

INDIVIDUAL PART

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

STRENGTHENING THE POSITIONING OF TAZZI THROUGH THE DEVELOPMENT OF A BRAND STRATEGY

EVALUATING THE BRAND EXTENSION AND THE POTENTIAL SUCCESS OF THE
ABZZ APP

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Abstract

Tazzi is an environmentally conscious ridesharing platform operating solely with electric vehicles to create a better world for people to live in. Currently, it is aiming to strengthen its position in the Portuguese market, therefore, this project focuses on developing a solid brand strategy to boost brand equity and drive business growth. For that, as a part of the group project, Secondary and Primary Research was conducted to understand Tazzi's current positioning related to its main competitors and assess stakeholders' perceptions of the industry and the brand in question. Findings proved the existence of an opportunity in the sustainability field. Based on that, a relevant, different, and credible brand positioning and identity were structured followed by additional recommendations to reinforce its implementations. Afterward, the brand's verbal identity was studied to provide Tazzi with further guidance to strengthen its new brand strategy. Complementary Secondary and Primary Research was undertaken to evaluate the features given by its potential competitors, and a survey was executed to analyze customers' perceptions of the app, and habits/behaviors related to sustainability and wellness. Accordingly, a suitable brand architecture strategy and feature suggestions to be implemented were proposed.

Keywords: Brand Management, Brand Positioning, Brand Identity, Ridesharing Platforms, Qualitative Data, Quantitative Data, Verbal Identity, Brand Voice, Brand Tone, Brand Story, Brand Grammar

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1. Introduction

Company Background. Founded in 2019, Tazzi is a Lisbon-based start-up distinguished by being the first and only ridesharing platform operating solely with free-carbon emissions electric vehicles (EVs) (GFAM 2021). The service is provided through the Tazzi app, which connects customers that need a ride to drivers that offer this in exchange for commissions.

Tazzi is committed to delivering sustainable mobility solutions in order to create a blue world with less environmental pollution, which consequently increases people's quality of life. Therefore, the company rests on verbs such as circulate, decarbonize, preserve, and respect to communicate its purpose (Tazzi 2022a). Its overall goal is to combine social and environmental well-being within the mobility industry while offering affordable carbon-neutral rides (Macedo 2021). To achieve this, since the pre-launch phase, Tazzi participates in events linked to mobility, innovation, and sustainability (GFAM 2021). It is also a member of the ZERO Association, positioning itself as an environmental defensor. Additionally, Tazzi is aligned with the New European Green Deal and the Sustainability Development Goals and intends to collaborate in the energy transition of large urban centers (GFAM 2021).

Currently, Tazzi operates in Lisbon, intending to expand to Porto and Algarve followed by Spain, France, and the United Kingdom. After, it plans to start operations in the 100 European Union Net Zero Cities. In addition, it aims to launch the ABZZ platform in December 2022, a marketplace for biological gastronomy, arts, science, and nature contemplation activities. Simultaneously, attracting more customers and drivers is crucial given its business model.

Project Objectives and Procedure. Tazzi is now looking to strengthen its position in the Portuguese market to succeed in its short- and long-term goals. Therefore, the purpose of this project is to develop a solid brand strategy, namely positioning, and identity. Having one and communicating it properly to the target audience will let stakeholders connect more with the brand, which can translate into sustainable and profitable growth. To achieve this, project

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objectives were set: (1) Understand Tazzi's vision and current positioning compared to competitors, the sources of the brand's current equity, and the challenges connected to it, (2) Assess stakeholders' perceptions about the brand and industry, and (3) Synthesize the findings into a strong brand strategy.

To address the company's challenge and comply with the goals set, a procedure was followed. A theoretical background was first performed to ensure an in-depth knowledge of the frameworks used during the analysis. Then, a research plan was carefully designed to answer the research question: How should Tazzi position itself and properly communicate its essence to its target audience to achieve sustainable and profitable growth? Research was then divided into Secondary and Primary Research, to answer the research objectives and sub-questions. A market analysis was developed to capture the current performance of the ridesharing and eco-mobility markets followed by a brand audit of Tazzi's inventory to examine the current brand strategy and identify its strengths and weaknesses when compared to competitors. Qualitative research with one-to-one in-depth interviews with Tazzi's main stakeholders was also conducted to address their perceptions of the industry, the brand, and its competitors. All the findings were further analyzed to identify Tazzi's market positioning opportunity, including its relevance to customers, its differentiation relative to competitors, and company credibility. Based on this, a new brand strategy was developed, namely a well-structured positioning and identity to provide Tazzi with the tools to enhance its brand equity and drive long-term goals. Finally, more practical recommendations were given to illustrate how Tazzi could reinforce the new brand strategy. Additional individual projects on verbal and visual identity, the ABZZ app brand extension, and driver retention were also developed with this purpose.

2. Theoretical Background

According to Keller (2013), brand equity is the value added to products and services. The Customer-Based Brand Equity Model (CBBE) model illustrates the processes required to

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establish a strong brand equity, which is laid out on blocks in a pyramid scheme: Brand Identity is used to create salience; Brand Meaning is employed to build performance and imagery; Brand Responses to understand customers' feelings and judgments and Brand Relationships, the resonance within the brand (Appendix A).

Positioning refers to how a brand desires to be perceived and felt by the target customer when compared to the competition. The goal is for the brand to stand out when the brand category is being purchased or mentioned (Janiszewska and Insch 2012). Following the model developed by Kapferer (2012), a positioning statement is built on four key pillars: the Target Market, Competitive Set, Unique Value Claim, and Reasons to Believe. More so, a positioning statement must be relevant for the customers, different from the competition, as well as valuable and credible (Davis 2002). It should highlight the brand's unique attributes - Points of Differentiation (PoDs) - but also the similarities with the category in question - Points of Parity (PoPs) (Keller 2013). Positioning is the foundation of the brand strategy (Aaker 1996) and simplifies its implementation (Indeed 2022).

Regarding Brand Identity, according to Kapferer (2012), its development relays on the Brand Identity Prism to define what the brand should be, what the brand stands for, and what makes it unique - this theoretical framework includes six key elements that allow the mapping of core brand characteristics (Appendix B).

Brand Archetypes is a framework intended to capture the brand's essence and its meaning as a brand, as well as to structure the brand's visuals, language, and feelings to reflect its core brand archetype - the core self (ego) (Mark and Pearson 2001). In short, this systematic approach serves to represent the brand and its main competitors' brands as a Persona based on 12 key human desires, values, and personality traits (Appendix C).

3. Methodology

To address Tazzi's key challenge and answer the research question previously mentioned with the goal of structuring a solid brand strategy, a detailed research plan was designed involving Secondary and Primary Research.

Research objectives were first formulated to guide the research design and its analysis. These include (1) Create a holistic overview of the brand's equity with the use of associations, emotions, and connections, (2) Identify decisive factors and preferences during potential customers' and drivers' decision-making processes (3) Understanding potential customers' and drivers' perceptions of Tazzi and its main competitors (4) Use potential customers and drivers to understand how Tazzi could attract them, (5) Understand why, although potential customers and drivers identify with the brand, they do not choose to use it, and (6) Acknowledge how the brand should communicate its brand essence.

Based on this, the following research sub-questions were defined: Which trends are present in the mobility market? What makes Tazzi's main competitors successful and how could Tazzi differentiate from them? What are Tazzi's current marketing strategies? How well is the brand performing compared to competitors? What are potential customers' and drivers' expectations, needs, and habits in the ridesharing market? What are potential customers and drivers' perceptions of the mobility and ridesharing industries, Tazzi, and its main competitors? How is potential customers' and drivers' price sensitivity to electric mobility solutions compared with fuel or diesel ones? How does the price sensitivity change when company values, mission, and purpose are included? How should Tazzi attract and retain customers and drivers without diluting its existent brand equity?

3.1. Secondary Research Methodology

Secondary Research aimed to better understand the market conditions in which Tazzi operates and its current positioning compared to competitors. For that, a market analysis of the

ridesharing platforms in Portugal as well as of the sustainable mobility market and an overview of Tazzi's key competitors were first conducted to understand the current performance of the markets in the study. Then, an audit of Tazzi's current brand inventory, including brand elements and marketing mix was performed to assess the brand's offerings and strategy associated with it to create a clear brand profile.

3.2. Primary Research Methodology

For Primary Research, qualitative data in the form of one-to-one interviews were collected from three main stakeholders: the management team, potential customers, and potential drivers. The goal was to understand the perspectives of the company's main stakeholders on the industry and on Tazzi. Qualitative data allowed us to gather larger data from a relatively small sample, as interviewees were able to express themselves more deeply and gave greater insights of their perceptions (Stolle 2022). In-depth individual interviews with a semi-structured nature allowed a better understanding of interviewees' life context, behavioral traits, and decision-making processes (Bell 2022). Interview Guides (Appendices D, E, F, and G) with open-ended questions for the three interview groups were designed to ease the discussion flow. Potential customers and potential drivers Discussion Guides had a similar structure to ease the understanding of resemblances between answers for a more solid analysis (Kakilla 2021).

3.2.1. Management Interview

A management interview with Guilherme Menezes (founder) and Luiza Leme (CEO) from Tazzi's executive team was the first step taken to understand the brand's history, current strategies and challenges, vision for the brand, and future goals. The meeting took place online on September 16th and had a duration of 1 hour and 15 minutes. Permission to audio record the interview was given by the interviewees. Hence, to have a complete picture of the findings, a full answer summary was put together for critical analysis (Appendix D).

3.2.2. Potential Customers Interviews

Potential customers were divided into those who have never installed the app and those that have installed the app (but have not used it) as this differentiation allowed for a better-targeted set of questions. A 40€ “Cartão Dá Presentes” gift card giveaway between all the study participants was used as an incentive for participation in interviews.

Potential customers that have never installed the app. These potential customers were defined as light or heavy customers of Tazzi’s main competitors (Uber, Bolt, and FREE NOW) who are in the 18-35 age range, Portuguese, and give some degree of importance to having an ecological lifestyle. This target audience might recognize or recall Tazzi, however, none have ever downloaded or used the app. The chosen age range and nationality status considered that Tazzi is currently only operating in Lisbon and further expansions will be within Portugal, and the company expressed an explicit desire to focus on potential Portuguese customers.

A total of 16 interviews were conducted online, from September 5th until October 14th, lasting 50 minutes each (Appendix H). Participants were recruited online using a snowball sampling method and subsequently subject to an online survey to be pre-selected (Appendix I).

The Interview Discussion Guide questions evolved around customers’ perceptions of the industry, Tazzi, and its main competitors, following the goal of understanding Tazzi’s current equity (if any) using the CBBE model (Appendix E). Audio recordings of the interviews were done after the interviewees’ permission. The data collected was gathered in an Excel document, facilitating the establishment of comparisons between the information.

Potential customers that have installed the app. These potential customers included people who already had the Tazzi app installed but were unable to complete a ride. Their contacts were provided by Tazzi and all prospective interviewees were notified. Thus, a non-probability sample was followed. In total, 4 online interviews (Appendix H) were performed

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from September 5th until October 14th with a duration of 50 minutes each, on average. To ease the comparison, a Discussion Guide (Appendix F) and a similar analysis process were followed.

3.2.3. Potential Drivers Interviews

Potential drivers are considered people currently working for ridesharing platforms, namely Individual and Paid Transport of Passengers in Uncharacterized Vehicles from an Electronic Platform (TVDE), but not working for Tazzi. To recruit them, initially, inviting posts to participate in this research were published on TVDE Facebook groups with a reference to the giveaway gift card, without success. Finally, through personal contact with the Algarve Experience company, 5 drivers were recruited (Appendix H). Therefore, a non-probability sample was gathered. Interviews took place online between October 15th and 20th and lasted approximately 50 minutes each. An adapted interview guide to this target was used (Appendix G). The analytical process followed similar steps as the potential customer interviews.

3.3. Methodology Limitations

During the interview's preparation and execution, limitations were faced. The initial goal of conducting 20-25 interviews with four distinct target groups, namely Tazzi's drivers, Tazzi's customers, potential customers, and potential drivers, could not be achieved as any of Tazzi's drivers was interested in participating. Further, after contacting its customers, it became evident that they had only downloaded the app, but never used the service. Another limitation of the study relates to the fact that the drivers interviewed were not users of EVs, therefore the responses regarding the benefits of EVs and electric mobility may be biased.

4. Main Findings and Discussion

Based on the presented methodology, Secondary and Primary Data were collected with the aim of answering the research question and developing appropriate recommendations.

4.1. Secondary Research Findings

First, a market analysis was conducted followed by a Brand Audit Analysis to understand Tazzi's brand inventory. Furthermore, Strengths and Vulnerabilities compared to the competition were identified to have a clear picture of the current Brand Positioning.

4.1.1. Market Analysis

A market analysis was conducted to understand market trends and get an overview of the mobility market in Portugal.

4.1.1.1. Ridesharing Apps Usage in Portugal

Looking at the ridesharing platform usage in Portugal, a study shows that in 2021, 9% of the respondents used ridesharing platforms for short-distance trips and 3% for long-distance ones in the past 12 months. However, public transportation, local busses, and trains, as well as taxis are ranked higher within the statistics, for example, 21% stated using taxis (Appendix J). In Lisbon and Porto, 24% of Uber rides are conducted from 7 am-10 am and 4 pm-7 pm, revealing a preference for efficient means of transport during peak hours (Lusa 2022). In 2022, Lisbon was considered the third destination with the highest number of Uber rides from Europe, Middle East, and Africa given the rise in the tourism sector (Sousa 2022).

Furthermore, from 2013 to 2019 the Portuguese ridesharing industry faced an overall growth (Lusa 2022). The number of companies grew by 71% resulting in over 9.500 companies being licensed as TVDE operators. Consequently, employability increased and 39.000 TVDE drivers were registered in 2019. A positive impact was also felt on the users' side - Portugal received Uber users from 81 countries (Lusa, 2022). The Portuguese population spent 200 million euros on TVDE platforms, contributing 2.3 million to the State. Compared to other players, Uber was the main contributor by being the ridesharing platform delivering the highest amount to the Mobility and Transport Authority (Appendix K) (Nunes 2020).

In conclusion, even though ridesharing is not the leading type of transportation, it has revealed great growth over the past years and is a continuously growing sector in Portugal.

4.1.1.2. Sustainable Mobility Industry

Sustainable Transportation involves all means of transportation that have a lower environmental impact (Vaughan 2022). Studies reveal that there has been an increase in EVs around the world, reaching over 5.6 million in 2018. However, only 1 in 250 cars on the road is electric, accounting for 2.2% of the mobility market (Kopestinsky 2022).

When it comes to Europe's automotive market, it was estimated that in 2019, almost all countries have doubled sales of EVs (Sabino 2021). Moreover, almost half of the drivers in Europe want to switch to EVs, resulting in a bright and growing future for this sector in Portugal as well (Expresso 2022). By 2030, it is predicted that only 8% of the 1.8 billion cars circulating on the roads will be EVs (Sabino 2021). Concerning public charging and refueling stations, by 2025, around 1 million stations will be needed to power 13 million zero- and low-emission vehicles expected in Europe (Sabino 2021).

Additionally, to accelerate and implement a more sustainable mobility model, the European Union (EU) intends for plug-in hybrids to be considered low-emissions vehicles only until 2030 (Carvalho 2021). In October 2022, to hasten the transition to EVs, the EU approved a deal to prohibit the sale of new petrol and diesel cars after 2035 (Albnett 2022).

4.1.1.3. Ridesharing Competitive Analysis

Competitors can be divided into two main groups: (1) direct, such as Uber, Bolt, and FREE NOW - the leading ridesharing platforms in Portugal, and (2) indirect, alternative transportation services to ridesharing platforms such as taxis, public transportation, bicycle, scooters and passenger transfers among others. This analysis focuses on direct competitors, as it reveals better insights considering the overall goal of positioning and strategy development.

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Uber. Uber is a transportation company that has been operating in Lisbon since 2014 (Mendes 2021), it was the first to come to Portugal and is the market leader in the industry (Ferreira 2022). Currently, the brand is following a multi-segment positioning, targeting students, high-income professionals, as well as high-profile people, from 25-65 years (Start.io 2022; Vaidya 2022).

Uber has a wide selection of options in its portfolio (Appendix L), from *Uber X*, with a base rate of 0.95€ to *Uber Black*, a more premium service that is available with a base rate of 1.95€. Uber also offers *Uber Green*, a ride in an EV with the same base rate as *Uber X* (Mendes 2022). Uber's pricing strategy follows dynamic pricing, meaning prices are established according to the estimated time, distance, traffic, and rider demand in relation to driver supply. This can result in higher prices, particularly during busy periods (Philips 2022). Uber also offers discount codes for first-time users, through the Uber Referral Programs (Philips 2022).

Considering its positioning on the market and its simple, direct, and bold communication, Uber's brand personality can be defined as the *Ruler* – it acts as the leading force in the industry and strongly defends its position, being afraid of becoming undermined and losing its strength. Success while maintaining market dominance is its key objective.

Additionally, Uber has recently updated its slogan to a more inclusive message, “*Move the way you want*”, aiming to give the brand a more approachable feel (Robinson 2020).

Regarding how the brand communicates and promotes its services (Appendix M), Uber initially relied solely on word-of-mouth marketing. It currently makes significant digital marketing investments to strengthen its online presence and target different segments.

Moreover, when it comes to the brand's involvement with environmental sustainability, in terms of service, Uber offers a *Green* option with lower-emission rides. Uber is also helping drivers move towards a greener future with Uber's Green Future program gives drivers access to resources worth \$800 million to aid with the switch to EVs (Uber 2022a). Moreover, the

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company is collaborating with environmental justice groups, NGOs, and advocacy groups to hasten the transition to renewable energy (Uber 2022b). However, the brand's popularity has decreased in the last few years – Uber has faced some serious scandals: sexual harassment claims (Hoskins 2022), breaking laws and leaking confidential files, to bribing the government (Davies, et al. 2022). The company's response to changing the narrative was focused on replacing the management team and implementing a new company culture (Kuehner-Hebert 2022).

Bolt. Bolt is an Estonian mobility company that began operations in Portugal in 2018 (Nunes 2018), being best known for its competitive pricing. It aims to reach a target looking for affordable prices - students, employees, and professionals from middle class (Latana 2022).

Regarding the portfolio, Bolt offers a wide range of services. The regular option, Bolt, uses fossil vehicles with a base price of 1.00€. Bolt's *Green* option is available at the same price. Moreover, E-Bike and E-Scooters are part of the portfolio in selected cities (Appendix N). Within the pricing strategy, promotional codes play a big role, offering a variety of codes for first-time users, referral codes, and special codes given through social media and events (Bolt Blog 2020). This strategy makes Bolt one of the most affordable options in the market, although the base rate is slightly higher compared to the competitors (Appendix N).

Considering the brand's target market, pricing strategy, and its optimistic, fun, edgy, and irreverent communication (Appendix O), Bolt's brand archetype can be defined as *Outlaw* – it desires to revolutionize its industry by doing things differently. Bolt's slogan is identified to be “*The fast, affordable way to ride*”, highlighting the affordability factor of the brand.

Bolt's efforts towards a more sustainable approach are represented in the “*Bolt's Green Plan*”, being a long-term strategy, intends to offset CO2 by adding EVs to operating cities and using renewable energy sources (Bolt 2022a).

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FREE NOW. FREE NOW has been present in Portugal since 2016 (Nunes 2019) and is prominent for being the only ridesharing platform having *Taxis* in its portfolio. Currently, the brand is focused on tailoring local markets, having a different geographical approach for each of its multi-segments. More so, it aims to emphasize how close it is to its customers - although the brand operates in 100 different cities.

FREE NOW's ride options and pricing strategy differ geographically in Portugal. For example, for the options of *Ride* and "*Electric (TVDE)*", the company has a base rate of 1,00€ for Lisbon and Porto and a base rate of 1,30€ for Algarve (Appendix P). FREE NOW also offers promotional codes for its first-time users as well as allows the users to gain credits if they share their personal code to invite new users (FREE NOW 2022a). Furthermore, the company has a loyalty program that consists of accumulating points for each ride that can be exchanged for discounts, free rides, and prizes with FREE NOW's partnerships (FREE NOW 2022b).

The brand's slogan "*Choose your way*" reflects FREE NOW's freedom motto. Additionally, its local approach is recognized through its content strategy, as it is aligned with events happening in each of the operating countries (Appendix Q). More so, the brand's voice is characterized as enthusiastic, friendly, humorous, playful, and trendy. The *Everyman* can be considered FREE NOW's brand archetype as its personality is driven by its desire for a strong community and the feeling of belonging.

Regarding FREE NOW's involvement with sustainability and green initiatives, in Portugal, the company has the above-mentioned EV option (FREE NOW 2022c). By 2025, the brand aims to contribute to thriving cities and support the recovery of green spaces in all operating cities and communities and work with partnerships to provide access to Europe's largest electric charging infrastructures and discounts on EVs (FREE NOW 2022c).

Conclusion on Competitive Analysis. By using Porter's Generic Strategies framework (Porter 1985) to summarize the competitive landscape (Appendix R), it can be noted that Tazzi

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is the only player pursuing a niche strategy of differentiation focus since it focuses on a target that follows an eco-friendly lifestyle and is the only ridesharing platform offering exclusively rides with EVs. Uber currently dominates the industry and covers a major portion of it. At the same time, it was one of the first companies to enter the market. Therefore, it pursues a mass strategy with a differentiation focus since it highlights its expertise in this industry. FREE NOW can also be identified in the same section since the company's strategic target is tailored to attract the masses, while being the only player that has the *Taxi* option available. Finally, Bolt follows a cost leadership strategy, which can be justified by Bolt relying on its brand strategy in a low-cost pricing approach in order to attract the masses.

4.1.2. Brand Audit: Brand Inventory

A brand audit was further performed to provide findings on Tazzi's brand elements and marketing mix to get deeper insights into the company's brand inventory.

4.1.2.1. Brand Elements

The Brand Elements give a better understanding of the visual - logo and symbols - and verbal - name, slogans, and registered trademarks - elements of a brand.

The brand **name** "*Tazzi*" takes a suggestive approach, as the base word "*Taxi*" indicates what the product is like and gives an idea of what can be expected (Miller 2019). For trademarks, the company has the name and logo, and for both is the European Patent.

From Tazzi's website, it appears that "*The most sustainable way to travel*" is the company **slogan**, indicating a brand core benefit (Appendix S).

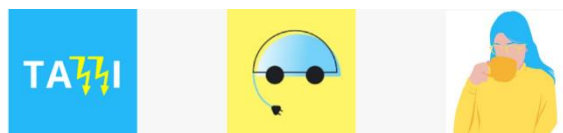


Figure 1: Tazzi Logo and Brand Symbols (EV and Brand Persona – Vera from Tazzi)

Considering Figure 1, it is possible to observe that Tazzi's **logo** is a combination of pictorial and wordmark, as it shows the name of the brand with two lightning symbols that

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represent the electrical concept of the brand (Leelayudthyothin 2021). The name is written on a bright blue background which can stand for responsibility, and loyalty and can have a refreshing appearance (Chapman 2021). Moreover, the yellow within the logo symbolizes positivity, intellect, and energy while white is a neutral color that emphasizes other colors and can help convey cleanliness and simplicity (Chapman 2021). With the goal to be easily recognized, Tazzi uses mainly two symbols: the first depicting an EV, and the second one is the brand persona, aimed to easily connect with customers and enterprises.

4.1.2.2. Marketing Mix

The marketing mix combines all the decisions and steps that brands must take to ensure the success of a product, service, or brand in the market (The Economic Times 2022). A service's marketing mix is composed of the 7P's namely product, price, promotion, place, people, physical evidence, and process (The Chartered Institute of Marketing 2009).

Product. To provide its services, Tazzi uses two smartphone apps: *Tazzi* for passengers, and *Tazzi Driver* for their drivers (Appendix T). Currently, only the *Tazzi* option is offered, which consists of 100% EVs (Appendix U). Some features offered via the app include the ability to pay with a debit or credit card, check the amount on *Tazzi Wallet*, share the journey with the user's contacts, one-way trips, upfront pricing, check current and past trips, give drivers' feedback, apply coupons, GPS tracking, details about the car and the driver, add favorite addresses (home and work), and finally scheduling rides and give tips (Appendix V). Through the *Tazzi Driver* app, it is possible to access, accept or cancel the customers' requests, check customers' pickup and drop-off locations, have GPS, check the number of trips made and respective payments and tips, rate the rider and see the feedback received (Appendix W).

Price. Tazzi's mobile apps are available for free download in the Apple Store and Google Play, however, there is a cost to use its services. Tazzi implements an upfront pricing system that allows customers to see the final cost of the ride before booking it, based on the precise

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pickup and drop-off locations (Appendix X). The pricing is dependent on a dynamic pricing algorithm, which is based on the current availability, the time of day, distance, traffic, route, and demand. However, Tazzi has established a 1.00€ base rate, a 2.50€ minimum rate, 0.10€ per minute, and 0.59€ per kilometer. Commissions for the drivers are 5% of the final price per order in the first year and then 12% from that period onwards (Appendix Y).

Promotion. Tazzi occasionally offers promotional codes to draw customers, in the app or shared on its communication channels. Given budget constraints, Tazzi mostly advertises its business through digital marketing such as its Facebook and Instagram account, it also relies on Twitter and LinkedIn, but with less engagement (Appendices Z and AA). To stay in touch and have a personalized way to communicate with its customers and drivers, the brand uses email marketing to update subscribers on company news (Appendix AB). Tazzi to raise brand awareness attends events like WebSummit, Portugal Smart Cities Summit, Estoril Conferences, Enve Setúbal, and Planetiers (GFAM 2021; Tazzi 2022b). Additionally, has a website where key information about the company and its business model can be accessed (Appendix AC).

Place. This part of the Marketing Mix refers to the platform's distribution channels. Tazzi is promoting its services within the Tazzi and Tazzi Driver apps, which are currently available on the Apple Store and Google Play.

Physical evidence. It includes Tazzi's comfortable and carbon-free EVs provided to the customers, the design of the app created by Magnetik Molecule, Lda (Google Play 2021), and its visual identity, such as the logo, symbols, and the color palette used.

Process. Currently, Tazzi has two processes: one for the customers, which can be performed through the *Tazzi* app, and another for the drivers, done through the drivers' app. To use both apps the customer and the driver must have a smartphone, create an account, insert some additional information required and request or conduct a ride to achieve a pre-defined location. The processes are complete when the payment and rate for the service are performed,

and each of them can be repeated when the customer feels the need to ask for another ride. A detailed description of both processes can be found on Appendices AD and AE.

People. Although the service itself is automated, Tazzi's managers and personnel are still required to oversee other business practices, to ensure the best customer and driver experiences and business growth. The team is composed of 6 people allocated through various positions. There is a Technical Advisor, CIO, CFO, CTO, and COO (Appendix AF). Even though the company does not directly employ drivers, they carry out the service and should therefore be considered as well, since they are the only personal touchpoint customers have with Tazzi. Therefore, a great focus should be put on the acquisition and retention of them.

4.1.3. Strengths and Vulnerabilities of Tazzi

Tazzi's sustainable commitment and the full involvement in educating its customers by being an example can be considered as one of the brand's biggest differentiators and strengths.

As the company is still in its early stages, it has significant vulnerabilities that need to be addressed and overcome. First, there is currently only one service available, *Tazzi*. This could be perceived as limiting from the customer's point of view, as the competition has a significantly wider range of products. When it comes to drivers, Tazzi is also facing a shortage, resulting in consequently having fewer customers – since there are no drivers, there are no vehicles available, thus making it difficult for mobility operations to happen. Looking at geographical performance, Tazzi is only available in Lisbon, making it difficult to reach more customers. Further, when it comes to advertisement and communication, currently the brand has a very low awareness in general compared to the main competitors. The limited budget for marketing purposes also restricts the brand, since Tazzi cannot create the same level of brand awareness in the same ways as competitors do. More so, Tazzi's competitors are offering green services, with Bolt making this a priority with “*Bolt's Green Plan*”.

4.1.4. Current Brand Positioning

Tazzi positions itself as the “only and first sustainable ridesharing platform that is 100% free of carbon emissions” and as “the most sustainable way to travel” (Tazzi 2022a). The start-up also asserts that “Tazzi takes you everywhere, anytime, only in a sustainable way. It is your travel app that lets you get around in an ethical, conscious, and responsible manner, just a click away” (Google Play 2021). Tazzi asserts that their current target audience includes Portuguese residents and non-residents of Lisbon from all genders with the age between 18 to 35 years old. They can be students or workers who prefer to leave their vehicles at home with a purchasing power that enables them to get around in urban centers in a more convenient way as well as non-residents that are interested in visiting the city. Overall, it includes people who care about the urgent climate goals and are seeking for a solution to commuting.

Two positioning maps were created to better understand Tazzi's positioning compared to direct and indirect competitors in the Portuguese market (Figure 2).



Figure 2: Positioning Maps (Price Strategy vs Distribution, Sustainability vs Variety of Offerings)

The first positioning map evaluates Tazzi and its competitors in terms of distribution throughout the Portuguese territory and compares the pursued pricing strategies. Due to their wide distribution and high-price strategy, it is clear to notice that Uber, Bolt, and FREE NOW

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are grouped in the top right-hand quadrant. Tazzi's location in the bottom right-hand quadrant is explained by the fact that its prices are, on average, between Uber and Bolt but has a narrower geographical reach. Tazzi is in the same quadrant as passenger transfers, an indirect competitor. In the second and third quadrants are mainly public transport such as the Metro, Carris, and CP, which have a low-price strategy. In the second map, it was assessed the position of Tazzi and its competitors in terms of the variety of services offered and the sustainable methods practiced. Tazzi is in the bottom right-hand quadrant with a low variety of offerings as it only provides rides in EVs, whereas other apps provide several choices for fossil fuel vehicles and few choices for electric ones. Therefore, the major competitors in the sustainability segment are bicycles and scooters available throughout the city with an easy renting process and public transport which have lower prices when compared to the same distance traveled.

5. Primary Data Findings

The primary data findings originate from the one-to-one interviews with the three different stakeholders: management team, potential customers, and potential drivers.

5.1. Management Interview

Conducting the management interview provided great insights into senior management's view of Tazzi's current vision and positioning, overall challenges, the brand's visual and verbal identity, its current portfolio, and planned expansions.

Overall challenges. As of now, Tazzi's biggest challenge relies on the difficulty to attract customers and drivers. Both depend on each other for the platform's good activity, but the start-up is not able to get demand and supply at the same level, damaging the overall brand image. Furthermore, the management team states having a concrete idea of what they want to transmit to their audience, but not knowing the right way for communicating their values to them.

Brand Inventory. According to the executive team, the company name is composed of the word Taxi and the letters "zz", which represents an onomatopoeia for the sound that EVs

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make. The logo was then derived from the company's name, which was set on a blue background. The CEO stated that the blue represents the sky without air pollution from fossil fuel cars and reflects the basic idea that Tazzi is not just a "green" company but more a "blue" one. The "zz" then became the energy symbol to clearly communicate the company's values in its logo. However, there was no clear answer to the question of whether this is the company logo, or the EV symbol (Figure 1). The management team has no clear strategy as to when each is used and considers both to be their logos. In addition, the management team is concerned about how the logo can be perceived. Tazzi colors may remind people of Ukraine and would represent Tazzi's support for Ukraine, which can be a problem when acquiring investors. It was stated that some customers already associated the "ZZ" with the symbol of Nazi Germany and the "Z" with the symbol of the Russian army. As for the slogan, the management team declares that it uses more than one (Appendix S), therefore there is also no clear strategy behind it.

Portfolio evolution. Tazzi's current portfolio includes just one service - "Tazzi", where customers are driven from one point to another in an EV by one of the company's self-employed drivers. For a better understanding, the management mentioned that they tried offering the "*Táxi Elétrico*" option in the past but since there were only five electric taxis in Lisbon at that point it was not value-adding. In the future, they are willing to reactivate this option, and by 2023, options such as motorcycles, scooters, bicycles, and "*Tazzi Pet*" will be added to the portfolio. The ABZZ platform as an add-on in the Tazzi app is planned to be launched by end of 2022. However, as of now, there is no launch plan or a clear idea of what the portfolio extension should include and what product they want to start with.

5.2. Potential Customers Interviews

Potential customers interviews were conducted to understand their perceptions, habits, behaviors, and feelings about Tazzi and ridesharing platforms in the Portuguese market.

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Mobility Industry Dynamics. While assessing the interviewees' opinions about the mobility industry dynamics it was revealed that the car is seen as the most convenient mean of transportation as it is the most comfortable, fastest, and there are no waiting times associated with it. However, when it comes to owning one, it was perceived as expensive, represents a big investment, contributes to pollution if it is not electric and looking for parking takes time, and has further costs. Public transportation was seen as the least polluting option. Even though it was considered the cheapest mean of transportation, it comes with long waiting and travel times, and limited availability. Moreover, most of the interviewees choose walking for short distances. Finally, ridesharing platforms were also reported as one of the preferred means of transportation as they are less time-consuming, the trip is "just one click away", it is possible to schedule a ride and there is no need for parking search or driving. The downside referred to the frequent drivers' cancellations and price, as it is the most expensive option of the mentioned ones.

All respondents believe that the mobility industry will converge towards a more sustainable one in the next 5 years and that it will positively affect their lives, as environmental damage needs to be repaired. However, they state that it is necessary to improve public transport, invest in infrastructure, and change the mentality of the Portuguese people, by educating them on sustainability topics. The opinions on the recent EU proposal to effectively ban the sale of new petrol and diesel cars from 2035 were divided. Some believe that it can be a step in the right direction, a great initiative that will have a positive impact. Others argued that Portugal is not prepared, EVs are expensive, there should have more information and incentives, and that people will start buying second-hand cars. EVs were thought to be innovative as they do not emit toxic gases, have no engine noise, use less energy per kilometer, require less maintenance, and may be eligible for tax benefits. However, some participants argued that EVs have some drawbacks, such as limited autonomy, electricity as the only source of power, need to be recharged more frequently and Portugal still lacks in recharging stations infrastructures.

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Consumer Habits on ridesharing apps. Among the potential customers interviewed 12 out of 20 claimed that the experience of using a ridesharing app is generally positive. Unfortunately, when things go awry, they stated that it is because the drivers do not speak Portuguese or English, cancel trips, do not know the city, and make mistakes even with GPS on, which makes the passengers feel unsafe. Customers rely on these platforms when they are in a hurry, there is no public transport available, traveling at night, and when there are strikes.

Purchase Dynamics on ridesharing apps. Price, availability, safety, comfort, and sustainability are the qualities in order of preference that are valued the most in ridesharing platforms. Bolt is the most popular ridesharing company, followed by Uber, as it is the least expensive on the market. Uber is more well-known and is recognized as the fastest service, with fewer issues, and offers professional and excellent customer service. Customers will choose an EV option over a fossil fuel only if it is available at the same price as other options, has the shortest waiting time, and if it has greater availability. Nonetheless, 8 out of 20 interviewees claimed they would select an electric option since they are concerned about the environment and only one respondent has an EV.

Brand Perception & App attributes. Uber, Bolt, and FREE NOW are the most popular brands in the Portuguese market. Uber is considered the most expensive platform, but it is the only one that is business-oriented, trustworthy, and provides a premium service. Bolt is perceived as more affordable, competitive, relevant, and personal, although has lower availability. FREE NOW is seen as an app with limited availability and has a bad reputation as it is connected to Taxis. Tazzi is described as a small, newly founded business that is innovative and sustainable, but the name resembles the word Taxi and can be a liability. Further, interviewees mentioned the exact pinpoint location, tracking the ride, online payment, scheduling a ride, seeing driver details, sharing location, checking driver rate, and past rides as

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their favorite features across all apps. Most issues with these apps have been addressed through the customer service section of the app or by contacting the driver directly.

Additionally, if an app is expensive, lacks security and availability, and has undesirable connotations, customers may stop using it. On the other hand, if new platforms are cheaper, suit users' needs, and have a favorable relationship between quality, pricing, and service, they might consider using them. Finally, according to users, ridesharing apps need to be well organized, highly secure, have discounts, accurate location, regular feature updates, as well as the possibility to make more than one stop, and splitting the bill to be successful.

CBBE: Brand Salience. Among the 4 interviewees that have installed Tazzi, half recognized Tazzi straight forward and another half recognized the brand after showing them the logo and the app. Potential customers that have installed the app were exposed to or have heard about the brand through events, co-workers, friends, or Facebook groups. As for the Potential customers that have never installed the app, 14 out of 16 had never heard of the brand.

Due to the lack of available cabs, none of the Potential customers that have installed the app ever used the app and as a result, they never contacted Tazzi's customer service or had any contact with the app. One interviewee suggested Tazzi to launch "Tazzi Eats" to provide biological and healthier meals, as it will be easier to draw customers with this app before showcasing the Tazzi platform. Moreover, they claimed that Tazzi should invest in advertising in order to attract customers and drivers and gain recognition.

CBBE: Brand Performance. All Potential customers that have never installed the app stated that they would use Tazzi because it is sustainable, and has EVs, but needs to be affordable, have wide availability and variety, and have a shorter waiting time. However, 10 out of 20 individuals are willing to pay a higher price only if the difference from the cheaper platforms is between 0.50€ and 2.00€ more expensive. Additionally, it is claimed that there are no cabs available. These potential customers were shown a video of how the app works and

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given time to become acquainted with it. The first comment made about the app was how much it resembled Uber and Bolt. It is basic and simple to use, but it needs to stand out from the competition, be more appealing, have a professional appearance, and update the name and symbols for the options because it is not possible to understand the differences between some of them. When checking the app, interviewees showed additional interest in the ride scheduling feature, the past rides section, and coupon availability.

CBBE: Brand Imagery. For the purpose of analyzing the brand imagery, potential customers were asked what Tazzi would look like if it was a person and the responses included a young man, eco-friendly, joyful, hippie who likes music, caring, innovative and professional.

To gauge main thoughts, potential customers were shown video advertisements from each ridesharing platform, including Tazzi, Uber, Bolt, and FREE NOW. They stated that Tazzi's advertisement was overall as good, as it was straightforward and consistent with the company's purpose. However, the target goal could be more properly delineated and needs to be more appealing and professional. Uber's video was too long and lacked an emotive or inspirational message, it was perceived as great to see the faces behind the project. The Bolt advertisement was praised for its excellent time management, catchiness, and strong message, but if viewers did not know it was from Bolt, they might not have inferred that the video came from a ridesharing service. Finally, the FREE NOW video lacked emotion and had a weak message.

The social media platforms mostly used by the interviewees are Instagram, TikTok, Facebook, and Twitter, respectively. The preferred type of content and the time spent varies depending on the app (Appendix AG). The interviewees mostly follow users who share the same values as them, have a constant but not overwhelming interaction with their followers, make them feel part of a community, and produce authentic content. Concerning advocates for sustainable lifestyles and environmental awareness, interviewees suggested Instagram accounts

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such as Catarina Gouveia, Alice Trewinnard, Vanessa Alfaro, Sofia Manuel, Vânia Ribeiro, Catarina Barreiros, and Inês Pais (Appendix AH).

CBBE: Brand Judgement and Feelings. When it comes to brand judgment, interviewees referred that Tazzi's logo and design needed different hues, such as green or brown, to better express what the brand stands for. The logo is perceived as "childish," "baby toy company for kids," "enthusiastic," "gym logo", "mosquito spray," and "youthful". It also reminds them of the words "Taxi" and "Ukraine". Further, interviewees received a brief explanation of the ABZZ app and expressed their opinions about the new concept in order to get insights on the brand judgment in combination with this extension. They thought it would be interesting since it is lacking in the market, it is a good idea to look at something different to do in Lisbon, but it is more suited for tourists. Most of the interviewees (15 out of 20) think the app would be successful as soon as it was introduced to the market. Regarding brand feelings, after an introduction and explanation of Tazzi's concept, potential customers expressed interest in trying out the app especially if the price is similar or cheaper than Bolt, and they stated they would feel good about themselves when using the app. They argued that it is an amazing proposal that aims to change the world, and they felt proud of being a Portuguese brand.

CBBE: Brand Resonance. When asked about their purchasing journey, most customers said that they first compare prices and availability in several apps and then choose the best offer, regardless of the provider. It can be concluded that most of the respondents, 14 out of 20, are Brand Switchers. It should be emphasized that they will switch apps if they find one that is more affordable, has more availability, is eco-friendly, provides extra safety, and has greater service/quality relation. Further, 6 out of 20 are Brand Loyals since they only use one ridesharing brand especially due to lower prices and discounts. Additionally, customers consider being eco-conscious when choosing electric options and/or public transportation. All interviewees are concerned about the environment. However, only 5 out of 20 use the green

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option of the ridesharing platforms, and the main reasons for the others not choosing it are given in price, time, and availability.

Interviewees consider following a brand or influencer on social media if they share the same values, maintain constant contact, make the follower feel part of a community, the content is authentic and entertaining, and encourage users to learn new things. According to Potential customers that have installed the app, although none of them follows Tazzi on social media, they have received email marketing, but half of them confessed not reading it. Despite the fact that Tazzi is a sustainable start-up, 19 out of 20 potential customers do not think the app can assist them in leading a more sustainable life and do not feel like they belong in the community that is working in changing the world.

5.3. Potential Drivers Interviews

With drivers playing a critical role in Tazzi's success, interviews with potential drivers were conducted to better understand their habits when using ridesharing platforms, their perceptions of the category as a whole, and their connection to the brands they work for.

Industry and Category Perceptions. Drivers' perceptions of the industry's evolvement in the next 5 years go all in the same direction, considering EVs being the main part of it. At the same time, a significant amount is concerned about the infrastructure in terms of charging stations, as well as the battery duration of EVs. The drivers interviewed also believe that the sole use of EVs will not occur in the future development of the ridesharing industry. Following these findings, it was perceived as necessary to better understand which of the drivers who currently use fossil fuel cars would drive an EV and what aspects would persuade them to make the switch. In summary, given the current state of the industry, none of the drivers in the sample would make a transition. This relates to general concerns about battery life, higher acquisition costs, and uncertainty as to whether the future income will cover these expenses. These

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statements are supported by the fact that none of the drivers own or consider the purchase of an EV as one of the things they would do to pursue a more sustainable lifestyle.

Furthermore, the category dynamic shows a clear trend towards higher consumption during the summer months because of the higher number of tourists in this period.

Drivers Habits on Ridesharing Apps. The interviewed drivers work for ridesharing platforms daily. All drivers know Uber, Bolt, and FREE NOW, and work for all of them at the same time. Even when describing the journey from the moment they start working until the moment of accepting the first ride, almost every driver mentioned checking all the apps and then accepting the first offer that comes in.

CBBE: Brand Salience. None of the drivers have ever worked with Tazzi. One of the drivers recalls seeing Tazzi in one Facebook group but has not further investigated the brand. In order to gain insights into drivers' thoughts of the company as a whole and its values and mission, Tazzi was introduced with a short introduction of its business model and logo. All drivers share the opinion of it being a great initiative. Some think that since the future is following a sustainable path, the industry should as well and that Tazzi even opens doors for a new target audience that is interested more in sustainability. On the other side, concerns arise regarding potential income losses since the battery life is not very long at this point and a lot of time would be spent charging the car during a working day. In general, it is believed that the industry and infrastructure need to be improved to make Tazzi's vision even more universal.

CBBE: Brand Performance. When it comes to the question of how platforms meet drivers' needs, the interview insights reveal that they are overall very easy to function with. However, to get deeper insights and recommendations for Tazzi, drivers were asked about what features are important for them and what needs to be improved. The option of calling passengers and messaging them was given as a good example of features to keep, as well as giving information about the client and ride to the drivers as Uber does. Potential for improvement is

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mostly seen in three main points, one of them being the following: time and distance need to be shown to the driver for them to decide whether the ride is worth the travel or not. This information is only visible after accepting the ride which does not give drivers the opportunity to decide whether they want to conduct this exact ride or not. The other improvement opportunities are referring to the need for the exact location of the customer as well as to improve driver support, as in the perception of the drivers it is way more complicated for them to complain than for customers. In terms of compensation, a fair wage is for every driver the most important factor. In fact, most of the drivers stopped working with Bolt due to the low prices of rides and therefore low commissions.

CBBE: Brand Imagery. The Brand Imagery was examined on other ridesharing apps as none of the drivers ever worked with Tazzi. A general image of Uber, using keywords to describe it, is that it is safe and has high demand but also does not seem to care about drivers and has a lack of support for drivers. Bolt, on the other hand, is in drivers' perceptions mostly negatively associated with a not fair pricing strategy and prices not worth working with them. Finally, FREE NOW is described as an app that is missing demand since it is not well known, has no communication with drivers, and takes a long time to solve problems drivers have. Although none of the drivers have ever worked with Tazzi, one driver who has been exposed to the app through Facebook groups says that sustained efforts alone are not enough. A high customer base and good working conditions are necessary to create overall positive associations.

CBBE: Brand Judgement and Feeling. Regarding Uber and FREE NOW, the brands are perceived as ones that understand the needs and have the interest of drivers in mind but do not really put focus on drivers' opinions. Bolt's overall brand evaluation is negative, as no driver had anything positive to say about this app. Regarding Tazzi, the interviews showed that if the commissions are good all the drivers would work for them and even a few mentioned

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sustainability being part of the decision. When it comes to feelings, drivers mention feeling fairly compensated from all platforms besides Bolt and having overall good feelings for the same ones. As a negative aspect, it was pointed out that all the platforms listen more to customers than drivers.

CBBE: Brand Resonance. The interviewed drivers had no emotional connection, not only to Tazzi since they do not know it, but neither do any of the main competitors, as the switching costs between them are very low as all provide similar benefits. For this part of the analysis, it was perceived as a relevant insight to take into consideration the drivers' opinions on the ridesharing platform owned by the Algarve Experience company, "*It's My Ride*". This platform does not cover the Lisbon market, but the drivers seem to have a highly emotional connection to it. This stems from the company caring about drivers' opinions and their feelings being listened to, as well as the creation of a better relationship through constant and transparent communication. Improvements tailored to drivers' feedback are then reflected on the app.

However, in general, it can be pointed out that there are three types of drivers and potential emotional connections Tazzi could use to build on in the future. First, the loyal drivers represent only a small amount of the interviewed drivers. They only use one ridesharing brand especially because of the earnings and their opinion being considered by the management team. Second, the Switchers, which are drivers that switch between different ridesharing apps depending on the commissions and demand. These are represented by the majority of the interview participants. One last type is the Environmental Conscious driver, that feels emotionally connected due to the importance of sustainable aspects in their life. However, as seen from the interview, even this type of driver states that earnings are prioritized and could prevail the feelings towards the environmental benefits.

6. Recommendations

This chapter focuses on developing the ideal brand strategy for Tazzi based on the previous findings and opportunities identified. Concrete recommendations are made on Brand Positioning and Brand Identity as well as additional guidance for further implementation.

6.1. Brand Positioning

As described in the Theoretical Background, Brand Positioning is segmented into four elements: target market, competitive set, unique value claim, and the reason to believe (Kapferer 2012). Redefining those will be the driver for Tazzi's' new positioning.

Target Market. It is focused on answering the main questions of whom the brand is designed for, when it is used and where (Kapferer 2012). To find the most suitable target audience for Tazzi, the market was segmented based on the degree of openness to a sustainable lifestyle. From those segments, the recommended target was clearly defined based on behavioral similarities in order to enhance Tazzi's positioning.

People not following an eco-friendly lifestyle at all reflect a segment mainly not following an eco-friendly lifestyle as it does not care about environmental issues and is more likely to stick to old habits rather than change. It is mostly represented by Gen X and Baby Boomers. Gen X is characterized as skeptical over new things while Baby Boomers adapt new technologies at a slow level (Crumpacker and Crumpacker 2007; Lissitsa and Kol 2016). Hence, regarding Tazzi, sustainability differentiation does not seem credible and they do not see the benefit in using Tazzi instead of other apps. Therefore, this segment is not further targeted.

Moving to the opposite extreme of the previous segment, *People with a completely eco-friendly lifestyle*, represent environmental activists who are experts in data and statistics and follow political guidelines on sustainability topics (Horton 2003). They are very skeptical, afraid of greenwashing, and mostly believe that companies put profits before the environment.

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Regarding mobility, they do not support the usage of cars and prefer more sustainable ways, such as walking or cycling for shorter distances and public transportation for longer ones (ESRC Postdoctoral Fellow Dave Horton 2006). As a result, it is difficult to convince this segment to give credibility to Tazzi, as they will never see cars as “*The most sustainable way to travel*” which the company claims to be. Tazzi will never be fully sustainable in their perception even with portfolio extensions such as electrical scooters or bicycles. Hence, this segment will not be considered a target segment for Tazzi.

Finally, *People open to an eco-friendly lifestyle* are those who care about climate urgency, recognize sustainable issues, and are open to changing their standards. The demographics of this segment include Millennials and Gen Z. They are pragmatic, realistic, progressive, activist, label-averse, skilled at accessibility and simplicity, and determined to create a better world (Deal, Altman and Rogelberg 2010). At the same time, they are becoming more aware of the world around them, which they also consider when selecting products and services. In this situation, the majority of the segment will look for a platform that better matches their values and beliefs. Indeed, when it comes to ridesharing platforms, if Tazzi clearly communicates its values it can become the preferred platform as it is aligned with the beliefs of this segment. For these reasons, this segment is considered the main target group for Tazzi within its new positioning. Guaranteeing an even more concrete targeting, this was further subdivided based on behavioral similarities in *Fast Greeners*, *Convenience Seekers*, and *Late Runners*.

Fast Greeners, since they are open to an eco-friendly lifestyle, they are constantly looking for quick sustainable actions to implement in their life. They do not have enough knowledge and need to be educated on environmental issues, but they want to follow sustainable paths and be perceived that way by those around them. When they look for a ridesharing platform, they would choose Tazzi because the company itself is ecological and educates about sustainability issues, which helps them develop a more environmentally friendly self-image.

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Secondly, *Convenience Seekers* choose ridesharing platforms over other options as it allows them to get to their destinations more conveniently than, for example, using public transport. They appreciate drivers and platforms that have a local feeling as they can get recommendations on city activities. This sub-segment values the affordability of the ridesharing platform. However, it would be willing to commit to Tazzi if the price is in line with market standards, without necessarily being the lowest, as it is aligned with its values.

Finally, *Late Runners* do not use ridesharing platforms on a regular basis but more when in hurry or in case of public transportation strikes. Therefore, this sub-segment is referred to as "switchers" since they compare prices of several ridesharing apps when deciding, before choosing the fastest one with the lowest price. They choose Tazzi as they do not want to give up their values for the sake of punctuality. However, coupon offerings are what usually attract them.

Unique Value Claim. After establishing the main target, the Unique Value Claim within the competitive set must be identified. Although the target group has been redefined, the competition in which Tazzi positions itself remains within the ridesharing market. To be a legitimate and credible player within this category, Tazzi has to follow up with **category PoPs** (Keller, 2013). Necessary but not sufficient for choice is the fact that ridesharing platforms are a faster way of traveling than other means of transportation and the fact that they have drivers who take customers from one place to another. Further, necessary associations in the ridesharing category developed to be clarity on the route, easy ordering and payment options, simplified communication between customers and drivers through the app, as well as safe rides. On the other hand, **competitive PoPs** should be used to negate competitors' PoDs (Keller, 2013). This can be reached by having a similar offer such as scooters and bicycles in the portfolio and competitive attractive prices since these are the main differentiators of the

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competition. On both, category, and competitive PoPs, Tazzi needs to emphasize superiority to ensure vertical differentiation (Dommer, Swaminathan and Ahluwalia 2013).

As a second part of the **Unique Value Proposition**, Tazzi needs strong, favorable, and unique associations as its **PoDs**. For functional PoDs, Tazzi uses only EVs for its platform, which is the main differentiator for the target audience. Secondly, the ABZZ app can be valuable for customers seeking information about the city as it provides them with local knowledge while being an urban app knowing well the city. In addition, Tazzi's new positioning sets the company apart by acting as an educator on sustainable issues, as its customers are interested in living an eco-friendly lifestyle but generally lack the knowledge to pursue it. Finally, Tazzi is advised to elaborate on new services and features which will allow better differentiation from the competition. All the mentioned functional PoDs build up to abstract, image-related PoDs, as Tazzi is a niche player with eco-awareness in its DNA. Additionally, by partnering with other sustainable local businesses, the company would stand out from the competition by making it clear that sustainability is not just a feature, but a lifestyle. To conclude, based on unique attributes, Tazzi can ensure a strong horizontal differentiation.

Reasons to believe. Tazzi is currently the only platform on the market that has a zero-emission policy and promotes the transport of exclusively EVs in major urban centers. It is aligned with several governmental initiatives like The European Green Deal, Paris Climate Agreement, and Sustainable Development Goals, being the only platform in the sector to commit to 7 of the UN's 17 global goals (Appendix AI) (Tazzi 2022a). In addition, partnerships with other local sustainable companies can be a source for the customer to believe in Tazzi's efforts to support their transition to a more sustainable lifestyle in each aspect.

Positioning Statement. Based on the identified elements, the following positioning statement has been developed: *“For everyone open to an eco-friendly lifestyle who seeks convenience without sacrificing their values and tangible solutions that empower them to*

transition to bluer actions, Tazzi is the only fully sustainable ridesharing platform with a unique local knowledge, because only Tazzi solely operates with electric vehicles, is actively aligned with sustainable governmental initiatives and has valuable local partnerships”.

6.2. Brand Identity

To formulate Tazzi’s brand identity according to the new suggested positioning, the components of Kapferer’s Brand Identity Prism were clearly defined (Appendix AJ).

Physique. Tazzi’s key attributes centre on their primary service offered – EVs. With the use of new technologies, the brand is the most sustainable option available. Tazzi’s customer and driver app are key parts of the brand physique as well as it is the first “real” contact the stakeholders have with the brand and they need to be perceived as safe, intuitive to use and include competitive features. In intangible attributes, a reference to Tazzi’s comfortable vehicles guaranteed with the rating feature, and the sustainability alignment must be made in this section. Additionally, the blue and yellow brand logo with two lightnings referring to the brand’s relationship with sustainability is also a key element.

Personality. Tazzi is associated with the “*Hero*” brand personality archetype, suggesting the brand being bold and inspiring others to push themselves, as it desires to solve the world’s problems and make a difference (Maidment 2021). Tazzi should be defined as *ambitious* to convey the brand’s desire of being the leader of environmental change in the mobility market. Additionally, traits such as *passion* and *determination* will reflect the company’s commitment and its persistence in overcoming any challenges. These will increase the brand’s credibility and further reliability. Lastly, being *optimistic* and *caring* is aligned with its mission and enhances closer relationships with stakeholders.

Culture. The culture embodies the brand’s core values and must be sufficiently distinctive. In Tazzi’s case, it is mainly focused on sustainability. Indeed, the brand believes that every positive action made every day, no matter how small, can have a greater impact on our world.

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Based on this, Tazzi should not only promote the benefits the world gets by having customers buy their services, but also alert its audience to all types of sustainability matters and implement sustainable strategies within its headquarters. This way, the brand will be perceived as one that is sustainable as a whole and does not only provide sustainable services. Further, even though Tazzi is only operating since 2019, its know-how in eco-mobility is important to be emphasized, as well as the management team's commitment to its goals, since employees take organizational goals to heart, holding themselves accountable to deliver successful results.

Relationship. Tazzi should strive to transmit to its customers and drivers the sense of belonging to a community that cares about the future of the world and each person's contribution to achieving it. Through new app features and social media content, the brand should promote feelings of pride and accomplishment to drivers and customers when a ride is completed. Also, promoting its local and sustainable knowledge would create closer relationships with local customers, as they would gain a feeling of the brand being connected with their city. Tazzi must be seen as a trustworthy, respectful, consistent, and lifestyle educator, not just an eco-service even though customers still expect to have in return safe and ecological rides and the drivers' fair compensation. Regarding the Business-to-Business and the Business to Government sectors, Tazzi should build strong and valuable partnerships with companies that also have sustainability at the core of its essence and be aligned with governmental initiatives to prove its credibility and further increase its reliability.

Customer reflection. This section refers to how customers would like others to see them. Tazzi's ideal customers want to be seen as eco-aware people that are concerned about the planet's future. Therefore, they explore substitute solutions to meet their needs while minimizing their ecological path in the world. As someone that chooses ridesharing platforms instead of public transportation, customers promote a certain level of purchasing power and value punctuality over money, without having to sacrifice their values. Also, they enjoy the

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convenience and commodity of rideshares, without concern about pollution. Tazzi's customers see themselves as being caring, involved, environmentally conscious, and open-minded.

Self-image. Expressing the perceptions customers have of themselves when using Tazzi's service, three sentences were elaborated: (1) *"I am making the right choices in order to leave the world better than I have found it!"* – customers should feel they are making a positive impact on the cities, society and environment, given Tazzi's sustainable facet with EVs – no pollution. (2) *"I am trying new things!"* – customers should be open-minded to new experiences and feel excited when doing a ride in Tazzi's EV. (3) *"I am prepared to go further!"* – customers feel motivated to think of more options for implementing eco-friendly solutions in their life as Tazzi can educate and motivate them by creating a community eager to follow sustainable actions.

Essence. In conclusion, *"Creating a better world through eco-mobility"* is the recommended brand essence. The core of the brand identity is associated with the innovation concept, as Tazzi only operates with EVs, supports, and promotes a more sustainable lifestyle, and contributes positively to a blue world. Having sustainability at the centre of the company's identity will give purpose to the management team, customers, and drivers.

6.3. Additional Recommendations

It is important to acknowledge that Tazzi first needs to make operational improvements to be able to implement this new brand strategy and achieve its full potential. The major one refers to the fact of having enough drivers in order to have the service working as expected.

Additionally, having competitive apps with top technology and features as well as a clean design, seamless user experience, and security of personal data are requirements that users take for granted (App Dynamics 2021). To be able to reflect this on brand identity and better engage users, Tazzi should consider integrating some of the features mentioned during interviews. First, the ability to see how much users have done to help the environment, by displaying how

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much carbon emissions have been saved by conducting a ride with Tazzi. Having a public top 10 customers and drivers of the week that achieved better results would incentive them to use the service more and would increase the community feeling.

Furthermore, Tazzi is advised to elaborate on a new service that allows on-demand ride pooling services. The prices for these journeys can be lowered due to shared rides, while a more sustainable approach is pursued since every traveler no longer has to book their journey but can join one with other customers. This is especially important for students and professionals, as they value price and the alignment of their values with the company.

In order to increase the credibility of the new brand strategy in regard to local knowledge and incentive for a sustainable lifestyle, Tazzi should partner with local companies or organizations that also have sustainable values at their core. The idea is to have promotions on the Tazzi app with activities and products from which drivers and customers can choose from. An inherent consequence would be increased retention of customers and drivers on the app.

When it comes to Tazzi's recommended pricing strategy, the company must implement competitive prices instead of focusing solely on a low-cost strategy. This approach would be justified by the positive impact the company's differentiator factors have on service users' lives. Competitive prices can further be translated into attracting and retaining more customers and drivers, as rides are still accessible, and commissions are fair. More so, it is important to clearly communicate to customers why Tazzi follows this new pricing strategy for them to be more willing to purchase the service.

Regarding Tazzi's strategy to attract new customers, the use of Influencer Marketing is suggested given the company's focus on digital marketing. Choosing influencers that are ridesharing platform users and express their sustainable values on their platforms is the key to finding an audience that matches Tazzi's target. Some influencer suggestions are made in Appendix AH. The proposal is to give influencers tailored discounts, which they can share with

their followers while explaining the purpose of the brand. On top of that, Tazzi's social media channels should be used to educate customers on sustainable topics to enhance the brand's desire to be a lifestyle educator and further create a strong brand identity.

7. Limitations

In the screening survey for potential customers, only Portuguese people were selected, meaning international residents and tourists were excluded. However, they still are an important part of Tazzi's audience, especially in the summer months. Their perceptions were not considered and might have changed the results. Adding to the fact that neither target audience had a random sampling, some of the potential customer interviewees and one potential driver were interviewers' family members or close friends. Naturally, they might have been biased given their knowledge of the project and its objectives prior to the interview. Nevertheless, it is important to be aware that interviewing only potential drivers that work for the same company is one determining factor to take into consideration during the analysis. Having the same work environment as well as sharing each other's perceptions and feelings about their daily lives could influence some of their answers. Additionally, all the potential drivers interviewed are from the Algarve, so geographic biases need to be considered during the analysis.

1. Introduction

The Tazzi, which currently has a ridesharing platform in the Portuguese market that is operating mainly in Lisbon, plans to release the ABZZ app, positioned as "*Your well-being in a click*" (Teu bem-estar em um clique), by the end of 2022. In its initial phase, this new urban app will concentrate on providing Lisbon's tourists, residents, and non-residents the knowledge and location suggestions to experience biological gastronomy, arts and science, and natural contemplation activities around the city. The platform will be provided through a free download using a smartphone and will be linked with the Tazzi app. Tazzi came up with this concept since the brand wanted to provide additional options and aid society in gaining awareness of the city's sustainable and well-being-related experiences after or before taking a ride through the Tazzi app. To accomplish this, Tazzi concentrated on the first three letters of the alphabet, which later served as a reference for the new app's name. According to the Tazzi's founders, "A" stands for Art (nourishing the soul), "B" for Biological Food (nourishing the body), and "C" represents the Contemplation of nature (making the mind and intellect a better place).

Understanding if the ABZZ app will be successful once it is introduced to the Portuguese market is the challenge Tazzi is up against. It is important to understand whether potential users will accept the new service given its features and concept, comprehend what people seek in an app in the category of local services and businesses, and decide which brand architecture strategy is the most appropriate to employ since Tazzi will enter a new category with the ABZZ app (category extension). Ensuring that the brand will implement the right features in the right way and have a clear brand strategy is important in order to avoid the risk of damaging the Tazzi brand. Therefore, the main goal of the following research is to answer two specific questions: *What additional features should the ABZZ app implement based on the features of potential competitors and user preferences?* and *What brand architecture strategy should be used?* To answer the first question is necessary to conduct a proper market study to identify the

features that some potential competitors of the ABZZ app offer. Additionally, it is essential to understand the habits, behaviors, and perceptions of potential users in terms of sustainability and well-being. These two topics should be assessed since Tazzi is committed to improving the environment, individual and collective well-being, and cares about the present and future generations (Tazzi 2022), so it is imperative for these messages to be conveyed through its apps. To achieve this, and answer the second question, a proper brand architecture strategy must be implemented to help customers understand the relationship between Tazzi and the ABZZ app, along with the Tazzi app.

2. Literature Review

A brand's product portfolio is the assortment of all the products the brand sells. It permits higher economies of scale, segmentation of broader markets, distribution of fixed costs, risk mitigation, a stabilizing effect on overall sales, and expansion. Boush and Loken (1991) assert that the product portfolio extension includes two dimensions: product breadth extension represents the number of product lines or categories offered by a company, whereas product depth extension refers to the number of items in a specific product line or category.

Brand extensions are known for using the company's already established brand equity to offer new products and as a source of strategic expansion with reduced risk (Keller and Aaker 1990). From the perspective of Keller and Aaker (1990), a brand extension can either be a line extension (portfolio depth) or a category extension (portfolio breadth). The line extension occurs when an established brand name is transferred to a new product within the same or a closely related product line that has new flavors, ingredients, formats, or packaging (Keller and Aaker 1990; Tauber 1988). Furthermore, category extension refers to the transfer of a brand name to a new product or service that is not in the original product category (Aaker 1991).

When relating to extension decisions “*Where to extend?*” and “*What brand strategy to use?*” are two crucial questions to consider (Aaker 2004). First, it is necessary to determine

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where to extend by understanding what products the company should provide to take advantage of and strengthen the brand (Aaker 2004). The second question relates to identifying the brand architecture system, which describes how customers should perceive the connections and relationships, known as the brand relationship spectrum, among the brands in the portfolio that the company plans to use (Aaker 2004). Product, line, range, endorsing, source, and umbrella brand strategies are the six main types of brand architecture (Kapferer 2012) (Appendix AK).

Although some businesses use a combination of approaches, the house of brands and branded house are the two most recognized. In the house of brands strategy, a business promotes a variety of product brands that are presented as independent rather than emphasizing its corporate brand. This technique is beneficial when a company is diversified and performs in extremely competitive markets and distribution channels (Aaker and Joachimsthaler 2000; Ashraf and Merunka 2013). The corporate brand is frequently not noticeable and is not directly associated with its product brands. Separating the corporate brand from specific product brands is claimed to decrease the mutual impact of unfavorable advertising (Aaker and Joachimsthaler 2000; Laforet and Saunders 1994; Rao et al. 2004). However, this is debatable because customers are probably aware of the name of the company that is responsible for the product offered (Fombrun and Van Riel 2004). Using the corporate brand as the base for all product names is known as the branded house strategy. The branded house portfolio strategy is successful since it permits scale and scope economies, enables the launch of new products, and streamlines brand communication management (Aaker and Joachimsthaler 2000a). In this strategy, the corporate brand frequently serves as the only driver of external images (Saunders and Guoqun 1997) where the corporate brand adopts company values, (Aaker 2014) along with the product portfolio (Brown and Dacin 1997).

Implementing brand architecture is different from planning it, as it is with any conceptual strategy. Four common branding complications can be found in practice (Kapferer 2012). One

occurs when the parent brand is absorbed by the daughter brand as the new one is so spectacularly successful that the parent brand is replaced. Disconnection between the company and the product occurs when consumers purchase a product from a daughter brand without being aware of the parent brand. Brand balkanization is when the parent brand becomes impoverished and reduces to nothing more than an endorsing brand, it no longer upholds a framework, a unique vision, its identity, or its principles (Kapferer 2012).

3. Methodology

A thorough research plan comprising both Primary and Secondary Research was developed to address the research questions - *What additional features should the ABZZ app implement based on the features of potential competitors and user preferences?* and *What brand architecture strategy should be used?* - and provide suitable recommendations.

For **Secondary Research**, an analysis of potential competitors in the Portuguese market was created based on the features that each one offers, through the official website of each app, other research sites, and knowledge gained from personal use of the competitors' platforms. Likewise, the analysis of the ABZZ app design through documents that Tazzi provided containing various prototypes of the application's appearance and features.

For the purpose of the **Primary Research**, some of the ABZZ app-related topics raised in the Management Interview (Appendix AL), as well as the meeting held with CEO Luiza Leme (Appendix AM) following the interview, were taken into consideration. Additionally, an online survey targeting Portuguese residents, non-residents, and potential foreign tourists of Lisbon was created on Google Forms to gather as much information as possible to determine whether respondents had heard of or used Tazzi, how they perceived and felt about the ABZZ app and the respondents' habits, beliefs of sustainability and well-being. (Appendix AN). The survey was circulated online, primarily through WhatsApp and Messenger groups, where close contacts were requested to respond and repost the survey to acquire a sizable number of

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responses. In total, the survey gathered 53 responses, and demographic questions were conducted to understand the respondent's profile. Of the participants, 66% were female (Appendix AO), where 77% were Portuguese, 15% German, 6% Spanish, and 2% were Italian (Appendix AP). 64% were students, 25% were employed people and 11% were working students (Appendix AQ).

4. Secondary Data Findings

Once it is released in the Portuguese market, the ABZZ app will likely face some competition from other apps that, while they may not share the same concept, fall under the same service category - offering users locations for food, services, and experiences. Therefore, it is necessary to make a comparison between the features of the ABZZ app and those that potential competitors already offer.

4.1. Analysis of ABZZ app features

The option to create a profile in the platform will be the first feature that the potential user will encounter. Then browsing and discovering locations (experiences or places) of art, science, biological gastronomy, and nature contemplation based on the user's current location or specific address users have chosen will be another function. Therefore, it will be possible to search by category (Art and Science, Biological, and Contemplation). The user has the option of selecting the maximum and minimum distances they are willing to go from their current location. It is possible to view a list of locations available, select the desired one and request a Tazzi through the ABZZ app. They can check the chosen location's information in detail, including the address, the distance in minutes and kilometers between the user and the selected place, the time, if it is open or closed, events occurring there, photographs posted by users, contacts, and a link to the location's official website. They are able to leave reviews, comments, and photos about the location visited as well as access an agenda, see saved events and recommend a place or an event. The agenda functions as a calendar where the user may view the to-do list that has

been selected (monthly, weekly, and daily displays), and there is an option to export the agenda. Furthermore, to recommend a place/event that the user has visited and believes has the potential to be included in the ABZZ app, the user must complete a form and submit it to Tazzi for review. The app will allow users to purchase tickets and earn coins whenever the user rides through the Tazzi app, and it will be possible to exchange these coins for discounts on paid experiences (restaurants, tickets, etc.) within the ABZZ app (Appendix AR).

4.2. Competitive analysis focused on the competitor's features

Yelp, Google Maps, Tripadvisor, and Foursquare are a few examples of the potential adversaries of the ABZZ app, that offer their services for free.

Yelp: Local Food and Services. Yelp offers customers a one-stop local app that allows them to discover, interact, and transact with local companies of any size and type by making it simple to get a quote, sign up for a waitlist or place a reservation, as well as make an appointment or purchases (Yelp 2022) (Appendix AS). Yelp allows users to log in using social media accounts such as Facebook and avoid the registration procedure. The user can locate places close to them using Yelp's geolocation and location-based search features. These features enhance the user experience by allowing the app to offer options based on a user's location. Users can filter their service search results into the 21 categories available to find services, places, and locations from restaurants, food delivery, and hairdressing salons to health/medical and auto services. Is possible to filter by those that respond quickly, offer virtual consultations, or that are experts in a certain kind of job or repair. Furthermore, is possible to filter searches by distance, rating, price, location, and hours of operation. Permits users to leave reviews, comments and include photos and videos of places and services visited/used, and select the best places based on other users' feedback. Users receive information via push alerts according to their preferences and it will give suggestions of places to eat, for instance, based on the best reviews. The bookmark features allow users to keep track of must-try locations and share them

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with friends. Yelp offers personal and business accounts and gives business owners access to a mobile app where it is possible to monitor the activity of their page (Appendix AT). Additionally, it provides support to solve any problems that may occur. (Google Play 2022a; Yelp 2022).

Foursquare: City Guide. Foursquare is a geosocial and microblogging app that enables users to share their location and look for friends who are nearby (Foursquare 2022) (Appendix AU). The app learns the user's preferences and interests as they use it and suggest the locations that they would like to visit, regardless of where they are. It is possible to register and log in through Facebook, Apple, Google, and Microsoft accounts or even skip the registration process, however, it will not deliver the same experience (Foursquare 2022; Google Play 2022b). The app searches the user's contacts and Facebook account, to identify the user's friends. When a user adds friends to their Foursquare account, it notifies them of their friends' activities and vice versa. The app will display a list of nearby locations when the users tap "Check In", then it updates their location and lets their friends who also use the app know when and where they arrived. If customers are unsure of where they want to shop, eat, or explore, they can find nearby attractions. To locate exactly what they are looking for, the user can "Explore" and use the categories or do a keyboard search. When the users find a location that they would like to visit, they can add it to the app's "To Do" list to remember to go there later. After visiting a place, the user may write a review, so everyone can read it to decide whether it is worthwhile for them to visit. The more a user uses the app, the more features are "unlocked" for them. For example, if a user is the most regular visitor to a specific location, they can become the "Mayor" by earning badges, and some businesses reward their mayors for their loyalty by giving them benefits (Google Play 2022b).

Google Maps: Location and Mapping Solutions. Google Maps, a GPS tool provided by Google, can be used on a smartphone app or directly on a computer through the browser.

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Users can check and find locations and businesses, view routes, add stops, estimate travel time and distance between two points, get traffic information, and even check public transportation schedules and see if they are full (Google Play 2022c) (Appendix AV). It is possible to explore nearby restaurants, activities, and events that interest the user. Permits users to choose from more than 30 subcategories under the 4 main categories of food and drink, things to do, shopping, and services, as well as the official websites. When choosing restaurants is possible to check the menu, make a reservation or place an order (food delivery) by using Uber Eats or Glovo. Users can see restaurants that Google, publishers, and local experts recommend them to visit and review locations that they have been to and add any missing routes, places, and photos. It is possible to find out what is popular, where new establishments are opening, and buy tickets for upcoming events. They can check how long it takes to get to the chosen location, whether by car, public transport, on foot, or via ridesharing platforms – Google Maps has partnerships with Bolt and Free Now – by bicycle, or even to see if there are any flights available. With real-time updates, users can arrive faster and even change the time to get the most precise results and find out when the locations are typically crowded or if they are at the moment. Google Maps, also utilizes ETAs and traffic data in real-time to avoid traffic and tolls, and it provides automatic rerouting depending on the traffic, accidents, and closed roads. Offline maps permit the user to navigate and search without an internet connection, street viewpoints the user in the right direction, and indoor maps help them navigate swiftly inside huge spaces like airports. Additionally, it can help users to find the place where they parked their cars. Finally, the user can share their location with a friend by dropping a pin on the map to have a precise location (Google Play 2022c).

Tripadvisor: Plan and Book Trips. With the help of Tripadvisor, users can find all the information they require about hotels, vacation packages, restaurants, cultural events, car rentals, and flights in just one platform, and compare them. Considered the most popular travel

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website in the world, Tripadvisor can be accessed directly on a computer through a browser, or a platform downloaded on a smartphone (Tripadvisor 2017) (Appendix AW). The platform provides users with more than 150 million user evaluations and opinions of hotels, restaurants, and experiences, along with posted travelers' images, covering places all over the world, making it possible for users to plan their trips in just one app. It is possible to search for locations nearby the user to find places of interest and see dynamic maps of their location. Users can utilize City Guides (maps) anyplace without a data connection and use Trip Journal to submit images or notes to remember their trip's highlights. Users can have detailed information about the selected place, buy tickets, and go to the official websites. There are filters available when choosing hotels, including sorting by price, traveler rating, distance to the user, and whether the properties are taking safety measures regarding COVID-19. Possibility for users booking now and paying later, free cancellation option, and the ability to select accommodations with the greatest offers along with other options. Enables users to check into their Tripadvisor accounts more quickly and easily using their Google accounts. Allows users to construct a map showing their saved locations alongside other areas of interest, making it easier for visitors to choose the restaurants and attractions that are nearest to their saved locations (Tripadvisor 2017a) Finally in the app is possible to gain review badges, which is a method of recognizing Tripadvisor users who publish travel evaluations for the good of the community, so the amount of reviews a user publishes is related to the level of the review badge (Tripadvisor 2021) (Appendix AX).

In conclusion, when it comes to offering features related to sustainability and well-being ABZZ app has a clear advantage since only TripAdvisor has a section on the website dedicated only to sustainability and social impact without concrete features and without advertising itself as an advocate of these topics (Tripadvisor 2020) (Appendix AY). Regarding the **Points of Difference (PoDs)** of the ABZZ app from its potential competitors, it provides the ability to search for categories related to wellness and sustainability and has coins to discount in paid

experiences. However, requesting a ride through the app, and recommending a missing place by filling out a form only Google Maps can provide this through partnerships with ridesharing apps and offers the last feature but without doing a form. **Points of Parity** are basically all features that were not mentioned in **PoDs**, like being able to buy tickets for events, add reviews, search by categories, find places, experiences, and events through a specific address or user's current location, and create a profile.

5. Primary Data Findings

The survey covered topics about the features and potential features of the ABZZ application, to understand the respondents' opinions and acceptance. Other app-related aspects were evaluated, such as whether they knew Tazzi, the parent brand, their general perception of the ABZZ app, and the respondents' habits and interests in sustainability and well-being. Only 8 % of the respondents heard or used Tazzi (Appendix AZ). The majority (66%) find the app either very appealing (43%) or extremely appealing (23%) (Appendix Q). Other highly ranked features include: “Earning points by traveling with Tazzi that can later be exchanged for an amount to be donated to sustainable and well-being causes” (60%), “Ability to filter the app and select the desired option, e.g., only search for museums” (58%), “Create memos about the chosen events/workshops” (57%) and the “Ability to view nearby museums, art contemplation, workshop and events, yoga classes, vegan restaurants, etc.” (47%) (Appendix BA).

When thinking if the ABZZ app is something that respondents need, 42% affirm that yes without any doubt, and 25% believe that the app may become necessary (Appendix S). On a scale of 1 to 5, where 1 represents “Not Likely” and 5 “Very Likely”, more than half (53%) affirm that they would use the platform, and 49% will recommend it (Appendices BB and BC). At the same time, 40% are neutral about the originality of the service, and 30% feel that there are already similar services (Appendix BD). Price (25%), practical (20%), quality (16%), and innovation (15%) are the attributes that the users will consider when choosing the ABZZ app

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(Appendix BE). Also, they will prefer a free platform in general, whether with advertising (51%) or free basic features and in-app purchases for premium ones (30%) instead of a monthly subscription (4%) or one-time payment for installing the app (15%) (Appendix BF). Regarding the price, among all respondents, the majority are willing to pay up to two 2 euros for a monthly subscription (62%) or for downloading the ABZZ (53%) app (Appendices BG and BH). Remarkably, for installing the app respondents are willing to pay a higher price than paying a lower monthly price, 25% are willing to pay between 2€ and 3.99€, 15% between 4€ and 5.99€ and 8% anything from 8€ to 10€ (Appendices BI and BJ).

Furthermore, to discover what participants liked and disliked about the ABZZ app, 2 open-ended questions were selected. The answers were grouped into 3 and 6 main topics according to the content of each answer given on what they would like about the platform. Thereby, 28% said that the app will help them to give ideas on what to do in Lisbon, 21% claim that is innovative because it cares about the user, 17% said that is something new, and 15% do not have anything to comment because they have never used the app (Appendix BK), however, none said it is due to sustainable options. When it comes to what they do not like about the app, 49% had nothing to state, 30% said if the app is paid, and 21% consider that there are already similar apps (Appendix BL). The likelihood of trying this service if it were offered by other ride-sharing platforms like Bolt, Uber, or FREE NOW was then assessed, and overall, the probability is high. Using a scale of 1 to 5, 55% of the answers rated 4 and 5 as likely or very likely, 25% appear to be neutral and only 21% evaluated it as not very likely (Appendix BM).

Additionally, questions were made to comprehend the habits and behaviors of respondents regarding sustainability and well-being. 77% of them claimed that their ecological footprint is important, whereas only 6% disagree and 17% are neutral (Appendix BN). Recycling and using less plastic (27%), reducing food and water waste (18%), eating less meat (16%), and traveling more by foot or bike (14%) are the most popular actions that they consider to pursue a more

sustainable lifestyle (Appendix BO). Regarding well-being, they are concerned about some aspects such as sleep (70%), stress (51%), and exercise (49%) (Appendix BP), so they follow a regular sleeping schedule (34%), eat healthy (19%) and exercise (15%) (Appendix BQ). Finally, 72% believe that the ABZZ app will help them pursue a more sustainable life against only 8% who disagree (Appendix BR).

6. Recommendations and Conclusions

The suggested public audience that the ABZZ app should target is all people who care about sustainability and well-being, regardless of their age or gender. They can be residents who want to know a little better about their city and check the upcoming events and non-residents, Portuguese, or foreign people, who are interested in visiting the city of Lisbon.

Based on the analysis of the competitors' features and the survey answers, the ABZZ app can have potential once implemented in the Lisbon market. Additionally, it is now possible to answer the two research questions and provide adequate recommendations.

What additional features should the ABZZ app implement based on the features of potential competitors and user preferences?

After comparing the features and the concept of the ABZZ app and its potential competitors it is possible to realize that all the competitors have the same weakness and vulnerability that the app may exploit - none is concerned about sustainability and user well-being. Thereby, the ABZZ has a clear advantage by dividing the services, experiences, and places into the Art and Science, Biological, and Nature Contemplation categories. However, there are some features to consider implementing on the app that were mentioned in the survey along with some that potential competitors already provide. The platform should be free, free with advertising or free basic features and in-app purchases for premium ones. Additionally, some of the coins to be used in the ABZZ app could be donated to a sustainability-related organization, or even planting trees, which could work as a loyalty program. It is important to focus on sustainability and well-

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being by emphasizing these concepts, as it is a segment to be explored. More people are concerned about the environment and their physical and psychological well-being in order to improve their quality of life. A Facebook, Apple, Google, or Microsoft account could be used to log in to the ABZZ app. As a result, people can start using the platform immediately by avoiding the registration procedure. By enabling the user to connect with Facebook and sync contacts could be possible to check on their friends' activities and share the location with them.

The ABZZ app could propose locations, activities, and experiences based on user preferences. Users might add destinations they like and want to visit later to a kind of To Do list to keep the locations remembered and check them later. It can enable the construction of a map showing the places and areas of interest saved by users. Notifications regarding these proposed locations, user friends' activities, ideas for upcoming events, etc. may also be available. Additionally, two features should be added: (1) the possibility to check if the areas are now crowded or at what times they generally are, and (2) when the user posts a review and pictures of a location, they may have the option to submit videos to provide a more accurate impression. Adding places to buy organic products, bulk products, and others that promote wellness and sustainability, is an option to consider, to improve the service and its concept. To provide a better experience, the app could include the ability to switch between languages, utilize offline maps for search and navigation without an internet connection, filter results by price, popularity, possibility to make reservations, and choose the number of guests, day, and time. When choosing the restaurant should be possible to see the menu, make a reservation and place an order – by having a partnership with a food delivery company that has the same goals as Tazzi or creating a delivery app in the future (brand extension). The platform may allow users to earn badges as they provide reviews, visit locations, and engage in activities. Therefore, it would be a method for the ABZZ to identify and recognize users to whom it could give some benefits. Finally, adding a street view is essential to point the user in the right direction.

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What brand architecture strategy should be used?

The brand architecture should be focused on the endorsing strategy, since it is possible to join forces to achieve common goals, such as the desire to create a better place with sustainable educated people. The parent brand, Tazzi, has 2 distinct apps operating in distinct categories but connected through a clear and identifiable association – a similar mission, vision, and set of principles when it comes to sustainability and well-being. It is crucial that these apps are linked to and through the parent brand since it is possible to receive coins from the Tazzi app to be used on the ABZZ app and to request a Tazzi ride using the ABZZ app. If Tazzi has a good reputation for being recognized and trustworthy, the ABZZ app (endorsed brand) can quickly gain the trust of the customers and it can have its own strategy, personality, and business goals. Although the ABZZ app provides a different service from its parent brand it can appeal to the same target audience, allowing both to reduce costs on marketing and other resources. If applicable, it can benefit from Tazzi customer loyalty, since if they have good experiences with Tazzi they may consider trying the ABZZ app, and as it grows, so does Tazzi, and vice versa.

7. Limitations

When conducting a survey, it is possible that respondents do not give truthful and accurate responses, since they want to respond quickly. Due to a lack of memory regarding the topic or even boredom, respondents may not completely understand the reasons for their answers. Respondents' interpretations of survey response options can lead to ambiguous data. The survey included open-ended questions, which take time to respond to using their own words and answers could also be difficult to decipher and analyze. It might gather a significant amount of information that is not important to the analysis being conducted. Even though the question is required, people will frequently just type a random word or character to trick the Google Forms software to count that as an answer. Additionally, Friends and family were also given access to the survey, so they might have had preconceived notions about the study and its goals.

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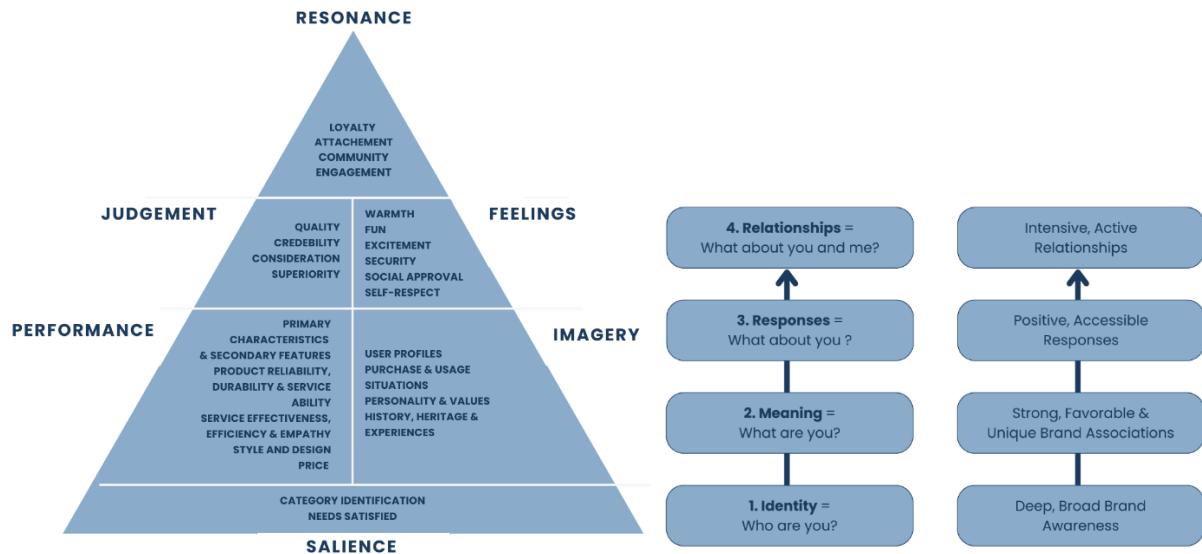
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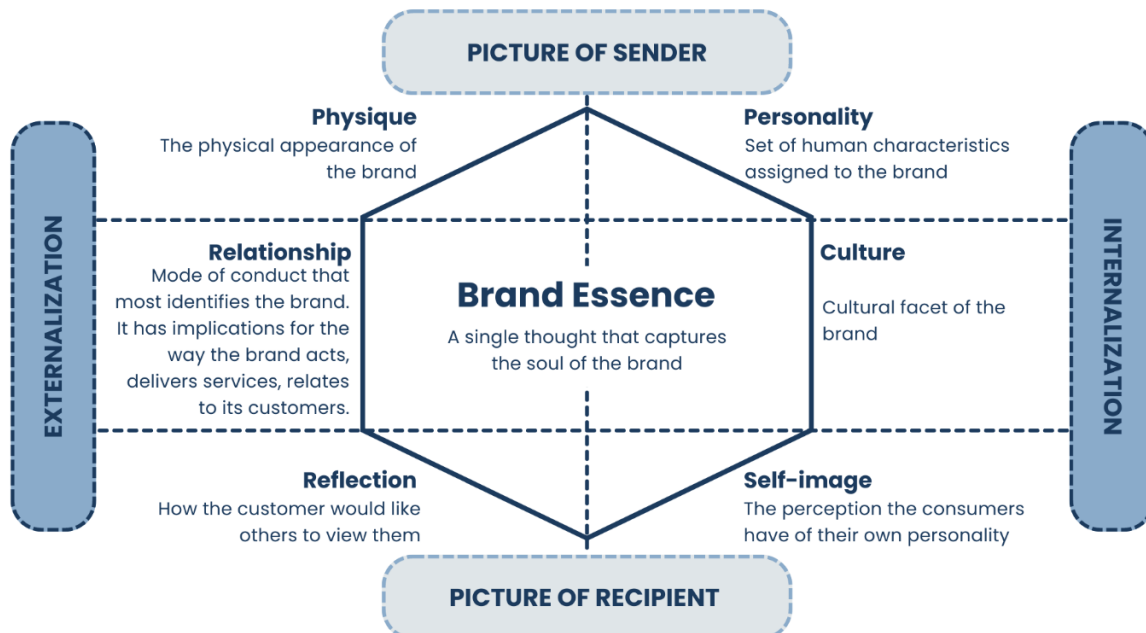
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Appendix A - CBBE Model



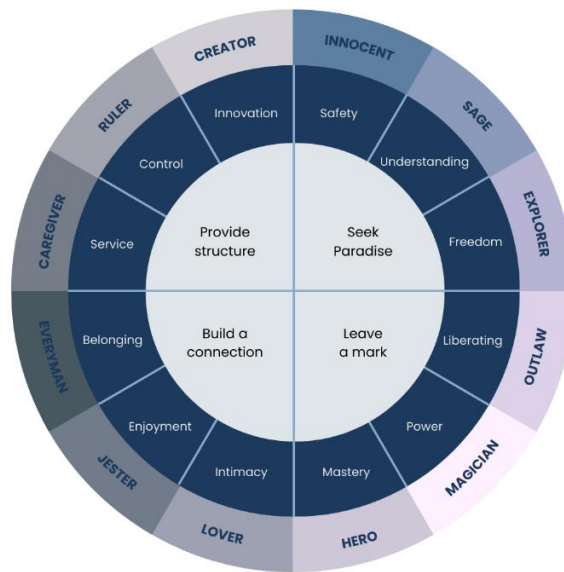
Source: Keller 2013

Appendix B - Brand Identity Prism



Source: Kapferer 2012

Appendix C – Brand Archetypes



Source: Mark and Pearson 2001

Appendix D – Management Interview Guide and Answer Summary

Introduction

Hi! We already have prepared a set of questions divided into sections. The idea for this meeting is to go by each question. However, it is not a script. The interview will follow its own passe. For the purpose of analyzing our interviews later, we would like to audio record & take notes of our conversation – would that be possible? All the content will be confidential.

Brand Inventory

- **Where did the idea to create TAZZI come from? What were the first steps and how did they go?**

The idea for Tazzi first came up in 2006, when Guilherme was in California. His friend who is interested in cars invited him to meet two other engineers, who were the ones that started Tesla.

In 2012 Elon Musk bought the company. This was when Guilherme saw a turning point and started following Tesla.

When he was younger, he remembers that he used to be very active (running, biking). One day he started using a mask when running in Sao Paulo, as he did not like to breathe the polluted air that came from the cars. That is part of the reason why in 2018 Guilherme wanted to move his existence in the world and therefore just move by electrical cars and by foot. Meaning he wanted to pass short distances only by foot and for long distances use electric cars instead of regular ones. He wanted to be part of the movement against air pollution and for better cities and better societies.

That is when Guilherme started Tazzi with a group of friends. One was a developer and started developing the app. Guilherme started working with the logo and Luisa was researching on the market. Then they found out that there were not many companies with only electrical cars.

Tazzi simply does not want to go from point A to B, they want to consider more aspects and look in the future and people in the next 10-15 years. This is when the idea for the ABZZ app came: give some options to the society after or before they get to the point B with Tazzi. It can be related to A = Art (for soul), B = Biological Food (for body), C = Contemplation of nature (make our intellectual place better).

- **Where did the name Tazzi come from?**

It came from replacing the „x“ in the word “*Taxi*” with „zz“. Taxi stands for the beginning of the shared mobility. That is why the company used it as a base for their name. On the other hand, from the management’s perspective, “zz” stands for the new energy, the electrical energy. It is also a metaphor: when the guitar is played, you tighten a string to make a good sound and good music. For the management, “zz” is the beautiful sound the electric cars make.

- **What is Tazzi’s main slogan? Is it “The most sustainable way to travel”?**

Currently, they do not have any, but they use the following ones sometimes: *“Take it easy take it Tazzi”*, *“Bons momentos são movidos an electricidade”* and also *“The most sustainable way to travel”* but it is not the main one. Tazzi does not have one green option, it is the blue option.

- **Which logo is your official logo and what are the reasons for choosing one or the other in your communication channels?**

“I guess it’s both of them”. Tazzi uses both, sometimes one sometimes other. Currently there is no clear strategy of when to use which symbol. There also have been thoughts about changing the logo since it reminds people of the Ukraine colors or sometimes even the Nazis because of the ZZ.



Source: Tazzi 2022a

- **Do you have any registered trademarks?**

Just one – European Patent for the logo and name.

- **Could you describe your digital marketing strategy?**

Drivers use Facebook groups, that is why they communicate with them mainly through Facebook. For customers they use Instagram and LinkedIn mainly. For Instagram they are implementing the strategies NOMA Consulting did for them in cooperation with an agency.

- **What have you already implemented/plan to implement from the Nova Marketing Consulting project?**

Tazzi is just now starting to implement the first plane. Next week the company will start working with the BLA Agency.

- **On Twitter: Why did you create a persona profile and not a company profile?**

It is a better and more creative way to present the brand.

- **Up to now, Tazzi has only invested in digital marketing due to costs. Do you see an open window to test other forms of marketing?**

Yes, they know that they must think about offline marketing as well. Until now they had some stands for example Websummit 2020 and 2021, ENVE 2022, Estoril Conference 2022, Portugal Smart Cities Summit 2022, etc. but not much. In the future, Tazzi is looking to invest in other forms of offline marketing.

TAZZI Company

- **What are Tazzi's financial goals/targets for the next year and the next 5 years in terms of revenue and also market share?**

Tazzi is not making profit yet. The goal is to become profitable in 2 years.

- **How would you describe Tazzi's pricing strategy? Are the following Tables accurate?**

Tazzi only charges 5% commission, which is good for drivers and customers. In the first year the commission is 5% and then 12% for the next years. They want to have partners that substitute their operations in order to make it possible to keep the same prices as Uber.

Uber (UberX and UberGreen)		Bolt (Bolt and EV)		TAZZI (EV)	
Base Rate	0,95€	Base Rate	0,90€	Base Rate	1,00€
Minimum rate	3,25€	Minimum rate	3,00€	Minimum rate	2,50€
Rate per kilometres	0,62€	Rate per kilometres	0,58€	Rate per kilometres	0,59€
Rate per minute	0,09€	Rate per minute	0,08€	Rate per minute	0,10€
Cancellation rate	3,25€	Cancellation rate	3,00€	Cancellation rate	2,00€
Commissions: 25% of the value of the trips.		Commissions: 20% of the value of the trips.		Commissions: 10% of the value of the trips in the 1 st year of operation; 15% from that period onwards.	

Source: NOMA 2022

- **What are Tazzi's main strengths/capabilities compared to the competitors?**

Tazzi has a “DNA of the sustainability”. Others are trying to be sustainable and have 0 carbon emission but it is going to be hard to implement it halfway. Uber says they are going to do so by 2030. Tazzi on the other hand started sustainable - look at the mobility in an integrated view, a whole circle, like an ecosystem.

- **Why do you think customers would prefer Tazzi instead of the Uber/Bolt electric option?**

The whole company is green, with zero emissions – that is what differentiates Tazzi. Others are old companies, they buy oil, buy fleets (a lot of cars) and operate in the whole world. Tazzi is currently working to make a coin to use in the Tazzi app, in order to lower the price and the trips can be cheaper.

- **How many rides are scheduled per day?**

Between 5-10 rides per day, people mostly use the “schedule a ride” option .

- **How many registered drivers do you have? And how many use the app daily?
What is the goal to increase it? (Because from our experience, we had trouble finding cabs available)**

173 drivers but only 3 or 4 use the app daily.

- **How many registered customers do you have? What is the goal to increase it?**

354.

- **If you had to select three-four adjectives/words to describe this brand, which words would you choose?**

Ecological (they do not like the word sustainable), Blue (they don’t use green, they use blue since it represents the sky without pollution), Future, Smart Cities, Electrical

- **What do you consider Tazzi’s main organizational values are?**

Tazzi helps reduce CO2 emission in large urban centers, pollution and noise. Also, Tazzi educates new citizens for the future. They collaborate with the smart cities process and build new standards for mobility.

- **Could you give us an example of a company you admire and aspire Tazzi to be like? For example, do you want Tazzi to be the Patagonia of mobility?**

Too good to go, Pegada Verde and within cars the following: Light Ear One, Lucid Air, Energy Observer (a French company), Formula E, Extreme E and Race.

- **How are you going to address these challenges?**

Some promotions for drivers, but they cannot talk now about it as they are working and waiting on some answers. Drivers are not worried about being sustainable, only money. Tazzi's management considers drivers as "very difficult people".

Tazzi also wants to educate and give some gifts.

Most of the rides are scheduled rides – this is how mostly Tazzi is working now.

TAZZI App

- **What services are currently offered under the Tazzi app? In the app, you have 6 options (e.g., Tazzi, Taxi electric, etc.). What are the differences?**

For now, only the Tazzi option is available. The Taxi option refers to the electric taxis in the market, not TVDE. The partnership with Taxis was done in 2020. However, it is a very reduced option as there are only 5 electric cars in the Lisbon market. Some people have already used the taxi electric option. Mid of 2023 Tazzi will also continue implementing the other options as scooters, etc.

- **Since your service umbrella is growing, will you keep the logo of an electric car, or will you change it?**

“We haven’t thought about it yet.”

- **In your experience, what is working best in the app and what is lacking?**

All the options are already shown in the app even though they will only be available middle of 2023. Tazzi plans on removing the other options for now. Actually, they want to change almost everything as it is an MVP platform, so they want to get a more robust product.

- **To allow for easier driver recruitment, do you think in the future the app will allow a customer to be also a driver while using the same phone number?**

No, they need to use another phone number and email address.

ABZZ App

- **Can you explain better the ABZZ platform? What will you do to improve the world's well-being through that platform? When will it launch?**

It is still in development, maybe it will be launched this December or January.

- **Can you give us an example of 5 features of the app?**

The customer gets a ride on Tazzi. When it is finished, the ABZZ app then gives you the option of where to go in that are or what music to listen to. The features include: “What can I do today”, Shows , Coupons, you grow your footprint, and you make your coins which you can use in the app. ABZZ app is not mandatory to install as long as you have the Tazzi App and it has the same target.

- **How does it compare to Google maps recommendations?**

ABZZ only presents healthy, ecological, biological option and the nature around the users.

- **How will it be connected to Tazzi? It will be a completely separate platform? If yes/no, what is the goal and how do you think the company will leverage from it?**

ABZZ app will be integrated with the Tazzi app, but it can be downloaded separately.

Target Audience:

- **In the kickoff meeting you mentioned the target audience is mainly concerned about sustainability. Could you give us a more detailed profile of them & develop what are your target needs?**

Tazzi's target audience is especially made up of those who care about the climate urgency and are keen to change their standards. Mostly young people, environmental activists, experts in data and statistics, those who follow the political guidelines that take place around this agenda – The Climate Agenda of the European Union. Also included are those concerned with health, physical and environmental well-being. Sportspeople, Vegetarians, Vegans, Nature Lovers, New Technologies Adepts, those who practice ecological tourism, Consumers of Biological products, those who stop to watch the sunrise and sunset.

- **Do you have any data from the app you could share (e.g., 55% of customers are female, 60% are between 20-29 years, etc.)?**

Passengers: 63% female, between 19-26 years and 37% male between 20-30 years)

Drivers: 81% male between 38-55 years and 19% female between 35-50 years

Customers:

- **What is your strategy to attract customers?**

Discount coupons, it is an ecological option and a committed company

Drivers:

- **What can be the main benefit for the driver to choose to drive for Tazzi compared with the competitors?**

Tax benefits, they work for a good company. They get benefits from Tazzi if they work for 10 hours. - quick massages, food, healthy foods

- **What can be the main drawback for the driver to choose to drive for Tazzi compared with the competitors?**

We are a new startup, and we must generate more trust. We need more active passengers to attract more drivers.

- **Do you have trouble finding drivers because they do not have electric cars? Do you have any strategies to attract them?**

Not a problem. Most of their drivers are owners of their own car.

Final note: Thank you for your time! We will now organize all the new data and if needed we will contact you next week to clarify any questions.

Appendix E – Interview Discussion for Potential Customers that have never installed the app

Introduction

Good morning / afternoon / evening. My name is __, and I am currently a master's student at the NOVA School of Business and Economics doing my thesis. For this purpose, my colleagues and I are conducting interviews related to the brand awareness and recognition of ride-sharing brands in the Portuguese market. The goal is to understand some customer habits, how you see and use ridesharing brands and how they make you feel.

For this purpose, I would like to interview you for approximately 1 hour through a semi-structured interview, which means that I will ask you several questions, to which there are no right, or wrong answers and you are free to say whatever comes to your mind on the subject.

For the purpose of analyzing our interviews later, I would like to record our conversation – would that be possible? In compliance with the General Data Protection Regulation, it will be used only for this project and remain anonymous. All recordings will be discarded in January 2023, when the study ends.

Introduction of the potential Tazzi customer

- What is your name?
- How old are you?
- Are you employed, unemployed, or a student?
- How important is having an ecologically friendly lifestyle to you?

Mobility Industry Dynamics

- Which means of transportation do you use on a daily basis to go to work/school? (e.g., car, train, bus, etc.)
- Why is this the mean of transportation more convenient for you? What is its main drawback?
- Do you think the mobility industry will converge to a more ecological one in the next 5 years for example? How do you think this will affect your daily life?
- On your day-to-day what actions do you take to make any change in today's world in terms of pursuing a more sustainable lifestyle? And in what regards mobility?
- What are your thoughts about the recent European Union plan to effectively ban the sale of new petrol and diesel cars from 2035 on?
- What are your thoughts about electric cars?

Customer Habits

- When was the last time you used a ridesharing app? Can you tell us about the experience?
- What makes you use ridesharing apps? Do you have certain occasions when you use it more? (e.g., at events, when alone, when with friends, etc.)

Purchase Dynamics

- Could you please describe to us your purchasing journey from the moment you feel the need to ask for a ride until the moment you finally order it? To check if they are loyal to one app or if they are switchers
- What is most important for you when using a ridesharing app and ordering a car? (e.g., Simplicity of Usage; Tracking driver's location on the app; online payment option; price, reliability, sustainability.)
- Do you have a preferred ridesharing brand? Which is it? Please tell us what makes you choose that brand in particular.
- I will now read some attributes that may be relevant when selecting your preferred ride-sharing app and you will please tell me if they are important to you or not and why.
Attributes: Price, Availability, Comfortability, understanding clients' needs, Sustainability, Security, Building long-term relationships, Being a niche player, Innovative, Global, and Noise. Do you have any other attributes that you would like to add that are meaningful for your preference?
- What factors would make you choose other ridesharing apps besides your preferred one? (e.g., Price, Availability, Security, Similarity in service, etc.)
- What factors would make you choose the electric car option instead of a fossil fuel one? (e.g., Price, Availability, Security, Similarity in service, etc.)

Brand Perception & In-Depth Involvement with ridesharing apps (practical & emotional)

- What ridesharing brands in Portugal are you familiar with? Check if they say Tazzi or not
- Which 3 adjectives would you use to describe each brand? Why did you choose these adjectives?
- Which are the main ridesharing apps do you use the most? Why? (e.g., price, availability, etc.)
- Are their apps easy to function with? What are your 3 favorite features of them?
- Do you think these platforms have helped you in the process of implementing more sustainable actions in your life? Why?
- How would you describe the relationship between the top brands of the ridesharing industry and their clients/customers?
- Did you have any problems with these apps before? How did you overcome it?
- Have you ever considered stopping using any of these brands for a specific reason? (e.g.: sustainability, security...)
- What attributes should other ridesharing apps take from the ridesharing apps you use the most in order to be successful?

Introduction to Tazzi

From this moment on, we will focus on “Tazzi, a Portugal-based company, is the first and only shared mobility platform operating with just electrical vehicles, 100% free of carbon dioxide emissions. It aims to stimulate sustainable mobility while offering affordable carbon-neutral rides.” Check if, after this, they recall Tazzi if they did not before

Brand Perception and Purchasing Decision

- Now that you know a little bit about Tazzi, what are your main thoughts about this brand? How does it make you feel?
- If Tazzi was a person, how would you describe that person?
- What are the words that you associate with Tazzi's logo?
- Would you use Tazzi? If yes, in which situations specifically? How frequently?
- What would make you choose Tazzi among the competitors? (Price, sustainability, availability, noise, reliability, durability, service effectiveness, empathy, style, design, etc.)
- Do you think Tazzi would help you in the process of implementing more sustainable actions in your life? If yes, to what extent would you feel being a part of a community in making a better world for us to live in?
- Would you be willing to pay a higher price in order to have an eco-friendlier solution? How much?

App testing - Show the app and let the customer get familiar with it.

- What are your main thoughts on the app? Is the app easy to function with? Do you have any suggestions for improvement?
- What features would you use?
- Would you be interested in an additional app that offers microservices for biological gastronomy, arts, science and nature contemplation? What would make you feel if it were integrated into the Tazzi app?

Social Media Behavior

- Please rank by order of preference your 5 most used social media platforms. Explain your reasoning for each of them.

- What makes you follow a brand account? (e.g., brand loyalty, engaging content, etc.)
- Name one brand and a person/influencer you follow that brings you eco-awareness? On which channel do you follow them?

Appendix F - Interview Discussion for Potential Customers that have installed the app

Introduction

Good morning / afternoon / evening. My name is __, and I am currently a master's student at the NOVA School of Business and Economics doing my thesis. For this purpose, my colleagues and I are conducting interviews related to the brand awareness and recognition of ride-sharing brands in the Portuguese market. The goal is to understand some customer habits, how you see and use ridesharing brands and how they make you feel.

For this purpose, I would like to interview you for approximately 1 hour through a semi-structured interview, which means that I will ask you several questions, to which there are no right, or wrong answers and you are free to say whatever comes to your mind on the subject.

For the purpose of analyzing our interviews later, I would like to record our conversation – would that be possible? In compliance with the General Data Protection Regulation, it will be used only for this project and remain anonymous. All recordings will be discarded in January 2023, when the study ends.

Introduction of the potential Tazzi customer

- What is your name?
- How old are you?
- Are you employed, unemployed, or a student?
- How important is having an ecologically friendly lifestyle to you?

Mobility Industry Dynamics

- Which means of transportation do you use on a daily basis to go to work/school? (car, train, bus, etc.)
- Why is this the mean of transportation more convenient for you? What is its main drawback?
- Do you think the mobility industry will converge to a more ecological one in the next 5 years for example? How do you think this will affect your daily life?
- On your day-to-day what actions do you take to make any change in today's world in terms of pursuing a more sustainable lifestyle? And in what regards mobility?
- What are your thoughts about the recent European Union plan to effectively ban the sale of new petrol and diesel cars from 2035 on?
- What are your thoughts about electric cars?

Customer Habits

- What makes you use ridesharing apps? Do you have certain occasions when you use it more? (e.g., at events, when you are alone, when with other people, etc.)
- When was the last time you used a ridesharing app? Can you tell us about the experience?

Purchase Dynamics

- Could you please describe to us your purchasing journey from the moment you feel the need to ask for a ride until the moment you finally order it? To check if they are loyal to one app or if they are switchers
- What is most important for you when using a ridesharing app and ordering a car? (e.g., Simplicity of Usage; Tracking driver's location on the app; online payment option; price, reliability, sustainability.)

- Do you have a preferred ridesharing brand? Which one is it? Please tell us what makes you choose that brand in particular.
- I will now read some attributes that may be relevant when selecting your preferred ride-sharing app and you will please tell me if they are important to you or not and why.
Attributes: Price, Availability, Comfortability, Understanding clients' needs, Sustainability, Security, Building long-term relationships, Being a niche player, Innovative, Global, and Noise. Do you have any other attributes that you would like to add that are meaningful for your preference?
- What factors would make you choose other ridesharing apps besides your preferred one? (e.g., Price, Availability, Security, Similarity in service, etc.)
- What factors would make you choose the electric car option instead of a fossil fuel one? (e.g., Price, Availability, Security, Similarity in service, etc.)

Brand Perception

- What ridesharing brands in Portugal are you familiar with? Check if they say Tazzi or not
- Which 3 adjectives would you use to describe each brand? Why did you choose these adjectives?
- How would you describe the relationship between the top brands of the ridesharing industry and their clients/customers?
- Have you ever considered stopping using any of these brands for a specific reason? (e.g., sustainability, security...)

Brand Awareness / Familiarity with Tazzi

From this moment on, we will focus on Tazzi, a ride-sharing app. Check if, after this, they recall Tazzi if they did not before

- How did you get to know Tazzi? Have you heard of or seen the brand Tazzi based on the app itself, promotional campaigns, or events it was present? What made it stand out for you?
- When you think of Tazzi what are the first thoughts that come to mind?

In-Depth Involvement with Tazzi

Practical involvement

- How frequently do you use Tazzi?
- What makes you choose Tazzi among all other ridesharing apps? (e.g., price, sustainability, availability, noise, reliability, durability, service effectiveness, empathy, style, design, etc.)
- Did you know that Tazzi is a Portuguese brand? How does that make you feel?
- Did you know that Tazzi is the first shared mobility platform 100% free of carbon dioxide emissions? How does that make you feel?
- Did you know the Tazzi platform will also offer microservices for biological gastronomy, arts, science and nature contemplation at the end of this year? Would you try it?
- Do you think Tazzi has helped you in the process of implementing more sustainable actions in your life? If yes, to what extent do you feel being a part of a community is making a better world for us to live in?
- Thinking generally, what is your overall view of Tazzi? Brand Resonance – attitudinal attachment What is your opinion on Tazzi's current brand image?
- What are the words that you associate with Tazzi's logo?
- Is the app easy to function with? Do you have any suggestions for improvement?



Emotional involvement

- If Tazzi was a person, how would you describe that person?
- What emotions does Tazzi makes you feel?
- What is your opinion about the relationship between Tazzi and its customers?
- have you had any problems with Tazzi before? How did you overcome it?
- What are the key things Tazzi should avoid and/or should do in order to be successful?

Specific Campaign and Promotion Involvement with Tazzi:

- Do you follow Tazzi on Social Media? Do you receive email marketing from Tazzi? If yes, do you read them?
- In this final part of the interview, I will show you different ads for Tazzi, Uber, Bolt and FREE NOW. Afterwards, I will ask you which message, values and feeling you get from each one, and which one you personally preferred and why:
 - Tazzi:
<https://www.instagram.com/reel/ChmmJJjAi9L/?igshid=MDJmNzVkMjY=>
 - Uber: <https://www.youtube.com/watch?v=eOQkwynU9-A>
 - Bolt: <https://www.youtube.com/watch?v=oJbCK4iJgIE>
 - FREE NOW: https://www.youtube.com/watch?v=QItEl3_XRfw

Social Media Behavior

- Please rank by order of preference your 5 most used social media platforms. Explain your reasoning for each of them.
- What makes you follow a brand account? (e.g., brand loyalty, engaging content, etc.)
- Name one brand and a person/influencer you follow that brings you eco-awareness? On which channel do you follow them?

Appendix G - Interview Discussion for Potential Drivers

Introduction

Good morning / afternoon / evening. My name is __, and I am currently a master's student at the NOVA School of Business and Economics doing my thesis. For this purpose, my colleagues and I are conducting interviews related to the brand awareness and recognition of ride-sharing brands in the Portuguese market. The goal is to understand some drivers' habits, how you see ridesharing brands and how they make you feel.

For this purpose, I would like to interview you for approximately 50 minutes through a semi-structured interview, which means that I will ask you several questions, to which there are no right, or wrong answers and you are free to say whatever comes to your mind on the subject.

For the purpose of analyzing our interviews later, I would like to record our conversation – would that be possible? In compliance with the General Data Protection Regulation, it will be used only for this project and remain anonymous. All recordings will be discarded in January 2023, when the study ends.

Introduction of the potential Tazzi driver

- What is your name?
- How old are you?
- Are you a full-time driver or do you have any other occupation?
- What was your motivation to start being a driver? (e.g., price, sustainability, availability, demand, commissions, etc.)
- How important is having an ecologically friendly lifestyle to you?

Mobility Industry Dynamics

- What do you think of the current state of the ride-sharing industry? Where do you see it in the next 5 years?

- Do you think that using only electric vehicles in the ridesharing industry has a future?

What is your perception on this topic?

Drivers Habits

- How often do you use a ridesharing app as a driver?
- Could you please describe to us your journey from the moment you start working until the moment you accept your first ride? Do you open more than one app?
- When/what time of the year/occasions do you receive more rides? Why?
- For which company/companies do you work? (e.g., Uber, Bolt, FREE NOW.)
- On your day-to-day what actions do you take to make any change in today's world in terms of pursuing a more sustainable lifestyle?

Usage Dynamics

- What would make you drive an electric car instead of a regular (fossil fuel) one? (e.g., car price, demand, commissions, security, noise reduction, sustainability, etc.) Please answer as if you have the free will to choose between driving an electric car or not. Company restrictions on cars available should not be considered.

Brand Awareness & Brand Perception

- What ridesharing brands in Portugal are you familiar with, besides the ones you work for?
- Which 3 adjectives would you use to describe each brand including the ones you work for? Please justify.

In-Depth Involvement with ridesharing apps

- In your opinion what is the best app to work for? And why? (e.g., price, sustainability, availability, demand, commissions, etc.)

- What makes you choose to work with these specific platforms you work for and not other ones available on the market? (e.g., price, sustainability, availability, demand, commissions, etc.)
- Are the apps which you work with easy to function with? What are your 3 favorite features of them? Do you have any suggestions for improvement?
- Have you ever considered stopping working with any of these brands for a specific reason? (e.g., sustainability, security...)
- Did you have any problems with Uber/Bolt/FREE NOW/Its My Ride before? How did you overcome it?
- What do you think should Uber/Bolt/FREE NOW/Its My Ride change in order to even be more successful?
- What attributes should other ridesharing apps take from Uber/Bolt/FREE NOW/Its My Ride in order to be successful?
- What is your opinion about the relationship between Uber/Bolt/FREE NOW/Its My Ride its drivers? (e.g., payment, accessibility, etc.)
- Do you feel you are compensated fairly for your work with Uber/Bolt/FREE NOW/Its My Ride? Why?
- Does your company offer additional benefits? For example, rewards when conducting a certain amount of rides? If not, do you think such a reward system would additionally motivate you?
- Do you see any problems/pain points/things you do not like that your company could work on and improve?

For the ones that know Tazzi

- How did you get to know Tazzi? (e.g., Was it recommendations from other drivers?)
- When you think of Tazzi, what are the first thoughts that come to mind?

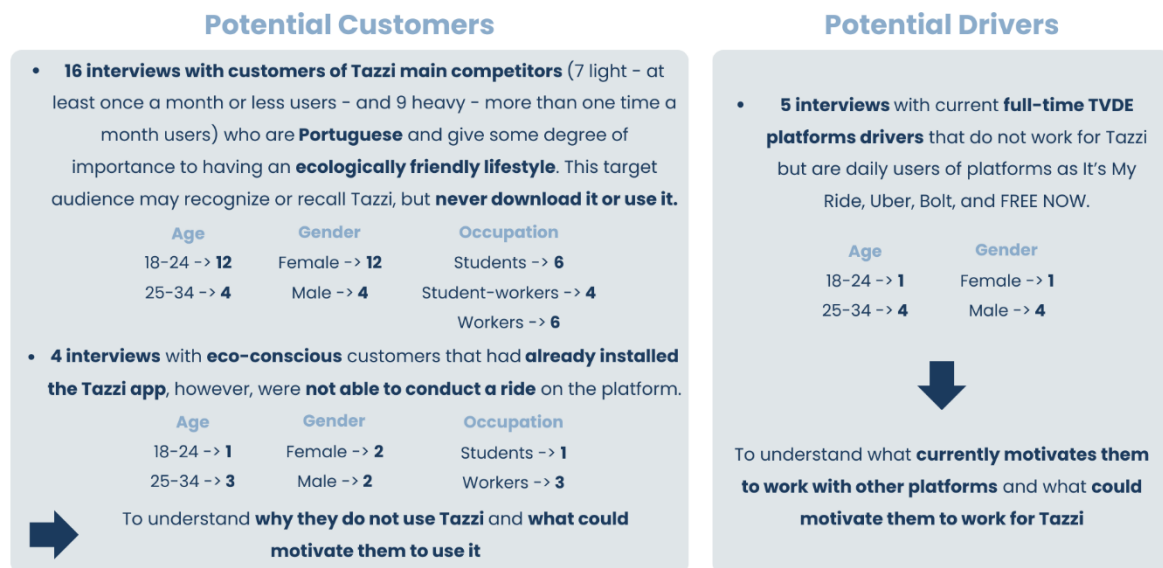
- What emotions does Tazzi make you feel as a driver?
- Did you know that Tazzi is a Portuguese brand? How does that make you feel?
- Did you know that Tazzi is the first shared mobility platform 100% free of carbon dioxide emissions? How does that make you feel?
- Did you know that the Tazzi platform will offer an overview of the locations of biological gastronomy, arts, science and nature contemplation by the end of the year? Would you as a driver think this is interesting? Would you like to be involved? Is it relevant to your role? Will it make an impact on your life as a driver?
- Why don't you work with Tazzi? Don't you ever think it would be a good choice to work with them? Would you give a chance to try? Why?

For the ones that do not know Tazzi

From this moment on, we will focus on “Tazzi, a Portugal-based company, is the first and only shared mobility platform operating with just electrical vehicles, 100% free of carbon dioxide emissions. It aims to stimulate sustainable mobility while offering affordable carbon-neutral rides.” Check if, after this, they recall Tazzi if they did not before

- So, now that you know a little bit about Tazzi, what your main thoughts about Tazzi are? How does it make you feel?
- Now that you know Tazzi, would it be a good choice to work with them? Would you give it a chance to try if you had an electric car? If yes, why? Is sustainability one of the reasons? If not, why?
- Tazzi's platform will offer an overview of the locations of biological gastronomy, arts, science and nature contemplation by the end of the year. Would you as a driver think is interesting? Would you like to be involved? Is it relevant to your role? Will it make an impact on your life as a driver?

Appendix H - Detailed description of Potential Customers and Potential Drivers sample



Appendix I – Screening Survey

Ridesharing Platforms

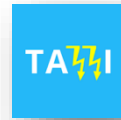
Hello everyone, for our Master's Thesis at NOVA SBE we are looking for some people to interview who meet certain criteria. Therefore, it would be very helpful if you could answer the questions below and leave your email address or phone number so we can contact you for a follow-up interview.

The questions below will only take 2 minutes. Have fun and thank you for your help! All information that you provide in the questionnaire will be treated as strictly confidential.

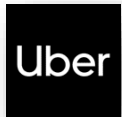
Do you use ridesharing platforms?

- Yes
- No

Which ridesharing brands do you recognize? Please select all of them.



Which ridesharing platforms have you used already? Please select all of them.



When was the last time you have used one of the platforms above?

- Today
- This week
- One week ago
- Two weeks ago
- One month ago
- More than one month ago

Do you remember which ridesharing platforms it was?

- Small open answer

How frequently do you use these platforms?*

- Once a year
- Once every few months
- At least once a month
- At least once a week
- Almost every day

Is having an ecologically friendly lifestyle important to you?

- No, not at all
- Yes, moderately
- Yes, very important

Which gender do you mostly identify with?

- Female
- Male
- Other
- Prefer not to say

What is your nationality?

- Portuguese
- German
- Italian
- Spanish
- Other

How old are you?

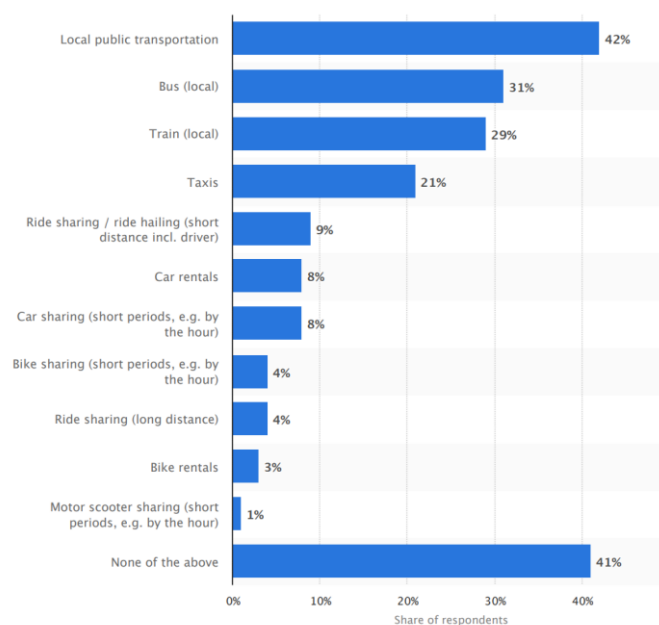
- Small open answer

How can we contact you for our interview? Please leave your mobile number and/or e-mail below

- Small open answer

Appendix J – Mobility service usage in Portugal 2021

Which of these services have you used in the past 12 months?



Source: Kunst 2021

Appendix K – Ridesharing platforms accounts in Portugal (2019)

RIDESHARING PLATFORMS ACCOUNTS IN PORTUGAL (2019)			
	CONTRIBUTION ¹	COMISSIONS ²	TOTAL REVENUES ³
	1.933.401,48€	38.668.029,60€	154.672.118,40€
	277.755,93€	5.555.118,60€	37.034.124,00€
	75.142,18€	1.502.843,60€	10.018.957,33€
	19.942,43€	398.848,60€	1.994.233,00€
	338,61€	6.772,20€	-
Total	2.306.580,63€	46.131.612,60€	203.719.432,73€

¹ – **Contribution** corresponds to the amounts delivered to AMT (Autoridade da Mobilidade e dos Transportes).
² – **Commissions** refers to the gross amount earned by the platforms and calculated by the ECO.
³ – **Total Revenues** is the total value of trips on these platforms and includes driver revenues, calculated by ECO.

Source: Nunes 2020

Appendix L – Uber Pricing Table in the Portuguese Market

	UberX	Green	UberXL	Uber Comfort	Black	Connect	UberX Saver
Minimum Rate	3.25€	3.25€	5.20€	4.00€	6.50€	4.00€	3.25€
Base Rate	0.95€	0.95€	2.00€	1.20€	1.95€	1.17€	0.81€
Fare per kilometer	0.62€	0.62€	1.10€	0.85€	1.20€	0.76€	0.53€
Rate per minute	0.09€	0.09€	0.15€	0.15€	0.15€	0.11€	0.08€

Source: Mendes 2022

Appendix M – Benchmark Analysis

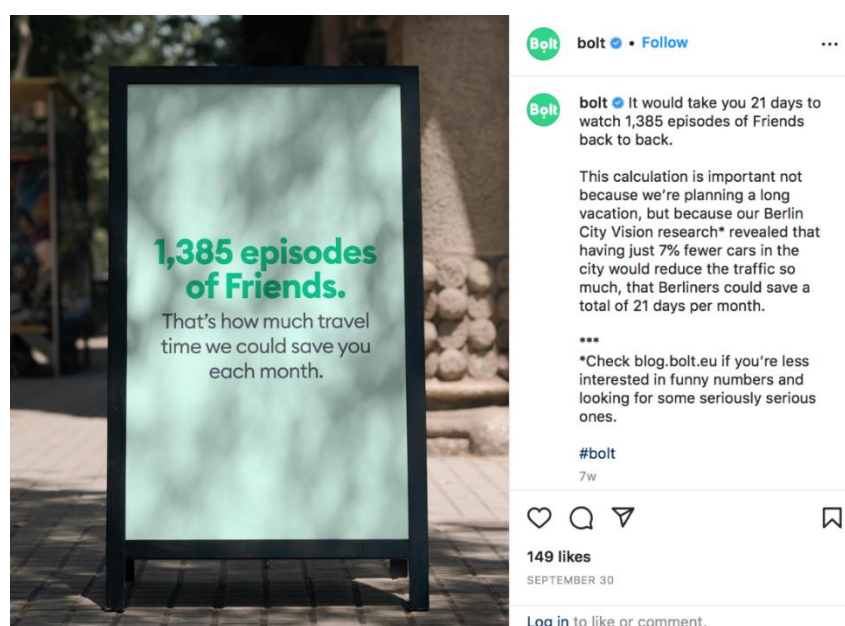
		TAZZI	UBER	BOLT	FREE NOW
MARKETING MIX	PRODUCT				
	PRICE Base Rate	1,00€	0,95€	1,00€	1,00€
	PLACE	1 city - Lisbon	+10,000 cities	250+ cities	+170 cities
	PROMOTION	Events, Web Page, Email Marketing, Press Coverage, Social Media and Referral Marketing	Word of Mouth, Influencer Marketing, Referral Marketing, Earned Advertising, Paid Advertising, Events, Press Coverage, TV, Radio, Web Page, Email Marketing, and Social Media	Influencer Marketing, Referral Marketing, Earned Advertising, Paid Advertising, Events, Press Coverage, TV, Radio, Web Page, Email Marketing, and Social Media	Influencer Marketing, Referral Marketing, Earned Advertising, Paid Advertising, Events, Press Coverage, TV, Radio, Web Page, Email Marketing, and Social Media
	PROCESS	1.App Installing & Opening > 2.Enter the pickup and location destination > 3.Scheduling option also available > 4.Selecting the desired type of mobility option > 5.End of ride + Rating the driver option			
	PEOPLE	- Small Team: Directors and Staff (about 7 people) - Drivers - Customers	- More than 20,000+ employees all over the world - Drivers - Customers	- More than 3000+ employees all over the world - Drivers - Customers	- Around 1850+ employees all over the world - Drivers - Customers
	P.EVIDENCE	Headquarters (Alcabideche, Lisbon)	- Headquarters (San Francisco, California, United States) - Offices in almost every city they operate	- Headquarters (Tallinn, Estonia) - Offices in almost every city they operate	- Headquarters (Hamburg, Germany) - Offices among every city they operate

Appendix N – Bolt's Pricing Table in the Portuguese Market

	Base	Price per Km	Price per min	Minimum ride	Passengers
<i>Protect</i>	1.00€	0.65€	0.09€	3.30€	1-2
<i>Bolt</i>	1.00€	0.65€	0.09€	3.30€	1-4
<i>XS</i>	0.70€	0.39€	0.05€	2.30€	1
<i>Economy</i>	0.88€	0.57€	0.08€	3.30€	1-4
<i>Comfort</i>	1.00€	0.65€	0.09€	3.50€	1-4
<i>Executive</i>	1.57€	1.10€	0.15€	5.00€	1-4
<i>XL</i>	1.60€	0.95€	0.10€	4.50€	1-6
<i>Van</i>	1.60€	1.10€	0.14€	5.50€	1-8
<i>Assists</i>	0.84€	0.55€	0.08€	2.50€	1-4
<i>Electric</i>	1.00€	0.55€	0.09€	3.30€	1-4

Source: Bolt 2022b

Appendix O – Bolt on Instagram



Example of Bolt’s communication: A post from the main Instagram account of the brand (@bolt) has a photography that displays an outdoor with the following copy: “1,385 episodes of Friends. That’s how much travel time we could save you each month.”, displaying the “fast” factor from the brand’s slogan as well as the above mentioned edgy and fun tone of voice.

Source: Bolt 2022c

Appendix P – FREE NOW Pricing Table

	Lisboa	Porto	Algarve	Lisboa	Porto	Algarve
	Ride Electric (TVDE)			Ride XL		
Minimum Rate	4.00€	3.25€	6.00€	5.20€	4.00€	7.00€
Base Rate	1.00€	1.00€	1.30€	2.00€	1.90€	2.20€
Fare per minute	0.10€	0.62€	0.82€	1.10€	1.05€	1.35€
Rate per kilometer	0.58€	0.10€	0.15€	0.15€	0.15€	0.25€

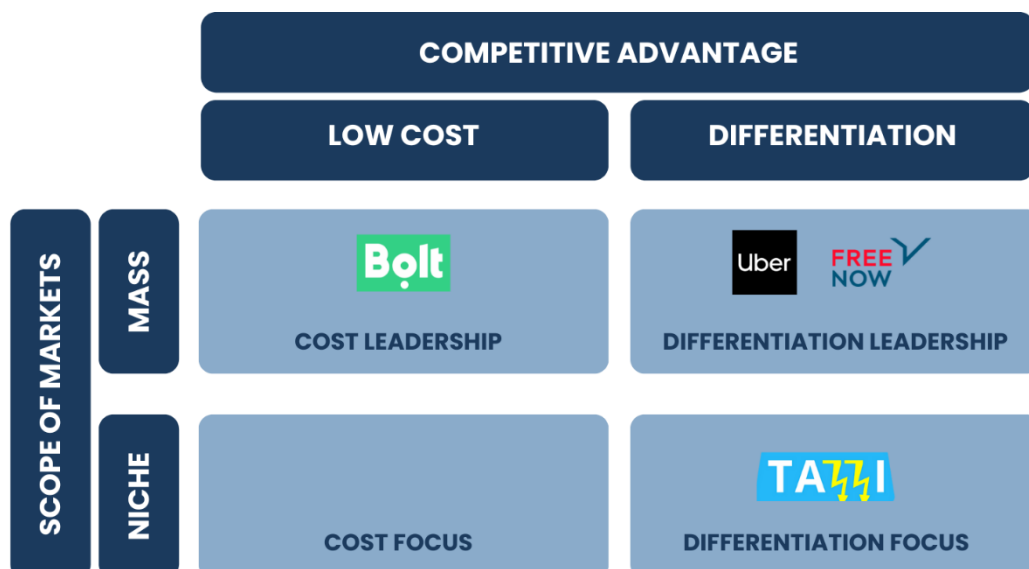
Source: FREE NOW 2022d

Appendix Q – FREE NOW Instagram Post



Source: FREE NOW 2022e

Appendix R – Porter's Generic Strategies



Appendix S – Tazzi’s main slogans from a management perspective

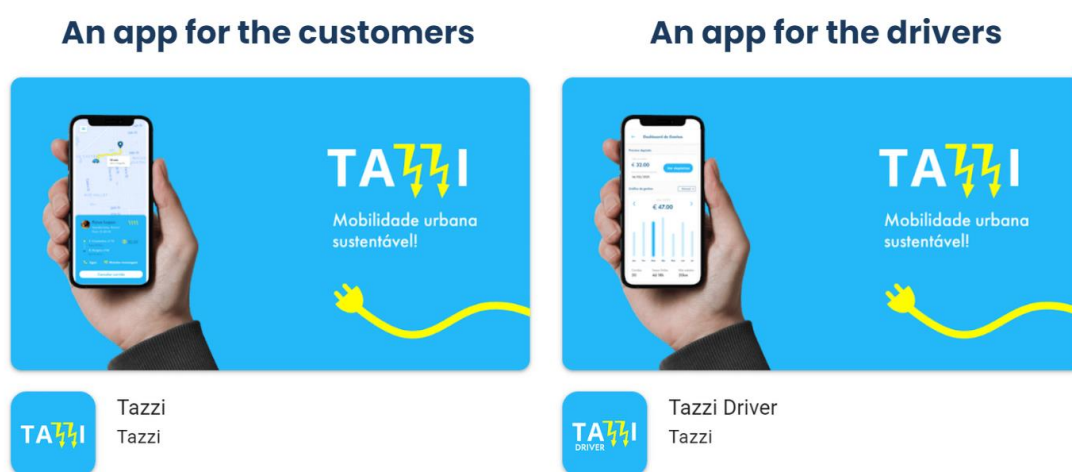
“Take it easy take it Tazzi”

“Good moments are moved by electricity”

“The most sustainable way to travel”

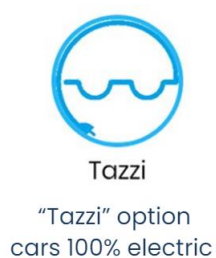
Source: Tazzi 2022a

Appendix T – The two available platforms: Tazzi and Tazzi Driver



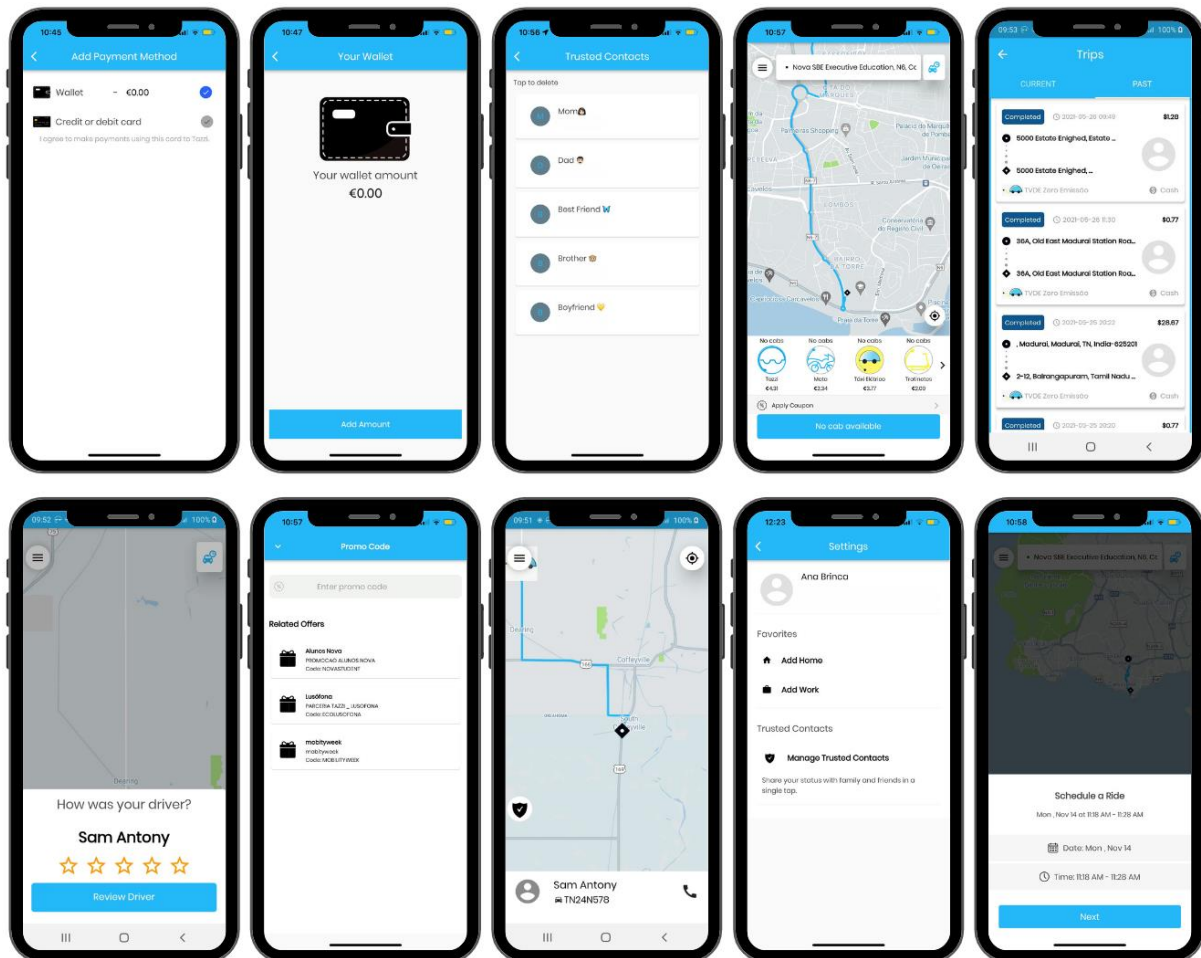
Source: Google Play 2021

Appendix U – The option that Tazzi offers through its apps



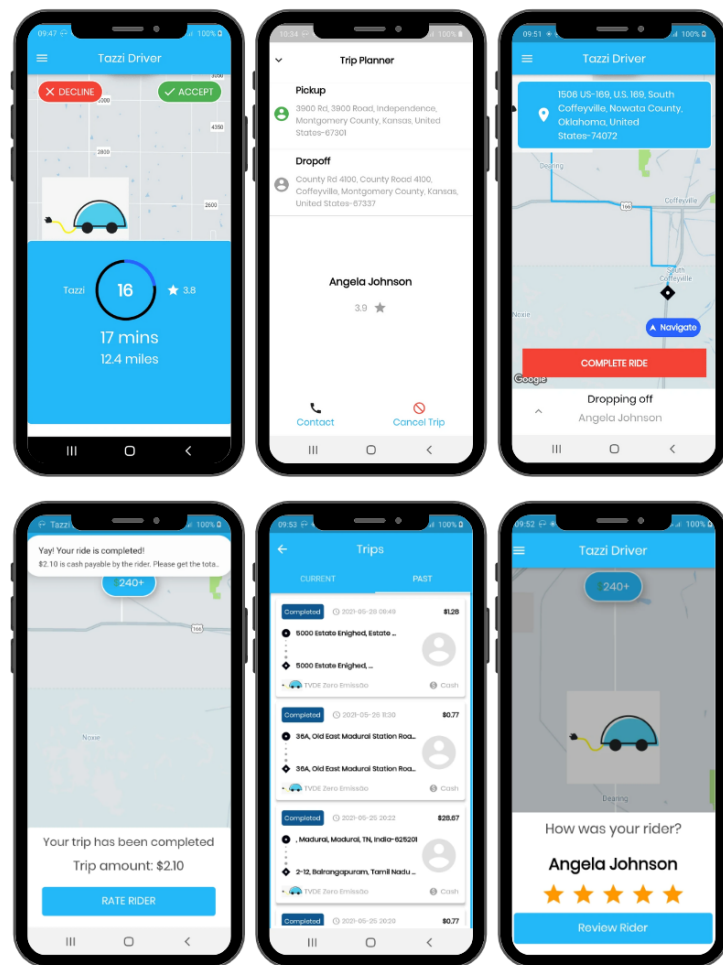
Source: Google Play 2021

Appendix V – Features available on the Tazzi app



Source: Google Play 2021

Appendix W – Features available on the Tazzi Driver app



Source: Google Play 2021

Appendix X – Upfront pricing system



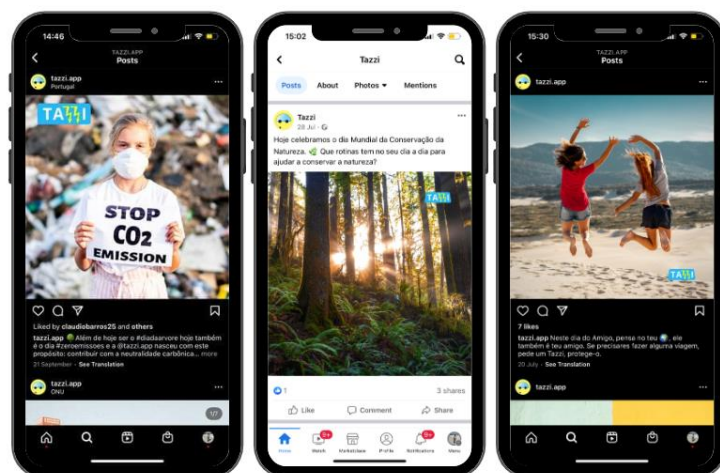
Source: Google Play 2021

Appendix Y – The pricing strategy table of Tazzi

	TAZZI
Base Rate	1,00€
Minimum Rate	2,50€
Rate per kilometres	0,59€
Rate per minute	0,10€
Cancellation rate	2,00€
Commissions	5% from the final price per order in the 1st year and then 12% from that period onwards

Source: Information provided by Tazzi

Appendix Z – Examples of publications on Tazzi’s Facebook and Instagram



Source: Tazzi 2022b

Appendix AA – Tazzi’s social media accounts



Source: Tazzi 2022b; Tazzi 2022c; Tazzi 2022d; Tazzi 2022e; Tazzi 2022f

Appendix AB – Tazzi's Email Marketing Examples



Olá, Ana.

Faça também a diferença, peça um Tazzi nesta semana super especial!

European Mobility Week e Global Goals Week!

Dois importantes eventos que contam com a colaboração de todos!

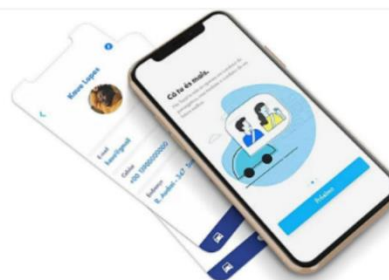
A Tazzi apoia, vá com a Tazzi, vá em modo livre de emissões e garanta sua mobilidade através de uma empresa que REALMENTE faz a diferença pelo futuro!

Utiliza o desconto de 50% Cupom **MOBILITYWEEK**

O Planeta Agradece!

E a Tazzi também

Equipa Tazzi



Olá, Ana.

Primeiramente, gostamos de agradecer vosso interesse em viajar com a única plataforma a ser 100% ecológica

Reduz vossa pegada e com cupons de desconto! :)

Gostamos também de informar que continuamos a trabalhar uma comunicação para que os nossos parceiros motoristas andem com a app ligada, prontos a vos atender.

Neste início de operação Tazzi, para garantir a sua viagem, programe-se com antecedência e agende na app a data e horário para pick-up! Lá estará ao seu dispor o seu motorista em um veículo livre de emissões, de certeza!

Qualquer dificuldade, por favor, entre em contacto com a nossa equipa :)

Os melhores cumprimentos

Equipa Tazzi



Olá, Ana.

Um e-mail rápido para lhe convidar para a feira PORTUGAL SMART CITIES na qual estamos participando. Teremos o maior prazer em ter-te ao nosso lado durante este evento.

O Conceito "Smart Cities" abrange mais do que a mobilidade, as plataformas digitais ou a sustentabilidade. O objectivo fundamental de uma Smart City é a incorporação de todas estas áreas a fim de melhorar a vida dos cidadãos no mundo. Venha conhecer as propostas da Tazzi, a única e primeira app de mobilidade partilhada a ser 100% livre das emissões em seus serviços.

Quando? A exposição acontece a partir de 11 de Outubro por 3 dias.

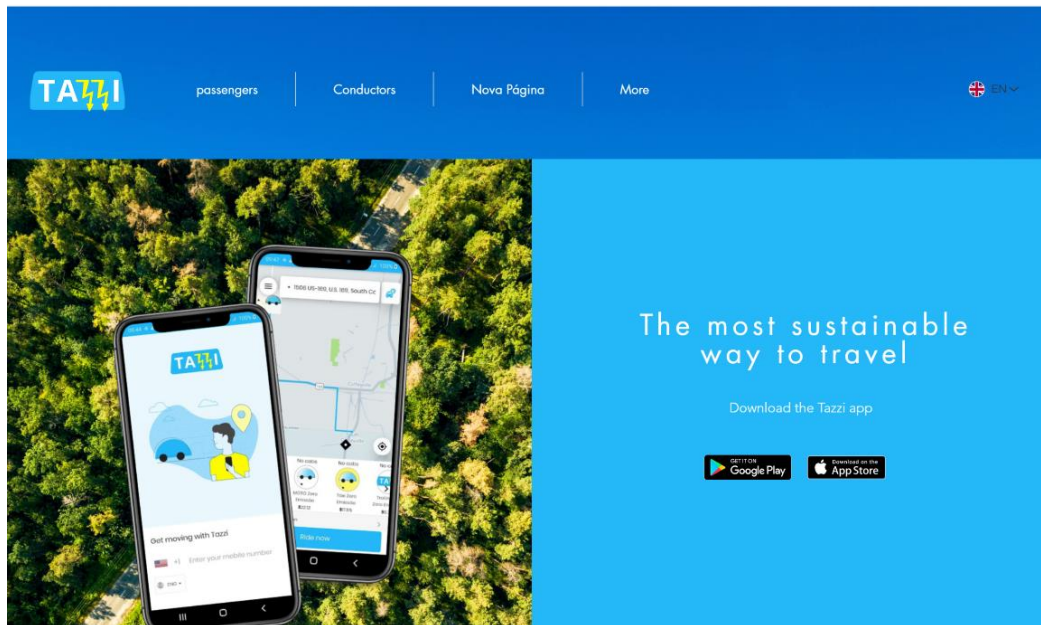
Então, vemo-nos no show? Não hesite em marcar através deste e-mail um encontro com um dos membros de nossa equipe para que eles possam mostrar nossas inovações em nosso stand na feira.

Vejo vocês em breve,

Cumprimentos

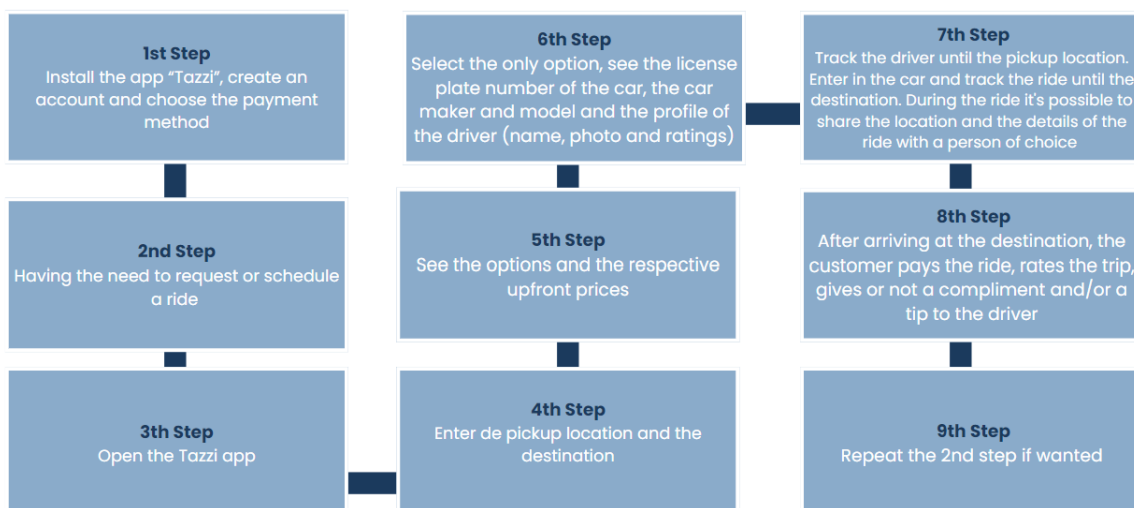
Equipa Tazzi

Appendix AC – Tazzi’s Website



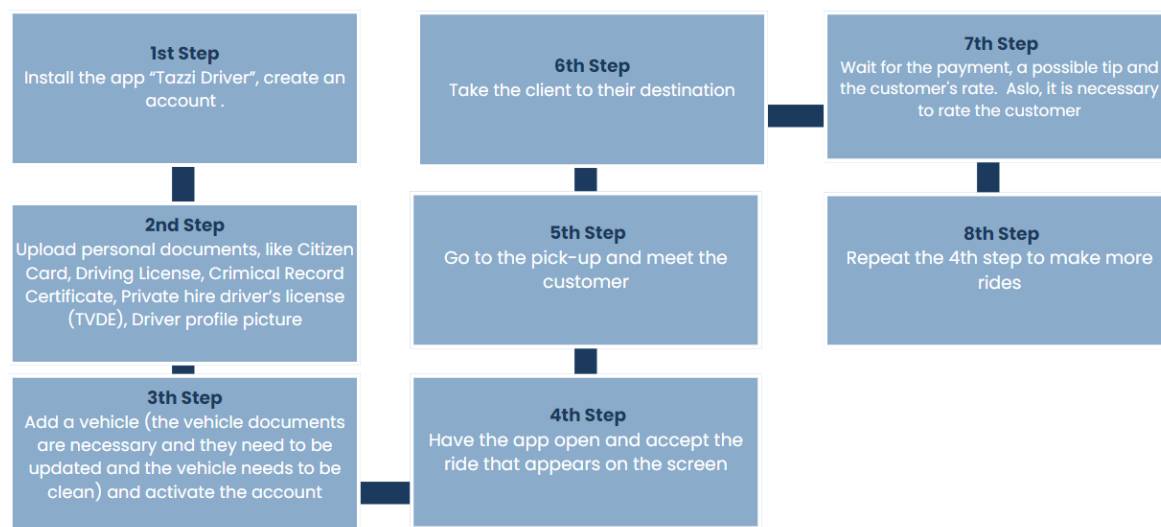
Source: Tazzi 2022a

Appendix AD – Tazzi’s customer process



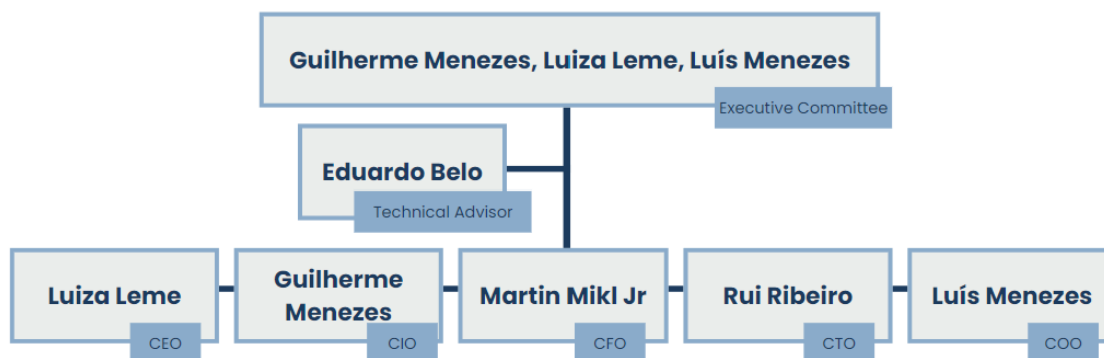
Source: Google Play 2021

Appendix AE – Tazzi’s driver process



Source: Google Play 2021

Appendix AF – Tazzi’s management team



Source: Information provided by Tazzi

Appendix AG – Time spent and preferred type of content in each app

	Time spent	Preferred Type of Content		
	20 minutes to 4 hours	Small videos, posts with brief text		Learn how to do new things
	10 minutes to 4 hours	Small videos, posts with brief text		Learn how to do new things
	10 minutes to 2 hours	See updates around the world	Follow their favorite topic	Freely express their opinions
	10 minutes to 1 hour	Small and lengthy videos		Posts with detailed text

Appendix AH – Instagram users who advocate a sustainable lifestyle and raise awareness of environmental issues



Catarina Gouveia
609k Followers
Sustainable and Healthy Lifestyle | Recipes



Alice Trewinnard
311k Followers
Beauty | Fashion | Healthy Living



Vanessa Alfaro
246k Followers
Lifestyle | Recipes | Travel | Inspo | Home



Atripeirinha
118k Followers
Planter | Plants | Sustainable Tips



Made By Choices
101k Followers
Healthy and vegan recipes



Catarina FPB
94k Followers
Sustainability | Less wasteful lifestyle



Inês R Pais
60,4k Followers
Maternity | Pregnancy | Childcare | Healthy Recipes

*All portuguese Influencers on Instagram

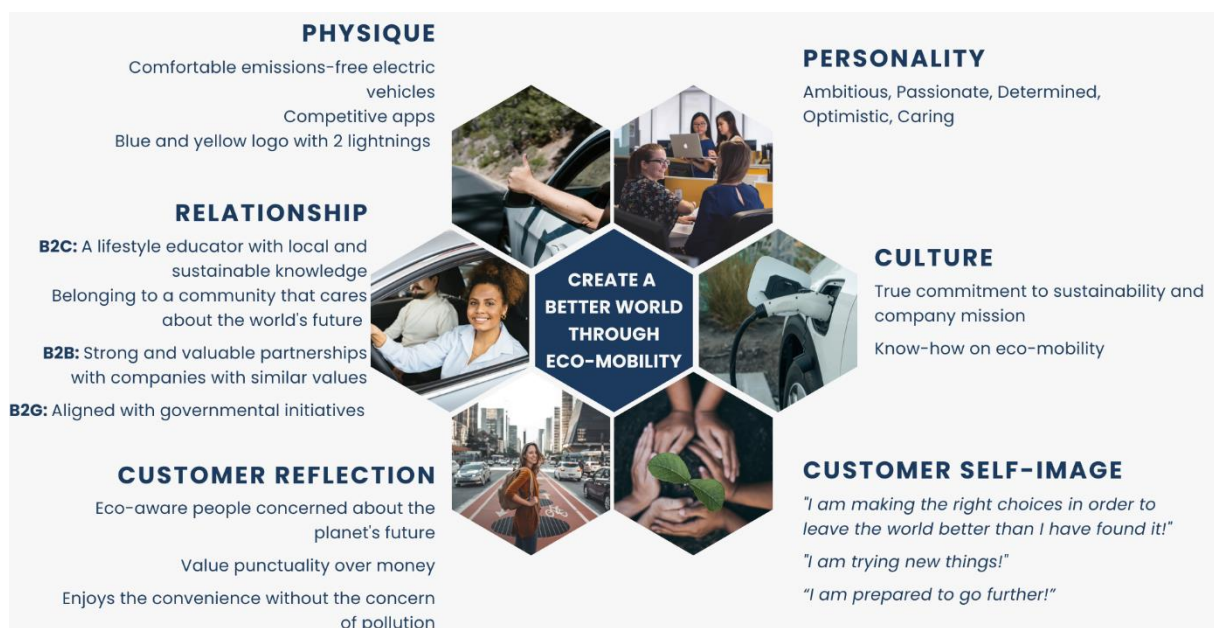
Source: Instagram 2022 (@categouveia, @alicetrewinnard, @vanesaaalfaro, @atripeirinha, @madebychoices, @catarinafpb and @inesrpais)

Appendix AI – Tazzi alignment with ONU’s 17 global goals



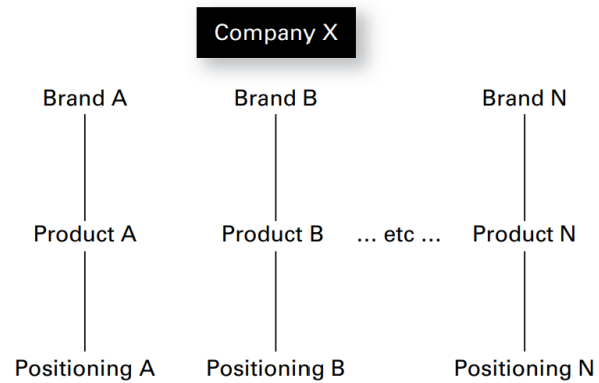
Source: Tazzi 2022a; Information provided by Tazzi

Appendix AJ – Tazzi’s New Brand Identity Prism

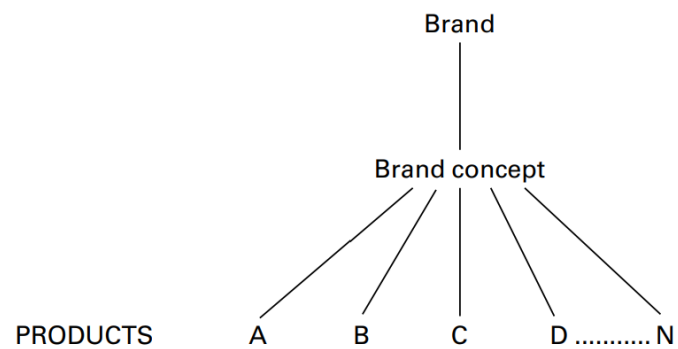


Appendix AK – The main types of brand architecture

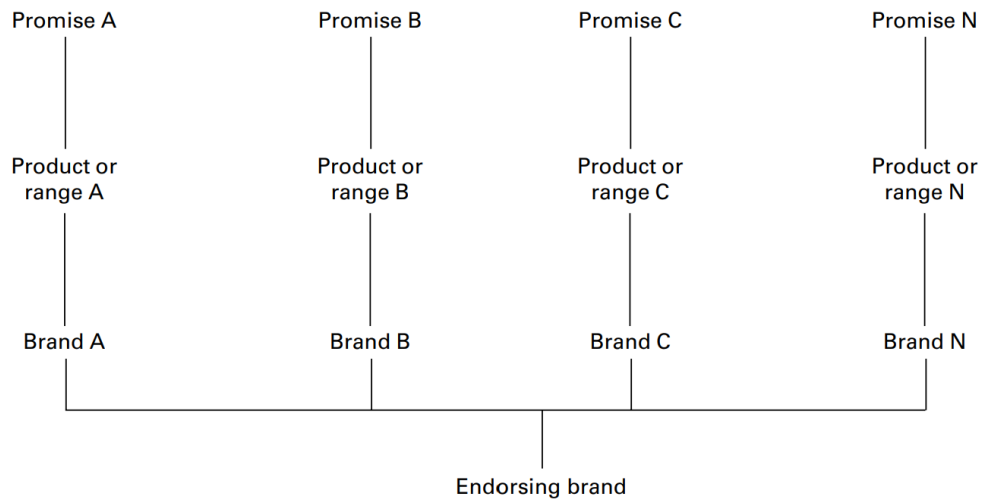
The product-brand strategy



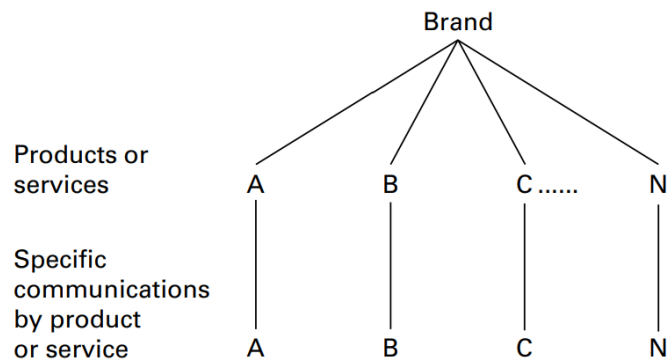
Range brand formation



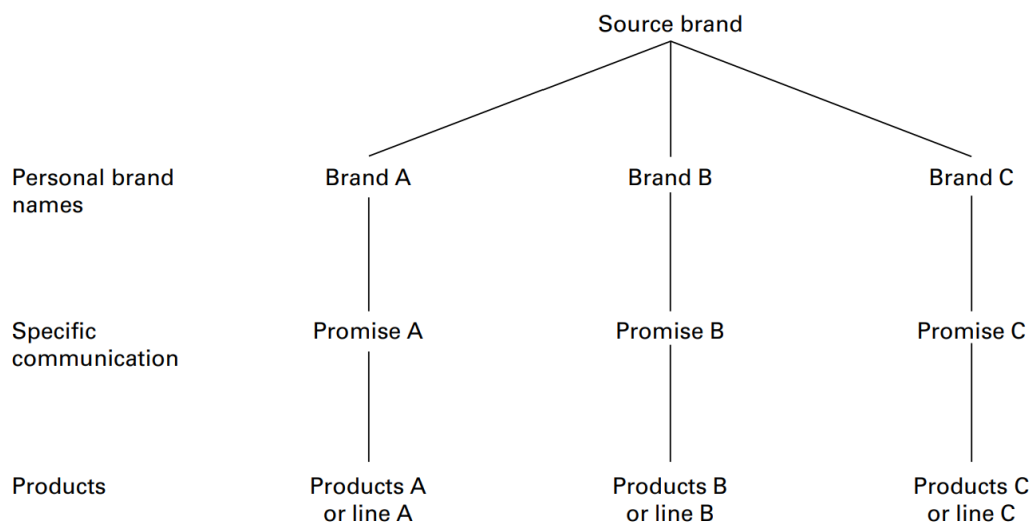
Endorsing brand strategy



Umbrella brand strategy



Source brand strategy



Source: Kapferer, 2012

Appendix AL – Management Interview Guide and Summary of the ABZZ app

Question 1: Can you explain better the ABZZ platform? What will you do to improve the world's well-being through that platform? When will it launch?

- It is still in development, maybe it will be launched this December or January.

Question 2: Can you give us an example of 5 features of the app?

- The customer gets a ride on Tazzi. When it is finished, the ABZZ app then gives you the option of where to go in that are or what music to listen to. The features include:
- “What can I do today,” Shows, Coupons, you grow your footprint, and you make your coins which you can use in the app
- ABZZ app is not mandatory to install as long as you have the Tazzi App
- It has the same target and same persona.

Question 3: How does it compare to Google maps recommendations?

- ABZZ only presents healthy, ecological, and biological options and the nature around the users.

Question 4: How will it be connected to Tazzi? It will be a separate platform? If yes/no, what is the goal and how do you think the company will leverage from it?

- ABZZ app will be integrated with the Tazzi app, but it can be downloaded separately.

Appendix AM – Meeting Guide with the CEO Luiza

Question 1: Can we search for a specific location, like what's near Cais do Sodré? Or is it always based on the current location?

Question 2: While riding in a Tazzi car is it possible to have the ABZZ app open and it will understand that the user at that moment is on a trip with Tazzi?

Question 3: And will ABZZ show what places or experiences there are as the user drives by? Or will it just show based on the pickup and/or drop-off address?

Question 4: Will the photos that will appear in this screenshot be photos that users take?



Question 5: Will it be possible to buy tickets for the entrance to a museum for example?

Question 6: What is the "suggest a location" feature? Or "adding a location"?

Question 7: What is the "create your event" feature?

Question 8: And will the user pay to install the app, or will there be a weekly/monthly/etc. subscription?

Question 9: And the coins you get in the app are to be discounted in the ABZZZ app, right? But is it to get discounts on paid experiences (restaurants, museum tickets)?

Question 10: Do you have any idea what the competitors of the ABZZZ app are? (Yelp, Google Maps, and Tripadvisor)

Appendix AN –Survey

Master's Thesis NOVA SBE | Field Lab of Brand Management

Hello everyone! The following questionnaire was developed as part of my Master's Thesis in Management at NOVA School of Business and Economics. Aims primarily to investigate the consumer's expectations and opinions regarding a local platform to discover nearby activities linked to sustainability, nature, and well-being in Lisbon.

This survey takes about **5 minutes** to complete.

*All responses to this questionnaire will remain anonymous and will only be used for academic purposes.

TAZZI app

Tazzi is a Lisbon-based start-up distinguished by being the first and only ridesharing platform operating exclusively with electrical vehicles, 100% free of carbon dioxide emissions.

Have you heard of or used TAZZI? *



☐ Yes

☒ No

ABZZ app

TAZZI will create the ABZZ app, which will give recommendations of activities to do in a specific area of Lisbon chosen by the consumer.

ABZZ presents only healthy, ecological, organic options, related to nature and well-being.

It could be to explore museums, where to contemplate art and nature, ongoing workshops and events, where to take yoga classes, find vegan restaurants, etc.

How appealing is the ABZZ app? *

☒ Extremely appealing

☐ Very appealing

☐ Somewhat appealing

☐ Not so appealing

☐ Not at all appealing

Please rate each following potential features of the ABZZ app: *

	1 (Not all important)	2	3	4	5 (Very important)
Request a ride from Tazzi through the app ABZZ	☐	☒	☐	☐	☐
Ability to view nearby museums, art contemplation, workshop and events, yoga classes, vegan restaurants, etc.	☐	☒	☐	☐	☐
Create memos about the chosen events/workshops	☐	☒	☐	☐	☐
See when the workshops/events will be available	☐	☒	☐	☐	☐
Create a list of favorite things to do	☐	☒	☐	☐	☐
Rate and view old reviews given by other users	☐	☒	☐	☐	☐
Ability to filter the app and select the desired option, e.g., only search for museums	☐	☒	☐	☐	☐
Earning points by traveling with Tazzi that can later be used to redeem for discounts on the ABZZ app	☐	☒	☐	☐	☐
Earning points by traveling with Tazzi that can later be exchanged for an amount to be donated to sustainable and well-being causes	☐	☒	☐	☐	☐

When you think about the ABZZ app, do you think of it as something ^{*} you need?

- ☐ Definitely need
- ☐ Probably need
- ☐ Neutral
- ☐ Probably do not need
- ☒ Definitely do not need

How likely are you to use the ABZZ app? ^{*}

- | | | | | | | |
|------------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Not Likely | ☒ | ☐ | ☐ | ☐ | ☐ | Very Likely |

How likely are you to recommend the ABZZ app? ^{*}

- | | | | | | | |
|------------|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|-------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Not Likely | ☐ | ☒ | ☐ | ☐ | ☐ | Very Likely |

Do you think that the ABZZ app is unique? ^{*}

- | | | | | | | |
|------------|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|-------|
| | 1 | 2 | 3 | 4 | 5 | |
| Not at all | ☐ | ☒ | ☐ | ☐ | ☐ | A lot |

What attributes would you take into account when choosing the ABZZ app? *

- ☒ Price
- ☒ Innovation
- ☒ Quality
- ☒ Sustainability
- ☒ Value
- ☒ Availability
- ☒ Practical

What pricing option would you prefer? *

- ☐ Monthly subscription
- ☒ One-time payment for installing the app
- ☐ Free with advertising
- ☐ Free basic features and in-app purchases for premium features

What price would you be willing to pay for the ABZZ service with a monthly subscription? *

What price would you be willing to pay for downloading the ABZZ app? *

What do you like about the ABZZ app? *

What do you not like about the ABZZ app? *

How likely would you be to try this service if it was offered by other ridesharing platforms like Bolt Uber or Free Now? *

1 2 3 4 5
Not at all ☐ ☒ ☐ ☐ ☐ A lot

How important is your ecological footprint to you?

1 2 3 4 5
Not at all ☐ ☐ ☒ ☐ ☐ A lot
Limpar seleção

On your day-to-day what actions do you take to make any change in terms of pursuing a more sustainable lifestyle? *

- ☒ Recycle and use less plastic
- ☒ Travel more by foot or bike
- ☒ Eat less meat
- ☒ Switch to green energy
- ☒ Reduce food and water waste
- ☒ Buy organic food
- ☒ Opt for eco-design
- ☒ None

Please rate what are your main concerns with your mental and physical health: *

	1 (Not at all important)	2	3	4	5 (Very important)
Stress	☐	☐	☐	☐	☐
Sleep	☐	☐	☐	☐	☐
Healthy diet	☐	☐	☐	☐	☐
Exercise	☐	☐	☐	☐	☐
Getting Vitamin D	☐	☐	☐	☐	☐
Drinking more water	☐	☐	☐	☐	☐
Maintaining an active social life	☐	☐	☐	☐	☐

On your day-to-day what actions do you take in terms of pursuing a healthier lifestyle? *

- ☒ Exercise
- ☒ Eat healthy
- ☒ Meditate or yoga
- ☒ Regular sleeping schedule
- ☒ Invest in vitamin D intake
- ☒ Limit alcohol intake
- ☒ Limit smoking

To what extent do you think this app will help you in pursuing a more eco-friendly/sustainable life? *

	1	2	3	4	5	
Not at all	☐	☐	☐	☐	☐	A lot

Which gender do you mostly identify with? *

- ☐ Female
- ☐ Male
- ☐ Prefer not to say
- ☐ Outra: _____

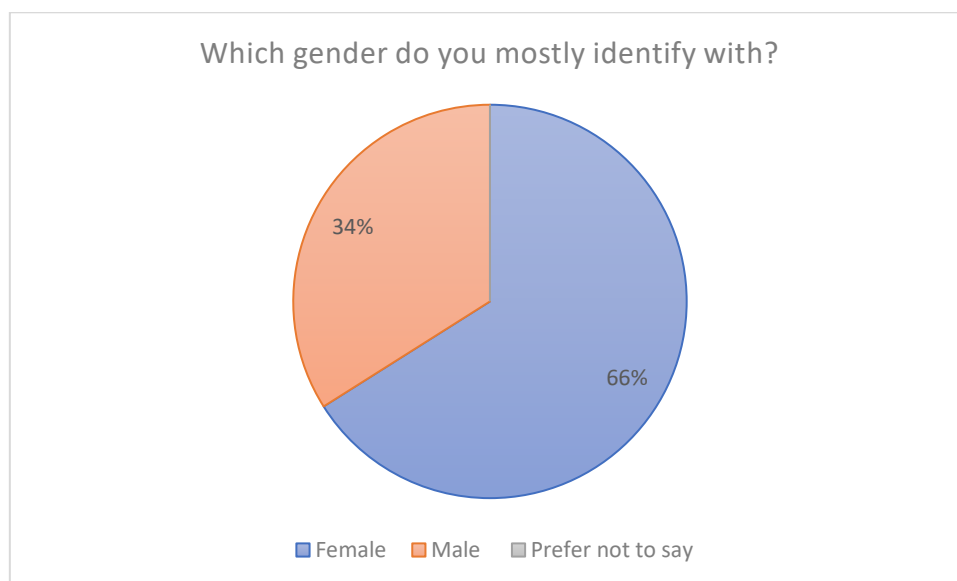
What is your nationality? *

- ☐ Portuguese
- ☐ German
- ☐ Italian
- ☐ Spanish
- ☐ Outra: _____

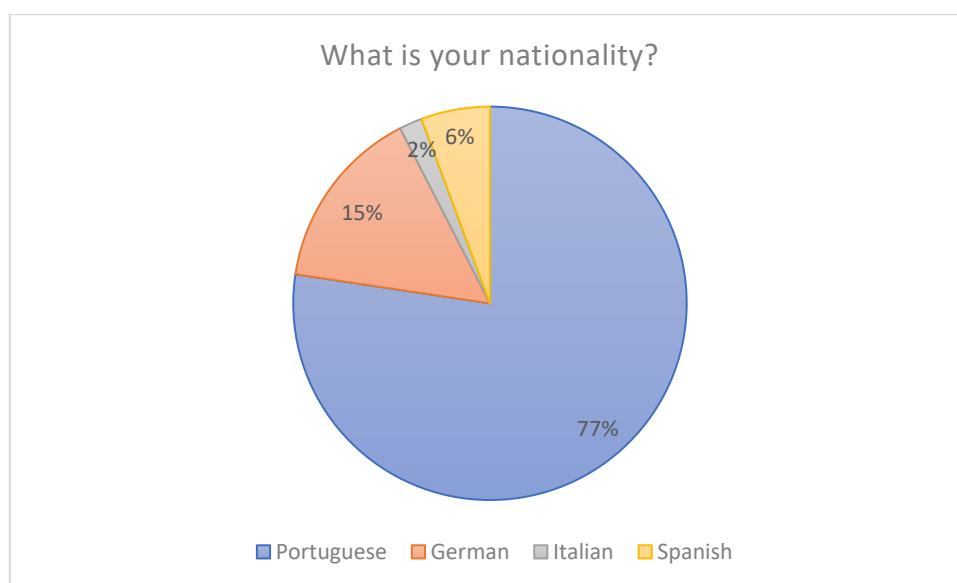
What is your occupation? *

- ☐ Student
- ☐ Employed
- ☐ Unemployed
- ☐ Outra: _____

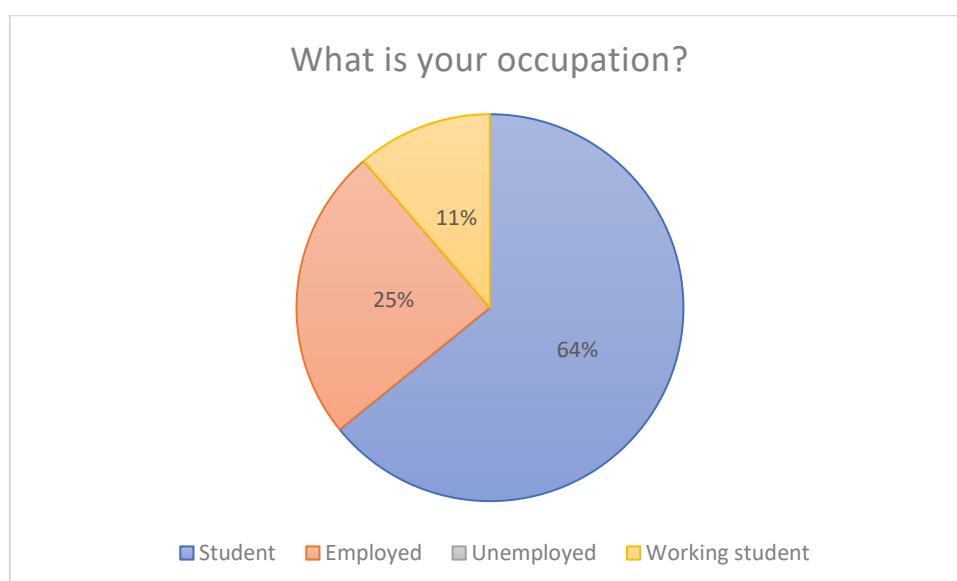
Appendix AO – Which gender do you mostly identify with?



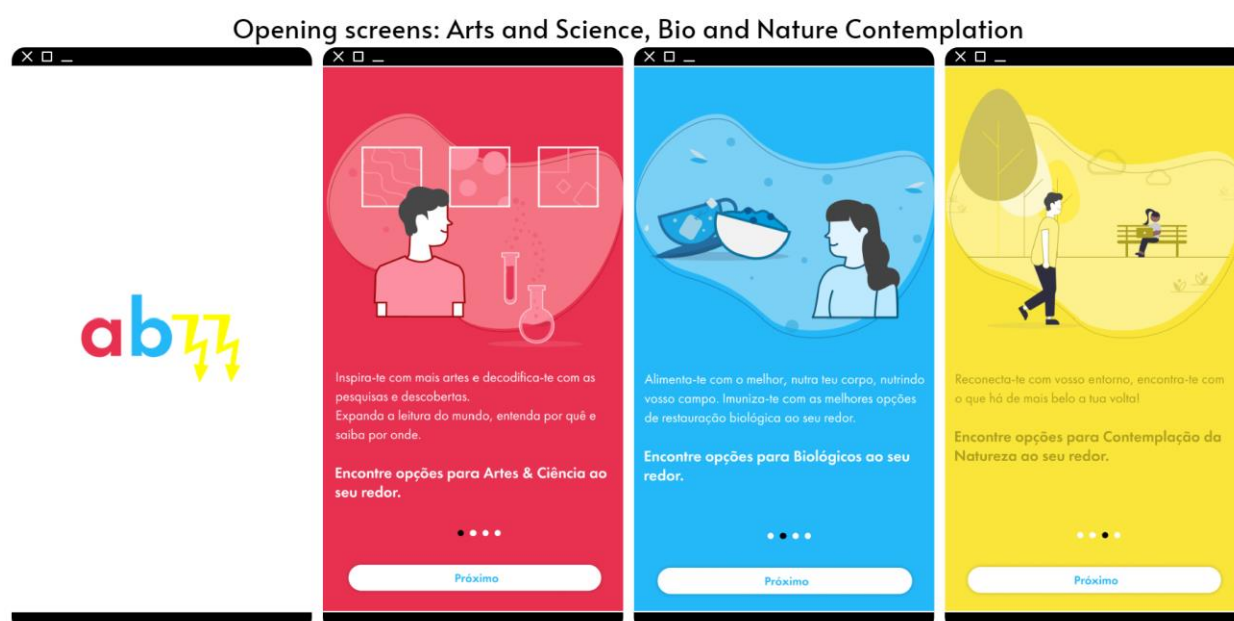
Appendix AP – What is your nationality?

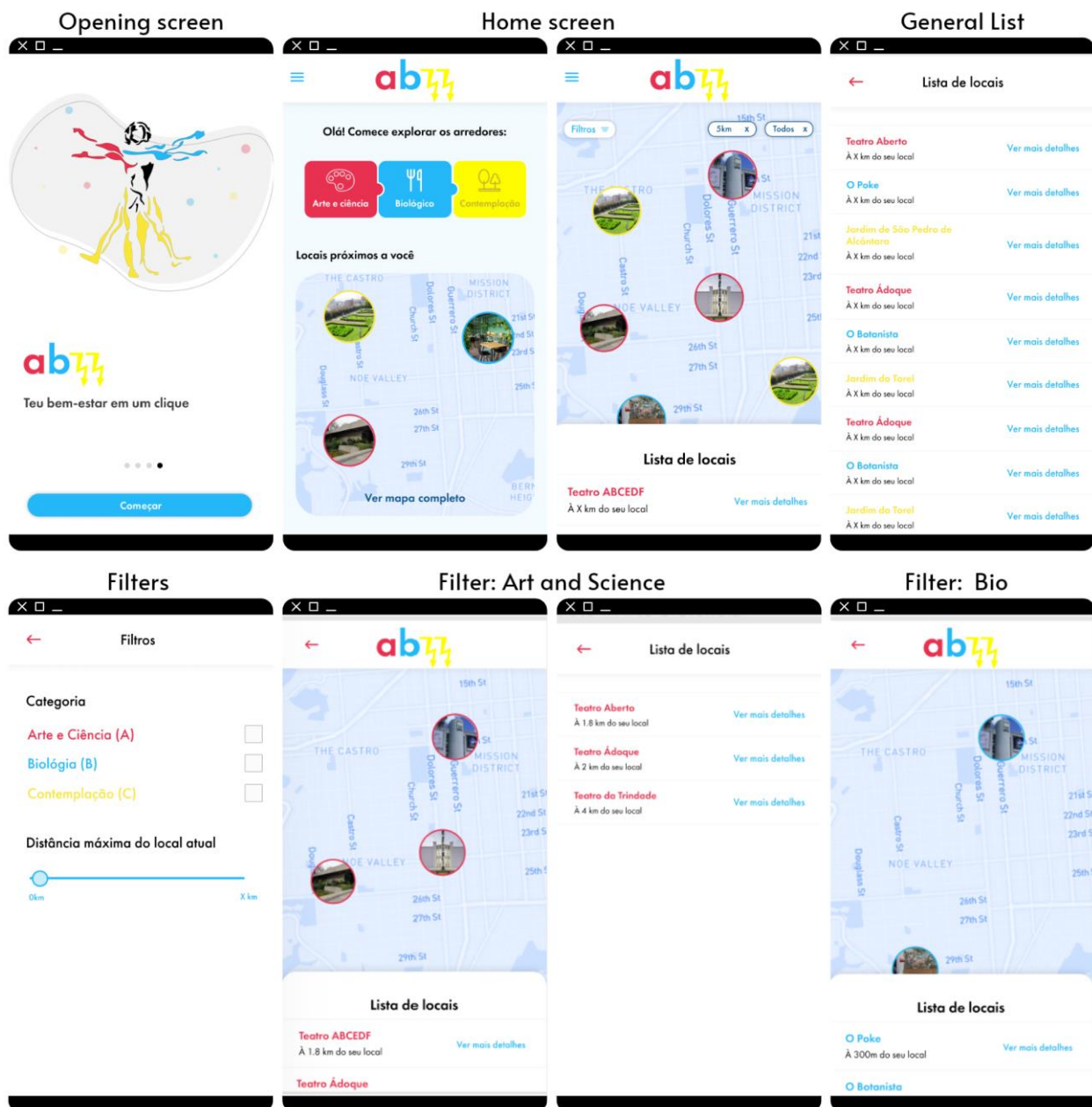


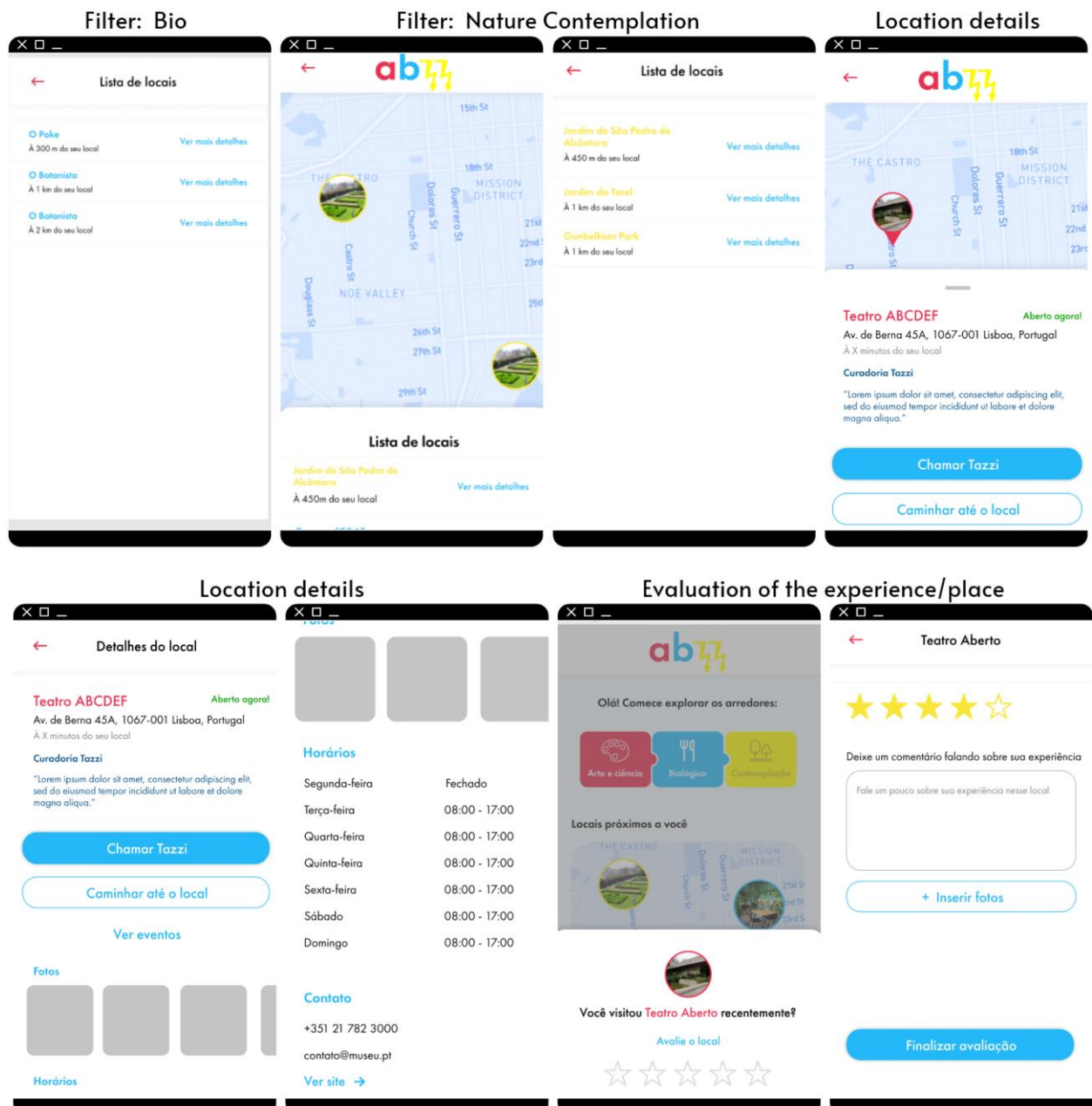
Appendix AQ – What is your occupation?

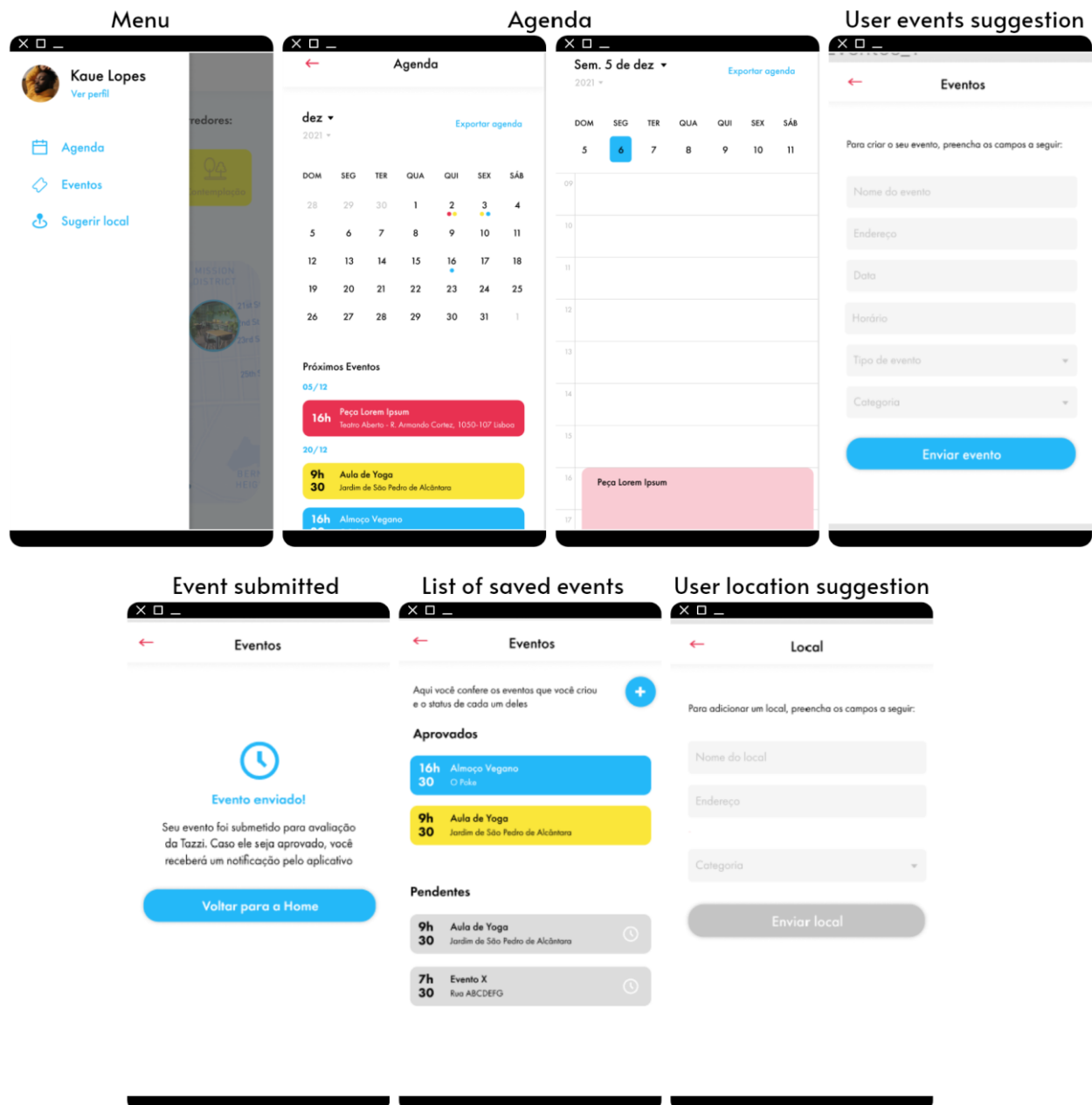


Appendix AR – ABZZ app features



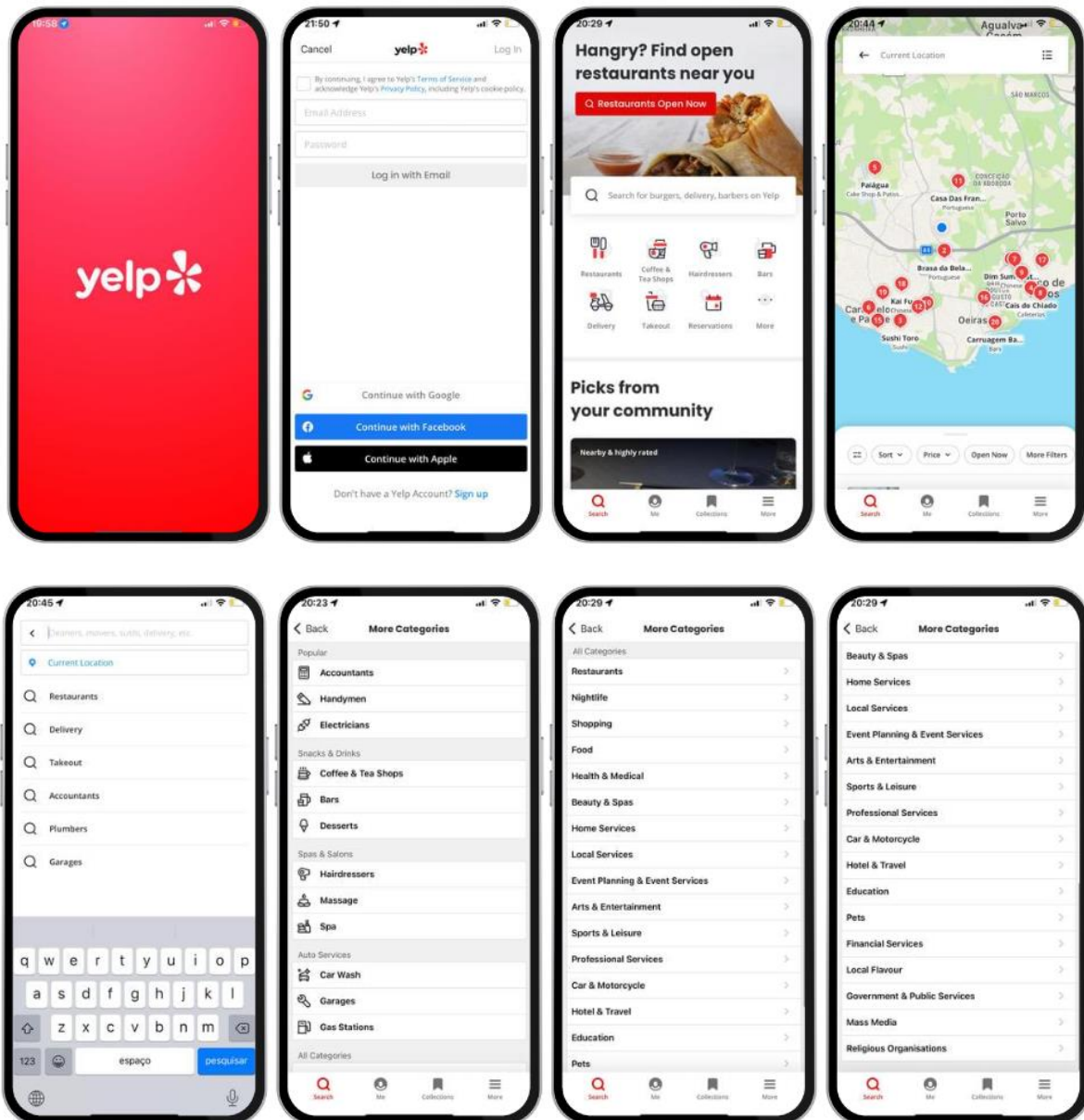


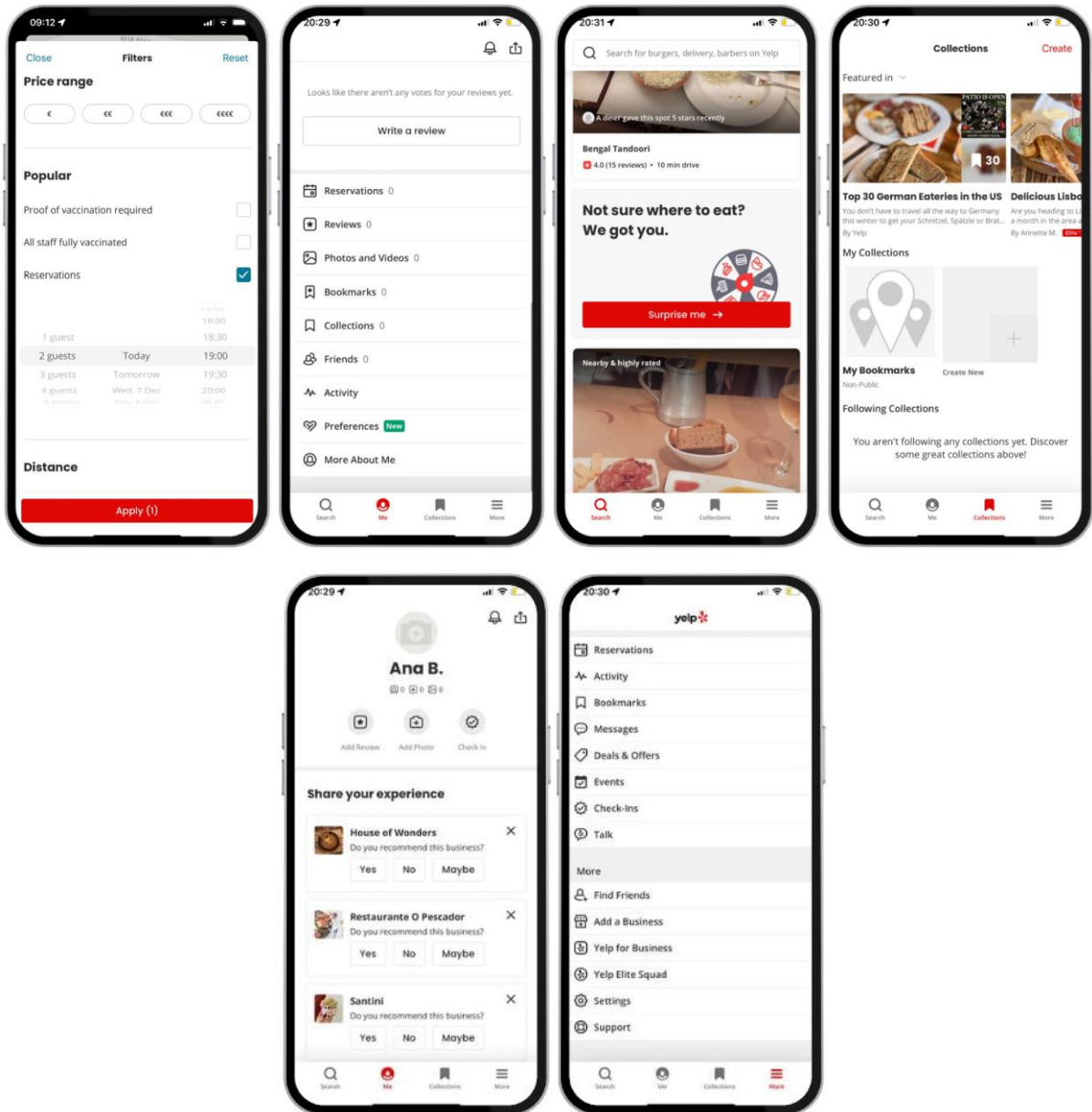




Source: Documents provided by Tazzi

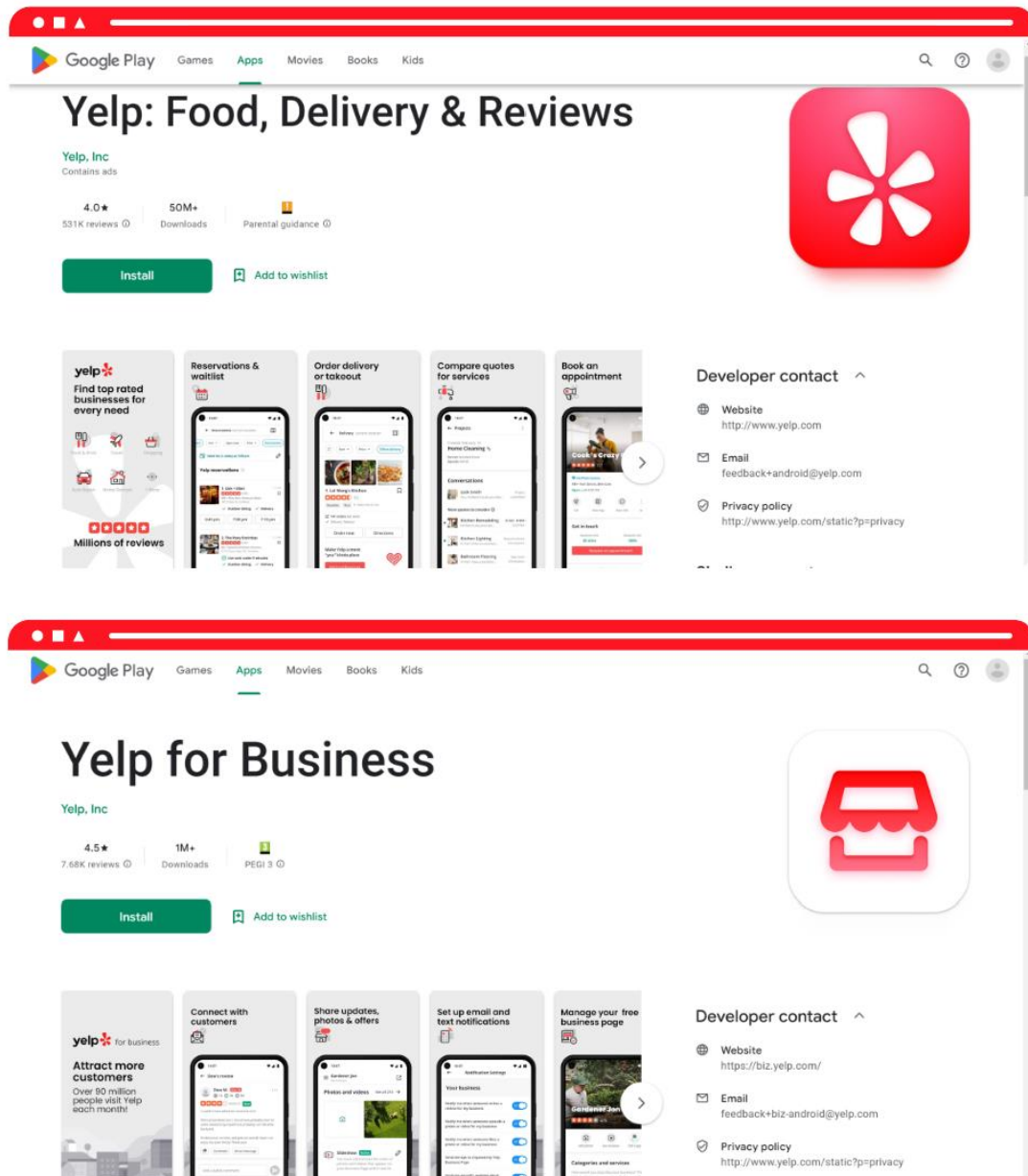
Appendix AS – Yelp app features





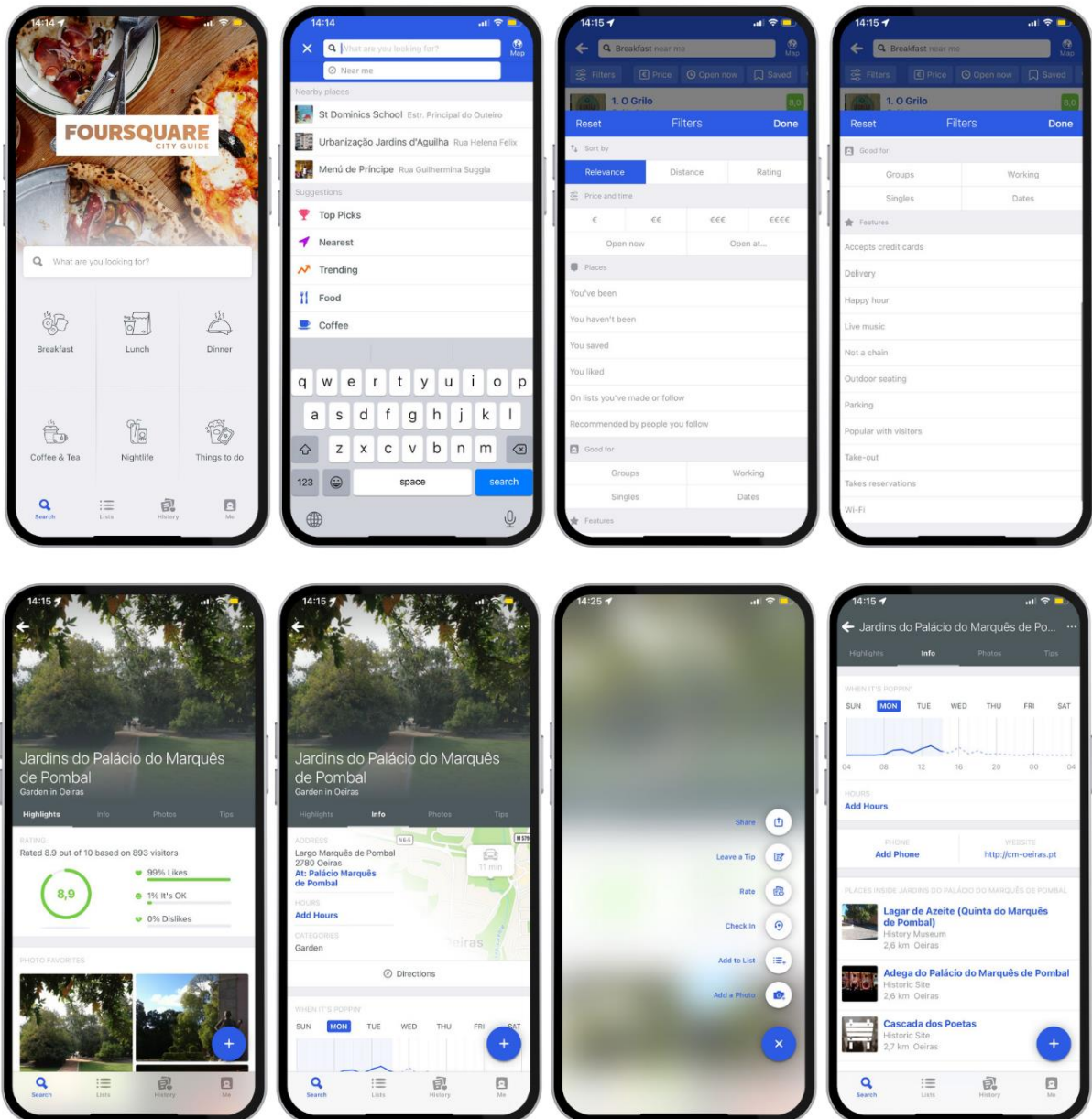
Source: Google Play 2022a; Yelp 2022

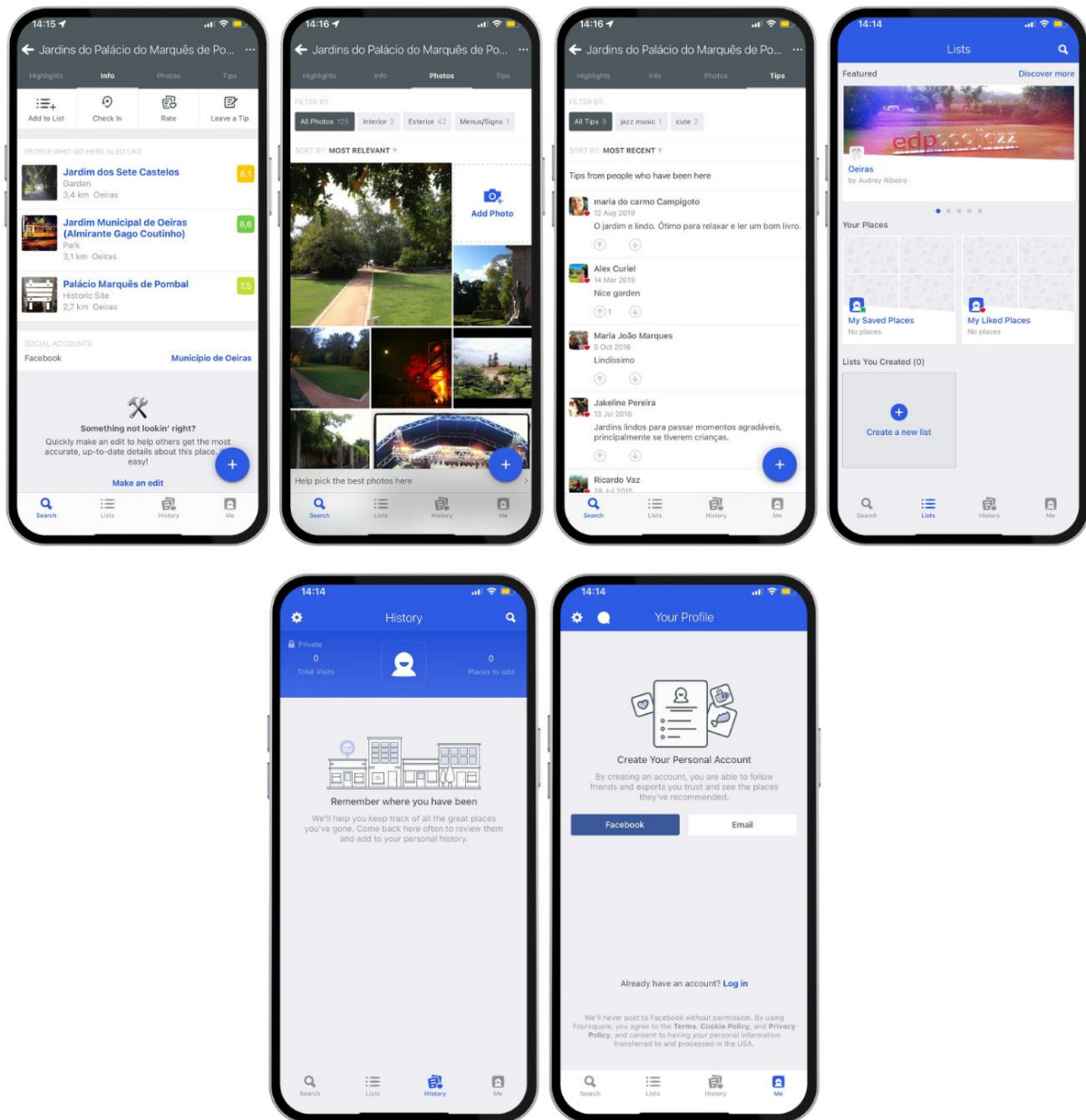
Appendix AT – Yelp's two apps



Source: Google Play 2022a

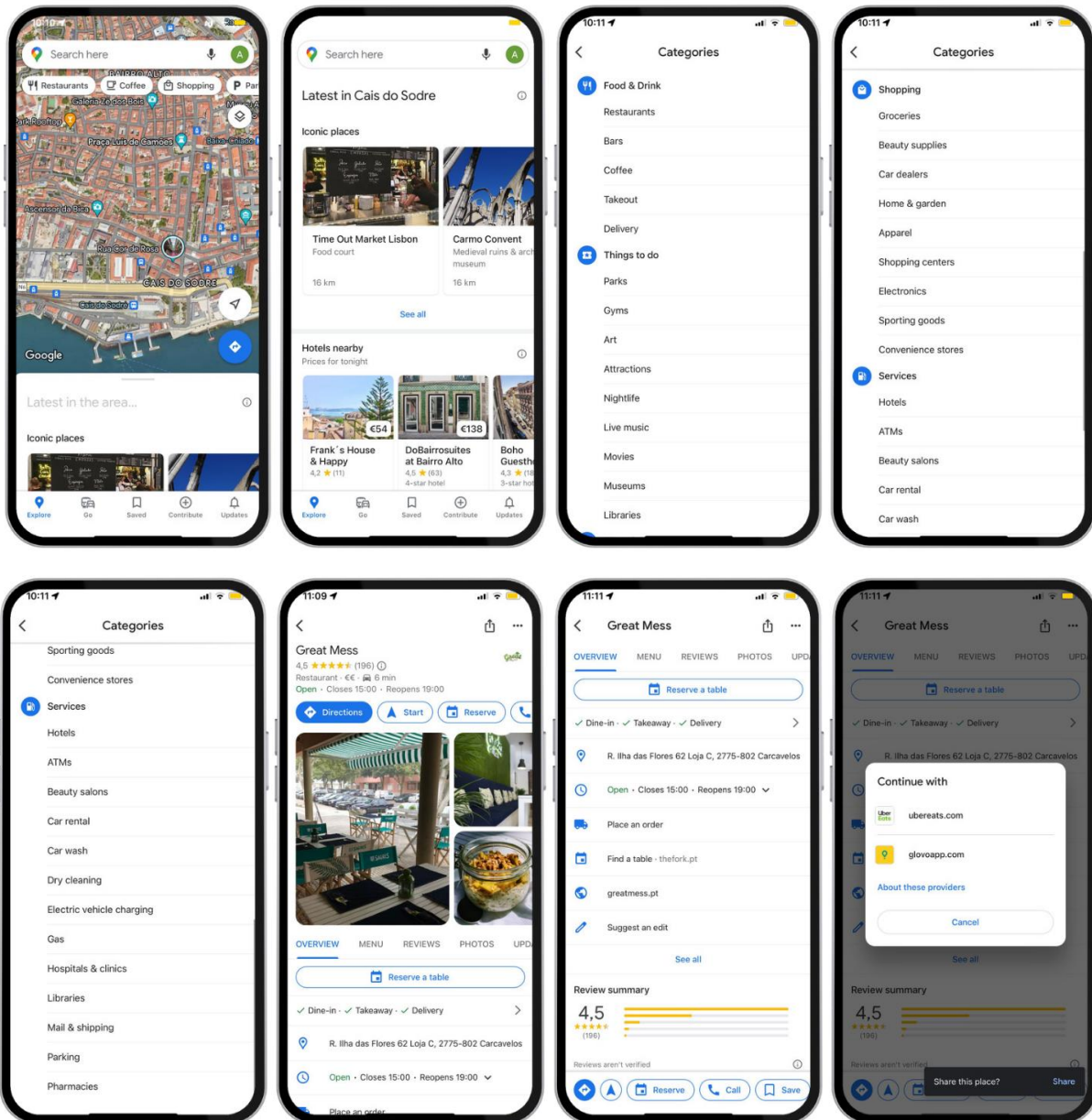
Appendix AU – Foursquare app features

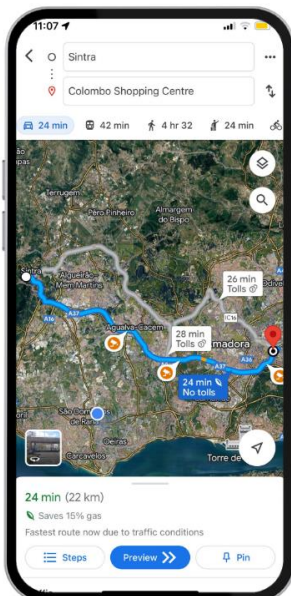
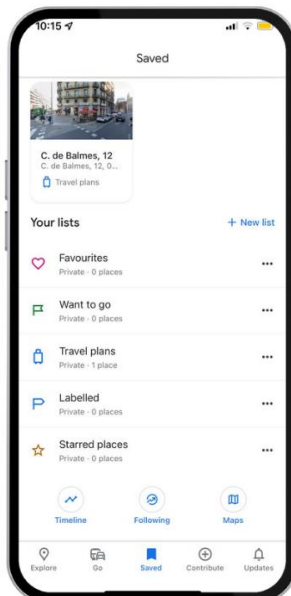
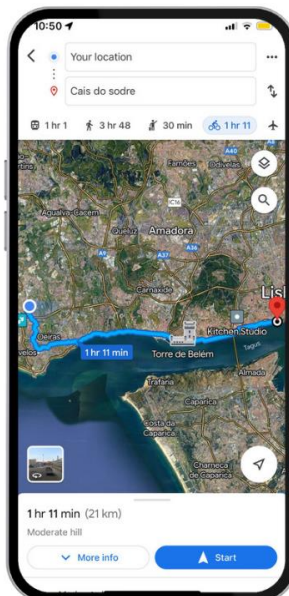
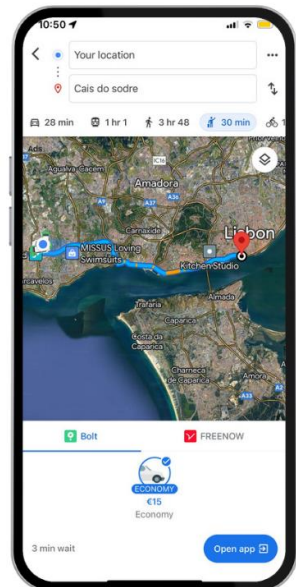
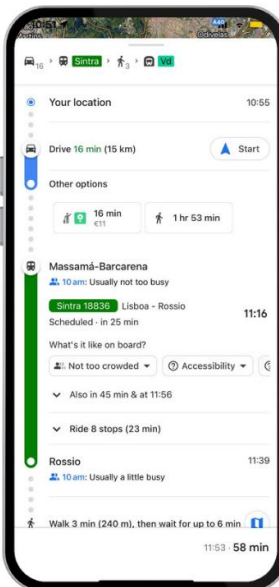
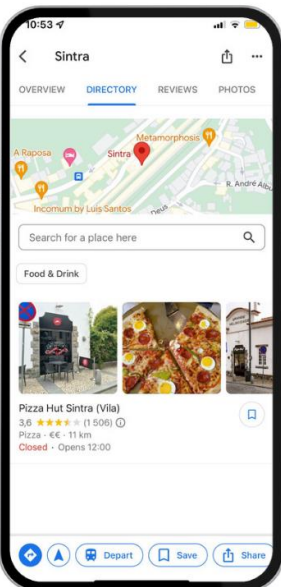
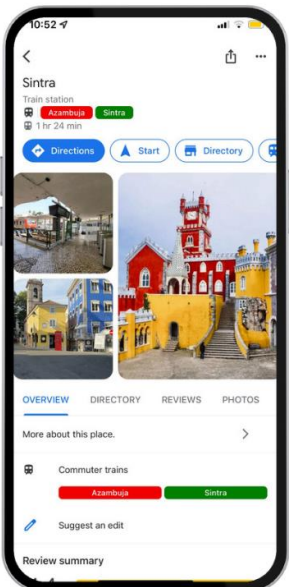
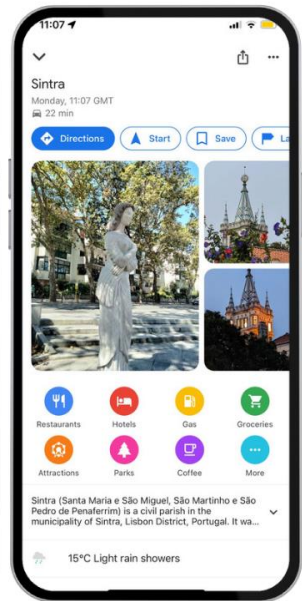
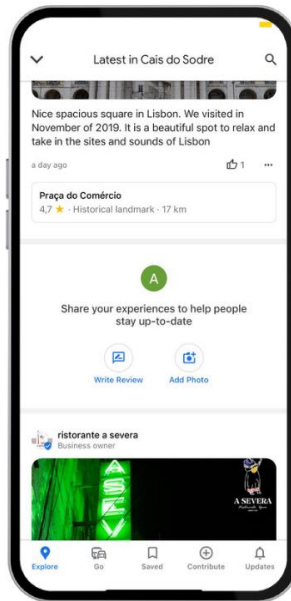
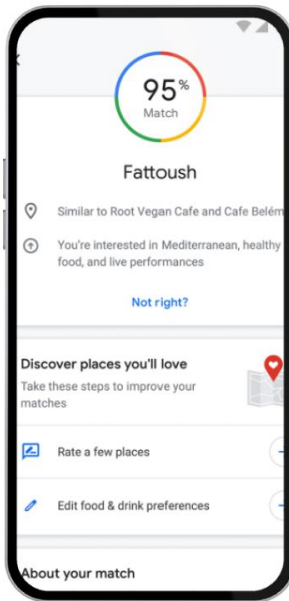
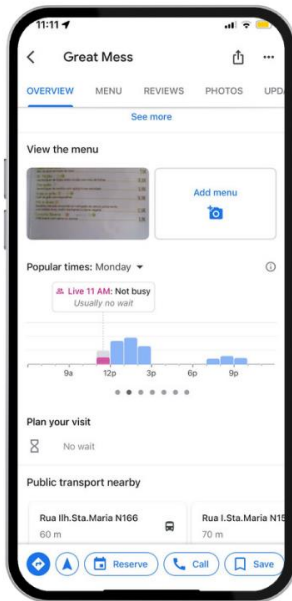


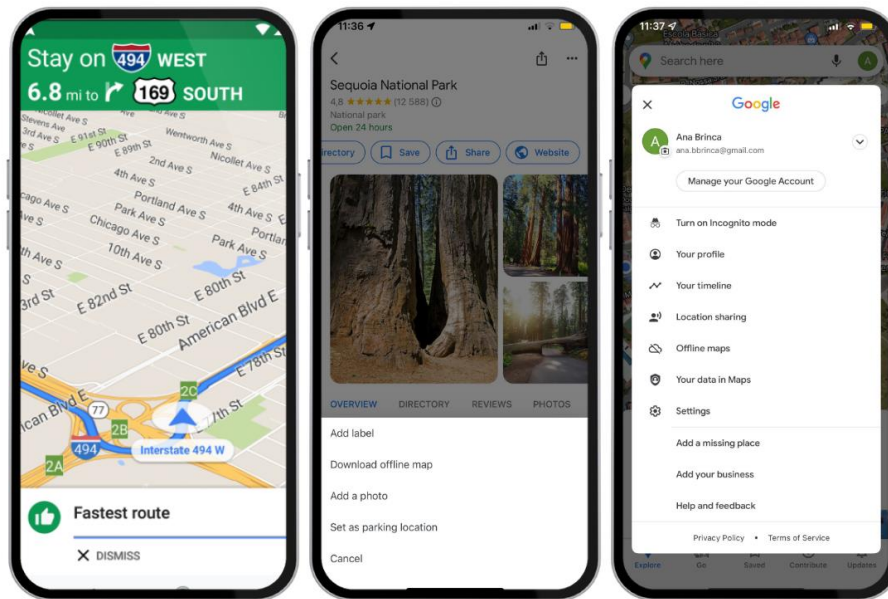


Source: Google Play 2022b; Foursquare 2022

Appendix AV – Google Maps app features

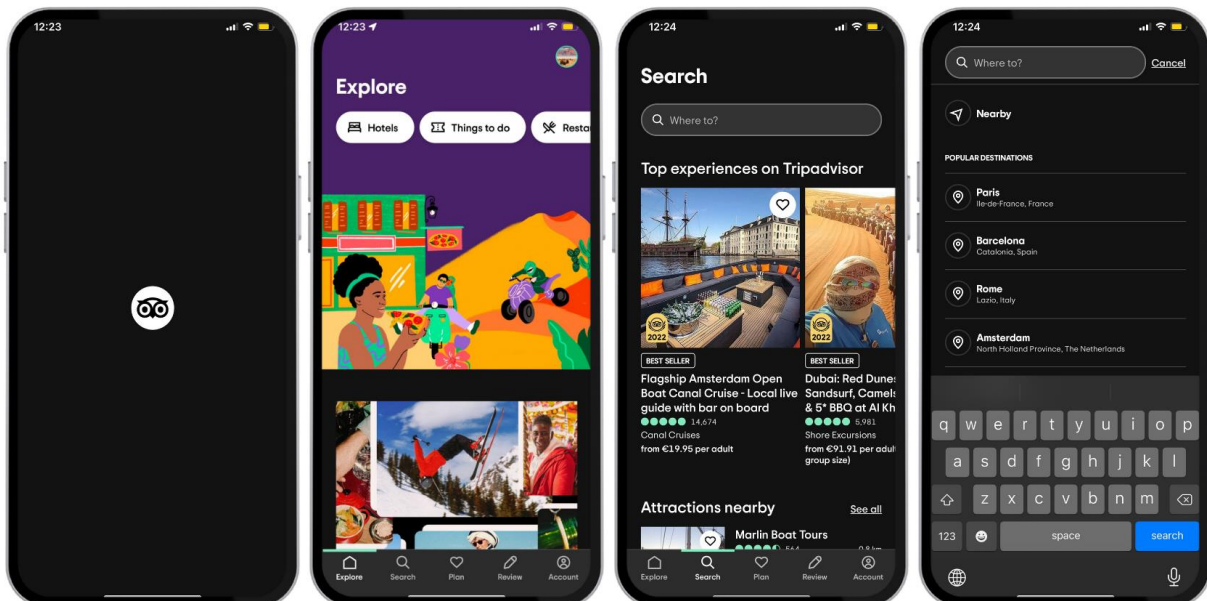


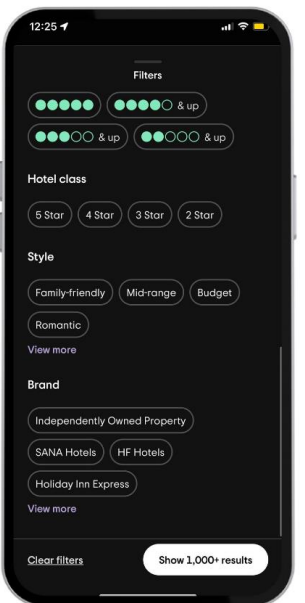
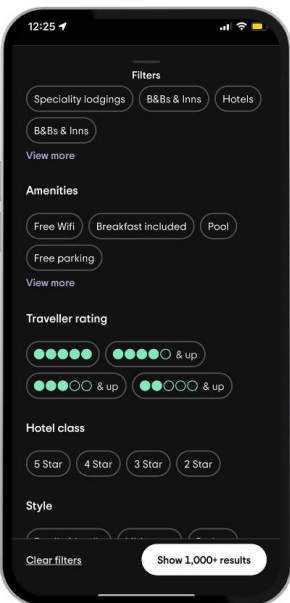
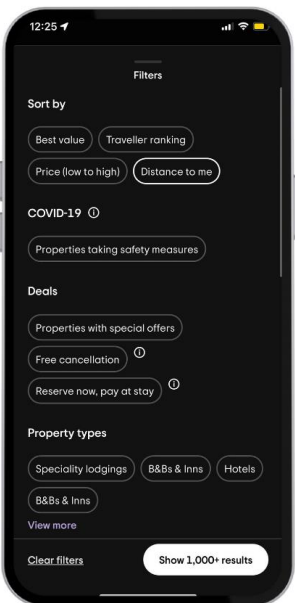
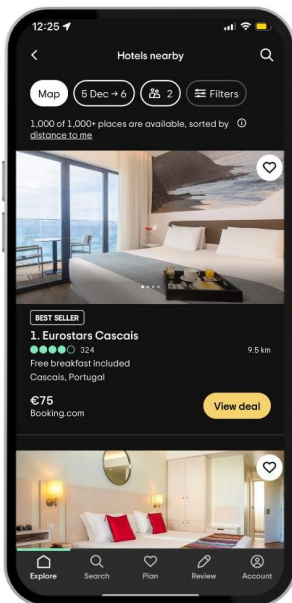
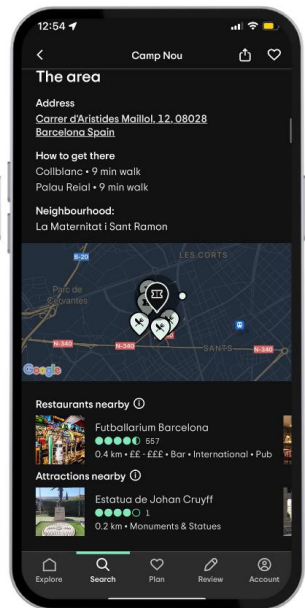
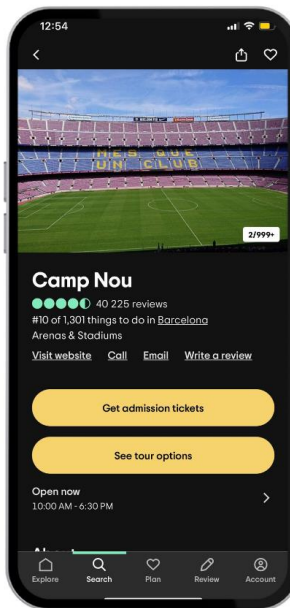
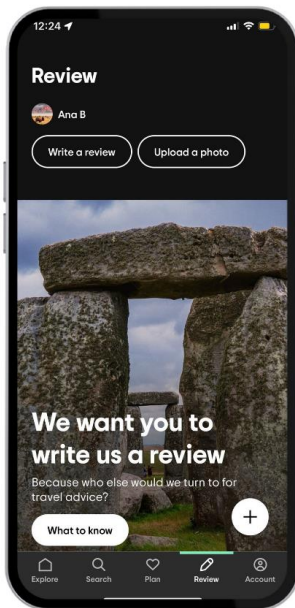
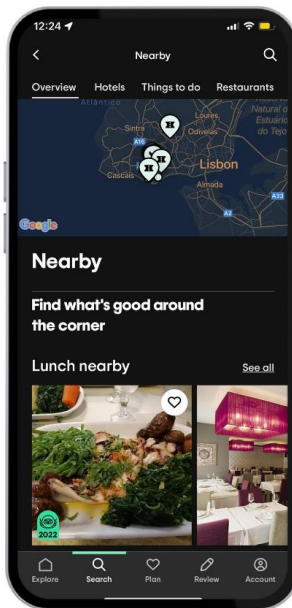


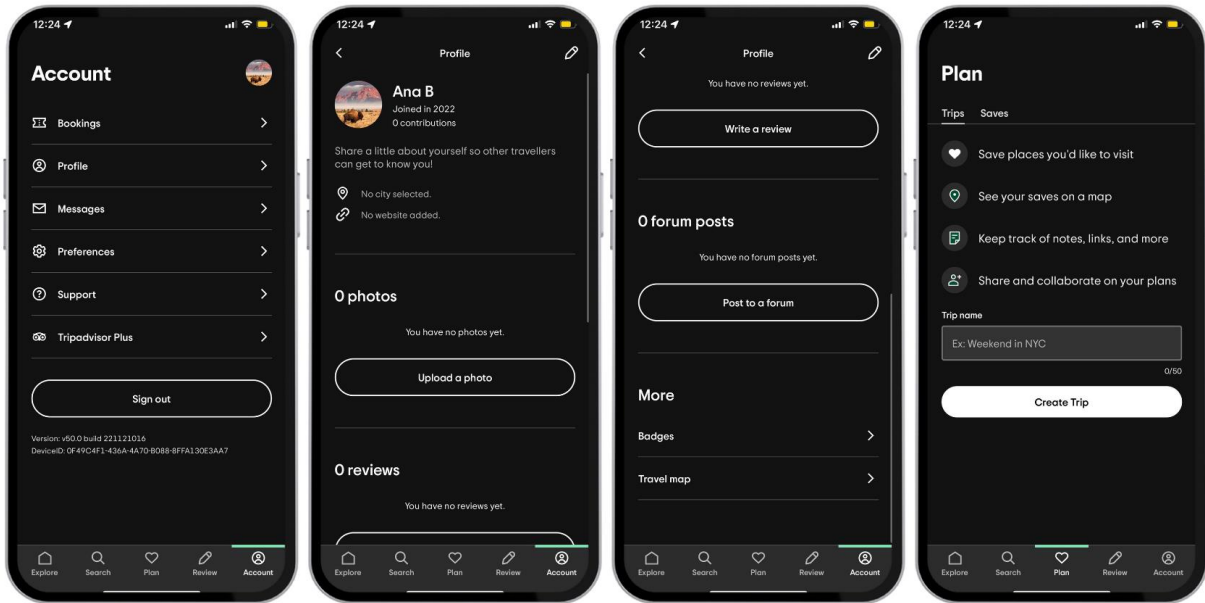


Source: Google Play 2022c

Appendix AW – Tripadvisor app features





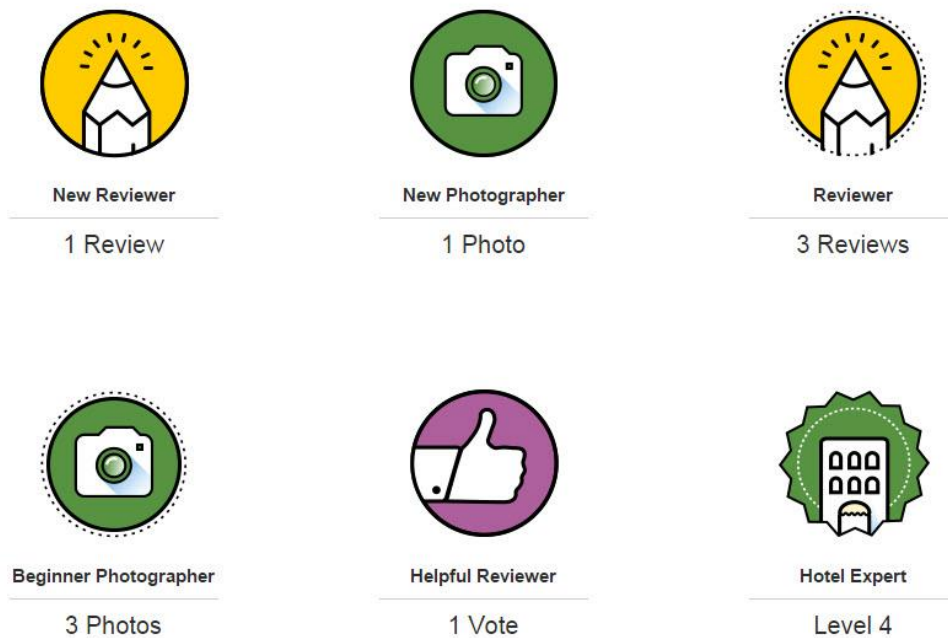


Source: Google Play 2022d, Tripadvisor app

Appendix AX – Tripadvisor Review badges

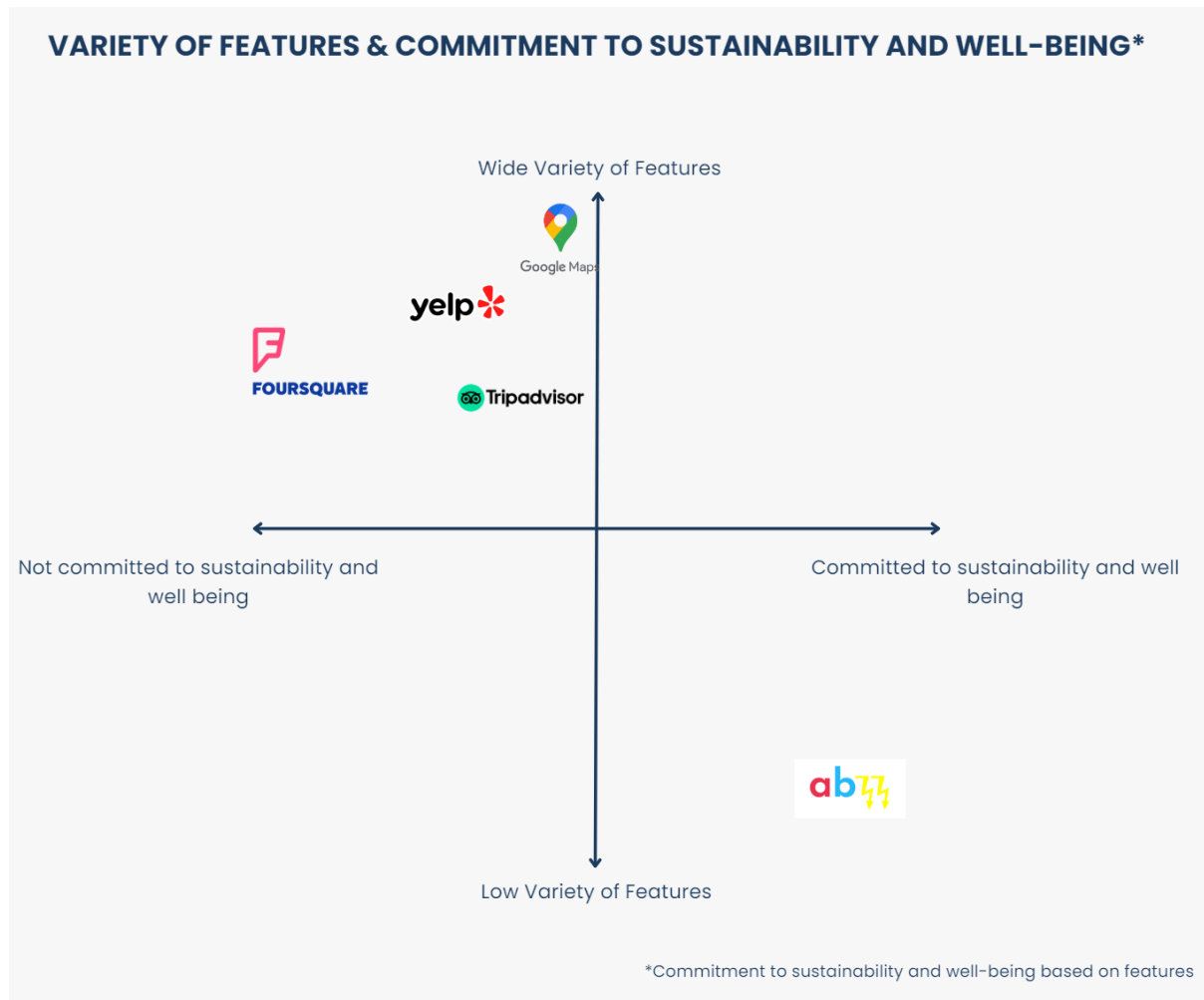
TripCollective Badge Collection

You've earned 22 badges

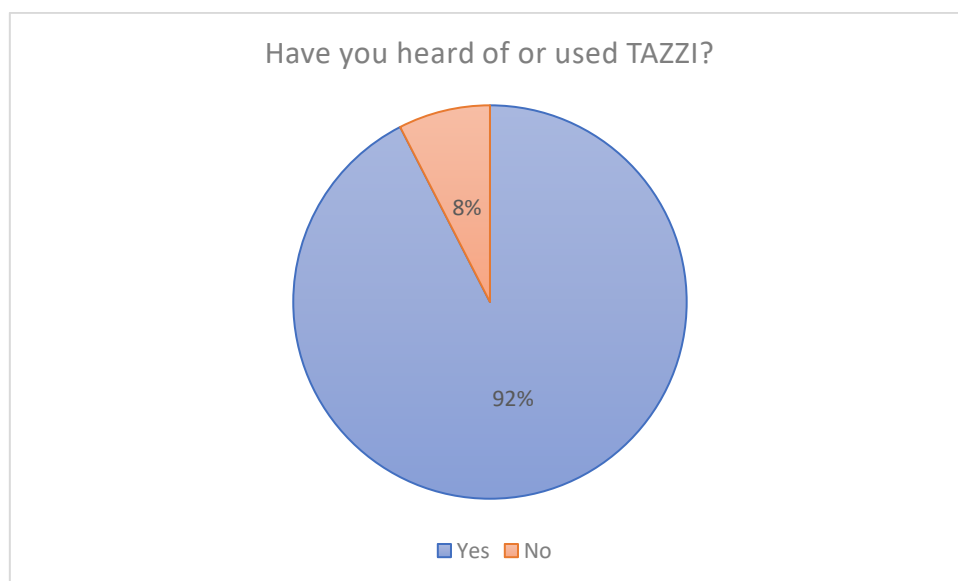


Source: Amu Bucher, 2015

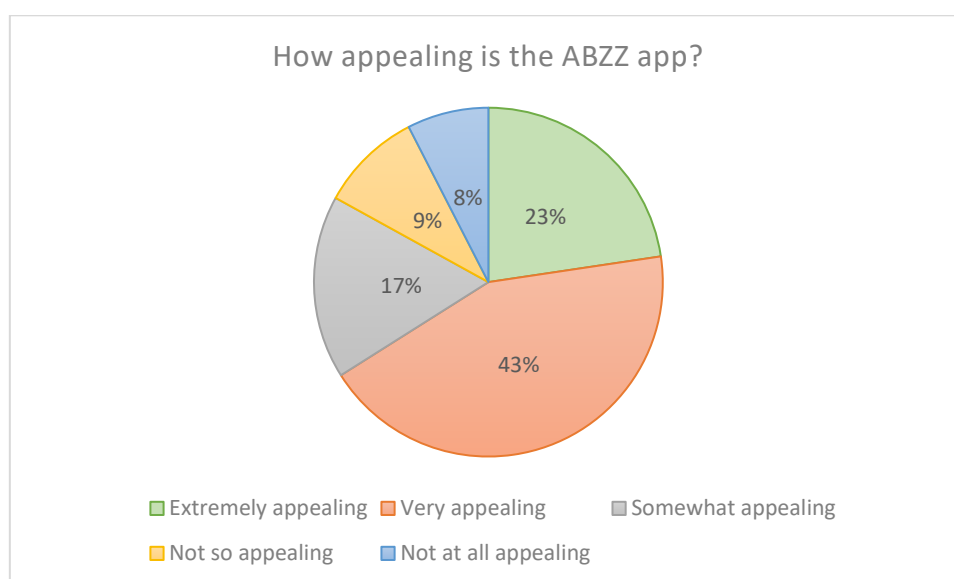
Appendix AY – Positioning map based on the Variety of Features and Commitment to Sustainability and Well-being



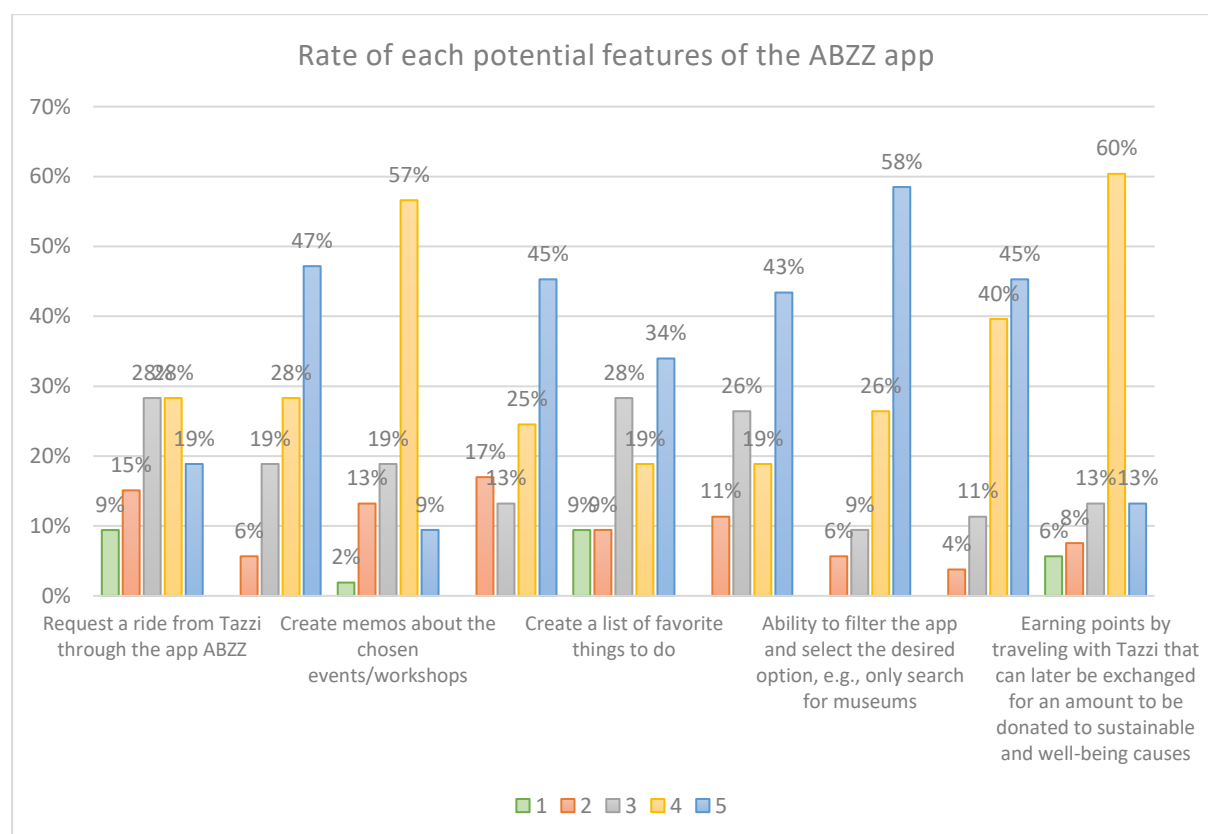
Appendix AZ – Have you heard of or used TAZZI?



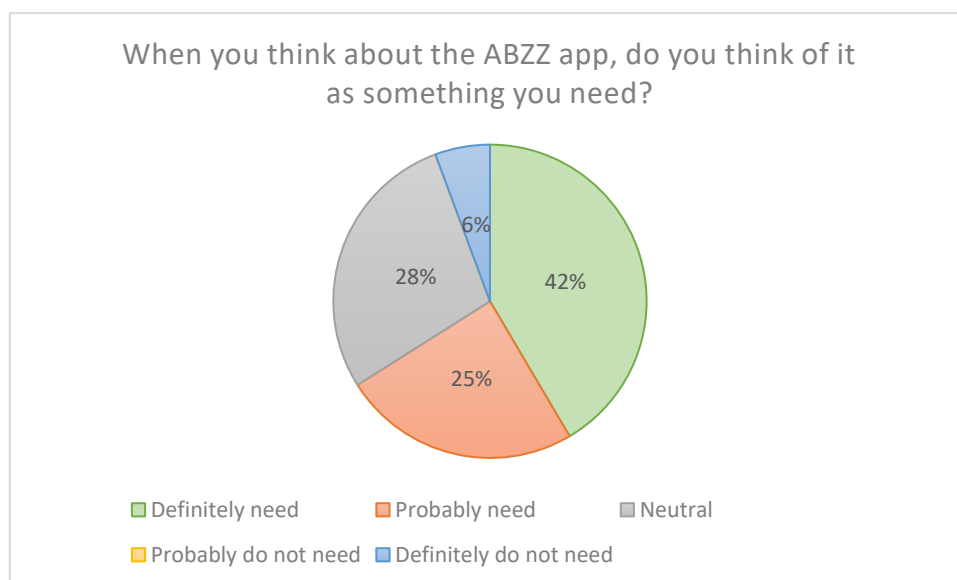
Appendix BA – How appealing is the ABZZ app?



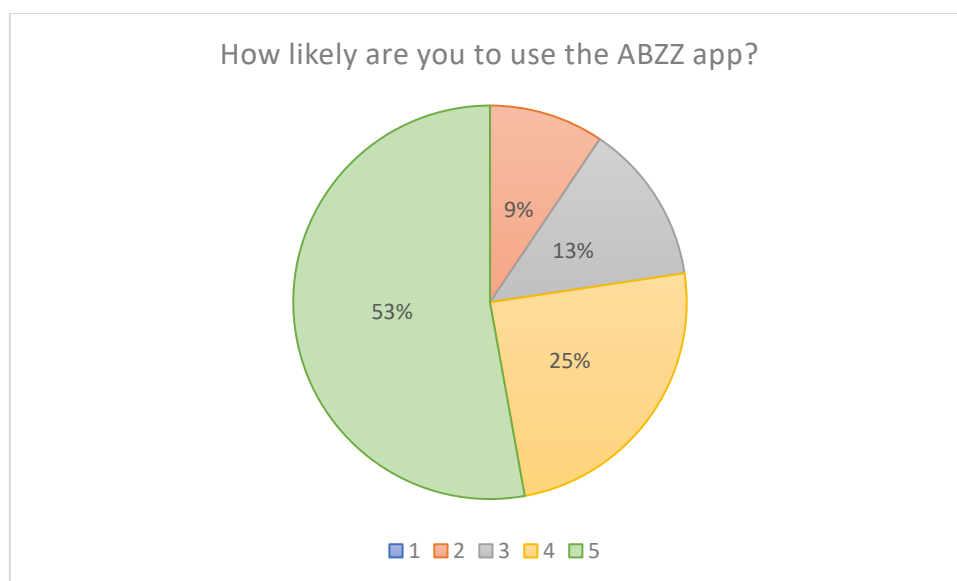
Appendix BB – Rate of each potential features of the ABZZ app



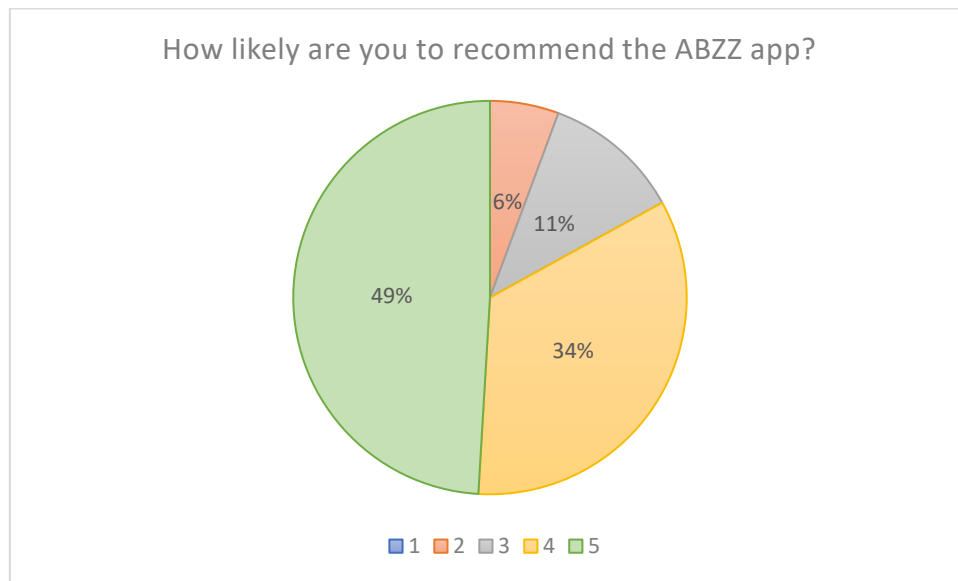
Appendix BC – When you think about the ABZZ app, do you think of it as something you need?



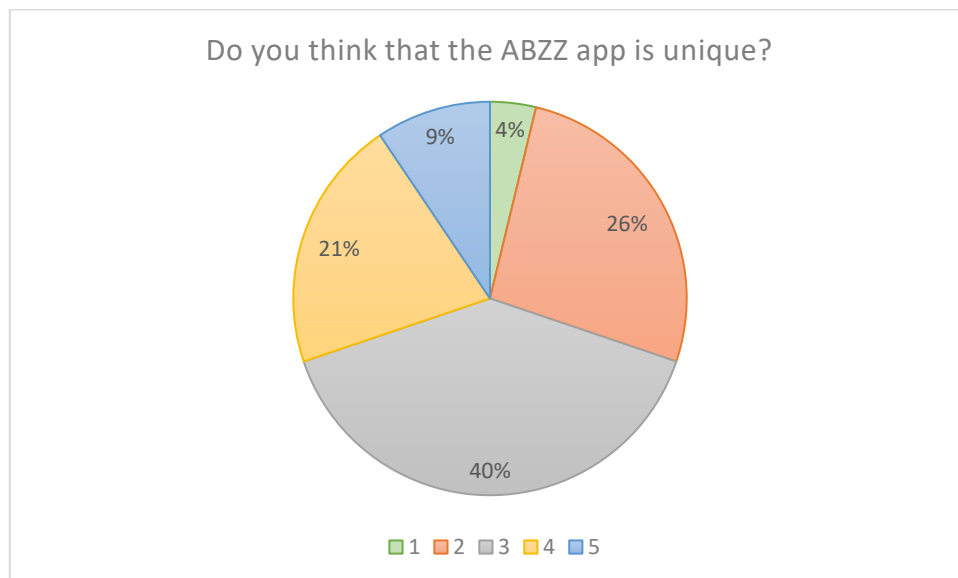
Appendix BD – How likely are you to use the ABZZ app?



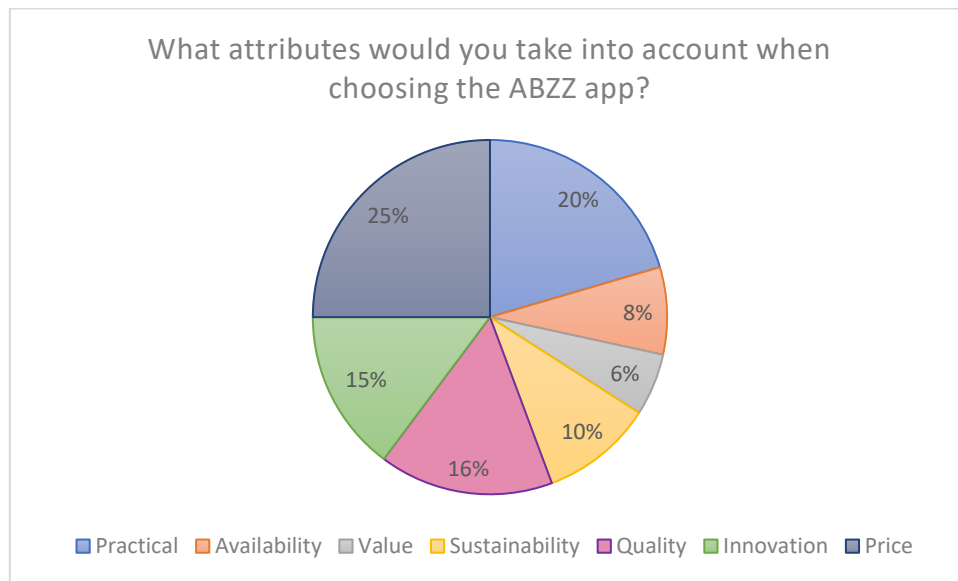
Appendix BE – How likely are you to recommend the ABZZ app?



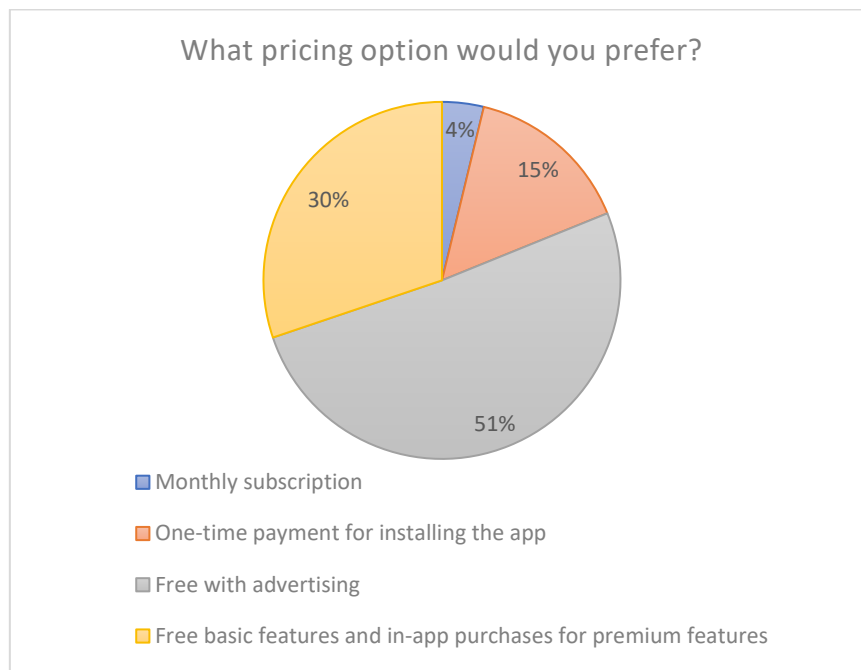
Appendix BF – Do you think that the ABZZ app is unique?



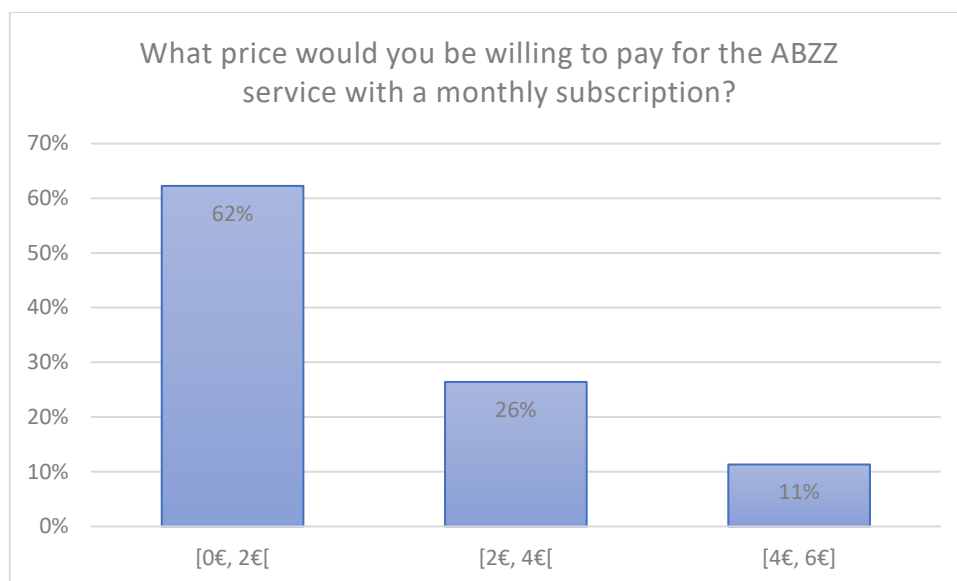
Appendix BG – What attributes would you take into account when choosing the ABZZ app?



Appendix BH – What pricing option would you prefer?

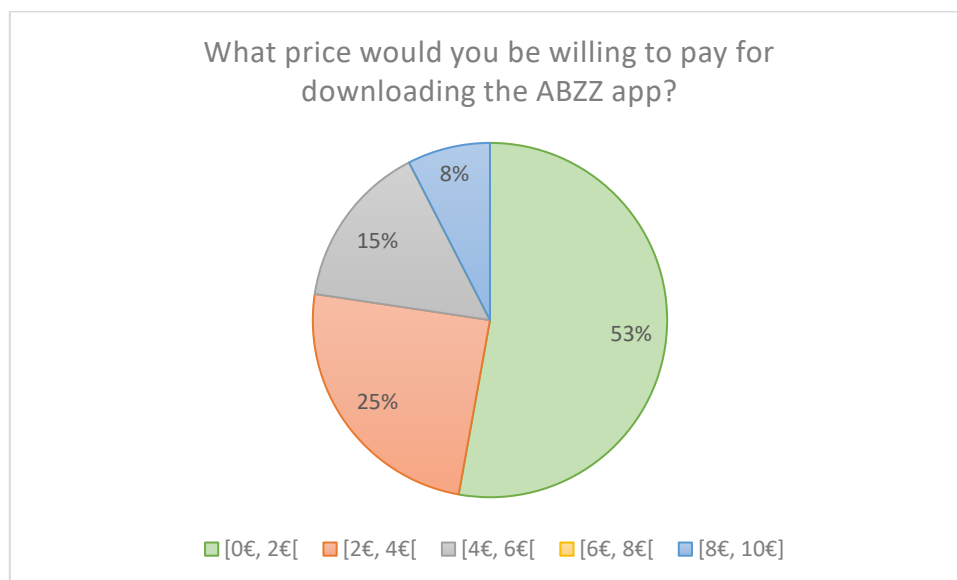


Appendix BI – What price would you be willing to pay for the ABZZ service with a monthly subscription?



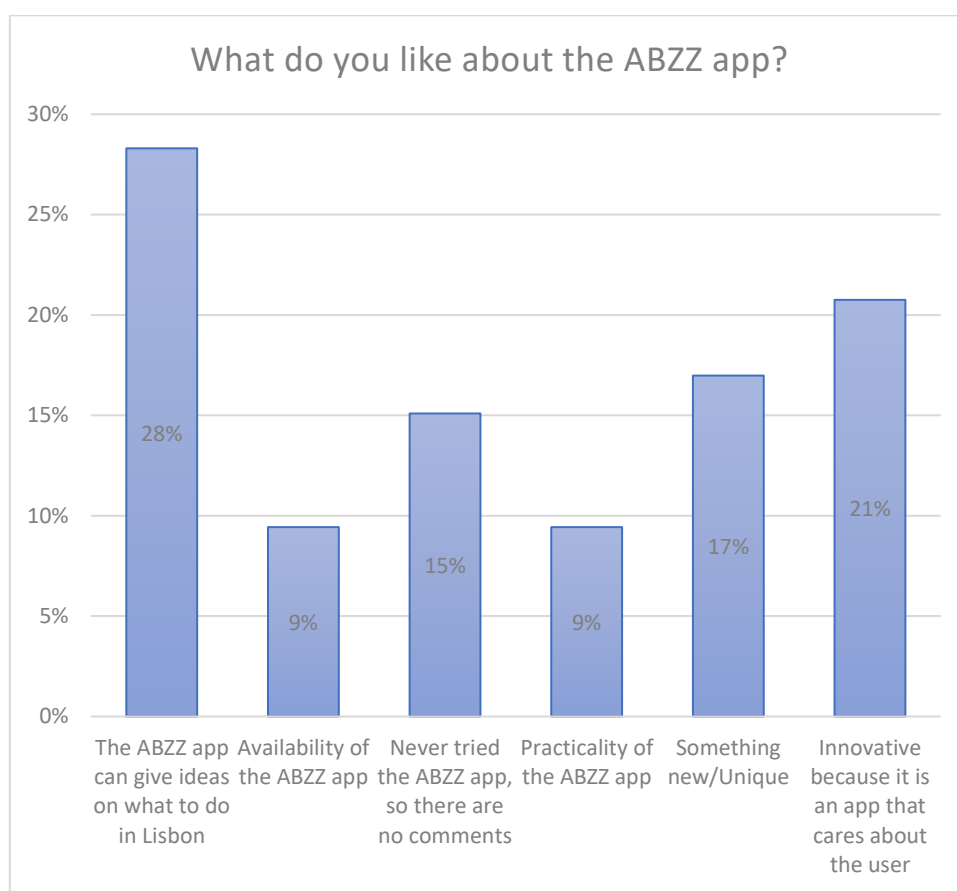
Note: The answers were grouped in these 3 main intervals

Appendix BJ – What price would you be willing to pay for downloading the ABZZ app?



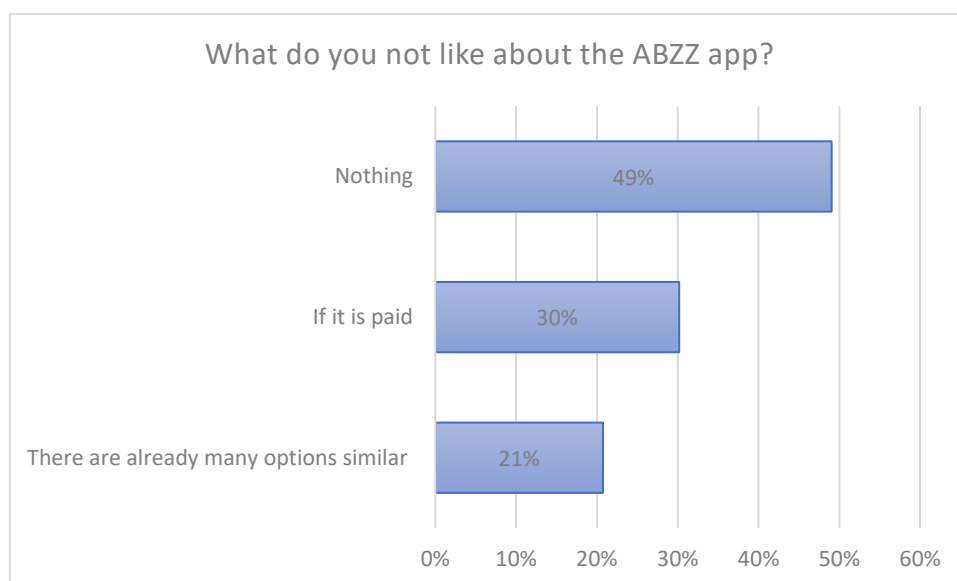
Note: The answers were grouped in these 5 main intervals

Appendix BK – What do you like about the ABZZ app?



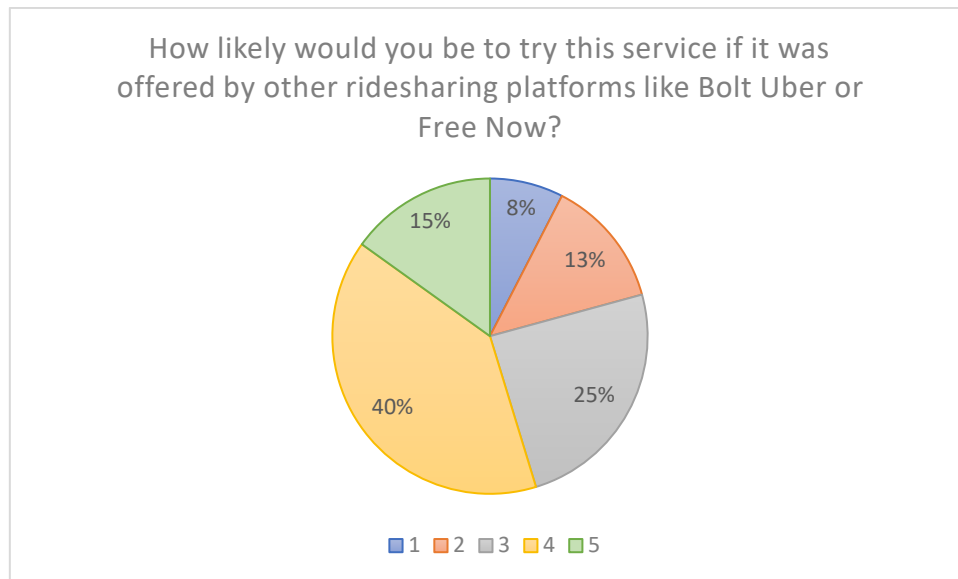
Note: The answers were grouped into these 6 main topics

Appendix BL – What do you not like about the ABZZ app?

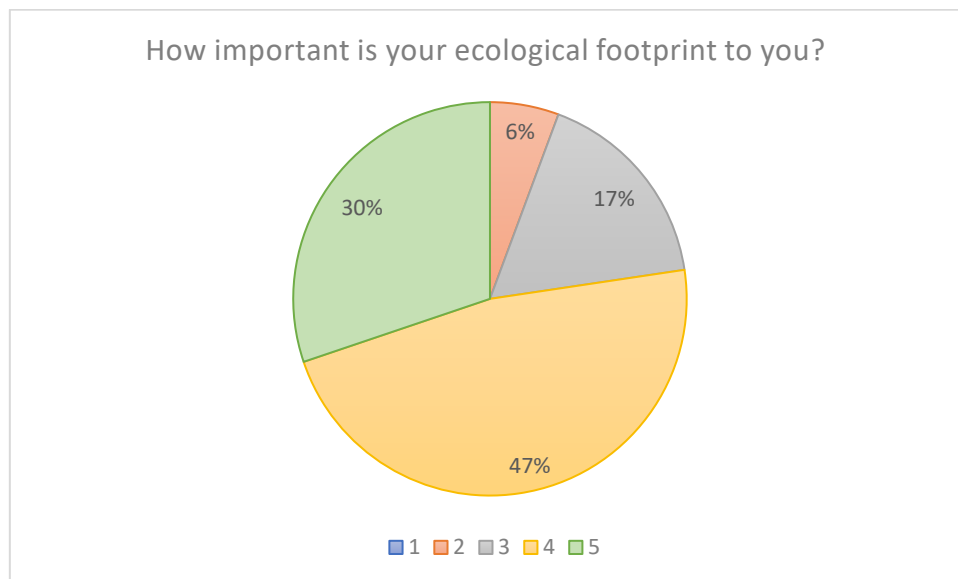


Note: The answers were grouped into these 3 main topics

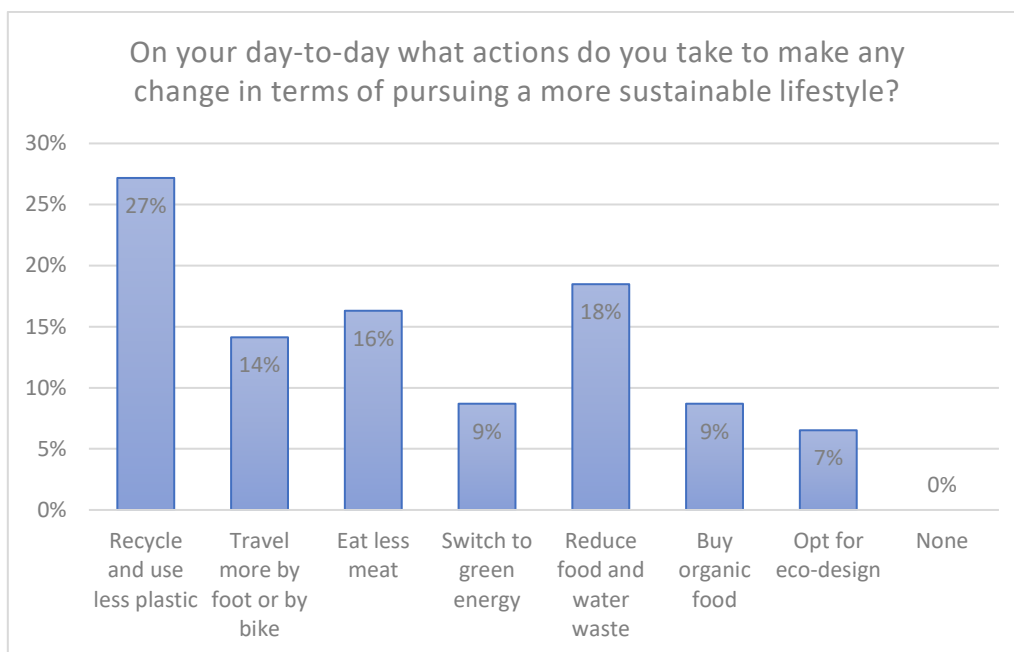
Appendix BM – How likely would you be to try this service if it was offered by other ridesharing platforms like Bolt Uber or Free Now?



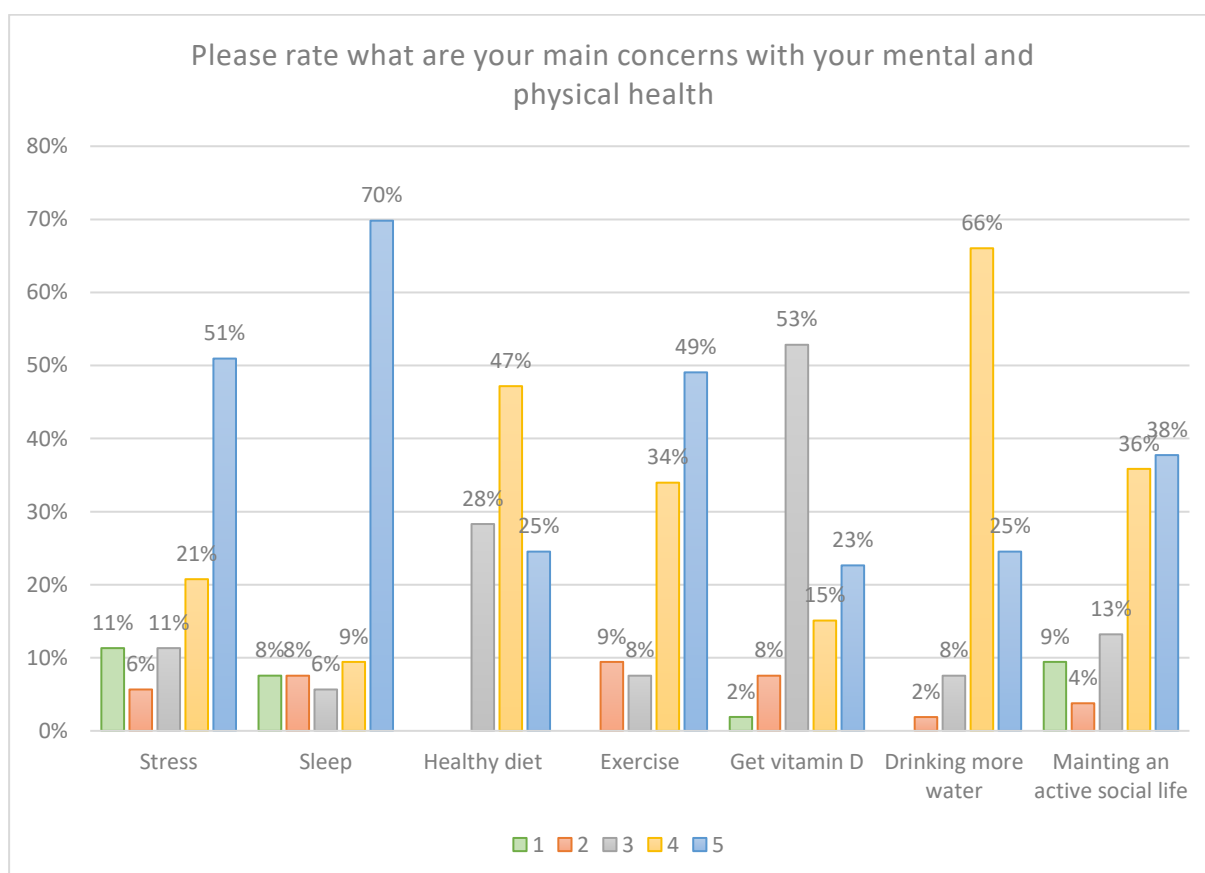
Appendix BN – How important is your ecological footprint to you?



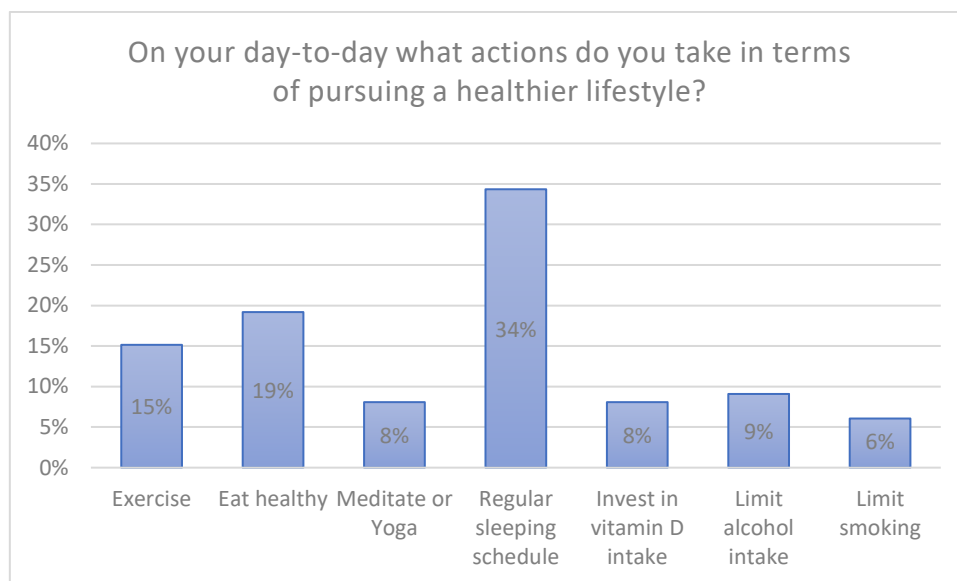
Appendix BO – On your day-to-day what actions do you take to make any change in terms of pursuing a more sustainable lifestyle?



Appendix BP – Rates on what are the main concerns with the mental and physical health



Appendix BQ – On your day-to-day what actions do you take in terms of pursuing a healthier lifestyle?



Appendix BR – To what extent do you think this app will help you in pursuing a more eco-friendly/sustainable life?

