement which never runs out emotionally.

- Both segments have a huge interest on decorating their houses, but the low and middle-class segment still focusing on improving its living conditions. The upper middle class are the ones available to invest time and money, these consumers like to be up to date devoting quite an attention to the topic.

Decision-Making Process

- There are two different decision-making processes. For Upper Middle Segment could adopt a rational perspective for expensive products (such as beds, furniture, and others) and a Purchase momentum for decoration articles. The medium and medium-low socioeconomic segment it adopts a rational perspective, searching for information and evaluating alternatives.

The Medium and Medium-low segment have a type of extended problem solving, and its decision-making process is the follow:
Need Recognition: For this segment, buying a furniture and decoration piece tends to be gradually and according to its financial availability. The poor availability of funds forces this segment to purchase lower value parts, albeit in reduced quality.
Due the rapid wear of materials, are imposed with some regularity the changing of furniture and decoration pieces.
Planning: This segment begin with a process of exploration to understand where can buy

Information Search: For that they carry out visits to the usual buying locals (market, stores) and affirmed to be aware to news (on television, radio and flyers).

Choice: The choice of point of sale is supported by the following factors: supply / product range, price and payment terms. Payment terms are essential so that they can make the purchase, especially on more expensive items.

Post-Purchase: Regarding post purchase of this segment, while running the payment there is no possibility of further purchases and even after finishing the payment, this segment need some recovery time.

What are the segments seeking? / Desires:

- Upper Middle Class: This segment value an access to completing inspiring environments,, desired a personalized service and an access to "turn-key" solutions. Also shown a need for good shopping experiences. Value for Money is important.

- Middle and Lower Middle Class: It is a segment that is gaining economic power and represents a growing share of the population. Is developing a more refined taste and to be more demanding, but still have financial constraints that affect their buying behaviour, thus is looking for medium Price for a medium quality product. Values a place where was possible to buy everything for furniture and decoration.

RQ2. Who is Kinda Home targeting? What are the trade-offs of this targeting approach in an emerging country?

The purposes of this question is for students understanding Kinda Home target and discuss the main advantages and disadvantages of targeting such different segments and identify implications regarding the positioning. It should be introduced some discussion regarding target the middle class segment on developing countries by discussing the trade-offs: the long economic perspectives versus high investments on marketing strategies.

Kinda Home target it's composed by individuals' residents in great Luanda of both genders, from upper-middle class, middle and low-middle class between the ages of 20 and 50, responsible for purchases of decorative elements and home furniture.

There are strategic advantages on targeting medium class in emerging countries, in Angola context by the Case study analysis, this segment attractiveness is justified by:

- Middle class high is growing exponentially
- This represents the big pie of population
- Angola has the fastest growing population

- The majority of population is composed by young generation

- Increase of Angolan private consumption, urbanization taxes

- Industry gap opportunity - Africa's retail sector remains relatively underdeveloped

- No competitors positioned to target such a segment

- Barriers to entry for this particular segment targeting

On the other side, the middle class on emerging countries is characterized by being:

- Immense variability in consumers inside medium segments regarding needs, habits and expectations

- High costs to reach this segment

- Are less segmentable due to the costs of segmentation,

- Consumers'' unwillingness and inability to pay for the added costs of customized products

- Low per capita income and its impact on consumer behaviour

Other possible pros and cons can be leveraged by students. Regarding this information should be introduced the importance of creating differentiated Marketing Strategies.

RQ3.What competitive frames of reference do Kinda Home face? What are the implications of those frames of reference for its positioning?

In the Modern Retail industry on emerging countries, frame of reference requires a special attention, in terms of the target market and nature of competition.
Specifically in Angola as traditional trade outlets such as small stores, street stores, markets and kiosks stills dominating in the furniture and decoration retail landscape especially for middle and upper middle income segment. On the other side, there are multinational furniture retails which charge high prices and offer quality products which may be consider on upper middle segment mind set. To establish the frame of reference is necessary to have this consideration as the different segments have different contrasting options on mind set.
One of the challenges in positioning is the inverse relationships that may exist in the minds of different consumers. Much of the art and science of marketing is knowing how to deal with trade-offs, and positioning is no different. The best approach to Kinda Home is to

develop a supply which performs well on both dimensions, as a means of reconciling potentially conflicting consumer goals and creating a "best-of-both-worlds".

In these cases, the points-of-difference associated with the traditional supply become points-of-parity in modern stores supply and vice-versa for points-of-parity. In addition, on consumer knowledge provided on the Case Study is also possible to see that uniqueness of Kinda is not only the store experience but also the decoration, as this is the consumer sweet spot.

The frame of reference is always evolving with the product life, as Kinda Home is a new brand and also a new format of Furniture and Decoration Retailing is essential to communicate in what the frame of reference the brands is by clarifying consumers about the context in which the brand is.

Kinda Home establishes its frame of reference as the biggest decoration Angola store.However its brand is always linked with the informal market frame of reference. With communication and by establishing its points of parity and its points of different Kinda Home is able to "sell" a unique selling proposition.

RQ4. What are Kinda Home Points-of-Difference? Does these points-of-difference are well established?

On this question is asked for students to identify based on the case information, the Kinda Home points-of-difference. Is suggesting identifying the POPs by type of supply, just splitting on the traditional retail and modern retail instead of comparing main competitors POP and POD, as the case doesn't provide insights for that. By using this approach is also easier to understand the main reasons for different segments to buy on Kinda Home instead their usually retail "format", which will help to solve the case dilemma.

Establish the Points-of-difference:

This are the points which firms are claiming superiority and exclusiveness in terms of strong, favourable, and unique brand associations; There are three key criteria that determine whether or not a brand association can truly function as a point-of-difference: Deliverability (by de firm), Desirable(by consumer), Distinctive and Superior.

Kinda Home points-of-difference are:

- **Modernity** of the Products design, the colours used, the environments recreated and the shopping experience.
- **Products and Service Quality**: Product quality and services quality especially the customer service in which Kinda Home strongly invested.
- **Assessable price for Angolans:** by providing medium quality products and services for a medium price.

These points-of-difference are desirable to both segments and are also deliverable by company; however as is going to be pointed on the case study development, the main issue is how to create the right perceptions on consumers' minds.

RQ5.What are Kinda Home Category and Competitive Points-of-Parity?

Now is asked for students to identify the main brand associations that are not necessarily unique to the brand but may in fact be shared with other brands. It should also be identified which are the competitive POPs and category POPs. Once again is suggested to identify the POPs using the whole supply just splitting on the traditional retail and the modern retail instead of comparing all the competitors POPs and PODs.

Establish the Points-of-Parity:

There are two different POPs, category- and competition-related, whose concepts offer a different approach to brand relevance: the category POPs are perceived obligation characteristics a brand has to provide to exist in a specific category, the competitive POPs are designed to negate a competitor's point of difference.

As was already pointed before, on consumers mind there are two different types of trade option in their mind set consideration, which consumers address to buy furniture and decoration products, this factor doesn't affected the points-of-different as those associations are unique associations for Kinda Home when confronting with both types of trades, however here is possible to understand different points-of-parity between the modern retail and the "traditional retail".

As Kinda Home is establishing a new format of supply is necessary that Kinda Home establish well-chosen POPs, due the brand is providing a different store experience, for that

reason Kinda Home should use a communication strategy which speak the category benefits, comparing to exemplars, and relying on a product descriptor.

When establishing POPs in traditional trade category POPs are the Furniture and Decoration products stores, customer service and payment plans possibilities. On this POP the furniture and decoration products are a competitive POPs as in Kinda Home the quality of the products is much better that on traditional trade markets and stores.

When establishing the POPs with the others modern retail stores, the category POP are the furniture and decoration products, the delivery and assembly service and the quality of products. From these POPs, the services provided tend to be better on Kinda Home, as the company invested a lot on people formation, reason why this can be considered a competitive point of parity.

From the established POPs and PODs a map could be done summarizing each (Exhibit II)

RQ6. What should Kinda Home empathizes POD or POP? Suggest a positioning for Kinda Home.

On this question is proposed that students discuss regarding the need of firms on balancing their emphasis between points-of-parity and point-of-difference due the complexity of market and target differences.

In this case should be pointed the segments diversity of needs and habits, the high price sensitive market: from one side there is the middle and middle- low socioeconomic segment which presented some afraid due stores out of its usually circuit but who values medium price for medium quality, and from the other side a segment who values differentiation and which a possible "the public" approximation of the market may not be well received.

Proposed Positioning Statement

For the responsible of decoration elements and home furniture, Kinda Home is the Angola biggest decoration store that provides to Angolans a "dream home" due it's "dreams prices". Is the first store of furniture and decoration store totally Angolan designed thinking about Angolans. With an entirely new concept, all Kinda Home products were developed for the needs and requirements of the new Angolan family. Its services are designed to make Angolans life easier and happier." We want to give colour to your home making your life happier."

Kinda Home assumes on this way a totally different positioning (Exhibit IV) without direct competition, by being comprehensive but specialized at the same time. Its complete offer allows creating complete environments without the need to resort to other stores, it also provides a desired and aspirational store environment, affordable prices.

RQ7. Knowing that the main important touch point is people (Friends, family and others recommendation) use the Net-Promoter Score to determine the level of recommendation of Kinda Home for the three different segments studied. What conclusions can be retrieved from the analysis done?

On this question, is asked the students to use a marketing metric which allows understanding the level of satisfaction and loyalty of Kinda Home segments'. It intended that students use this marketing measure and interpret the results. A discussion of the main advantages and limitations of this metric can also be done.

Measuring the Kinda Home customers' satisfaction is a way for better understanding customers' judgment and perceived performance in relationship to their expectations. In order to compute the Net Promoter Scores, is needed to by using a 0-10 scale asks consumers:" How likely is it that you would recommend Kinda Home to a friend or colleague?"

The Net Promoter score are then broken down into three categories:

- **"Promoters"** are loyal customers who keep buying from a company and urge friends to do the same (scores of 9 and 10)
- "Passives" are satisfied but unenthusiastic customers who can be easily wooed by the competition (scores of 7 and 8)
- "Detractors" are unhappy customers who are 'at risk' and spread the majority of the bad word of mouth (scores 6 and below)

To calculate, Kinda Home Net Promoter Score it's necessary to address the case study data (Exhibit19) in order to compute the percentage of "Promoters" and percentage of "Detractors". Lastly it's possible to calculate Net Promoter score by finding the percentage of "Promoters", then subtracting the percentage of "Detractors". Applying this model, the brand Net-Promoter-Score for Upper Medium Class can be measured by doing:

"Promoters"=7, 5%

"Detractors"= 0

NPS="Promoters"-"Detractors"=7, 5

The same model should be used for the others segments analysis in order to understand if there is any difference in Kinda Home segments regarding their level of satisfaction and consequently their recommendation level to others. The solution for each segment can be seen at (Exhibit I).

The Net Promoter Score (NPS) can range from a low of -100 (if every customer is a Detractor) to a high of 100 (if every customer is a Promoter).

After compute all the NPS by segment it can be seen that the upper middle socioeconomic segment is the one which as high NPS followed by the high income socioeconomic segment. The middle low income segment and low income segment, as the rich segment shown to have zero NPS, which means their lower relationship, satisfaction and level of recommendation. Besides that the total NPS without discrimination by segment is positive (11%) and that represents a good satisfaction level and also loyalty, but there is always space for improvement.

RQ8.What is the main problem area uncovered brand knowledge? What are the future brand priorities to improve the studied dimensions?

On this question is pretended that students be able to identify the gap between the current brand knowledge and the desired brand knowledge. It is also pretended to identify the brand priorities and the need to adopt an effective marketing strategy. It should also be highlighted the importance to measure and interpret Brand Knowledge on brand management to create a strong brand and pointed the main rewards of a strong brand.

Some POD and POP may be perceived as impossible to fulfil ate the same time, Kinda Home has those correlational points-of-parity on the way which addresses the market. There is a tension between perceiving low prices hand and increasing consumer experience and service perceptions on the other.
These negative associations, which Kinda Home is being perceived as an expensive store, arise from the existence of product quality, store environment and an excellence customer

service which are the positive associations for the brand. The challenge for Kinda Home marketers is that attributes or benefits that make up their POPs or PODs are inversely related. In other words, in the minds of consumers, if Kinda Home is good on design and quality, it can't be inexpensive.

Another aspect which is relevant is the store location which is associated with high investment to visit and creates a negative association. The stock breaks, delivery services were other negative aspects presented on consumers' minds.

Also, as it was explored through the Case Study Analysis, Kinda Home is facing some brand challenges due the different segments perceptions, needs, and differences. It becomes essential that the brand follows two different strategies in order to grow up in these promising segments. To Middle and Middle-low Segment it is vital to increase the brand awareness, create contact with the store and unlock the fear factor. On the other side to Upper middle, Socioeconomic Segment becomes crucial to leverage the good relationship created between brand and customer, enhancing the experience in store and focusing on loyalty Maintaining the dynamism and ability to surprise.

RQ9. Which strategy would you recommend Kinda Home to implement in order to maximize brand equity? Give several specific recommendations.

A viable solution:

In this question is given a solution for the dilemma, some students may defend that Kinda Home should reposition itself and go premium by targeting only the upper middle class. However as was possible to see, this middle class despite its challenges presents numerous advantages, and allows that Kinda Home occupies a market space never before occupied.

In order to achieve the desired brand image, Kinda Home should follow a strategy to gain notoriety, gain relevance and adjust the price image. Gain relevance to pass under consideration as a choice and increase the number of visits will store by highlight "anchor products" isolated, (example furniture, beds, and sofas), this is a typical product in which consumers put more effort on searching information and comparing prices and will provide new customers attention and adjust the price image which important for both segments,

Kinda Home should reinforce and highlight the first level products and promotion Enhancing communication "opportunity cost" systematically.

In order to do that, some recommendations are given below:

Upper middle segment- This segment values differentiation, a possible enlargement to lower segments may not be well received. It should be leverage the good relationship between brand - customer, enhancing the store experience and creating loyalty and maintaining the ability to surprise.

In order to enhance existing customers with some positive discrimination some actions are proposed below:

- Develop anticipated contact Customer Relationship Management - enhance loyalty card effect, provide news regularly.
- Promote and justify regular store visits- Improving store experience and store visit-providing workshops, advisor service, provide surprising momentous-for example trough Kinda Food to increase the "Kinda experience". Also launch thematic campaigns (Christmas, Mother's day, Children's Day).
- Create cyclically and frequent rhythm of news-use Facebook to that
- Create Customized Offers- "discount coupons" special buying opportunities, a special promotion of a high -priced product, such as furniture. The Kinda Home lovers' card can be used also to extend the idea of special buying opportunities.
- Increase the points of contact with the store - the site is important to value the offer

Middle and middle low segment: This segment is gaining economic power and represents a growing share of population. In addiction is developing a more refined taste, but still have financial constraints that affect their buying behavior. To this segment is necessary to increase brand awareness, 'Force ' contact with the store and unlock the "fear factor" of price and store experience.

- Increase awareness- use distribution flyers in relevant places which creates a predisposition for reading (Cabs, after going to the Church ,bus) in the surrounding store areas , create a routine communication / promotion of relevant products;

- Keep building a strong connection with Angola- be present in the daily lives of Angolans;

- Continue to invest in good Customer Service, for this segments is a differentiator factor

- Facilitated transport / free for customers; Make contract with taxis for a few days this week to increase traffic in the store ;

- Provide for this segment, flyers just with promotions- this flyers can be delivered on cabs, and near to store

- In store Kinda Home can create a store zone of "dream opportunities"- special zone with on promotions an low prices;

- All type of communication should reinforce the idea of affordable prices

- Use Good business opportunities on advertising message.

3) Literature Review

Rethink Marketing for emerging countries

(Chattopadhyay, 2000) [20]look at three fundamental characteristics of *emerging market environments*: (1) low per capita income and its impact on consumer behaviour, (2) immense variability in consumers and infrastructure, and (3) relative cheapness of labour, which is often substituted for capital by both companies and consumers.

According to the author's paper, these characteristics have profound implications for the conceptualization and implementation of marketing programs, which despite already being very pointed some important multinationals still have been showing an inconsistency on its emerging market strategies.

According to the author, those fundamental differences on emerging markets impose special attention to marketing strategies: segmentation and the key program ingredients of product, price, distribution, and communication. The author adds, that the billions of consumers that multinationals seek in emerging economies will remain an elusive target unless these firms are able to develop value propositions that appeal to the mass market. For these firms, it should be abundantly clear that mass markets in emerging countries are unlike any markets they have traditionally served.

Keller, (2000) [21]Different income segments exist in developing markets. Although many marketers have successfully tapped into the high end of the income spectrum with luxury goods or by focusing on the growing middle class, opportunities also abound at the broader base of the income pyramid. Keller, (2000) affirms that differences in consumer behaviour, marketing infrastructure, competitive frame of reference, and so on are so profoundly different from developing markets, though, that distinct marketing programs are often needed for each. Often the product category itself may not be well developed, so the marketing program must operate at a very fundamental level.

Keller, (2000) affirmed that the biggest differences in global marketing occur between developed and developing or emerging markets because of the extremely low incomes and

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20 (Chattopadhyay, "Rethinking Marketing Programs for Emerging Markets" 2000)

21 (Keller, Strategic Brand Management 1988)

differences in consumer behaviour in developing markets, marketers must fundamentally rethink every aspect of their marketing program.

(Chattopadhyay, 2000) agree and affirmed that these consumers are unlikely to respond to marketing programs transplanted from developed markets. Instead, marketing programs need to be built from the ground up. Firms will choose to live with the tension if they believe the opportunity presented by emerging markets to be worth the pain.

On the author's papers, (Chattopadhyay, 2000) shows that the segments and segmentation schemes on which multinationals develop their brands for the affluent markets do not fit the realities of emerging markets. The authors also show that emerging markets, despite their diversity, are less segmentable due to the costs of segmentation, and consumers' unwillingness and inability to pay for the added costs of customized products. Consumers' income variability compounded by infrastructural variability calls for radical adaptation of marketing programs.

The authors add that these inherent differences are sufficient to justify developing an alternative business model for emerging markets. Traditional business models that rely on innovation, fine segmentation, high margins, and finely tuned branding need to be rethought for emerging markets.

Keller, (2000) doesn't agree and affirms that in-depth consumer research is generating important insights into these markets, such as that low-income consumers do not always want the simplest products and are every bit as aspirational in their own way as more well-to-do consumers.[22]

Keller (2000) clarifies that building a brand in new markets must be done from the bottom up. Strategically, that means concentrating on building awareness first, before the brand image. Tactically, or operationally, it means determining how to best create sources of brand equity in new markets. Distribution, communication, and pricing strategies may not be appropriate in any two markets even if the same overall brand image is desired in both. If the brand is at an earlier stage of development, rather than alter it or the advertising to conform to local tastes, marketers will try to influence local behaviour to fit the established uses of the brand. Consumer education then accompanies brand development efforts.

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22 Lauren Coleman-Lochner, "Procter & Gamble Needs to Shave More Indians," Bloomberg BusinessWeek, 13 June 2011;

An important key to success is to understand each consumer, recognize what he or she knows or could value about the brand, and tailor marketing programs to his or her desires.

"Three As" model for its emerging markets strategy and even put it on the cover of its annual report:[23]

1. *Applicability*—Product must suit local culture.

2. *Availability*—Product must be sold in channels that are relevant to the local population.

3. *Affordability*—Product can't be priced out of the target market's range. To meet consumer budget constraints in emerging markets.

According to (Seong 2012)[24] there are other three factors in the consumer decision journey take on greater importance in emerging markets than in developed markets. First, harnessing the power of word of mouth, in-store experience and to be on the mindset of consumers.

For Benjamin Neuwirth (2001), [25]on building a brand on emerging countries is necessary to have in mind that also brand trust sue to a lack of credible information and a plethora of counterfeit and low-quality products offered to them, consumers in emerging markets will be hesitant to trust new brands when they are introduced into the marketplace. Despite this challenge, building a credible brand is essential to the success of a product or company.

4) Conclusions and Limitations:

In this dissertation were presented data referenced to the Angolan market from public reference fonts such as world development bank, Deloitte, as Nielson and others.

An intensive qualitative study was also presented by "Kinda Home" official data, to complement this qualitative study, a survey was conducted by author's case (Exhibit 20) using Qualitrics software[26] and then analysed using SPSS statistics and excel tools in order to quantify the qualitative insights. These data is identified as "author's primary data", all other data are the sole authorship of dendrite company marketing research.

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23 Gabriella Stern, "Heinz Aims to Export Taste for Ketchup," Wall Street Journal, 20 November 1992, B1; Bill Johnson, "The CEO of Heinz on Powering Growth in Emerging Markets," Harvard Business Review, October 2011.

24 Atsmon, Yuval & Kuentz, Jean-Frederic & Seong, Jeongmin, Building brands in emerging markets. McKinsey Quarterly, September 2012

25 Benjamin Neuwirth , Winning in rural emerging markets, Kellogg School of Management, 2012,

26 https://qtrial2014az1.az1.qualtrics.com/SE/?SID=SV_6D7Z9zYP6pC4J6t- Survey Link

The main limitation of the study is the small sample size of 56 participants consequently for future studies, it is advisable to increase the representativeness of the sample.

The methodology used to raise participants was to share the survey link to Angolan citizens via email and Facebook.

It could have been measured some strategies proposals, relatively to the brand and measured their impacts, for example, the impact of the brand on the perception of quality products and affordable prices.

In conclusion, there is a consensus among the different studies that it is necessary to take into account the complexity of segmentation in developing countries, some studies also highlight the high costs of segmentation. Regarding the positioning of the brand becomes crucial to know what the consumers' frame of reference is and establish points of parity based on that, in this case, the supply is very associated to the informal market, low quality and low prices. The importance of offering good performance it was also important in this type of market, offering quality products and service quality becomes a very important point-of –difference for brand positioning.

Take into account the difficulty of accessing stores, it has huge importance to offer activities that encourage the store visit. The importance of a set price, especially when you have to target the masses is high, offer various types of products levels becomes adjusted, communicate the actual price of the products and promotions rather than the promise of "low prices" may be effective since these consumers are wary promises made and rarely ever delivered. Payment plans options should always be adopted.

The adjusted communication channels were TV, flyers, internet. The word-of-mouth showed to have huge importance to consumers.

In this case it was demonstrated the importance of knowing consumers habits, needs, preferences and perceptions in order to design appropriated strategies to create brand equity. Design differentiated strategies to the middle class segments in emerging countries was the solution for Kinda Home dilemma and despite of being costly the size and growth of this segment very significant and this trade-off should be in every company' when dealing with emerging countries.

Case Study Exhibits

Exhibit 1. Angolan Population growth
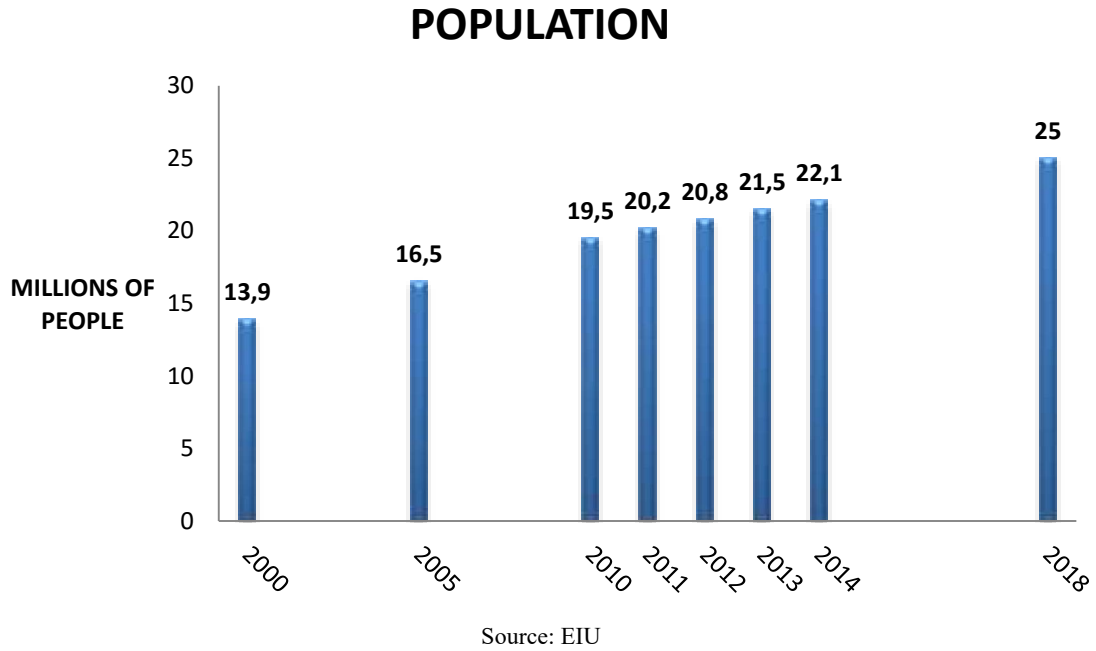
POPULATION

Exhibit 2. Age distribution population
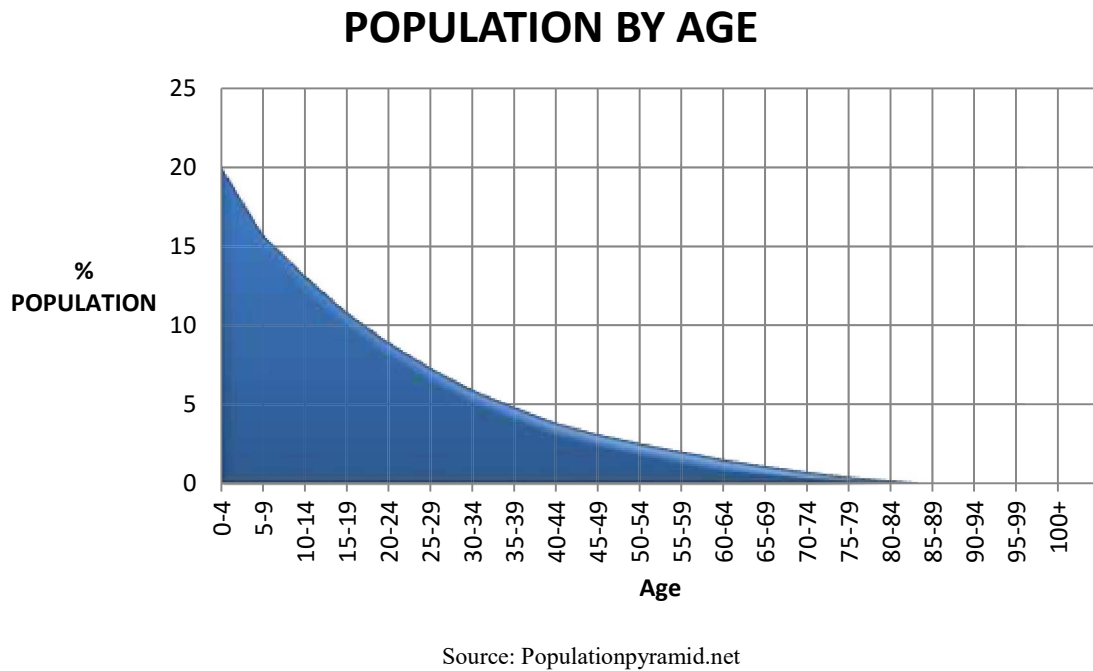
POPULATION BY AGE

Exhibit 3.Africa Urban Population by region
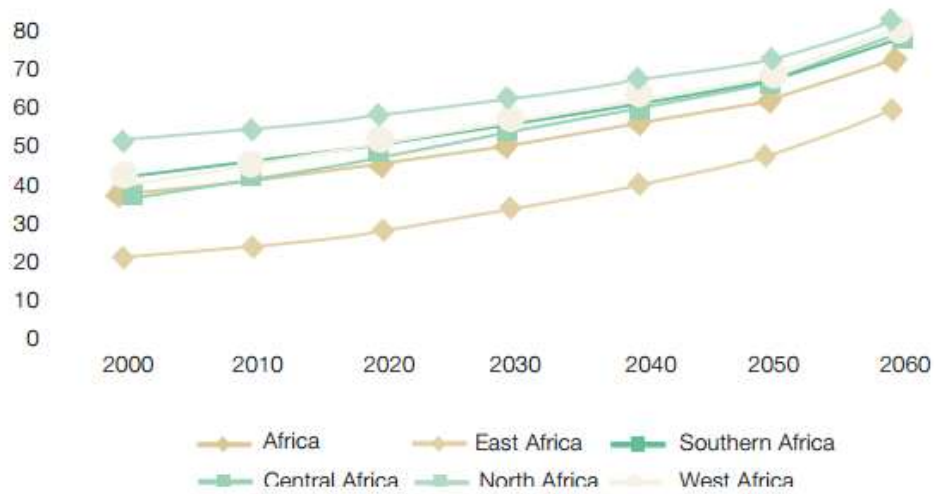
Exhibit 4. Angolan Private Consumption

Exhibit 5. African Population Distribution 2013

African Population Income Distribution 2013			
Socioeconomic Statuss	Income	(% Total Population)	Population (millions)
High Class	$20	6%	63
Upper Medium Class	$10-$20	5%	52
Low Medium Class	$4-$10	9%	96
Floating Class	$2-$4	21%	228
Low Class	$1.25-$2	17%	191
Poverty	Less than $1.25	43%	479

African Population Income Distribution Forecast 2030			
Socioeconomic Status	Income	(% Total Population)	Population (millions)
High Class	$20	7%	116
Medium Class	$4-$10	36%	582
Low Class	$1.25-$2	17%	283
Poverty	Less than $1.25	40%	654
			1635

Source: World Bank

Exhibit 6. Example of a consumer product with customs duty of 30%
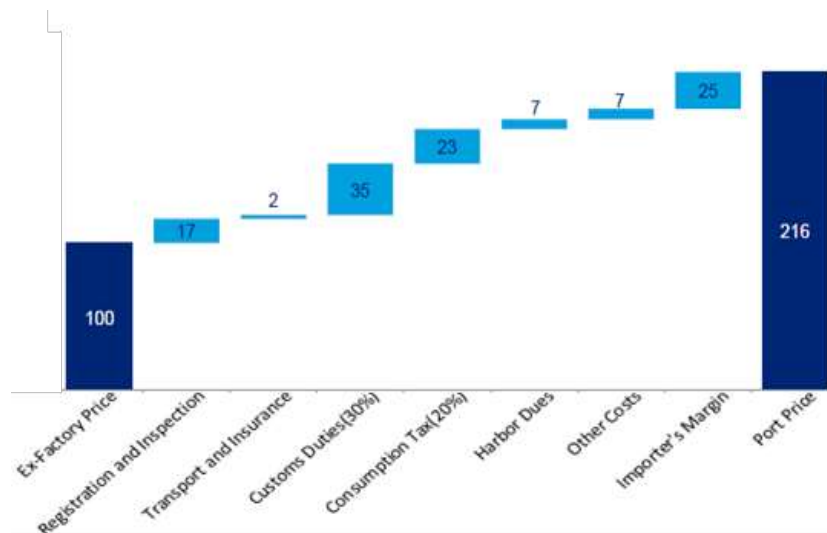
Source: Deloitte Report "A evolução do sector da Distribuição Moderna em Angola", 2014

Exhibit 7. Positioning Map
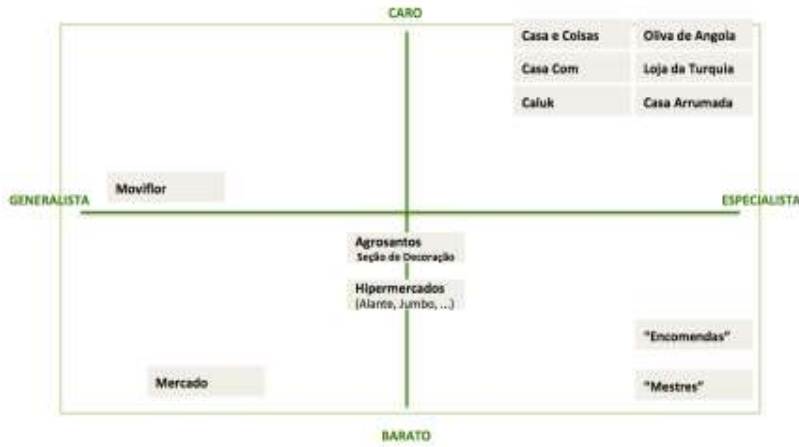
Source: Dendrite Marketing Research Report

Exhibit 8: In store types of routes and Time Remaining
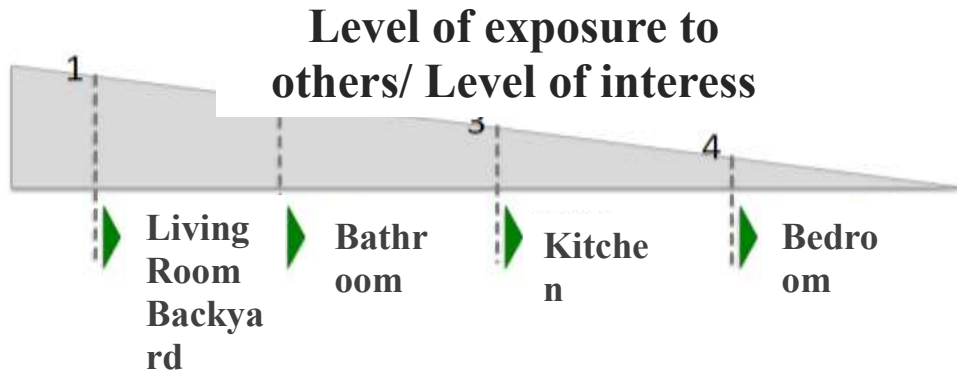
Source: Dendrite Marketing Research

Exhibit 9: Attitudes by Segments

Incomes vs Attitude

- 100,0%
- 66,7%
- 71,4%
- 66,7%
- 37,1%
- 45,7%
- 33,3%
- 33,3%
- 14,3% 14,3%
- 5,7% 11,4%

> 2.000.000 Kz   1.160.001 Kz - 2.000.000 Kz   580.001 Kz - 1.160.000 Kz   232.001 Kz - 580.000 Kz   116.001 Kz - 232.000 Kz

- ■ I go shopping only when I need some specifically object, ask if it is avalaible and go away
- ■ I just go to store to buy a product I know is on promotion
- ■ Always buy something, even if it is a small decorative item
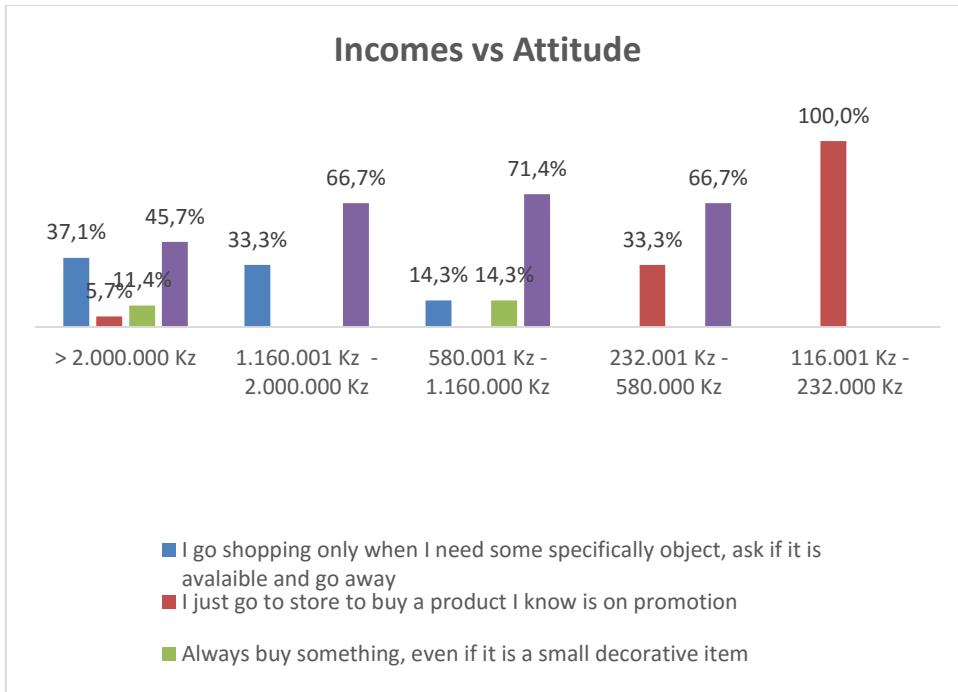
Source: Author's Case study primary data

Exhibit 10: Retail Format choices by Segment

Where do you buy? vs Income

- 100,0%
- 65,7%
- 50,0%
- 57,1%
- 66,7%
- 42,9%
- 33,3%
- 33,3%
- 17,1%
- 8,6% 2,9% 5,7%
- 16,7%

> 2.000.000 Kz   1.160.001 Kz - 2.000.000 Kz   580.001 Kz - 1.160.000 Kz   232.001 Kz - 580.000 Kz   116.001 Kz - 232.000 Kz

- ■ Neighborhood shops , warehouses. Street markets
- ■ Street store
- ■ Hypermarkets
- ■ Specialized retail
- ■ Abroad

Exhibit 11: In store types of routes and Time Remaining

Tourists Route   Well behaved
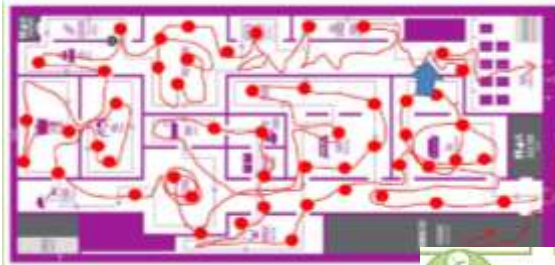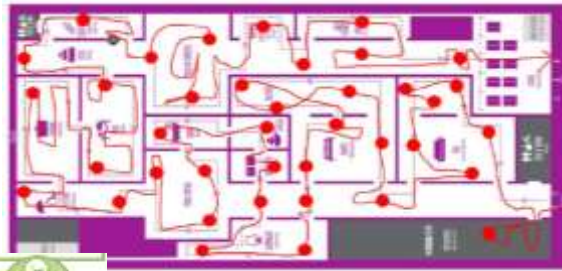
Paragmatics   Losted
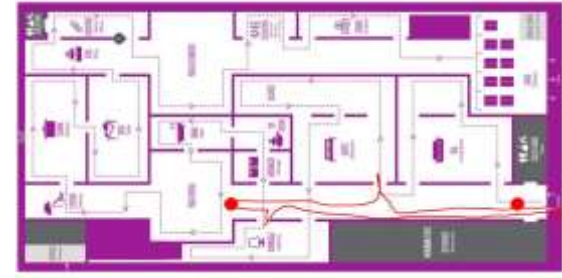
Source: Dendrite Marketing Research

Exhibit 12: Brand Visual Elements
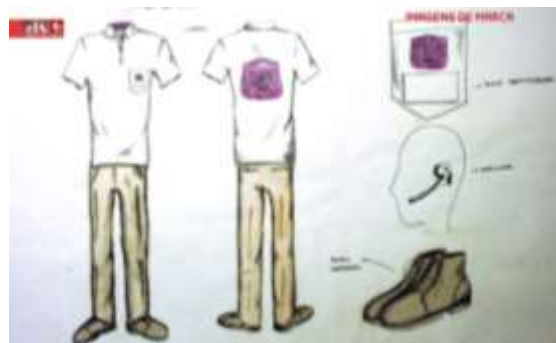
Source: Author's Primary Data

Exhibit 13: Brand Salience

What the first store which cames to you mind ?

Legend:
- Antarte
- Area
- armazens valodias
- Casa Cor
- Casacon
- Ecil
- IKEA
- Imexco
- Kinda home
- Laskasas
- moviflor

Labels: N ten ho 2% · moviflor 3% · Laskasas 2% · nenhuma 5% · Tgv 2% · Antarte 7% · Area 3% · armazens valodias 2% · Casa Cor 2% · Casacon 2% · Ecil 2% · Kinda home 16% · Imexco 2% · IKEA 50%

What is the best store to buy furniture ?

Legend:
- Antarte
- A casa
- Antiquarios
- Area
- Casacon
- Companhia do Campo
- Ecil
- IKEA
- Imexco
- Kinda home

Labels: 2% · 2% · 2% · 2% · 2% · 2% · 2% · 7% · 2% · 2% · 2% · 2% · 2% · 20% · 25% · 2% · 2% · 2% · 20% · 2%

What is the best store to buy decoration products?

Legend: Antarte, Area, Ecil, Gato preto, Habitat, IKEA, Kinda home, Nao sei, nenhuma, oliva, Paris sete

Values shown: 1,8% · 1,8% · 1,8% · 1,8% · 1,8% · 3,6% · 5,4% · 7,1% · 1,8% · 17,9% · 17,9% · 35,7%
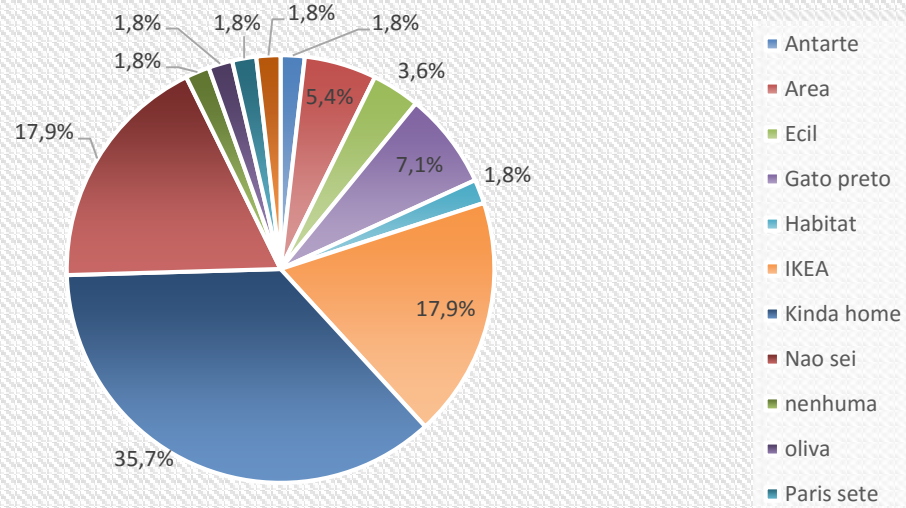
What is the best store to buy utilitarian products?

Legend: Area, Caluk, Casacon, Dakasa, Espaco casa, Gato preto, Hipers, IKEA, Imexco, Kero

Values shown: oliva 2% · Area 2% · Caluk 2% · Casacon 4% · Dakasa 2% · Espaco casa 16% · Gato preto 5% · Hipers 2% · IKEA 22% · Imexco 2% · Kero 5% · Kinda home 14% · LEROY MERLIN 2% · N sei 20%
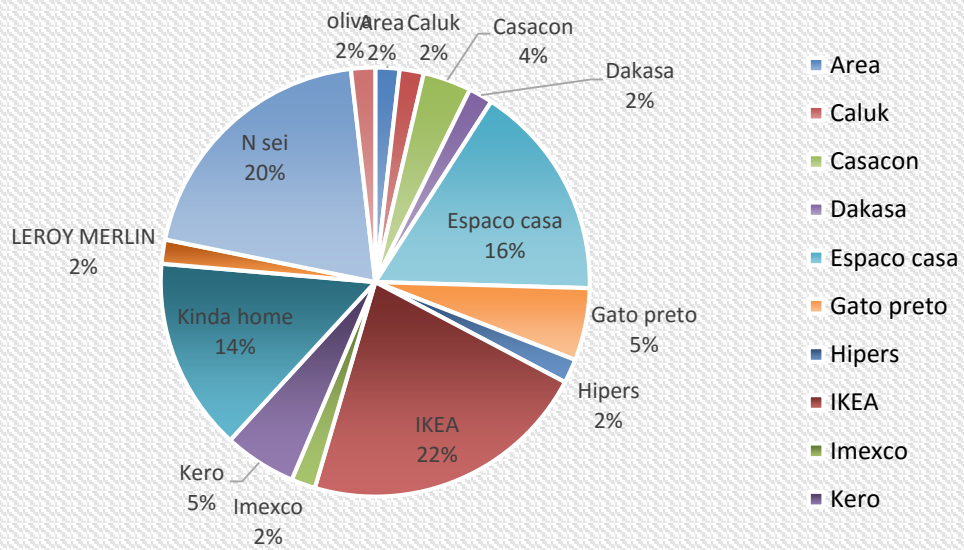
Source: Author's Primary Data

Exhibit 14: Brand Associations

How does this words describes Kinda Home?

4,1

2,6

3,6 3,8 3,5 3,4

2,9

3,4 3,3 3,4 3,1 3,1 3,2 3,6

Modern Acessible Prices Product Range Inspiring Aspirational Uniqueness Surprising Different Quality Inovation Dream Emotions Complete supply Store...
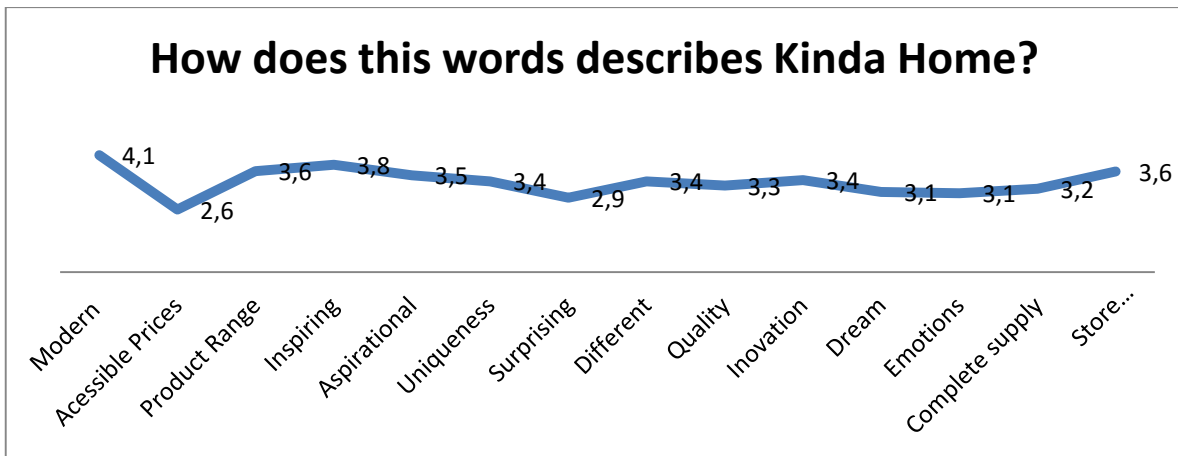
Source : Author's Primary Data

Exhibit 15: Brand Imagery

Imagine that Kinda Home were a person., On a scale of 0 to 10, to what extent you consider :	Average
Honest	6,2
Feet on the ground	5,8
Sincere	6,1
Familiar	7,3
Happy	7,5
Genuine	6,2
Contemporary	7,3
Bold	6,2
Innovative	6,1
Fun	6,6
Young	6,8
Glamorous	6,2
Charming	6,3
High Class	5,6
-Romantic	5,8
Reliable	6,5
Responsible	6,3
Secure	6,4

Source: Author's Primary Data

Exhibit 16: Brand Performance

Compared with other brands, rank Kinda Home products on the following attributes:	
Products Quality	3,4
Acessible Prices	3,0
Stock	3,2
Stile/Design	3,8
Promotions	2,9
Product durability	3,2
Compared with other brands, rank Kinda Home Store atmosphere on the following attributes:	
Store Environment	3,5
Customer Service	4,0
Location	2,8
Products Arrangement	3,9
Easy to buy	3,7

Source: Author's Primary Data

Exhibit 17: Brand Judgments'

On a scale from 1 to 5, to what extend Kinda Home is:	Average:
Superior to others	3,1
Provide advantages	3,1
Quality	3,3
Trust	3,5
Well informed	3,5
Better than the other brands	3,4
Market Lider	3,1

Source: Author's Primary Data

Exhibit 18: Income vs Transport

Incomes vs Transport
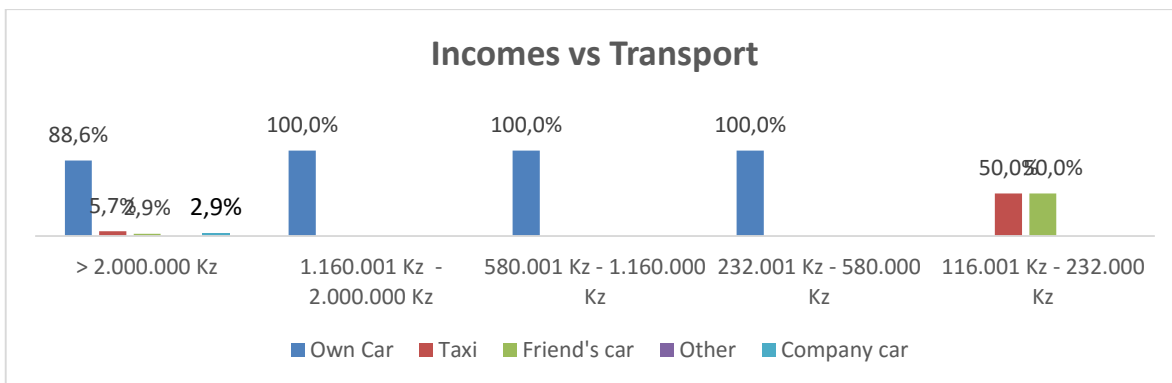
Source: Author's Primary Data

Exhibit 19 : Incomes*Recommendation Level 2015

	0	2	3	4	5	6	7	8	9	10
> 2.000.000 KHz	0,0%	0,0%	0,0%	5,7%	3,8%	11,3%	11,3%	9,4%	5,7%	17,0%
1.160.001 KHz – 2.000.000 KHz	0,0%	0,0%	1,9%	0,0%	1,9%	0,0%	0,0%	0,0%	3,8%	3,8%
580.001 KHz - 1.160.000 KHz	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	1,9%	3,8%	1,9%	5,7%
232.001 KHz - 580.000 KHz	0,0%	0,0%	0,0%	0,0%	0,0%	1,9%	0,0%	1,9%	0,0%	1,9%
116.001 KHz - 232.000 KHz	1,9%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	1,9%

Source: Author's Primary Data

Exhibit 20: Survey-Primary Data

Mercado Angolano de Mobiliário e Decoração

Q1. Este questionário foi realizado no âmbito da tese para conclusão do mestrado Internacional em gestão pela Universidade Católica Portuguesa, tendo como objectivo estudar o mercado Angolano de mobiliário e decoração. O questionário não demorará mais que 10 minutos. Importa salientar que não existem respostas certas ou erradas, apenas a sua colaboração é fundamental para o estudo. Agradeço desde já a sua participação e declaro que toda a informação prestada será confidencial

Q2. Que idade tem?
- ○ menos de 19 (por favor pare aqui, obrigada pela sua participação) (1)
- ○ 20-25 (3)
- ○ 26-30 (13)
- ○ 31-35 (14)
- ○ 36-40 (15)
- ○ 41-45 (16)
- ○ 46- 50 (6)
- ○ 51-55 (8)
- ○ +55 (9)

Q3.No último ano visitou alguma loja de mobiliário e decoração?
- ○ Sim (1)
- ○ Não (2)

Q4 Indique em que medida as seguintes frases o descrevem:

	Não me descreve (1)	Descreve-me um pouco (2)	Descreve-me totalmente (3)
Gosto de visitar as lojas para ver novas ideias de decoração (2)	❍	❍	❍
Procuro renovar com regularidade a decoração da minha casa (3)	❍	❍	❍
Gosto de ter a casa bem decorada para receber amigos e familia (7)	❍	❍	❍
Gosto de comprar onde me dá mais prazer (11)	❍	❍	❍
Compro sem pensar muito (15)	❍	❍	❍
Planeio cuidadosamente as minhas compras (17)	❍	❍	❍
Gosto de experimentar novas marcas (19)	❍	❍	❍
Quando me habituo a uma marca odeio trocar (20)	❍	❍	❍
Para mim é importante obter opiniões de outras pessoas antes de eu comprar uma peça de mobiliário e/ou decoração (22)	❍	❍	❍
A quantidade de dinheiro que tenho disponível para mobília é muito limitada (23)	❍	❍	❍
Preços baixos são uma prioridade (25)	❍	❍	❍
Frequento maioritáriamente lojas próximas de onde moro (24)	❍	❍	❍
Aproveito os fins de semana para visitar as lojas de mobiliário e decoração (27)	❍	❍	❍
Sinto-me bem ao comprar em ambientes modernos (32)	❍	❍	❍
Prefiro pagar mais e ter qualidade dos produtos (40)	❍	❍	❍
As condições de pagamento para mim são essenciais (35)	❍	❍	❍
Visito com regularidade lojas de mobiliário e decoração (34)	❍	❍	❍
Aproveito os sábados para limpeza e reorganização da casa (37)	❍	❍	❍

Q5 Qual a frase que melhor o descreve?

- ◯ Vou lojas só quando preciso de algum objecto em concreto pergunto se há e vou me embora (1)
- ◯ A maioria das vezes vou à loja apenas comprar um artigo que sei que está em promoção (2)
- ◯ Compro sempre alguma coisa, nem que seja um pequeno artigo de decoração (3)
- ◯ Vou as lojas com alguma regularidade para ver e geralmente percorro a loja toda e gosto de ver tudo (4)

Q6 Qual a frase que melhor o descreve

- ◯ Gosto comprar em ambientes mais familiares como lojas de bairro, feiras, armazéns e mercados (1)
- ◯ Gosto de comprar em ambientes modernos com variedade de produtos como (hipermercados e retalhos especializados) (2)
- ◯ Compro onde sei que há possibilidade de obter preços baixos, crédito ou outro tipo de plano de pagamento (3)

Q7 Hábitos dos Consumidores

Q8 Onde compra habitualmente artigos de mobiliário e decoração?

- ◯ Lojas de Bairro, Armazéns, Feiras e/ou Mercados (1)
- ◯ Loja de rua (2)
- ◯ Lojas em Hipermercados (3)
- ◯ Retalho especializado (4)
- ◯ Encomendas (5)
- ◯ No estrangeiro (6)

Q9 Qual o meio que utiliza para se deslocar ao local de compra ?

- ◯ Carro Próprio (1)
- ◯ Táxi (2)
- ◯ Autocarro (3)
- ◯ Boleia (4)
- ◯ Outro (5) _____

Q10 Com quem habitualmente vai a lojas de mobiliário e decoração?

- ◯ Marido/Mulher (1)
- ◯ Pai/Mãe (2)
- ◯ Outro Familiar (3)
- ◯ Namorado/a (4)
- ◯ Amigo/a (5)
- ◯ Sozinho/a (6)

Q11 Qual a forma de pagamento que utiliza maioritariamente na compra de artigos de mobiliário e/ou decoração?

❍ Dinheiro (1)
❍ Cartão de crédito (2)
❍ Pagamento a prestações (3)
❍ Empréstimo (4)

Q12 Costuma efectuar algum tipo de pesquisar antes de comprar um artigo de mobiliário e/ou decoração?

❍ Sim (1)
❍ Não (2)

Q13 Qual o principal meio que utiliza para pesquisar informação de artigos de mobiliário e decoração?

❍ Site (1)
❍ Facebook (2)
❍ Folhetos (3)
❍ Catálogos (4)

Q14 Indique em que medida as seguintes frases o descrevem:

	Nunca (1)	Raramente (2)	Por Vezes (3)	Sempre (4)
Presto atenção aos anúncios de televisão sobre decoração (1)	❍	❍	❍	❍
Presto atenção aos anúncios de rádio sobre decoração (2)	❍	❍	❍	❍
Pergunto aos outros sobre o mobiliário e decoração das suas casas (3)	❍	❍	❍	❍
Vejo Programas na TV sobre decoração (4)	❍	❍	❍	❍
Vou aos websites e procuro informação sobre decoração (ideias, preços, produtos) (5)	❍	❍	❍	❍
Leio revistas especificas de decoração (6)	❍	❍	❍	❍
Tiro informação sobre decoração em catálogos e folhetos (7)	❍	❍	❍	❍
Baseio-me principalmente na família ou amigos para me aconselharem (8)	❍	❍	❍	❍
Vejo ideias de decoração em programas da TV (como novelas, reality shows e outros programas) (9)	❍	❍	❍	❍
Saidas ao estrangeiro (10)	❍	❍	❍	❍

Q15 Salience

Q16 Quando pensa numa loja de mobiliário e decoração qual é a primeira Marca que lhe vem à cabeça?

Q17 Que outras lojas mobiliário e decoração se recorda? Em caso de nenhuma escreva "nenhuma"
OPÇÃO A (9)
OPÇÃO B (10)
OPÇÃO C (11)

Q18 Indique qual a loja que utilizaria para: Caso não se recorde de nenhuma, escreva "Não sei" nos respectivos espaços.
Comprar mobília (1)
Comprar elementos decorativos (3)
Comprar artigos utilitários (4)
Electrodomésticos (5)

Q19 Indique quais das seguintes marcas de mobiliário e decoração conhece, visitou e comprou?

	Não conheço (1)	Conheço a marca mas não visitei nem comprei (2)	Conheço, já visitei mas não comprei (3)	Conheço e já comprei aqui (4)
Moviflor (7)	○	○	○	○
Kinda Home (1)	○	○	○	○
Espaço Casa (2)	○	○	○	○
Casacon (9)	○	○	○	○
Caluk (5)	○	○	○	○
Oliva (8)	○	○	○	○
Hotlar (6)	○	○	○	○
Agrosantos (4)	○	○	○	○
Casa e coisas (3)	○	○	○	○
Gato Preto (15)	○	○	○	○

If Kinda Home - Não conheço Is Selected, Then Skip To Terminou o questionário! Muito Obriga...

Q20 Em que medida as seguintes palavras descrevem bem o Kinda Home: 1= Descreve muito mal 5-Descreve muito bem

_____ Moderno (1)
_____ Preços Acessiveis (3)
_____ Inovador (12)
_____ Diversidade de produtos (4)
_____ Inspirador (5)
_____ Aspiracional (6)
_____ Único (7)
_____ Surpreendente (8)
_____ Diferente (10)
_____ Qualidade (11)
_____ Sonho (20)
_____ Emoções (32)
_____ Oferta completa (33)
_____ Ambiente desejado (34)

Performance

Q22 Comparativamente com outras marcas , classifique os produtos do KINDA HOME nos seguintes atributos:
_____ Qualidade dos produtos (1)
_____ Preços Acessiveis (2)
_____ Stock Disponível para entrega imediata (3)
_____ Estilo/Design (4)
_____ Promoções (7)
_____ Durabilidade dos produtos (8)
Q23 Comparativamente com outras marcas classifique agora o KINDA HOME no ambiente de loja:
_____ Atendimento na loja (1)
_____ Ambiente da Loja (2)
_____ Localização da loja (4)
_____ Várias opções de preços (5)
_____ Várias opções de produtos (6)
_____ Disposição dos artigos (7)
_____ Fácil de comprar (8)

Imagery

Q25 Imagine agora que o Kinda Home eram uma pessoa. Numa escala de 0 a 10, em que medida a consideraria:
_____ Honesta (1)
_____ Sincera (29)
_____ Alegre (31)
_____ Genuína (32)
_____ Com os pés no chão (6)

Q26 Imagine que o Kinda Home era uma pessoa. Numa escala de 0 a 10 em que medida a consideraria:

_____ Actual (1)
_____ Ousada (2)
_____ Inovadora (3)
_____ Divertida (4)

Q27 Imagine agora que o Kinda Home eram uma pessoa. Numa escala de 0 a 10 em que medida a consideraria:

_____ De confiança (1)
_____ Responsavél (2)
_____ Segura (3)

Q28 Imagine agora que o Kinda Home é uma pessoa. Numa escala de 0 a 10 em que medida a consideraria:

_____ Glamorosa (1)
_____ Charmosa (2)
_____ Classe Alta (3)
_____ Romântica (4)

Q29 Continue a pensar no Kinda Home como sendo uma pessoa. Numa escala de 0 a 10 em que medida a consideraria:

_____ Jovem (1)
_____ Linda (3)
_____ Adulta (4)
_____ Da família (5)

Q30 O que cada das seguintes marcas tem de diferente e único ? Caso não saiba escreva "Não sei " nos respectivos espaços.

    Casacon (3)
    Espaço Casa (4)
    Casa e Coisas (5)
    Moviflor (6)
    Kinda Home (7)
    Gato preto (8)
    Caluk (9)

Q31 Refira um aspecto comum entre as marcas? Que aspecto as torna semelhantes?

Q32 Brand Judgements

Q33 Em que medida o Kinda Home lhe da a sensação de memórias agradáveis?

- ❍ 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ 5 (5)

Q34 Em que medida o Kinda Home é uma marca :

	Discordo Totalmente (1)	Discordo (2)	Não Concordo nem Discordo (3)	Concordo (4)	Concordo Totalmente (5)
Satisfaz as suas necessidades (8)	❍	❍	❍	❍	❍
Qualidade (6)	❍	❍	❍	❍	❍
Confiável (7)	❍	❍	❍	❍	❍
Melhor que as outras marcas do mercado (15)	❍	❍	❍	❍	❍
Oferece Vantagens (5)	❍	❍	❍	❍	❍
Superior às outras marcas (2)	❍	❍	❍	❍	❍
Líder de mercado (16)	❍	❍	❍	❍	❍

Q35 Numa escala de 1= Nunca a 5=Sempre , em que medida considera o Kinda Home quando precisa comprar alguma peça de mobiliário e/ou decoração:

- ❍ 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ 5 (5)

Q36 Feelings

Q37 Quais os sentimentos que a marca Kinda Home evoca?(Seleccione todos os que considera)

❑ Diversão (1)
❑ Acolhimento (7)
❑ Conforto (8)
❑ Felicidade (9)
❑ Segurança ou confiança (6)
❑ Excitação (3)
❑ Aprovação social (4)
❑ Auto-respeito (5)

Q38 Nível de recomendação

	0-Nada Provável (1)	1 (2)	2 (3)	3 (4)	4 (5)	5-Neutro (6)	6 (7)	7 (8)	8 (9)	9 (10)	10-Muito Provável (11)
Moviflor (1)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Kinda Home (2)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Espaço Casa (3)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Casacon (4)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Caluk (5)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Oliva (6)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Hotlar (7)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Agro Santos (8)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Casa e Coisas (9)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍
Gato Preto (10)	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍	❍

Q39

Quanto recomendaria as seguintes marcas aos seus familiares na compra de mobiliário e decoração? Caso não conheça seleccione neutro.

Q40 Indique em que medida as seguintes frases o descrevem:

	Não me descreve (1)	Descreve-me um pouco (2)	Descreve-me totalmente (3)
Compro no Kinda Home sempre que posso (2)	◯	◯	◯
Eu realmente adoro o Kinda Home! (3)	◯	◯	◯
Iria ter saudades se o Kinda Home desaparecesse (4)	◯	◯	◯
O Kinda Home é especial para mim (5)	◯	◯	◯
Para mim o Kinda Home é mais do que uma loja (6)	◯	◯	◯
Mesmo que outra marca fosse igual ao Kinda Home eu ia seguir a comprar no Kinda Home (7)	◯	◯	◯
Identifico-me com as outras pessoas que compram no Kinda Home (9)	◯	◯	◯
Estou sempre interessado/a em saber mais sobre o Kinda Home (10)	◯	◯	◯

Q42 Onde mora :
   Província (5)
   Município (7)

43 Género
◯ Femino (1)
◯ Masculino (2)

Q44 A sua casa é...
◯ Própria-Comprada (1)
◯ Alugada (2)

Q45 Tipo de casa
◯ Apartamento (1)
◯ Condominio (2)
◯ Estúdio (3)
◯ Prédio (4)
◯ Moradia (5)

Q46 Estado civil:
- ⭕ Casado (1)
- ⭕ Divorciado (2)
- ⭕ Separado (3)
- ⭕ Solteiro (4)

Q47 Qual foi a sua renda familiar total (de todas as fontes) do ano 2015:
- ⭕ menos de 116.000 Kz (7)
- ⭕ Entre 116.001 Kz e 232.000 Kz (2)
- ⭕ Entre 232.001 Kz e 580.000 Kz (8)
- ⭕ Entre 580.001 Kz e 1.160.000 Kz (9)
- ⭕ Entre 1.160.001 Kz e 2.000.000 Kz (6)
- ⭕ Mais de 2.000.000 Kz (1)

Q48 Qual a sua situação laboral?
- ⭕ Trabalhador a tempo inteiro (1)
- ⭕ Trabalhador em part time (2)
- ⭕ Reformado (3)
- ⭕ Estudante (4)
- ⭕ Desempregado (5)

Q49 Número de pessoas com quem vive
- ⭕ 0 (1)
- ⭕ 1 (2)
- ⭕ 2 (3)
- ⭕ 3 (4)
- ⭕ 4 (5)
- ⭕ 5 (6)
- ⭕ +6 (7)

Q50 Terminou o questionário! Muito Obrigada pela sua participação, será muito útil.

Q51 Se tem alguma sugestão/recomendação sobre o Kinda Home, deixe aqui os seus comentários!

Teaching Note Exhibits

Exhibit I-Net Promoter Score by Segment

**Incomes*Recommendation
Level 2015**

	0	1	2	3	4	5	6	7	8	9	10
> 2.000.000 KHz	0,0%	1,9%	0,0%	0,0%	5,7%	3,8%	11,3%	11,3%	9,4%	5,7%	17,0%
1.160.001 KHz - 2.000.000 KHz	0,0%	0,0%	0,0%	1,9%	0,0%	1,9%	0,0%	0,0%	0,0%	3,8%	3,8%
580.001 KHz - 1.160.000 KHz	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	1,9%	3,8%	1,9%	5,7%
232.001 KHz - 580.000 KHz	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	1,9%	0,0%	1,9%	0,0%	1,9%
116.001 KHz - 232.000 KHz	1,9%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	1,9%

|	Promoters	Passives	Detractors	NPS
> 2.000.000 KHz	22,6%	20,8%	22,6%	0%
1.160.001 KHz - 2.000.000 KHz	7,5%	0,0%	3,8%	4%
580.001 KHz - 1.160.000 KHz	7,5%	5,7%	0,0%	8%
232.001 KHz - 580.000 KHz	1,9%	1,9%	1,9%	0%
116.001 KHz - 232.000 KHz	1,9%	0,0%	1,9%	0%
Total	41,5%	28,3%	30,2%	11%

Source: Author's Primary Data

Exhibit II: Brand Associations on Modern and Traditional Retail POP and POD

Source: Author's resolution

Exhibit III: Positioning Map

Source: Dendrite Marketing Research

Exhibit II: Brand Associations on Modern and Traditional Retail POP and POD

Source: Author's resolution

Exhibit III: Positioning Map

Source: Dendrite Marketing Research

64
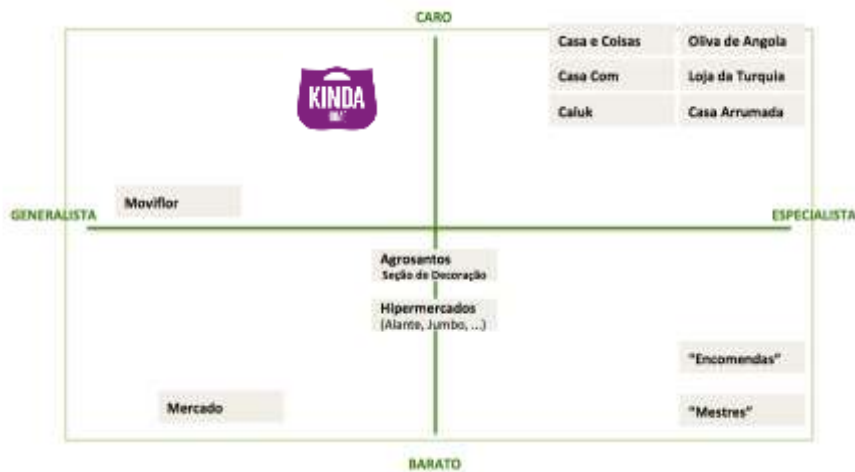
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