

A Work Project presented as part of the requirements for the Award of a Master Degree
in Management from the NOVA – School of Business and Economics

**How can brands in the social sector migrate from a
charity approach to a business-like orientation: A
longitudinal case study of the evolution of “Reklusa”, a
Portuguese association that supports the reintegration
of female inmates in society**

APPENDIXES

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Appendix 1- Interview Guide to consumers about REKLUSA (before the business model transformation)

Pre recruiting questionnaire

“Good afternoon, my name is Maria del Mar Baptista and I am taking my Master in Management at NOVA School of Business and Economics. I am currently doing my Master thesis about REKLUSA. With this purpose I am collecting opinions about the brand. If you are available, I would like to make you a short interview to gather your insights about the brand.”

Filter 1: Do you know the brand REKLUSA?

Yes: Filter 2

No: Stop interview

Filter 2: Did you ever buy at least one product from REKLUSA?

Yes: Schedule interview

No: Stop interview

Interview

- **Warm-up**

“First of all, thank you for your agreement with this interview. As you know, I am doing my master thesis about REKLUSA and the aim of this interview is to gather some opinions and information about the brand. For this research, we are using a particular technique: the nondirective method; it means that I will not ask you specific questions about the subject as in a standard questionnaire. After the first question that I will introduce now, you will be free to tell me whatever comes to your mind about the subject. There aren't right or wrong questions. If you don't mind I will record the interview and it will last approximately 30 minutes.”

- **Starting the interview**

What was the first contact you had with the brand REKLUSA and in which circumstances did it happen?

Topics to be covered:

a) Reason to buy

- What was the main reason that led you to buy a product from REKLUSA?
- In which occasions have you bought a product from REKLUSA?

b) Usage behaviour

- In which circumstances do you use REKLUSA bags?
- The pieces you bought were for you or to offer?
- What other bag brands do you use?

c) Shopping behaviour

- How often do you visit REKLUSA store?
- Where have you bought REKLUSA items?
- What did you buy?

d) Brand Image

- What is your perception about the quality/ price relation of REKLUSA bags?
- What is your opinion about the bags' design?
- Show the logo of REKLUSA: What is your opinion about this logo?
- If you could associate REKLUSA to any other brand, what would it be?

e) Projective techniques

- If REKLUSA was a person, what kind of person would it be?
- Do the same projective technique with the bag brands mentioned above

• Respondent profile:

Gender;

Age [20-30[; [30-40[; [40-50[; [50-60[; [60-70[;

Living area;

Education level;

Occupation;

Nº of people in the household

Appendix 2- Interview Guide to consumers about RECLUSA: Consumers that didn't know REKLUSA (after the business model transformation)

Pre recruiting questionnaire

“Good afternoon, my name is Maria del Mar Baptista and I am taking my Master in Management at NOVA School of Business and Economics. I am currently doing my Master thesis about RECLUSA and, with this purpose I am collecting opinions about the brand. If you are available, I would like to propose you a short interview to gather your insights about the brand.”

Filter 1: Do you know the brand RECLUSA?

Yes: Filter 2

No: Stop interview

Filter 2: Did you ever buy at least one product from RECLUSA or have you visit the store in the last two months?

Yes: Filter 3

No: Stop interview

Filter 3: Did you know the former brand, REKLUSA (with K)?

Yes: Schedule interview and use the interview guide “*Consumers that knew REKLUSA (after the business model transformation)*”

No: Schedule interview and use the interview guide “*Consumers that didn't know REKLUSA (after the business model transformation)*”

Interview

- **Warm-up**

“First of all, thank you for your agreement with this interview. As you know, I am doing my master thesis about RECLUSA and the aim of this interview is to gather some opinions and information about the brand. For this research, we are using a particular technique: the nondirective method; it means that I will not ask you specific questions about the subject as in a standard questionnaire. After the first question that I will

introduce now, you will be free to tell me whatever comes to your mind about the subject. There aren't right or wrong questions. If you don't mind I will record the interview and it will last approximately 30 minutes."

- **Starting the interview**

What was the first contact you had with the brand RECLUSA and in which circumstances did it happen?

Topics to be covered:

a) Reason to buy

- What was the main reason that led you to buy a product from RECLUSA?
- In which occasions have you bought a product from RECLUSA?

b) Usage behaviour

- In which circumstances do you use RECLUSA bags?
- The pieces you bought were for you or to offer?
- What other bag brands do you use?

c) Shopping behaviour

- How many times have you been at the new RECLUSA store?
- What did you buy?

d) Brand image

- What is your perception about the quality/ price relation of RECLUSA bags?
- What is your opinion about the bags' design?
- What is your opinion about the new store?
- Show the logo of RECLUSA: What is your opinion about this logo?
- If you could associate RECLUSA to any other brand, what would it be?

e) Projective techniques

- If RECLUSA was a person, what kind of person would it be?
- Do the same projective technique with the bag brands mentioned above

f) Brand Knowledge

- Do you know how RECLUSA was born? (Explain if the interviewed doesn't know)
- What is your opinion about this transformation? (Show both REKLUSA and RECLUSA bags and logo)

- **Respondent profile:**

Gender;

Age [20-30[; [30-40[; [40-50[; [50-60[; [60-70[;

Living area;

Education level;

Occupation;

Nº of people in the household

Appendix 3- Interview Guide to consumers about RECLUSA: Consumers that knew REKLUSA (after the business model transformation)

Pre recruiting questionnaire

“Good afternoon, my name is Maria del Mar Baptista and I am taking my Master in Management at NOVA School of Business and Economics. I am currently doing my Master thesis about RECLUSA and, with this purpose I am collecting opinions about the brand. If you are available, I would propose you a short interview to gather your insights about the brand.”

Filter 1: Do you know the brand RECLUSA?

Yes: Filter 2

No: Stop interview

Filter 2: Did you ever buy at least one product from RECLUSA or have you visit the store in the last two months?

Yes: Schedule interview

No: Stop interview

Filter 3: Did you know the former brand, REKLUSA (with K)?

Yes: Schedule interview and use the interview guide “*Consumers that knew REKLUSA (after the business model transformation)*”

No: Schedule interview and use the interview guide “*Consumers that didn’t know REKLUSA (after the business model transformation)*”

Interview

- **Warm-up**

“First of all, thank you for your agreement with this interview. As you know, I am doing my master thesis about RECLUSA and the aim of this interview is to gather some opinions and information about the brand. For this research, we are using a particular technique: the nondirective method; it means that I will not ask you specific questions about the subject as in a standard questionnaire. After the first question that I will

introduce now, you will be free to tell me whatever comes to your mind about the subject. There aren't right or wrong questions. If you don't mind I will record the interview and it will last approximately 30 minutes."

- **Starting the interview**

What was the first contact you had with the brand RECLUSA and in which circumstances did it happen?

Topics to be covered:

a) Reason to buy

- What was the main reason that led you to buy a product from RECLUSA?
- What was the main reason that led you to buy a product from REKLUSA (the former brand)?
- In which occasions have you bought a product from RECLUSA?

b) Usage behaviour

- In which circumstances do you use RECLUSA bags? And REKLUSA bags?
- The pieces you bought at RECLUSA were for you or to offer? And at REKLUSA?
- What other bag brands do you use?

c) Shopping behaviour

- How many times have you been at this new RECLUSA store?
- What did you buy?

d) Brand image

- What is your perception about the quality/ price relation of RECLUSA bags?
- What is your opinion about the bags' design?
- What is your opinion about the new store?
- Show the logo of RECLUSA: What is your opinion about this logo?

- If you could associate RECLUSA to any other brand, what would it be?

e) Projective technique

- If RECLUSA was a person, what kind of person would it be?
- If REKLUSA was a person, what kind of person would it be?
- Do the same projective technique with the bag brands mentioned above

f) Brand Knowledge

- Do you know how RECLUSA was born? (Explain if the interviewed doesn't know)
- What is your opinion about this transformation? (Show both REKLUSA and RECLUSA bags and logo)

- **Respondent profile:**

Gender;

Age [20-30[; [30-40[; [40-50[; [50-60[; [60-70[;

Living area;

Education level;

Occupation;

Nº of people in the household

Appendix 4- Detailed composition of the interviewed consumers' group sample per wave

Interviewee	Nationality	Type of consumer	Wave 1 June-August	Wave 2 November-December
Consumer 1	P	Y		
Consumer 2	P	Y		
Consumer 3	P	Y		
Consumer 4	P	Y		
Consumer 5	P	Y		
Consumer 6	P	Y		
Consumer 7	P	Y		
Consumer 8	P	Y		
Consumer 9	P	Y		
Consumer 10	P	Y		
Consumer 11	P	Y		
Consumer 12	P	N		
Consumer 13	P	N		
Consumer 14	P	N		
Consumer 15	F	N		
Consumer 16	P	Y		
Consumer 17	P	Y		
Consumer 18	P	Y		
Consumer 19	P	Y		
Consumer 20	P	Y		
Consumer 21	P	Y		
Consumer 22	P	Y		

Source: Author

Notes:

P= Portuguese; F= Foreigner

Y= Consumer that knew REKLUSA

N=Consumer that didn't know REKLUSA

Wave 1= From June to August 2016 (before the business model transformation)

Wave 2= From November to December 2016 (after the business model transformation)

Appendix 5- Detailed composition of the interviewed internal team members per wave

Interviewee	Nationality	Type of consumer	Wave 1 June-August	Wave 2 November-December
Founder	P	K		
Social Assistant	P	K		
Store manager (ex-inmate)	P	K		
General Director (represented by LET'S HELP)	P	C		
Designer	P	C		
Prison Guard	P	K		
Collaborator in jail 1	P	K		
Collaborator in jail 2	F	K		
Collaborator in jail 3	F	K		
Collaborator in jail 4	F	K		

Source: Author

Notes:

P= Portuguese; F= Foreigner

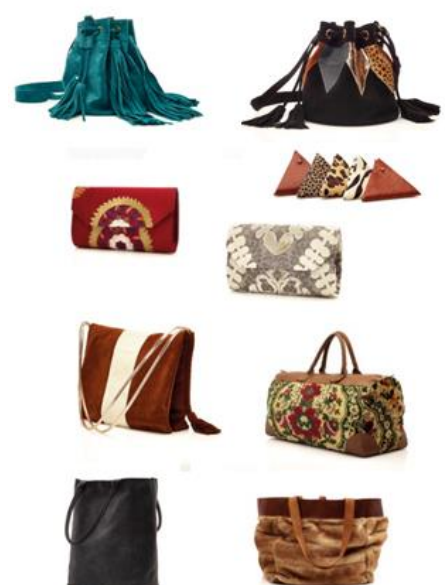
K= Already present in REKLUSA's team

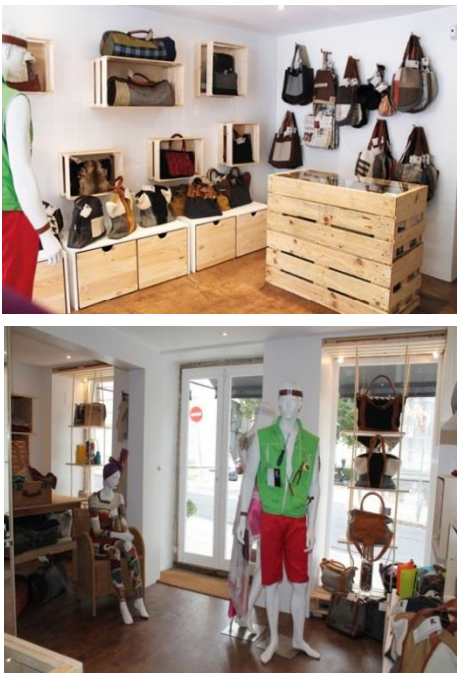
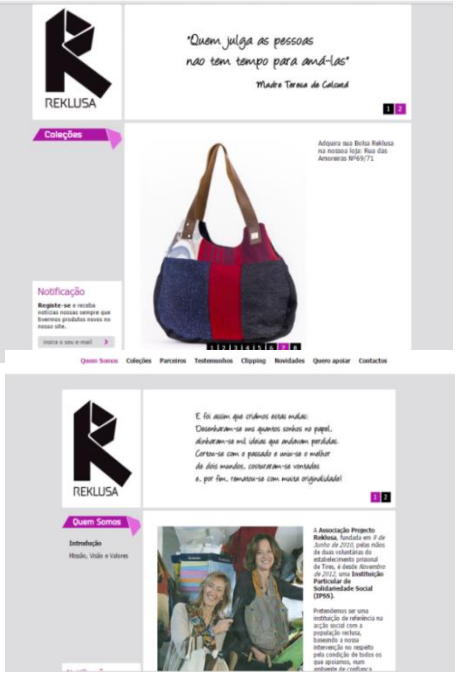
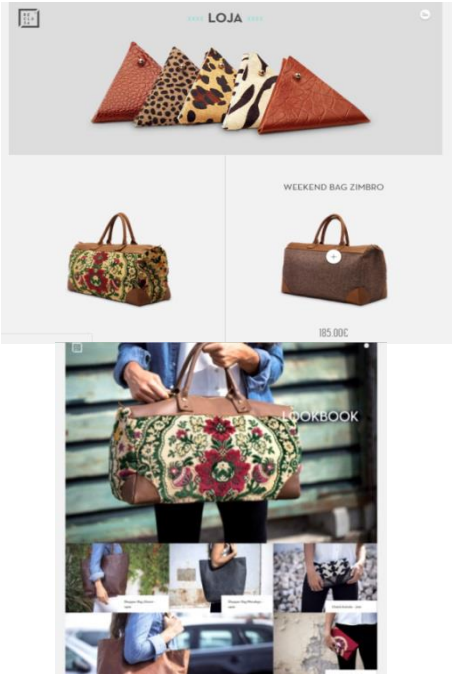
C= New team member of RECLUSA

Wave 1= From June to August 2016 (before the business model transformation)

Wave 2= From November to December 2016 (after the business model transformation)

Appendix 6- Brand elements evolution

Time	2010	September 2016	November 2016
Brand	REKLUSA		RECLUSA
Products			
	Drastic change from products manufactured with donated materials such as textiles, to bags and accessories made with 100% natural leather. Transformation from a random combination of patterns and colours to products where the conjugation of patterns, leather, textiles and colours are carefully chosen. Transition from products designed by a different person every year to a collection thought by the new designer of the brand.		
Logo			
	The logo of REKLUSA changed twice before 2016. Within the restructuring process, the image of the brand shifted from a logo that was almost immediately associated to a social or charity cause (the dove representing hope and the R of REKLUSA similar to a loop) to a commercial, more professional logo. The rebranding was conceived by the communication agency Partners. It started by changing the name- from REKLUSA to RECLUSA- a more traditional, authentic and national name. In the new logo inmates and their work is honoured: the starting point of the logo is a square that represents the cell. But as the project and this population, the cell is crossed by a new path that reflects a new opportunity. Inside the cell are the letters that represent the key characters of the story of the brand- female inmates and former prison women.		

Time	2010	September 2016	November 2016
Brand	REKLUSA		RECLUSA
Store			
	A totally remodelled flagship store that reflects the new identity and positioning of the brand. The decoration and the way products are displayed are simple and sophisticated. The new store intends to have a pleasant atmosphere to provide an excellent consumer experience.		
Website			
	REKLUSA website was totally directed to the social cause and the association. The objective was that the consumer bought because she felt the need to help and not for the product itself. In RECLUSA, the website (currently under construction) totally focuses on bags and accessories.		

Time	2010	September 2016	November 2016
Brand	REKLUSA		RECLUSA
Communication	 PORTUGUESES EXTRAORDINÁRIOS INÊS E MAFALDA, AS SOLIDÁRIAS Com ajuda de Crowdfunding Reklusa abre loja A marca Reklusa, que produz acessórios de moda realizados com a ajuda de reclusas, vai inaugurar uma loja, na rua das Amoreiras, em Lisboa. O espaço, cedido pela câmara municipal, necessita de obras e a associação lançou uma campanha de 'crowdfunding': em que procura o apoio de financiadores. Na plataforma de 'crowdfunding' (financiamento coletivo) do BES Crowdfunding, a Reklusa precisa de 2500 euros para financiar as obras do espaço. Neste momento, a página já angariou quase 35% do dinheiro.  novidades Instituição Particular de Solidariedade Social apresenta coleção de moda A Reklusa, que tem como missão reconstruir as vidas da população reclusa e ex-reclusa, através do apoio à sua reinserção e integração social e profissional, apresenta a sua nova coleção. POR BRUNO LOPES 10/04/2010 15:00  Reklusa vende acessórios de moda feitos por prisioneiras 		 BRIEFING Os Negócios do Marketing A Partners tirou o K à Reclusa  RECLUSA apresenta-se ao mundo da moda  stylista   16 de novembro de 2016 Uma nova oportunidade para a "Recluse" Partilhar Artigo: 112 pessoas gostam disto. Uma marca renovada e pronta para contar uma história diferente. É assim que surge a nova Reclusa. Criada há cerca de 5 anos, e apresentando-se como a primeira empresa social no país a dar prioridade à contratação de colaboradoras com antecedentes criminais, a antiga "Reklusa" perde agora o "K" e reforça o seu posicionamento enquanto marca de moda.
	REKLUSA was most often communicated as solidarity project that sold fashion products. In this case, bags and accessories had a secondary role. RECLUSA is conveyed as a fashion brand with a different story where the brand and its products are primarily communicated to consumers and the social cause is what comes attached to it.		

Source: Author