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

BRANDING LAB TOPIC:
How Can L’Oréal Relaunch Fructis as a Disruptive Brand for Millennials in Portugal?

INDIVIDUAL PROJECT TOPIC:

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A Project carried out on the Master in Management Program, incorporated in the Branding Lab in collaboration with Garnier Fructis, under the supervision of: Professor Catherine da Silveira

January 6, 2017
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This individual work project aims at making recommendations about how the power of superfruits can be explored in Fructis’ communication strategy in Portugal. The communication efforts of three brands were analyzed and two distinct strategies were identified. It was found that the use of each strategy depends on the target audience: to attract health conscious consumers, the health benefits of the fruits should be thoroughly communicated; to attract a broader audience, the fruits should be promoted as an integral part of an aspirational lifestyle. It was concluded that the last strategy was more suitable to attract Fructis’ target of Millennial consumers.

Keywords: Superfruits, Health Benefits, Aspirational, Lifestyle

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This Individual Work Project is conducted within the scope of the Fructis® Branding Lab, at Nova School of Business and Economics (Nova SBE), in the academic year of 2016/17, and is based on a collaboration with the Garnier Fructis management team of the L’Oréal Group. A confidentiality agreement was signed by Nova SBE representatives and by the five students involved in the project, as well as the L’Oréal team responsible for the relaunch of Fructis, on September 30, 2016.

The main objective of the Branding Lab is to support Fructis in implementing a new positioning to regain a high market share. This project is developed to address the following question: “How can L’Oréal relaunch Fructis as a disruptive brand for Millennials?”

In order to answer this question, an initial phase of brand diagnostic was carried out, followed by a second phase of recommendations. In order to develop these recommendations, our advisor met the Fructis management team to define five specifically relevant topics within the scope of the global project, that should address the management problem from different perspectives and nurture the global recommendations for the relaunch of Fructis.

The objective of this Individual Work Project is to determine how Fructis can explore the power of superfruits in its communication efforts and this research question will be addressed by the means of secondary data analysis.

*For the ease of reading “Garnier Fructis” will be stated as “Fructis” in this work project*
The brand diagnostic phase was designed as follows:

- Two major research questions were defined:
  1) How do Millennials behave within the Portuguese hair care market?
  2) Why has Fructis lost so much market share?

- Both primary research and secondary research were conducted to address these research questions. Primary data was collected firstly via examination of 316 consumers during store observations*, followed by the conduction of 32 in-depth interviews with current Fructis Users and Fructis Droppers, and 33 in-depth interviews with Millennials. These Millennials were split into two sub-targets, 18-25 year olds and 26-35 year olds, in order to capture the differences that may occur between age intervals. Moreover, secondary data on social development of Millennials in the world was analysed, in order to compare the findings of the primary research conducted in Portugal with global Millennial habits and trends.

The detailed sample characteristics for store observations and in-depth interviews were predefined as displayed in the following matrix:

<table>
<thead>
<tr>
<th>STORE OBSERVATIONS</th>
<th>IN-DEPTH INTERVIEWS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How do Millennials behave regarding haircare?</strong></td>
<td><strong>18-25y Millennials</strong> Have bought for themselves at least one haircare product in the last year</td>
</tr>
<tr>
<td>Consumers who consider and/or buy a haircare product in a store*, in particular those who seem to be aged 18-35 years old</td>
<td>26-35y Millennials Have bought for themselves at least one haircare product in the last year</td>
</tr>
</tbody>
</table>

| Why has Fructis lost so much market share? | **Fructis Users** Have bought Fructis at least once in the past 4 months |
| Consumers who consider and/or buy a haircare product in a store*, in particular those who consider and/or buy Fructis | **Fructis Droppers** Have bought Fructis at least once in the past 7 years but not in the last 4 months |

The information to be collected from store observations and in-depth interviews was predefined as displayed in the following matrix:

<table>
<thead>
<tr>
<th>STORE OBSERVATIONS</th>
<th>IN-DEPTH INTERVIEWS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How do Millennials behave regarding haircare?</strong></td>
<td>- Explore the haircare consumer decision journey, in particular Millennials</td>
</tr>
<tr>
<td><strong>Why has Fructis lost so much market share?</strong></td>
<td>- Explore the haircare consumer decision journey, in particular the one of consumers who consider and/or buy Fructis</td>
</tr>
</tbody>
</table>

| **Table 1:** Research sample characteristics  
Source: Primary Research |
| **Table 2:** Data Collection Matrix  
Source: Primary Research |

* Observations were conducted at five Continente stores in Lisbon and Porto: Colombo, Amadora, Bom dia Laranjeiro, Norteshopping and Antas.
1. How do Millennials behave within the Portuguese hair care market?

Based on our research, it appears that the behavior of Portuguese Millennials regarding hair care is guided by two distinct orientations:

- **Perfection Orientation:** The vast majority of consumers* searches for effective products to address their hair concerns, not caring about potentially harmful ingredients for both their health and for the environment. They choose brands like Pantene or Elvive with ‘technology-based formulas’ to achieve immediately visible results such as curl definition, straightening or damage repair.

- **Natural Orientation:** A few consumers** are willing to sacrifice results to a certain extent in exchange for the use of more natural ingredients. They choose brands such as Ultra Suave with “natural ingredient-based formulas” to preserve hair health.

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**Figure 1:** Two distinct orientations of the hair care market in Portugal according to the Millennials perceptions

*Source: Original Content*
2. Why has Fructis lost so much market share?

The answer to this question is associated with two main issues pertaining to the launch of the brand:

1) In general, Fructis is not considered anymore a quality brand: the brand was launched very quickly and many formulas fail to address consumers’ hair concerns in the long run. However, a few of Fructis’ products are perceived to be good, namely Hidra-Caracóis and Anti-Casca, making Fructis users loyal to these few respective products, not to the brand.

2) Fructis is not perceived as a “natural brand” according to the definition of natural currently used by Millennials: When the brand was launched it was perceived as natural by Baby Boomers’ but this definition has changed over time.

Considering the two opposite haircare orientations previously identified, one can see that nowadays Fructis fits neither. The overall poor quality of the formulas do not allow Fructis to compete as a ‘perfection-oriented’ brand, and the use of mostly chemical formulas exclude Fructis from the ‘natural orientation’ as well.

As a middle-market brand, not significantly cheaper than competitors, and by not fitting either orientation, many consumers do not perceive Fructis as a good purchase compared to other brands.
Fructis was launched in 1996, after a very short time of product development. The brand entered the market as a disruptive haircare brand characterized by its shiny green packaging and rebellious advertising. In just three months Fructis became the number two haircare brand worldwide. However, in recent years, the brand has been losing market share all over Europe* (L’Oréal Portugal, 2016).

In particular in Portugal, where Fructis achieved its highest market share of 14.5% in 2006, Fructis’ market share has been continuously decreasing since 2008, reaching 8.3% in YTD August 2016 (Figure 2). This trend has not been reversed so far, even with a portfolio extension in 2009 which introduced a wider range of colourful packaging. Given this, L’Oréal has decided to take action globally by relaunching Fructis completely, again as a disruptive brand, fitting tightly the latest lifestyle trends of the new generation of 18-35 year olds, the so-called Millennials (L’Oréal Portugal, 2016).

The relaunch of Fructis that will globally take place in April 2017 includes changes in terms of formulas, packaging, price and communication strategy. One objective of the relaunch is to pull market share from the market leader Pantene (Market Share in Portugal: 18.7% YTD August 2016) (L’Oréal Portugal, 2016).

Time and money were invested in order to create new formulas* which are not only more natural and healthier but also more effective than the current ones. This reformulation is based on the combination of fruit extracts and technology. Additionally, several of these new formulas were developed without silicone, parabens and/or sulfates, in order to attract health-conscious and environment-friendly consumers (L’Oréal Portugal, 2016).

*Except for Germany, where the brand managers have adopted a low price strategy, which is not an option for the Portuguese market
**Formulas for Curls (Hidra-caracóis) and Anti-Dandruff (Anti-Casca), because current consumers are especially loyal to these formulas
The new packaging will be transparent to better communicate the new positioning of “naturalness” and authenticity (“What you see is what you get”). As the new products better address consumer needs and are also more costly to produce, the range will be sold for a higher price. Initially, the new products will be introduced in the form of a promotion by attaching a bottle of the new formula to the current one (L’Oréal Portugal, 2016).

The relaunch will be handled as a launch, attracting both current consumers and new potential consumers, with a “disruptive go-to-market strategy”. In order to follow the current trend of more natural and health-conscious consumers, Fructis will focus its communication strategy on the power of Superfruits, using the slogan “Superfruits for Super Hair”. Especially the flavour Coconut is expected to receive a hype in 2017. This strategy will be communicated strongly on a digital basis, for instance, using influencers on Instagram, in order to reach the aspired millennial consumers, the “Don’t Bullshit Me Generation” (L’Oréal Portugal, 2016).

To sum up, Fructis will be relaunched as a “modern, efficient, natural, value-[adding], [connecting], [evolutionary], stronger, healthier [and] authentic” brand (L’Oréal Portugal, 2016).

Figure 4: Packaging of relaunched Fructis Shampoos
Source: L’Oréal Portugal

Figure 5: Superfruit trends on Instagram
Source: L’Oréal Portugal
With the relaunch, a new brand identity* is suggested. In order to build Fructis’ brand identity, the insights provided by the Fructis management team are translated into the Kapferer’s Identity Prism model. This framework consists of six dimensions: Physical, Relationship, Customer Reflection, Personality, Culture and Self-Image. Due to the ongoing brand defining process, the components “Relationship” in terms of Intangible Assets and “Culture” in terms of Status, can not be stated at this moment, but will be shaped and defined throughout this work project.

**Physical**
New Hair Care Fructis Products, New Formulas, New Packaging, Revised “Garnier Fructis” Logo, Green, Superfruits, Natural Look, Recyclable Packaging, Cleaner Formulas (Free From Parabens, Limited Use Of Sulfates And Silicones)

**Personality**
Disruptive, ”Rule Breaker”, Cool, Healthy, Environment-Friendly, Sociable, Authentic, Digitally Connected, Active

**Culture**
Garnier Values:
Natural Beauty, Sustainability
Substance:
Efficient (Better Formulas Due To High-end Technology), Natural And Powerful (Superfruits As Main Ingredient), Healthier (Free Of Parabens), More Environmentally Friendly (Mostly Free Of Sulfates And Silicones, Recyclable Packaging)
Status:
Aims To Be Modern, Disruptive, Inspirational By Adopting The New Fructis Lifestyle, Connected, Reasons To Believe Still To Be Defined

**Self-Image**
“I am breaking the rules”, “I have my own identity”,
“I am doing good to myself and to the environment”,
“I want the latest technology product”,
“I believe in the power of superfruits”,
“I enjoy when my hair looks natural”,
“I want to share my experiences with my friends”

* The Brand Identity is what a brand manager likes the brand to be, what it stands for and what makes it unique. For more information on Brand Identity, please check Exhibit 1.
As stated before, Portuguese Millennial hair care consumers are mostly ‘perfection-oriented’. In fact, the number of ‘natural-oriented’ Millennials in Portugal is still very small and, so far, this trend seems to be restricted to trendsetters.

Considering both the context of the Portuguese hair care market as well as Fructis’ new identity based on the combination of fruit extracts with technology, one can see that the brand aims at creating a new hair care orientation, one that combines aspects from both current orientations in new formulas which are at the same time more natural and more effective.

Since the relaunch of Fructis implies the rise of a new haircare orientation in the Portuguese market, a way must be found to convince Millennial consumers to shift towards the new orientation.

Figure 6: The creation of a new hair care orientation
Source: Primary Research
Since the relaunch of Fructis will include the replacement of the majority of current formulas with entirely new ones that are based on the power of superfruits through the combination of nutrient-rich fruit extracts and technology, it is crucial to understand how the brand can take advantage of the fruits’ potential and communicate their benefits.

Additionally, as the relaunch will take place in the context of a haircare market where the behavior of Millennial consumers is clearly dominated by the “perfection orientation”, it implies shifting most target consumers towards the “natural orientation”, for them to embrace the new hair care orientation created by Fructis.

Thus, the objective of this Individual Work Project is precisely to determine how Fructis can explore the power of superfruits in its communication efforts in the context of a “perfection-oriented” hair care market.

In order to do so, first it is necessary to understand the growing usage of natural ingredients in the personal care industry as well as explain the concept of superfruits in the context of current health and wellness trends. Afterwards, we look at how other brands are using the fruits in their communication strategies to attract consumers and size the successfulness of their approaches so as to assess their suitability to the Fructis’ positioning and target audience.

Lastly, based on the previous analysis, we draw specific recommendations regarding the promotion of the new Fructis brand.
“Products featuring natural formulations are standing out to consumers…”

The health & wellness trend is motivating consumers towards the pursuit of a healthier lifestyle not just in terms of nutrition but consumption in general. The growing consumer awareness of synthetic chemicals in cosmetics and toiletries is behind the increasing desire for mild plant-based products which continues to propel the global personal care industry. Brands are using the natural moisturizing, soothing or even anti-aging properties of ingredients such as spice oils or fruit extracts to market their products as ‘natural’ to attract consumers (Kline Blogs, 2016).

Products featuring natural formulations are standing out to consumers who trust easily recognizable natural ingredients which alleviate concerns about potentially harmful chemicals and unfamiliar components (Stephenson Personal Care, 2016).

Additionally, consumers are seeking products which boast benefits normally associated with nutrition. As consumers start to appreciate the role diet plays in skin and hair health, products with added food-based ingredients and vitamins stand out among the competition. In fact, 50% of French, German and Spanish consumers look for vitamins in their products, and 60% of Italian consumers look for antioxidants in their products. As a consequence, companies are investing more in product launches which contain vitamins, minerals, antioxidants and even probiotics (Stephenson Personal Care, 2016).

Particularly in the global hair care market, 34% of women are looking for products with natural or organic ingredients, and 33% have switched to natural or organic brands in the last 12 months. This is fueling growth, with products using ‘plant-based’ ingredients accounting for 61% of new product launches in 2016*. According to Mintel**, this is due to the fact that plant-based ingredients aid the perceived “naturalness” of products in addition to “lending scent and an array of benefits such as moisture and nourishment” (Stephenson Personal Care, 2016).

Natural plant oils are going strong in the hair care market, and there seems to be also scope for the use of healthy and natural ingredients traditionally used in food products such as ancient grains, superfruits and coconut water (Stephenson Personal Care, 2016).

* As of July 26, 2016.
** Mintel is a global and award-winning provider of market research.
Superfruit is a remarkable flexible marketing term first used in the food and beverage industry in 2004 for which there is no scientific or regulatory definition (Srinivasan, 2008). It was designed to maximize the marketing push for the outstanding health-promoting properties of fruits which offer a much higher nutrient content than ‘regular fruits’ such as apples and oranges, thus falling under the superfood category (Srinivasan, 2008 & Starling, 2007).

Although these fruits tend to be advertised as nuclear blasts of health, one could argue that almost any fruit qualifies as most natural fruits contain one or more positive nutrient attributes (Rubin, 2012). It is said that superfruits should offer demonstrated health benefits beyond basic nutrition. However, proof of health claims is flexible as it can be direct proof through a scientific study or the approval of health authorities, or proof inferred from common acceptance (Crawford and Mellentin, 2008).

The fact that there is no official definition of superfruit does not matter as it is a term which has become a way of describing the marketing of fruits’ intrinsic health benefits. In truth, a superfruit is not something you find growing on a tree. It is the product of a deliberate business strategy that brings together science, marketing and the growing consumer interest in health, which enables a fruit to be marketed for its superior health benefits (Crawford and Mellentin, 2008).

It is in their processed forms that superfruits have been most successful. Sales of superfruits in processed forms vastly outweigh those of whole fresh superfruits because, among other advantages, they are highly convenient (Crawford and Mellentin, 2008).
ADRESSING MY INDIVIDUAL WORK PROJECT TOPIC

SUPERFRUIT TREND

“Superfruits, in particular, have been the drivers of the wellness trend”

Over the last decade, thanks to the rapid evolution of nutrition science, the intrinsic health benefits of foods have been revealed and turned into marketing messages which, in turn, have fueled consumer demand (Crawford and Mellentin, 2008). Thus, the surge in superfoods, including superfruits, comes from a massive growth of consumer interest in ‘intrinsic health’ through the consumption of products or ingredients which are naturally healthful (Starling, 2007). As of July 2016, more than 7 in 10 consumers in France (72%), Germany (71%), Italy (73%) and Spain (72%) agreed that health-promoting benefits of natural foods were preferable to the added benefits of functional foods* (Prepared Foods, 2016), an indication of how ‘intrinsic healthfulness’ has become one of the most persuasive messages in marketing (Crawford and Mellentin, 2008).

In recent years, superfoods have observed a ‘super’ growth as new product development of ‘super’ food & drink products shot up 202% globally between 2011 and 2015. Moreover, the superfood sensation has spread beyond food and drink. While 43% of products launched globally in the same period with the words “superfood,” “superfruit” or “supergrain” were in the food category and 11% fell under the drink category, 30% were found in beauty & personal care, 12% in health & hygiene, and 4% in pet food. As a result of today’s consumers becoming much more aware of what they are putting into and onto their bodies, superfoods are growing in popularity and are no longer limited to food and drink categories (Prepared Foods, 2016).

Superfruits, in particular, have been the drivers of the wellness trend. More than any other food type, fruit benefits from a halo of health in consumers’ minds which gets brighter as news about its benefits make their way into the media. Fruits’ naturalness is a key factor for marketing ‘intrinsic healthfulness’, as the word “natural” increasingly becomes synonymous with “healthy” to consumers in many countries (Crawford and Mellentin, 2008).

Some say fruit, in many new and varied formats, is the future of food and health. Fruit-based products are expected to grow, in particular, superfruits. In fact, the global processed superfruit market is projected to register a CAGR* of 5.9% through 2026, driven by a growing demand for antioxidant-rich superfruits and an increasing awareness of their nutritional attributes, among other factors (Future Market Insights, 2016).

* Foods containing health-boosting additives
** Compound Annual Growth Rate in Value
Tetley is the second largest tea brand in the world, present in over 40 countries with different product lines and communication (Tata Global Beverages, 2016).

Continuing its recent move into the healthy tea market which started with the launch of the “Super Green Teas” line in early 2015, later that year Tetley launched in the UK a vitamin-packed superfruit tea line consisting of fruit and herbal infusions, the first to carry EFSA* approved health claims (Tata Global Beverages, 2016).

These ‘super teas’ come in “Boost”, “Immune”, “Heart” and “Mind” varieties with Vitamins B6, C, B1 and Zync to combat fatigue, support the immune system, support a healthy heart, and help maintain cognitive function, respectively (Tetley UK Website, 2016).

Thus, the new line offers health benefits in a cup of tea through infusions of popular superfruits such as blueberries and cranberries.

This way the brand not only takes advantage of the fruits intrinsic health benefits but also of their visual appeal and taste to attract, at the same time, consumers who are more health conscious and consumers who are not so fond of the taste of regular tea.

*European Food Safety Authority

Figure 9: Tetley’s line of superfruit infusions; Source: Tetley UK Website
Tetley has been investing heavily in its pioneering range of ‘super teas’*, implementing a £5 million marketing campaign consisting of outdoor and TV advertising, sampling and promotion (Tata Global Beverages, 2016). Tetley is also using its Facebook and Twitter pages, named “The Tetley Tea Folk”**, to advertise its products by continuously reinforcing a message of infusions with health benefits (Tetley Facebook & Twitter, 2016).

As communication is focused on product functionality, the brand has introduced the character “Awesome Woman” who explores the benefits of ‘super teas’ through superhero adventures.

* ‘Super teas’ range includes lines of ‘Super Fruits’ and ‘Super Green Tea’
**Tetley’s Facebook page is named after the animated characters used to advertise the brand.
Following the success of the pioneering “Super Green Teas” line, “Super Fruits” complements the offer of healthy teas, apparently designed to serve health oriented consumers, even those who are completely new to tea as a beverage.

Tetley is making use of the fruits to strengthen its presence in the healthy food & drink market and it is doing so by deliberately and thoroughly communicating their health benefits. Not only the brand markets its product ingredients specifically as ‘superfruits’, but it also directly connects each of them with a relevant and specific health concern. This way, Tetley creates a point of difference that is, at the same time relevant to the consumer, in the midst of a health & wellness trend, and credible, given the fruits’ halo of health and the approval of health claims by European authorities. In this case, the brand benefits from both direct proof of health claims and proof inferred from common acceptance.

Tetley adopts a ‘problem solution’ communication strategy in which the ‘super teas’ are presented as a solution to a particular health concern. By identifying the health issue to be addressed by the product, the strategy is clearly aimed at attracting the more health conscious consumers who are not only avidly looking for health-boosting products but who are also more well-informed about healthful ingredients and, therefore, more skeptical about health claims. Thus, in this case, scientific backing is crucial precisely to convince the most health aware.

This strategy has been working well for Tetley in the UK where the combination of the fruits’ natural superior taste and health benefits has been the secret to the success of Tetley’s lines of ‘super teas’, with over 1 million shoppers delivering sales of £3.3 Million since launch (Tata Global Beverages, 2016).

Figure 11: Advertising featuring “Awesome Woman”. Source: “The Tetley Tea Folk” Facebook
Mamma Chia is an American **brand of organic chia-based food and beverages** intended to provide vitality, energy and strength (Mamma Chia Website, 2016).

The brand combines what it claims to be one of the most nutrient-rich foods on the planet, the chia seed, with other **superfoods such as vegetables, whole-grains, nuts and fruits** to create the most nutritious beverages and snacks (Mamma Chia Website, 2016).

Mamma Chia’s ‘Vitality’, ‘Energy’ and ‘Chia Squeeze’ ranges offer **health benefits in the form of juices and snacks made of popular superfruits** such as blackberries, raspberries and coconut (Mamma Chia Website, 2016).

Similarly to Tetley, the brand profits from the fruits’ **intrinsic healthfulness, ‘flavourfulness’ and trendiness** but through a different approach.

Mamma Chia chooses to promote its products by **making them visually appealing** and even mouthwatering and by **associating them with a lifestyle of holistic living** essentially through social media platforms in order to reach and attract a younger target audience.

However, this does not mean the products health benefits are entirely ignored. In fact, they are thoroughly communicated in the brand’s website and packaging with the **label highlighting the organic origin of the ingredients and their nutrient content**.

**Figure 12:** “Vitality” Beverages; **Source:** Mamma Chia Website
Mamma Chia constantly makes use of social media, in particular, Instagram to promote the brand and communicate its positioning through **colorful photos of the products** and their combination with other **superfoods** as well as **inspirational messages** (Mamma Chia Instagram, 2016).

The brand also reaches consumers through its **own blog**, ‘Seeds of Life’, which under the categories ‘Create’, ‘Motivate’, ‘Nourish’ and ‘Thrive’ provides creative and informative ways to use chia seeds along with workout tips, DIY’s* and even gift ideas (Mamma Chia Blog, 2016).

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* Abbreviation for ‘Do It Yourself’, refers to the creation or repair of things for oneself without the aid of paid professionals, usually in home decorating and arts & crafts.
Unlike Tetley, Mamma Chia’s marketing efforts are not centered around communicating the health benefits of the products. Instead, the focus is on making the brand aspirational by promoting a lifestyle that is in line with Mamma Chia. This is achieved through social media content that illustrates a healthy, balanced and joyful lifestyle which embodies an identity of ‘holistic health’. This content includes the promotion of superfruits and other superfoods, ‘feel good’ pictures and inspirational messages.

Communication is not focused entirely on selling the product, but on selling the lifestyle that goes with it. The inspirational messages in the bottle caps and the Mamma Chia blog are specifically designed to do so, by effectively establishing an emotional connection with consumers while reinforcing the brand’s message of holistic living. Such connection generates in the consumer the desire to pursue the promoted lifestyle which then fuels the need for the product itself, as a means to easily achieve it.

Mamma Chia adopts an ‘aspirational lifestyle’ communication strategy in which the brand’s products are advertised by making the healthy lifestyle they are a part of, one consumers aspire to have. By creating an aspirational brand, Mamma Chia’s goal is clearly to target a broader audience, beyond health conscious consumers. Given that the target audience is not restricted to the most health aware, the details of the health benefits are not exhaustively communicated, although they are at the center of the brand’s identity. By not limiting its communication to a statement of health claims, the brand is able to draw in a much broader audience who is not yet actively pursuing a healthy lifestyle but who is then educated about its importance and enticed to do so. In this market, it is the brand itself that boosts the health & wellness trend and not the other way around.

This strategy has been working well for Mamma Chia which has observed explosive growth since the very beginning (Food Navigator USA, 2014). Initially, the quality of the products and their benefits naturally drew in the most health-conscious but eventually the overall appeal of the brand attracted other consumers.
Compal is a Portuguese beverage company that specializes in fruit juice. The company prides itself on the unique know-how it possesses, a combination of art, science and ideology, the so-called ‘Frutologia’ (Compal Website, 2016).

The brand uses only natural ingredients including carefully selected fruits in order to provide juices and snacks of superior quality (Compal Website, 2016).

Like the other brands analyzed so far, Compal profits from the amazing qualities of the fruits including their intrinsic healthfulness and appeal to make mouthwatering juices and snacks that provide consumers with a daily dose of essential nutrients.

Compal’s approach to exploring the power of the fruits is similar to that of Mamma Chia. The brand promotes its products by associating them with a healthy lifestyle while taking advantage of their halo of health. Although Compal emphasizes its use of strictly natural ingredients, it does not explicitly state the products’ health benefits, relying on the fruits’ widely recognized high nutrient content and the term ‘natural’ being synonymous with ‘healthy’ to communicate the healthfulness of its products.

For the more health conscious consumers, the “Essencial +” line of fruit snacks combines the intrinsic healthfulness of the fruits with the added benefits of ingredients such as chicory fiber, acai and whey protein in order to address specific health concerns (Compal Website, 2016).
Similarly to Mamma Chia, Compal constantly makes use of social media, in particular, Instagram to promote the brand and communicate its positioning through photos of the products alongside nutritious foods or in the context of other healthy habits such as physical activity (Compal Instagram, 2016).

There is a clear intention on making the brand aspirational by promoting the healthy lifestyle that is part of its identity in a way that makes it highly appealing to the consumer.

Compal goes further than Mamma Chia on building the status of the brand by choosing as brand ambassadors nationwide famous actresses Rita Pereira and Cláudia Vieira and by constantly making use of Instagrammers with relatively strong social media following to promote its products.

All of these personalities frequently communicate their healthy habits through Instagram and their popularity ranges from hundred thousands to less than ten thousand followers.

Like Mama Chia’s, Compal targets a broader audience. Health conscious consumers are naturally attracted to the naturalness and healthfulness of the fruits and by the added benefits of “Essencial +” fruit snacks, while other consumers are captivated mostly by the appeal of the promoted lifestyle.

Figure 17: Content posted on Compal’s Instagram page
Source: Compal Instagram
The brands previously analyzed explore the power of the fruits in their communication efforts through two distinct strategies. It seems as though the use of either of these strategies depends on the characteristics of the target audience:

‘PROBLEM SOLUTION’ STRATEGY

The “Problem Solution” strategy seems to be more appropriate to attract the more health-conscious consumers, those who are actively pursuing a healthy lifestyle and looking for products with health benefits.

Attracting these consumers implies clearly presenting the fruit as a natural solution for a health concern by listing each fruit’s health-boosting properties and connecting each of them with a specific and relevant health issue they can solve.

Moreover, since these consumers are more well-informed about such topics, in order to make the promise of health benefits credible, scientific backing might be necessary to truly convince consumers of the veracity of health claims. Direct proof of health claims can take the form of, for instance, the approval from health authorities.

‘ASPIRATIONAL LIFESTYLE’ STRATEGY

The “Aspirational Lifestyle” strategy seems to be more suitable to attract consumers who have yet to embrace the health & wellness trend.

Attracting the consumers who are not actively looking for healthful products implies taking advantage of the fruits’ perceived healthfulness to present them as an integral part of a healthy lifestyle and ‘selling’ that lifestyle by making it highly attractive to the consumers.

It is important to note that the use of this strategy does not imply letting go of the group of health-oriented consumers as a target as long as the health benefits of the products are not entirely ignored in the brand’s communication efforts. Moreover, the widely recognized healthfulness of fruits may naturally attract some of these consumers by itself without the need for a statement of nutrient attributes or health benefits. This also serves as proof of health claims inferred from common acceptance.
As previously mentioned, the relaunch of Fructis will take place in a hair care market where the health & wellness trend has yet to spread to the masses and the vast majority of Millennial consumers are “perfection-oriented”, meaning they are searching for effective products to address their hair concerns and not for healthier, natural ingredient-based products.

Given the context of the Portuguese market, we suggest focusing on making “perfection-oriented” consumers embrace the health & wellness trend by using the “aspirational lifestyle” strategy to better attract Fructis’ target of Millennial consumers.

“The Superfruit Way of Life”

Fructis should take advantage of the fruits’ intrinsic healthfulness recognized by consumers to associate the brand with a lifestyle centered around the consumption of superfruits.

- This lifestyle includes the incorporation of superfruits not only in hair care, through the use of superfruit-powered Fructis shampoos, but also in other areas of personal care and nutrition.

That way, Fructis would be able to further promote the recognition among consumers of the power of superfruits.

- Fructis should also take advantage of consumers’ increasing perception of synonymy between the terms “natural” and “healthy” to associate its more natural formulas with all things healthy, including healthy food habits and physical activity.

- To complete the lifestyle and better attract its target of Millennials consumers, Fructis should include in its communication other Millennial topics of interest such as sports, music festivals, travelling (Nielsen, 2015) and other activities these consumers do for fun (see Figure 19, page 25).

*Figure 18: Communicating the “Superfruit Way of Life”: Incorporation of superfruits in nutrition
Source: L’Oréal Portugal*
ADRESSING MY INDIVIDUAL WORK PROJECT TOPIC

RECOMMENDATIONS

This natural, healthy, carefree and active lifestyle would be the perfect setting to convey and promote the new definition of performance that the new Fructis formulas introduce: the ‘natural hair look’.

‘Selling’ the lifestyle

• In order to make “The Superfruit Way of Life” attractive to the consumer, it is crucial to promote it through aspirational content that sparks desire which implies all communication efforts to be highly appealing, modern and trendy.

• Fructis should also potentiate the fruits’ natural attractiveness by combining them with equally bright and captivating settings to create amazing pictures Millennials want to look at and share.

• Fructis should use social media platforms to better reach Millennials and illustrate this lifestyle through content which does not necessarily sell Fructis’ products directly, but the lifestyle they are a part of. This means not pushing either the brand or the product in every post, by not always including the brand logo or the product but focusing on conveying the lifestyle.

• The promotion of “The Superfruit Way of Life” should be done mainly through Instagram. Moreover the content should be very appealing to consumers apart from the brand and products themselves. The brands social media pages should be ones Millennials want to follow for the content in spite of the brand they belong to.

• Finally, to further build the status of the brand and boost its aspirational component, we suggest Fructis to make use of influencers to promote the lifestyle:
  - Choose as brand ambassador an attractive, high-profile personality who is aligned with its identity, preferably not only digitally connected but also already benefitting from strong social media following in order to be able to reach and influence a large audience through the preferred digital channel.
  - Use local digital influencers with relatively strong social media following to promote the brand through their own social media pages.

The promotion of the brand in this manner should attract Millennials to the new orientation, thus creating desire for Fructis’ superfruit-based formulas and for the ‘natural hair look’.

Figure 19: Communicating the “Superfruit Way of Life”: Millennial activities & ‘natural hair look’
Source: L’Oréal Portugal
LIMITATIONS

STORE OBSERVATIONS

• Limited number of stores (5) visited.
• Limited geographical reach: Observations in Lisbon and Porto.
• Restriction in retailer: Observations only in Continente stores.
• Restriction in store type: Only one supermarket visited, thus no conclusions about different behaviours according to shop type possible.
• Limited time spectrum: Observations taking place only during a specific week with specific promotions, on the selected days Wednesday to Saturday, during selected time slots.
• No background information about observed consumers available: difficulty to draw takeaways based on observations of behaviour.
• Respondent selection error: Due to inability to receive the information of the age of the observed people, the categorization in age groups (18-25 and 26-35) was based on our own judgement.
• Uneven sample size per gender: fewer male consumers observed, non representative sub-samples of men aged 18-25 and aged 26-35.
• Significant number of brands on promotion*: difficulties to identify the influence of promotions on the loyalty loop of consumers.
• Comparison between brands in and not in promotion: possible biased result about purchasing behaviour of consumers.
• Fructis not on promotion: no conclusions possible about consumers who buy the brand when its on promotion.
• Non-representative Fructis sample: sample size too small (20<30).
• Lack of understanding of promotion for Pantene consumers: majority of consumers did not seem to decode the “2 for 1” offer.

IN-DEPTH INTERVIEWS

• Convenience sampling: most respondents belong to the personal network of the team, therefore more Millennial respondents were interviewed in comparison to respondents aged >35.
• Non-representative sub-samples (Millennials aged 18-25, Millennials aged 26-35, Fructis Users, Fructis Droppers): less than 30 respondents for each.
• Uneven sample size per gender and social class.
• Questioning Error: any improper delivery of questions by the interviewer.
• Respondent error: possible untruthfulness of some responses.
• Inability error: Respondents not being aware of some factors that influence their behaviour as consumers, thus not mentioning them.

INDIVIDUAL RESEARCH

• Lack of availability of a best practice in which a brand did a similar transition as Fructis, makes it more difficult to draw a parallel with the brand.
• Limited space: little number of brands analyzed and analysis of each brand based on the communication activities most relevant.
• Inability to accurately assess the successfulness of the communication strategies of the brands analyzed.
• Brands analyzed do not belong to the hair care category but to the food category.

RECOMMENDATIONS

• Some communication objectives are mutually exclusive, thus, can not be addressed simultaneously, which implies a trade-off.

*Brands on promotion during store observations: Elvive, Gliss, MyLabel, Nivea, Pantene, Revlon, TRESemmé, Ultra Suave.
(9) L’Oréal Portugal. 2016. Meetings during Branding Lab period. From September 2016 to December 2016
(17) Srinivasan, Sangeetha. 2008. “Superfruits – Bespoke for Functionality or Fad?”. Frost and Sullivan Market Insight