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GILLETTE & THE “WE BELIEVE – THE BEST MEN CAN BE” CAMPAIGN

A case study on how Gillette’s campaign signals changes in identity from brand purpose and how it is perceived by Portuguese consumers

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Abstract

Brands are increasingly adopting a purpose, a reason to exist. This work project is about Gillette and the 2019 campaign which may signal changes in identity and potentially purpose. It was widely discussed upon launch, but it suffered severe negative backlash from consumers everywhere. From qualitative studies, insights show Portuguese consumers appreciate the campaign but felt it was “too American”. Similarly, they value purposeful brands for their loud voices and wide reach, even if they are taking advantage of these issues. Finally, Gillette changed its identity and communication to modernize its take on the purpose, but not the purpose itself.

Keywords: Marketing, Brand Management, Brand Purpose, Gillette.

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1. Introduction and Objectives

“The public expectations of your company have never been greater... Every company must deliver not only financial performance, but also show how it makes a positive contribution to society. Without a sense of purpose, no company, either public or private, can achieve its full potential”

Larry Fink, Chairman and CEO of BlackRock (BlackRock Annual Report, 2017)

As the world evolves, consumers stopped buying the “what brands do” (product features) and the “how brands do it” (positioning and benefits) to buy into “why brands do it”. Brand purpose is the brand’s aspirational reason for being, beyond making profit and driving shareholder value. It gives direction, allowing companies to focus its activities and resources around one big idea for sustainable long-term growth. This appears to be sustained, as purpose done right leads to faster-growing brands. Indeed, Unilever’s purpose-led brands (e.g. Dove and Ben & Jerry’s) are growing twice as fast as the remaining portfolio (WARC, 2017). Consequently, brands are increasingly turning to brand purpose in the face of a rapid-changing business environment.

The brand chosen for this project is Gillette, that jumped to the spotlight in 2019 with “We believe – the best men can be” campaign, launched in the midst of societal changes such as the #metoo movement. The campaign consisted of a digital video posted on social media that addressed stereotypical gender roles and negative behavior among men, including bullying, sexism, and sexual misconduct. It was followed by the commitment to donate one million dollars per year for three years to nonprofits that support men to be positive role models. It is important considering Gillette’s role as a symbol of manhood in men’s lives (e.g. the first shave). Thus far, the brand has portrayed a more classic ideal of masculinity, signaling that with the right shave, men can be successful and get the girl. This may signal deeper changes within the brand.

This topic has relevance for several reasons: (1) brand purpose is still an unresearched topic in general and particularly in Portugal; (2) the Portuguese market is growing fast for Procter & Gamble and the local office is once again gaining autonomy in the brand and marketing functions (Marketeer, 2019). This case study can serve as an example and guidance on how a brand can implement and manage brand purpose with Portuguese consumers.

Considering the author's position as Assistant Brand Manager intern in Gillette's global brand team from July 2019, the objective of this project is to (1) understand chosen brand purpose and alignment with brand identity; (2) how the campaign reflects changes in brand purpose and identity; (3) how Portuguese consumers understand, value and relate to brand purpose. To do so, the author will first conduct a thorough analysis of the contextual background surrounding this campaign, focusing on brand purpose, the evolving definition of masculinity, and the role of the grooming industry in defining masculinity. Secondly, the author conducted primary qualitative research – social listening, in-depth consumer interviews, and a managerial interview – to gather insights on brand purpose and the campaign as perceived by the brand and by Portuguese consumers. Finally, based on these insights, the author will make strategic brand recommendations to brands on how to manage brand purpose implementation and communication.

2. Contextual Background

In this section, the author seeks to better understand brand purpose, Gillette's campaign and consumer reaction, by analyzing the surrounding cultural context. Firstly, the author sought to gain deeper insight into what is brand purpose, its role within a brand, and trends shaping consumer demand for it, globally and in Portugal. Then to gain deeper understanding into the topic portrayed by Gillette and consumer reaction, the author researched the evolution of Western view of masculinity and the corresponding role of the grooming industry. Lastly, Gillette's previous campaigns and current stand was analyzed to understand the changes.

2.1. Brand Purpose

Simon Sinek (2011) defines brand purpose as the “why” that provides a foundation to build everything else – the what (product and services) and the how (organizational culture, positioning) companies do what they do. It describes the aspirational reason for the existence of the organization and the value it adds to society, beyond making profit or driving shareholder value (The Team, 2017). Purpose provides a focal idea to place at the center of the brand and around which to focus resources to drive consumer engagement, and ultimately sustainable growth.

Tinlin (2014) described three types of purpose brands can adopt, with different levels of commitment and involvement — driving belief, intended role, and ambition for change (appendix 1). A driving belief is a point of view that molds business priorities. Intended role represents the role a brand will have in effectively making change in the world, rather than just a belief about what should be different. Transforming purposes often happen when organizations combine a belief and a role into a desired outcome. By adopting a desired outcome, organizations are able to rally the resources behind this one purpose and simplifies decision-making with the questions “does this help us achieve the desired outcome?”.

If this is achieved, brands are able to foster stronger, deeper, and more resilient connections with consumers, which translates into higher sales and customer lifetime values. It gives brands an additional shield against trust accidents, as purpose fosters a higher degree of confidence in the brand (Accenture, 2018). Purposeful brands have a 55% higher purchase intention, 60% higher chance of brand referral, and are able to charge a price premium (Marketeer, 2019). A Nielsen online study reports that two in three consumers are willing to pay more for a product or service from a company that is committed to making a positive impact (The Team, 2017) and Portuguese consumers are willing to pay up to 10% more for a product from a purpose-driven brand (Marketeer, 2019). Purpose done right leads to faster-growing brands. A ten-year

research by Brown and Stengel (2019) establishes a cause-effect relationship between financial performance and ability to serve a higher purpose - Stengel's top 50 brands outperformed the S&P 500 by nearly 400% in the period considered.

Brand purpose is increasingly becoming relevant because consumers are acting with purpose (Reiman, 2013). According to an Edelman study (2018), 64% of consumers are belief-driven buyers, i.e. "they choose, avoid or boycott a brand based on its stand on societal issues". In 2018, belief-driven buyers were the norm in developed countries – they were the majority across age groups and represented more than 60% of consumers across income level (appendix 2). Moreover, consumers believe in a brand's power to drive change and have a positive impact in the world. 53% believe brands can do more than the government to solve social issues (this number increases to 69% among Portuguese consumers) and 54% admit it is easier to propel a brand to take action than it is to propel the government (Edelman, 2018). Consumers demand a shift from storytelling to storydoing (inc., 2014) – for the brand to become a cultural architect. The benefits of having a clear brand purpose are notable and this has translated into an increasing number of brands communicating its purpose - consumers are more likely to advocate for brands who take a stand (32%) than brands who focus on product features (26%) (Edelman, 2018) (see appendix 3). One study found that over the last five years, the use of purpose-driven ads among the top 100 global brands increased fourfold (Hein, 2017). Not only are cause-related ads growing in number, they also perform better, resulting in more views and higher engagement rates (WARC, 2017), signaling purpose-related ads do not just generate impressions, but leave them (appendix 4). The most approached topic is "women empowerment", which accounted for 24% of purpose-related communications from the top 100 brands (WARC, 2017). Together with equality, these topics are the ones with the highest engagement rates (see appendix 5). Other popular topics are community aid (17%), adversity (16%), and sustainability (14%) (Hein, 2017) (see appendix 5).

2.2. Critical views on brand purpose

As aforementioned, purpose adoption is becoming increasingly popular and some commentators are already arguing the “mindless pursuit of purpose”. Indeed, several companies are “jumping on the purpose wagon” (WARC, 2017) without pausing to think about what they are standing up for and if the communication is aligned with the message. These companies suffered backlash, as they were accused of trivializing serious societal problems for sales and profit (WARC, 2017). Purpose-driven territory can be an issue if the brands are not careful how they choose to communicate it or if the brand is not really behind its chosen purpose (Karaian, 2019).

One major example of the former in 2017 was Pepsi’s campaign with Kendall Jenner. In the ad, Kendall Jenner ended protest by handing a police officer a can of Pepsi (appendix 6). The campaign was pulled after receiving severe backlash for trivializing serious topics, such as the Black Lives Matter movement and police brutality. Mastercard is another blatant example of how out-of-touch brands can be when trying to do purpose-led campaigns. In the 2018 Fifa World Cup, the brand proposed to donate ten thousand meals to starving children in developing countries for every goal scored by Messi or Neymar Jr in the tournament (appendix 7). This warranted significant social outcry and Mastercard ended up donating the meals regardless of which players scored (The Drum, 2019).

One example of the latter is State Street Global Advisors, that installed the statue of the Fearless Girl in Wall Street in 2017, facing down the longstanding bull. The company did this to encourage companies to have more women on the boards. However, when copies of this female empowerment symbol started to appear in different cities, the company went on an aggressive legal campaign, suggesting the statue was to promote the company. Additionally, State Street Global Advisors has settled on claims that it paid female employees less than male and a

Morningstar report found that State Street has the worst record in voting for women's rights among three funds focusing on gender equality (New York Times, 2019).

It is crucial that brands are careful when adopting and communicating brand purpose, as consumers will not let a misalignment go by quietly and it can damage brand image.

2.3. The evolving definition of masculinity

Masculinity is defined as a dynamic concept as a “set of expectations that society deems appropriate for a male subject to exhibit” (Gates, 2006). Due to its dynamic nature, the term *masculinities* is becoming increasingly common, to address the different masculine gender roles associated with an intersection of identities (APA, 2018). These expectations vary over time and place – for example baby boomer White rural masculinities will differ from urban millennial African American masculinities. Certain types of masculinities are more socially central (Connell & Messerschmidt, 2005) and culturally exalted (Miettinen, 2013) over others. These dominant forms of masculinities – often referred to as hegemonic masculinity – influence what members of a culture view as normative. Hegemonic masculinity is often unconscious, deeply rooted and firmly institutionalized, through social and cultural norms (Mosse, 1996).

For the purpose of this paper, the author will focus her analysis in the Western definition and evolution of masculinity. The Western culture has its hegemonic conception of masculinity, what the members of Western culture have defined as “being a man”. David and Brannon (1976) defined traditional masculinity through four major characteristics, with negative connotations - “no sissy stuff” (men should avoid feminine things), “the big wheel” (men should strive for success and achievement), “the sturdy oak” (men should not show weakness), and “give ‘em hell” (men should seek adventure, even if violence is necessary).

Recently, there has been a countermovement, influenced by a number of social indicators which have been widespread in mass media, such as the #MeToo movement (addressing issues of sexual assault and harassment) and Time's Up (focused on similar issues in the workplace),

which has contributed towards a significant shift in values. What was once defined as “normal masculinity”, is now flagged as harmful and called out as “toxic masculinity” - norms and ideals of manhood that can be harmful and constraining (The New York Times, 2019). Recent research has confirmed that abiding by these standards of masculinity is a source of stress for men (Jansz, 2010). The American Psychological Association issued guidelines in 2018 for practicing with boys and men, stating that the accepted norms around masculinity may be harmful (APA, 2018), for men, women, and society in general.

The ideal of masculinity is slowly diversifying. Masculinity is shifting towards increased self-awareness, sensitivity, intimate expression in male-to-male and male-to-female interactions and focus on personal growth (Karoski 2007). Similarly, men’s priorities have been changing over the last years. In 2017, “Time with Partner or Spouse” emerged as the top life priority for men, having grown significantly. “Time with children”, “Time for myself”, and “Time with family” emerged as third, fourth and fifth, ahead of financial security and job priorities (appendix 8) (Passport, 2018). Additionally, a 2017 study found that men value moral characteristics (e.g. being honest) over physical characteristics (e.g. being athletic) (Harry, 2017). This already shows masculinity is moving away from the four traditional characteristics – time with loved ones was typically a female priority and deprioritizing financial security and job-related goals goes against “the big wheel” (strive for the traditional definition of success). It goes to show men are defining success with other areas – such as family life.

2.4. The role of the male grooming industry in the definition of masculinity

The grooming industry – which encompasses shaving, toiletries, and fragrances – and its brands have been held culpable of creating and reinforcing traditional masculinity stereotypes, further contributing to the issue of toxic masculinity (J. Walter Thompson Group, 2019). There are several examples of well-known brands that have a history of drawing on hypermasculinity and sexual objectification in advertising (Gurrieri, 2019). One notorious example is Unilever’s

Lynx/Axe deodorant brand, that leveraged the “lad culture” (associated with drinking, violence and sexism) in its ads (WARC, 2018). In 2011, Axe saw six of its ads banned by the British Advertising Standards Authority for being demeaning and offensive (Gurrieri, 2019). Another example is Procter and Gamble’s Old Spice, with campaigns such as “The man your man could smell like” (WARC, 2011) and “Smell is power”. The campaigns exploit gender stereotypes, portraying the man all women want and other men want to be – physically fit, handsome, confident, and charming with the ladies (Kluch, 2014).

Men no longer feel connected with this portrayal of masculinity in advertising. A 2008 study shows 62% of millennials feel completely out of touch with real masculinity (WARC, 2008). Similarly, grooming products traditionally less associated with hegemonic masculinity are on the rise – for example, hair loss and grey hair fixes, skincare, and even color cosmetics (Passport, 2019). These products go against traditional masculinity traits such as “no sissy stuff” (men should avoid feminine things) and “the sturdy oak” (men should not show weakness). This explains the success of new brands such as Hims, Goopfellas, and Roman, which attempt to open a conversation around these issues to destigmatize them and encourage men to be their best selves (Passport, 2019).

Masculinity is expanding (Harry, 2017) and brands can take this opportunity to undo part of the damage and portray more nuanced versions of masculinity (J. Walter Thompson Group, 2019). This has triggered a collective effort within this industry to fight stereotypical notions of masculinity. Lynx/Axe launched in 2017 the campaign “Is it okay for guys?” (appendix 9) – based on real google searches of hegemonic male stereotypes to which men no longer relate (WARC, 2018). It helps deconstruct unhealthy and unreal notions of masculinity (Gurrieri, 2019). Harry’s, a US based shaving brand, also entered the United Kingdom with a campaign addressing issues surrounding masculinity, becoming a sponsor of CALM’s Impactful Project Eighty-Four, which addresses the high male suicide rates in the United Kingdom (WARC,

2018). Another brand that jumped into notoriety in 2019 was Gillette with its “We Believe: The best men can be” campaign. The campaign video leverages the #metoo movement, showing clips related to the movement as well as sexism in media, workplace, and daily life, and violence and bullying among boys.

2.5. Gillette and the “We Believe – The Best Men Can Be” campaign

Traditionally, Gillette’s representation of masculinity in advertising has been around the hegemonic ideal of masculinity. This transpires in simple cues in the 1989 “The best a man can get” campaign and in the brand ambassadors chosen over the years - Tiger Woods, Messi, Roger Federer, Michael Clarke, Derek Jeter, Neymar -, all can be labeled as the personalization of the traditional ideal of masculinity. It can also be seen in some campaigns over the years. For example, in 2013 Gillette launched the campaign “Kiss & Tell”, daring couples to kiss before and after a shave and asking girls to describe the experience (2013). In 2014, it partnered with Tinder to show that clean shaven men are more successful on the online dating platform (Marketeer, 2015).

In recent years, Gillette has been changing what it chooses to portray to adapt to modern times – opting to promote healthy, inclusive, and positive versions of what it means to be a man and to encourage them to become the best version of themselves (The Guardian, 2019). In 2017, the brand launched TREO, a shave device for people who need assistance, to facilitate the caregiver’s task and ensure additional safety (Forbes, 2019). In 2018, it launched the campaign “Your best never comes easy” (appendix 10), featuring Shaquem Griffin, the first one-handed player to reach NFL pros (Whiteside, 2019).

The brand jumped to notoriety in 2019 with “We believe — the best men can be” campaign (see appendix 11), a digital video posted only on social media. The campaign addressed several pressing issues around current ideal of masculinity, such as bullying, sexual misconduct, sexism. The main consumer insight was that there are a lot of men who cannot relate to

stereotypical masculinity behaviors and are willing to stand up for a different standard of masculinity. The main message of the campaign is that men hold other men accountable for their actions – as inaction is nearly as damaging as bad behavior – and set better examples for future generations (Gurrieri, 2019). The campaign was accompanied by a commitment to donate one million dollars per year over the next three years to non-profit organizations that support boys and men to be positive role models (CNN, 2019).

The campaign went viral, reaching over four million views on YouTube in 48 hours (The Guardian, 2019) and it currently has 32 million views. In this platform it reached 2.5x engagement rate after three days (1.5x higher than platform average). Regarding social media, it reached 1.5 million mentions (1.1 million of these in the first 24 hours) and the hashtag #TheBestMenCanBe was used 187 thousand times (Sweeney, 2019). The campaign was highly polarizing – whereas some praised Gillette for taking a stand on the issue of toxic masculinity, others accused the brand of purpose-washing, showing false assumptions, and called for a boycott of Gillette and P&G. According to the North America director, this campaign achieved its main objective of sparking and leading a conversation and debate around this important issue. He stated that it is crucial that Gillette stands up for the expansion and evolution of masculinity, especially considering the power of the brand, its role in influencing culture, and that masculinity is a significant part of the brand (The Guardian, 2019).

In Portugal, the campaign gained traction from the national newspapers, being a global campaign and was a topic of conversation on social media. However, it was not shared by the Portuguese Gillette social media pages and the Portuguese market did not produce its own interpretation of the campaign – as Spain did, for example. This may be due to the fact that Portugal is a small market – one without autonomy in the brand function until 2019 (Marketeer, 2019).

In 2019, Gillette was considered the seventh most meaningful brand in the world (Meaningful Brands, 2019). The brand built on the momentum from the “We believe – the best men can be” with additional executions. One example is the “Story of Samson” (appendix 12), an ad featuring a transgender boy shaving for the first time with his dad’s help launched in May 2019 (Precourt and Hammil, 2019). In Spain, the campaign “Hay que ser muy hombre” was launched in June 2019, focusing on what it means to “man up” — to be able to admit fear, to acknowledge difference, to have the courage to be yourself. It is possible to see the brand is working toward taking a stand and leading the conversation about the evolving definition of masculinity.

3. Addressing the Work Project Objectives

In the previous section, the author sought to gain deeper understanding of the context surrounding the adoption of brand purpose, Gillette’s campaign and consumer reaction. In this section, the author conducted research under two lenses – the Gillette brand and the Portuguese consumers. Firstly, the author researched the brand’s take on brand purpose and the motivations behind the “We believe – the best men can be” campaign. Secondly, the author analyzed consumers’ perceptions

3.1. Methodology

The Work Project topic, how Gillette’s brand purpose fits with the brand identity and how it is perceived by Portuguese consumers, is a recent and therefore relatively unexplored topic, without much information available, especially in Portugal. For this reason, the research conducted will be exploratory, to provide more insights and deeper understanding into this topic – communication of brand purpose for brands in general and specifically regarding Gillette’s campaign.

The research was composed of direct and indirect qualitative research, used complementarily. Direct qualitative research consisted of in-depth interviews, to gain deeper understanding into

(1) what consumers consciously thought of brand purpose and how they perceived Gillette's campaigns; and (2) Gillette's brand purpose and the motivations driving the campaign launch.

Indirect qualitative research methods, such as social listening and projective technique, were employed to better understand consumers' feelings as this is a sensitive topic about which there are many underlying biases consumers are often not aware of.

The table below displays the methods employed and explains them and their objective in further detail.

Table 1: Methodology – Qualitative Research

Social Media Listening <i>Refers to analyzing the conversations and trends happening not just around your brand but also around the industry. Helps you understand why, where, and how these conversations are happening and what people think.</i> Sprout Social, 2019	Details: Tracking and analysis of social media activity regarding the “We believe – the best men can be” campaign. Tracking goes as far back as January 2019, when the campaign was launched. Overall sentiment (likes, dislikes, shares) and nature of comments were analyzed across several channels of interest. These were brand owned (YouTube, Instagram, Facebook, Twitter), traditional media (online newspapers and respective social media), and social media mentions of the campaign. It was conducted mostly at a global level, due to the restrictions. To some extent, the author was able to track these for Portugal and its consumers Objectives: Consumers can enjoy a certain degree of anonymity online and may be more comfortable displaying their true points of view. The main goal of social media listening is to understand and analyze their true thoughts and feelings on Gillette's purpose and campaign, measure brand sentiment, find brand haters and brand lovers and common topics in their arguments.
In Depth Interviews with Consumers <i>In-depth interviews are creative means of ascertaining consumer perceptions that may otherwise be difficult to uncover</i> Keller, 2013	Details: 30 interviews with Portuguese consumers, conducted over skype due to location constraints. Consumers of both genders, different socio-economic backgrounds, that have been living in Portugal for over 5 years, and shop or consume the category. The sampling method adopted was convenience – non-probability sampling technique in which respondents are selected for their convenient accessibility and proximity to the researcher (Saunders et al, 2012). The author ensured to the best of her ability to have a balanced sample in terms of gender, socio-economic background, age. See detailed sample overview in appendix 13, pre-recruiting guide in appendix 14 and detailed interview guide in appendix 15. Objectives: To understand how Gillette is perceived by consumers; understand consumers' thoughts and feelings about the campaign and topics approached; understand how consumers perceive Gillette's right to do purposeful campaigns; understand consumers' view of brand purpose and brands' right to do it.
Managerial Interviews <i>This method is crucial to understand the adoption of purpose and the campaign from the organization standpoint – drivers and shifts in the brand</i>	Details: Face-to-face interview with Gillette's Global Senior Assistant Brand Manager, who was part of the team that led the work for the “We believe – the best men can be” campaign and respective changes within the brand. Find detailed interview guide in appendix 16. Objectives: Gain deeper insights on the purpose chosen; understand drivers of the adoption of a brand purpose and making of the campaign.; understand the purpose adopted and the “We Believe” campaign relate to Gillette's global brand identity and positioning; understand if there were recent shifts to these to accommodate the purpose (and if so, what they were).

Source – Author

3.2. Research limitations

Throughout this Work Project limitations arose. Firstly, since the author was an assistant brand manager intern in the global brand team of Gillette, it was difficult to perform a fully impartial analysis of the topic at hand, considering the full commitment and involvement of the author with the brand. Additionally, during this period, the author was based in Geneva, Switzerland, which implied having the in-depth interviews via Skype, which could have limited the degree of bonding and trust established by the interviewee and interviewer thus limiting to some extent the insights gathered.

Secondly, the topic covered by the “We believe” campaign – gender equality, toxic masculine behaviors – is a very sensitive and personal topics. Whereas online, it is possible to a certain extent to assess consumers’ true feelings, in in-depth interviews consumers will default to the “politically correct” answers – which limits the insights gathered and the recommendations given. This limitation was counteracted by the different research techniques used, to improve the quality of the information gathered.

3.3. Main research findings

Through the employment of the methods above described, several key insights were extracted, which will be detailed in the section below. Firstly, the author analyzed the insights gathered from the managerial interview regarding Gillette’s brand purpose, brand identity changes, and the “We believe – the best men can be” campaign. Secondly, the author analyzed the insights gathered from social listening and in-depth interviews with Portuguese consumers regarding the adoption and communication of brand purpose in general and their feelings towards the Gillette campaign.

3.3.1. Insights on Gillette's brand purpose and brand identity

According to the global senior Assistant Brand Manager, Stefano Bocchieri, the campaign was a result of an intentional change in the brand identity. These changes were driven by the fact that the brand was losing appeal with younger consumers and that some of the elements portrayed were no longer relevant for modern days and for the culture the brand wants to drive. Therefore, changes in the identity were made to become more approachable, updated and relevant to modern consumers. However, it is important to note that the brand's purpose "To groom the next generation of men" remained unchanged.

A brand needs to be true to their purpose. The brand acknowledges that the cultural background has been changing and masculinity has been evolving over the past years. So many changes occurred in this period that, while the brand purpose is considered timeless and still valid, the brand team concluded the identity was not doing it justice – as Stefano Bocchieri pointed out *"Our brand purpose has been working for forever, it is probably not the wrong one. What is happening is we are not serving our purpose well anymore or there is something else in the communication not working well anymore"*.

Brand identity is an inspirational concept defined by the company. It portrays what the company wants the brand to stand for and what makes it unique (Aaker and Joachimsthaler, 2000). To be effective, it has to resonate and help build a relationship with consumers, differentiate the brand from competitors, and represent what the company stands for (Aaker and Joachimsthaler, 2000). The ultimate purpose of brand identity is to create a distinct, strong, and differentiated position in consumers' minds so that no other brand can occupy it (Aaker, 1997)

Gillette went back to its root, the purpose, and assessed if the brand truly was serving their purpose correctly – *"Are we really grooming the next generation of men? Maybe not"*, as stated by Stefano Bocchieri. To be able to groom this next generation and to be relevant for them, it

is first necessary to understand it – what is their inspiration, their values, what are they looking for, how can we support them?

Gaining insight into the new generation’s characteristics and values (authenticity, new rules, optimism, uniqueness, realistic, radically inclusive), the brand adapted its identity, as detailed in the table below using the Kapferer Brand Identity Prism. The model divides brand identity into six facets: Physical, Relationship, Customer Reflection, Personality, Culture, and Self-Image. These six dimensions take into consideration a sender (company) and a receiver (consumer). They can further be divided into two sections of the model – External and Internal. External are the facets the brand exposes outwardly and encompass Physique, Relationship, and Customer Reflection. Internal facets are the brand’s nature and consider Self-Image, Culture, and Personality.

Table 2: Insights – Gillette’s changes in brand identity preceding the campaign

Physique <i>The aspired most salient features of the brand – can be objective characteristics or emerging ones. Physique can also refer to the brand message or outward expression of brand identity, which is controlled by positioning.</i> Kapferer, 2008	Gillette blue; Logo; Sharp angles/lines; “The best a man can get” (slogan)
Relationship <i>The relationship can be defined as the counterpart the brand intends to deliver to its consumers. If the brand is able to build a positive relationship with consumers, it becomes more resistant to competition, increases life-time value and brand loyalty</i> Gamble, Stone, Woodcock & Foss, 2006	Precision; Top quality; High performance ; Support; Confidence
Customer Reflection <i>The customer reflection is the company’s projection of the brand’s ideal consumer. It is built over time using communication, which will portray the profile of this ideal costumer</i> Kapferer, 2008	Clean-shaven men , successful All men
Personality <i>“If the brand was a person, what kind of person would it be?”. The characteristics of a brand are slowly shaped by communication. The way the brand chooses to communicate its offering to consumers is an indicator of the personality it has. Personality is entirely focused on the brand</i> Kapferer, 2008	Man; Clean-shaven ; Successful ; Leader ; Assertive ; Confident; Inspiring; Leads by example; Supportive As stated by the senior ABM “You can see this in the copies. In the old ones, he is the guy to follow, to copy, you should want to be like him. In the new ones, he is the example behind the scenes inspiring you to be better”

Culture <i>The root of the brand's uniqueness, a key dimension that represents the set of values that inspire the core of the brand. Culture drives the brand's outward management, such as communication.</i> Kapferer, 2008	Grooming the next generation of men; High precision; Top quality
Self-Image <i>It is what the brand aspires its consumers to feel when purchasing or using the brand. Consumers' purchasing decisions reflect their self-image and include thoughts, feelings, and relationships with the brand</i> Kapferer, 2008	I am the best; I want people to follow me; I feel handsome I feel confident; I inspire people; I am a good person; optimistic <i>"We went from "I'm the best, you have to look like me" to "I'm here to help you be the best <u>you</u> can be"</i>

Source – Author, based on primary research and Kapferer's Brand Identity Prism

3.3.2. Gillette's reasoning behind "We believe – the best men can be" campaign

The "We believe – the best men can be" campaign results from changes to Gillette's brand identity. This campaign is a throwback to the nineties, with the main purpose of rejuvenating the historical tagline – "the best a man can get", launched in 1989 -, and re-establishing the brand. This was done in two ways, both focusing on challenging the status quo – better men and better products. Better products are materialized, for instance, in the launch of the SkinGuard razor, designed for a specific type of man with specific needs – sensitive skin. It is not innovating for the sake of innovating, as the global senior ABM states *"It is not adding an extra blade, it is about a specific type of guy and his needs that are not being fulfilled"*. Better products is about not settling for the way things are in the grooming industry.

For the better men facet, a lot of work was done on the definition of "best". As with masculinity, this definition has also evolved since the nineties. According to the brand, before "best" was more superficial – *"it was about how you looked, how you got the girl"* -, now it has more depth, it is more about actions – *"it's about how you act in the world around you, how you treat the girl"*, as explained by Stefano Bocchieri. The brand explored these cultural tensions from before and now to work the copy for the campaign, which resulted in the insight that the true enemy is inaction – the global senior ABM explains that *"men mistakenly believe that not being the bad guy is the same as being the good guy. They don't realize inaction is contributing to a system that allows negative male behavior to flourish"*. This insight was translated into the man

message of the campaign – to encourage every man to take action, speak up if they see negative behavior, and not settle for the way things are today.

3.3.3. Analysis of consumers’ reactions to Gillette’s “We believe – the best men can be” campaign

The main insights regarding consumers’ perceptions of and feelings towards Gillette’s “We believe” campaign. These insights are a mix of global and local, focusing on Portugal. Global insights were drawn from social listening and the insights specific to Portuguese consumers were drawn from social listening of Portuguese online newspapers and social media and in-depth interviews to several Portuguese consumers.

As mentioned before, the campaign was polarizing – consumers’ reactions were as varied as they were extreme. However, it did manage to start a conversation around the topic of toxic masculinity and how to change these behaviors and it involved consumers in this discussion. Even if the sentiment was not mainly positive, this campaign reached 32M views on YouTube, 227 thousand retweets on Twitter, 442 thousand likes on Instagram (versus 457 average per post) and Gillette’s Instagram account gained 30 thousand followers since the debut of the campaign. Before analyzing the results, it is important to note that consumer reactions to the campaign were overwhelmingly different depending on the method chosen – in depth consumer interviews or social media listening. To a certain extent this difference makes sense considering the sensitive topic, as consumers enjoy a degree of anonymity online and are therefore more comfortable and vocal in expressing their opinions and feelings regarding the campaign. Consumers were particularly vocal in social media platforms with higher degree of anonymity (for instance YouTube and Twitter) than in social media networks, where their activity is presented to their close network (for example Facebook and Instagram).

These insights were analyzed using the Wendy Gordon Consciousness Model (1999), to gain as deep understanding as possible. The Wendy Gordon model consists of six facets – attitudes,

stereotypes, defenses, thoughts and feelings, repressed feelings, and subconscious. The model starts at the shallowest facet of attitudes and each facet goes one layer deeper. For this analysis, the author will only use the first four facets. Attitudes are the initial and immediate opinions about brand purpose. Stereotypes are socially accepted and ingrained ideals. Defenses are how respondents justify that their actions go against what they have previously said. Feelings and thoughts are the perceptions about brands adopting and communicating brand purpose. The levels of repressed feelings and subconscious are too deep to be reached in an in-depth interview and will therefore be left out of this analysis. The findings are detailed in the table below.

Table 3: Insights – consumers’ reactions to the “We believe – the best men can be” campaign

Attitudes	Positive reactions
<i>Initial and immediate opinions about the campaign.</i> <i>As mentioned above, this campaign had a strong polarizing effect. Therefore, this section will be divided into positive reactions and negative reactions.</i>	There was a number of consumers who reacted very positively to the campaign and thought it approached relevant and current issues in society. This positive reaction was noticed particularly among consumers interviewed, social media listening in Portuguese newspapers and social media listening in social networks. 1. <u>The topic of the ad is seen as “obvious”</u> – Consumers do not see the ad as being polemic, they see it as an obvious message and understand the need to make an ad about these issues. <i>“Great ad that unfortunately portrays male behaviors still happening too much currently. Why is this polemical? Truth hurts? Do better and these ads will become unnecessary”</i> (user comment in Gillette’s Facebook page) 2. <u>Reaction to this ad is not understood</u> – consumers do not understand why this ad garnered such a negative reaction, when the topics covered and the call to action “Do Better” is obviously correct. They feel that the negative reactions to it justify the need for these ads. <i>“I don’t understand the fuss, but if there’s one it’s because we need these ads”</i> (user comment in Gillette’s Facebook page) <i>“The reactions only prove the truthfulness of the ad”</i> (Facebook comment in Público) <i>“The negative reactions to this campaign by men shows Gillette has the right message”</i> (Facebook comment in Expresso) 3. <u>How brands should be used</u> – Consumers feel that the brands should be used as a force for good and they should use their voice. Gillette is taking a stand with this ad and rightly so. <i>“THIS is how you use your brand. THIS is how you engage with your audience”</i> (user comment in Gillette’s Twitter page)

	<u>Negative</u> There is a significant group of vocal consumers who dislike the ad. This is seen by the 1.5M dislikes on the original YouTube video posted and by the top comments across social media channels. <i>“Still the most pathetic thing I’ve seen in the past year”</i> (user comment in Gillette’s Instagram) 1. <u>Not all men are like this</u> – consumers feel this campaign is stereotyping men negatively when only a small minority of the gender adopts the behaviors portrayed in the ad. <i>“This ad represents men as aggressive, abusive, and rapists. When in truth they represent just a small minority”</i> (Facebook comment in Dinheiro Vivo) 2. <u>Consumers do not see Gillette’s role in society to say this</u> – Consumers view this as patronizing and as Gillette placing itself on a pedestal. They do not understand or accept that a major corporation that sells razors is lecturing them on these topics. Consequently, consumers are threatening and claiming to actively avoid Gillette and in some cases P&G products. <i>“As weird as that sounds, I don’t need my toilet product telling me not to rape women”</i> (user comment on YouTube campaign page) <i>“This commercial did wonders for brand awareness. Consumers are now looking for Gillette to make sure they don’t buy it”</i> (user comment in Gillette’s Instagram) <i>“10 months without any Gillette or P&G products”</i> (user comment on YouTube campaign page) 3. <u>Gillette is being hypocritical</u> – Consumers feel the brand is being hypocritical in this moral stand for several reasons. One of them is that it charges more for female razors than it does for male razors. Another reason pointed out is a palm oil and child labor scandal of P&G. Consumers feel Gillette has no right to lecture them on this topic when its actions are still condemnable. <i>“Gillette charges women more \$\$ to use their products”</i> (user comment on YouTube campaign page) <i>“Gillette P&G palm oil child labor scandal google it”</i> (user comment on YouTube campaign page) 4. <u>Gillette/P&G is deleting dislikes and negative comments</u> – Consumers are accusing Gillette of capping the dislikes and deleting negative comments. Users monitor the post to assess if their dislike or comment has been removed. This situation does not look good on the brand, if true. <i>“Don’t mind me, I just come to check the dislike bar now and then”</i> (user comment on YouTube campaign page) <i>“(…) And you are still manipulating the dislikes and deleting comments. Lol. Gillette, you can run but you can’t hide”</i> (user comment on YouTube campaign page)
Stereotypes <i>Ideas that are socially acceptable</i>	1. <u>Important topic</u> – It is a current topic that has been being addressed increasingly more often. These issues have been escalating nowadays and so it is important that society talks about them. Mentality on these topics has been changing, it is important brands show they are also evolving. Especially brands typically associated to men. <i>“I think it’s super important to show there are other ways of being a man”</i> (M, 18)

	<i>"It's good because it's their target. They're inspiring men to step away from traditional masculinity and become more modern" (F, 22)</i> 2. <u>Focus on the big picture, not on Gillette</u> – Consumers agreed that this campaign was more focused on the message, instead of the product, which strays from Gillette's usual modus operandi. It is not about the products it sells; it is about the brand and what it stands for. <i>"It's amazing. If they're talking about this, they're more than just a brand" (M, 50)</i> <i>"I don't associate it with Gillette. It makes you think of the bigger picture, not of Gillette" (F, 25)</i> 3. <u>Gillette wants to change its image with the consumers, specifically for the profit</u> – Consumers feel Gillette had in mind the bottom line. They feel the brand was trying to improve its image by associating itself to relevant problems' in today's society. This will also make people talk about the brand, which will ultimately help this goal. <i>"Corporate brands are focused on profit. It's much more beneficial for the brand than for society. They're being opportunistic" (M, 50)</i> <i>"It's not from the kindness of their hearts. They are taking advantage of this moment, as these topics are relevant and people are paying attention to them" (M, 60)</i>
Defenses <i>How respondents justify that their actions go against previously mentioned opinions</i>	1. <u>It is too politically correct</u> – Consumers feel some aspects of the campaign were exaggerated to please everyone and do not make sense. <i>"Some things, like bullying and fighting, are a no-brainer. But a guy looking at a woman is normal, it's not that big of a deal" (F, 22)</i> 2. <u>It is too American; consumers do not see these issues in Portugal</u> – Consumers feel that some of the issues addressed were too American and they do not feel the Portuguese society and particularly men can be compared to the issues portrayed. <i>"I don't think we see these issues to this extent in Southern Europe, our boys are not like this" (F, 49).</i>
Feelings and thoughts <i>Feelings and perceptions about the campaign/brand</i>	Overall consumers have a good perception of the campaign and moreover, the campaign changed the image consumers had of Gillette in a positive way. After the campaign, Gillette was perceived as younger, more socially responsible, more connected to the community and to society, less shallow, with feelings, and more hopeful. <i>"Man, 20 something, successful, educated, does well and has a busy life. He's interested in supporting his friends and important causes, super connected to society and groups around him. He has more depth, you can have better conversations with him, not just about work and money" (F, 29)</i>

Source – Author, based on primary research and Wendy Gordon's Consciousness Model

3.3.4. Portuguese consumer's position on brand purpose overall

The main findings relating to Portuguese consumers' perception of and attitudes towards brand purpose from the in-depth interviews with Portuguese consumers were analyzed using the

Wendy Gordon Consciousness Model (1999), to understand Portuguese consumers' feelings regarding brand purpose, as accurately and deeply as possible.

The model consists of six facets – attitudes, stereotypes, defenses, thoughts and feelings, repressed feelings, and subconscious. The model starts at the shallowest facet of attitudes and each facet goes one layer deeper. For this analysis, the author will only use the first four facets. The findings are detailed below.

Table 4: Insights – Portuguese consumers' position on brand purpose in general

Attitudes <i>Initial and immediate opinions about brand purpose.</i>	<u>Positive</u> 1. <u>It is a good move; brands reach the masses</u> – Brands have strong visibility and a loud voice in society. Therefore, they can raise awareness around a certain issue. While they cannot change behaviors, the fact that they are able to engage consumers in a conversation around this issue is a good starting point. Consumers start to pay attention to these issues, which may drive change. <i>"It's important because brands have a big voice in society, they can reach the whole world. So, it's great they're sending good messages, that they're trying to make a difference in the world"</i> (M, 32) <i>"Brands are more seen, more recognized, and once they start supporting this type of thing, people will see it, and start talking about it."</i> (F, 49) 2. <u>Attention catching</u> – consumers agreed that standing up about a current, societal issue would make the brand have their attention. It is good brands are doing this as consumers are not just buying a product, they are buying the brand and everything it stands for. So, while it can be a risky move, it can pay off if the purpose resonates with consumers. <i>"I think it makes me more aware and in touch with the brand – for the good and for the bad"</i> (F, 22)
Stereotypes <i>Ideas that are socially acceptable</i>	1. <u>Not brand's role but we have to start somewhere</u> – Consumers seemed to agree that standing up for a societal issue was not the brand's main role, the main role is to sell a product. However, brands have strong voices and can reach the masses and start a conversation. They can take the first step to raise awareness and drive solutions for a certain issue. <i>"I don't think it's a brand's role to do this, but we have to start somewhere. It doesn't really make sense."</i> (F, 30) 2. <u>People are more likely to pay attention if brand is known and has good associations</u> – Besides considering the adoption and communication of brand purpose important, consumers believed the message would be listened if the brand is well known and in good standing – positive image and quality products/services. However, from the contextual background research the author knows this is not always the case. Sometimes, consumers are more focused on the message than on the brand (to the point they forget which brand is advocating it), and if the message is powerful enough the brand behind it does not need to be that well-known (for example State Street Global Advisors and the Fearless Girl in Wall Street). <i>"This message with values is associated with a brand people consume and respect. Its message will be listened to"</i> (F, 49)

Defenses <i>How respondents justify that their actions go against previously mentioned opinions</i>	1. <u>Consumers stated these campaigns stuck with them, but no one recalled Gillette's ad unprompted</u> – Even though consumers often stated that “these types of campaigns” resonated the most with them and were the most likely to be remembered, no consumer who had already watched the Gillette campaign recalled it unprompted. 2. <u>While consumers value brand's speaking up, they still view brand purpose as opportunistic</u> – Consumers often see brand's adoption of purpose as an opportunistic move, to come across as the “good guy”, gain favor with a certain group of consumers, and ultimately drive profit. Therefore, they do not see the brand as helping a social cause but rather as taking advantage of serious problems <i>“Much better for the brand than for society. It's like a tick on a dog. They're being opportunistic”</i> (M, 54) 3. <u>In the end, it is not enough to change “MY” behavior</u> – Consumers often presented an interesting contradiction. Whereas they always stated it was important that brands were talking about these issues (whether they were being opportunistic or not) as they reached the masses and influenced behavior, they also stated that a campaign would not make them change their own behavior. <i>“I won't change my behavior because an ad told me to”</i> (M, 50)
Feelings and thoughts <i>Feelings and perceptions about brands adopting purpose</i>	1. <u>Skepticism</u> - Overall consumers view brands adopting and defending a purpose as a good and important action, for the audience and reach they have. However, brand purpose adoption is always seen with a degree of skepticism. Consumers do not perceive brands as purely altruistic when doing this, they believe these actions are mostly strategic, i.e. to drive positive brand sentiment, shares, sales, and ultimately profit. <i>“They want to change their positioning, their brand message. But I don't think it's for the good of society”</i> (F, 22) 2. <u>Must be genuine and motivational</u> – Consumers seem to agree that purpose-focused campaigns are more impactful if focused on one true story of public knowledge. One of the critiques to Gillette's campaign was that it was too generic, i.e. it mentioned a lot of issues but superficially. Additionally, several consumers mentioned it felt like they were being “lectured” by the brand (which may also explain the more negative reactions). One best in class example is Nike's campaign with Collin Kaepernick – an American Football player who was suspended for kneeling during the national anthem, as a protest for violence against African Americans. <i>“I felt Nike's ad was more authentic in calling attention to a real societal problem and supporting Kaepernick's stance”</i> (M, 19) 3. <u>Overall positive effect on brand image</u> – seemed to have positive effect on brand image. From the projective technique, consumers perceived the brand as more engaged, less superficial, with stronger ties to its peers and community. Curiously, they also perceived the brand as younger. 4. <u>Brands need to communicate this better in Portugal</u> – Several consumers stated they knew brands were supporting strongly a specific purpose, but they knew this from their direct contact with the brand (e.g. works or knows someone who works for the brand, did and/or attended an event of the brand). Brand purpose is not yet well enough communicated to the masses in Portugal. <i>“In Portugal we already have this type of stances, but they don't communicate it, they don't advertise it”</i> (M, 30)

Source – Author, based on primary research and Wendy Gordon's Consciousness Model

4. Recommendations for implementation and communication of brand purpose

Through this research it was possible to understand how Portuguese consumers perceive brand purpose in general and how they feel about Gillette's latest purposeful campaign in particular. Based on the insights gathered, it is possible to make some recommendations to brands looking to adopt and communicate brand purpose.

Table 5: Recommendations for implementation and communication of brand purpose

Brand identity and brand communications must be aligned with the chosen purpose.	Objective: As mentioned above, brand purpose is the why that must guide everything else of the brand – it is the brand's roots. To ensure it is successful, brand identity must be aligned with brand purpose and brand communications must be a vehicle for the brand to portray its purpose to consumers and inspire action and change. If either of those is not successful, the brand might believe its choice of purpose was not the right one, as it does not appear to resonate with consumers. However, the purpose might have enormous potential and the fix can be easy – adapt the brand identity or change elements of the communication, to ensure consumers relate and value the purpose. Implementation: Brands should keep their brand purpose at the center of every action – all resources and all decisions should be taken as a step to accomplish the purpose – to achieve the societal changes desired. The brand teams must often take a step back and assess if the choices they are making are aligned with the brand's purpose. Ultimately, brands must stay true to their purpose and cannot change it often. Therefore, if purpose appears to be underdelivering, an assessment of the identity and communication coherence with purpose must be carried out.
Keep the communication focused on specific relevant stories that consumers resonate with	Objective: One of the criticisms received by Gillette on the “We believe” campaign was that the topic of the campaign was too broad to relate to. While consumers recognize the importance of the topic covered by the ad, it was brought up that because the ad did not tell a specific story, but rather described superficially several situations, it was harder to relate to and to remember. Implementation: When designing the communication, it is better to have a specific story to tell. Gillette is already doing this to a certain extent – in the “Story of Samson” (transgender boy's first shave with his father) and Spain's “Hay que ser muy hombre”(features several well-known Spanish personalities). This works even better if the person featured is a well-known face consumers recognize and link back to the purpose. One of the most brought up purposeful ads was Nike's “Dream Crazy” and the reason often mentioned for the preference was the fact that it told a real, public-knowledge story that consumers could easily associate with the movement.

Tailor the communication to the audience	Objective: One major insight on how Portuguese consumers view Gillette's campaign was that the topics broached were too American and therefore Portuguese consumers could not fully relate to it. One excuse is that the campaign shown to Portuguese consumers was designed in the United States for American consumers and there was no Portuguese adaption. Nonetheless, it shows the need of adapting this type of content, particularly purpose-led content as consumers' perceptions and reactions are highly subjective, to the region it is airing in. For consumers to relate to the brand and the purposeful message it is trying to portray, the message needs to be culturally relevant for them. Implementation: Brands need to develop localized content, to resonate with those specific consumers and to portray situations that are relevant in those markets. Gillette did this to a certain extent – Spain, the United Kingdom, and even South Africa developed their own copy of “We believe”. However, smaller markets are still left out. Smaller, local brands have the advantage here. They are able to create locally relevant content that resonates much more deeply with its consumers than bigger corporate brands, as the former possess deeper and more intimate knowledge of its consumer.
Upon negative backlash, brands need to understand how to embrace it	Objective: As mentioned above, Gillette faced severe online backlash from all over the world. This was expected, as this topic is a particularly sensitive one, especially considering the brand's male dominant target. However, something that was not expected was that, according to consumers online, the brand would cap the number of dislikes on YouTube and start deleting negative comments. This ensured an extremely negative and critical response to Gillette, as consumers became enraged and more motivated to comment negatively on the spot. Almost one year later, consumers still go to YouTube to check if their comment was deleted and to call out this situation. Instead of letting the negative backlash die out, as it normally would, the brand's alleged choice to limit dislikes and delete comments fuels consumers' negativity and keeps this momentum going. It is not a good look on Gillette, that is being accused of limiting freedom of speech. Implementation: Brands should accept from the outset that they are taking positions on sensitive topics and that most communication done on these types of purpose should be extremely well thought out and is bound to displease some consumers – it is not possible to please everyone. Additionally, consumers with negative opinions that feel offended by the communication are bound to be more vocal and more active than the consumers who were happy with the ad. Brands need to be prepared for this type of backlash and find a way to deal with it. One way is to ignore these consumers. Another way is to incentivize happy consumers to engage with the brand and share their opinion. Gillette should serve as an example on how not to deal with negative backlash.

Having an active role (e.g. donate) is not valued that highly by consumers but it is still necessary. Portuguese brands must invert the pattern	Objective: One of the insights from the in-depth consumer interviews was that consumers value much higher the communication, for example ads, than the brand's actions, for instance donate to related charities. One of the reasons behind this is the lower visibility of the former, coupled with the fact that consumers feel donating is a way of brands to "throw money at the problem", instead of working to solve it. However, this does not mean brands should just stop donating to related charities. Consumers still expect this from brands, otherwise they will be labeled as hypocrites and cheap. It is a fine line to toe. Regarding Portuguese companies, consumers felt they are too focused on donating instead finding their voice and communicating the message with society. This needs to be reversed. Implementation: Brands need to invest their focus and resources in the communication – as it starts an important conversation that consumers appreciate. They should still donate to related and relevant charities, but this should not be the core of their purposeful action.
Brands need to make the communication memorable and create a strong link with the brand	Objective: Taking Gillette's example, although there was significant engagement around the campaign right after launch, Portuguese consumers who had seen the campaign could not recall it spontaneously six to eight months after launch. This means that while this campaign was successful in stirring up a conversation at launch, it failed to keep the conversation going and to stay in consumers' minds. For purpose to be successful, these campaigns need to be memorable and stay in consumers' minds long after the launch phase Implementation: Related to making the purpose and campaigns relatable to consumers, brands need to ensure their purpose-led campaigns are remembered after launch. Furthermore, brands need to create a strong link between the message and the brand, otherwise purpose adoption will not bring benefits to the brand and will not be remembered.

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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.

GILLETTE & THE “WE BELIEVE – THE BEST MEN CAN BE” CAMPAIGN

A case study on how Gillette’s campaign signals changes in identity from brand purpose and how it is perceived by Portuguese consumers

Appendices

INÊS RODRIGUES DE ALMEIDA
26143

A Project carried out on the Master in Management Program, under the supervision of:

Lena Kemna
Catherine da Silveira

January 3rd, 2020

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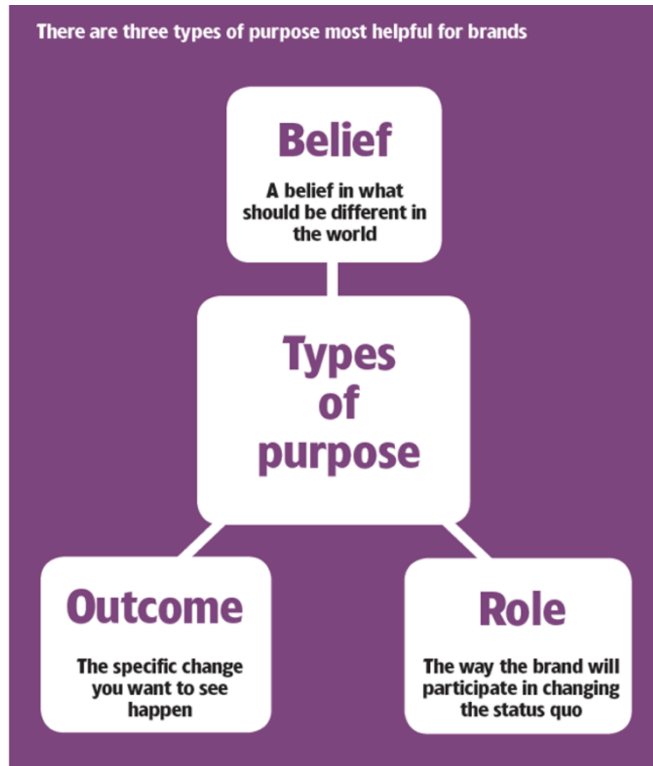
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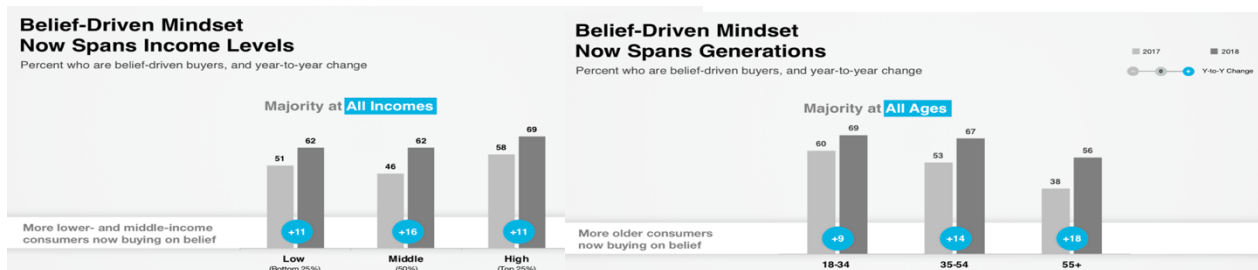
Section A – General Appendices

Appendix 1 — Types of brand purpose



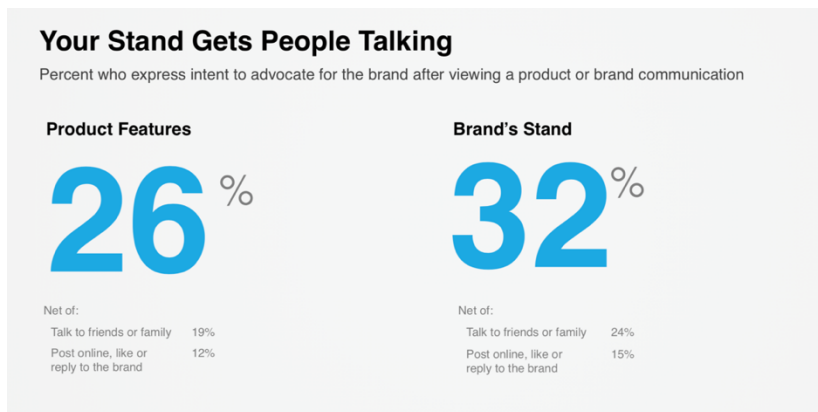
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Appendix 2 — Belief-driven mindset across demographics



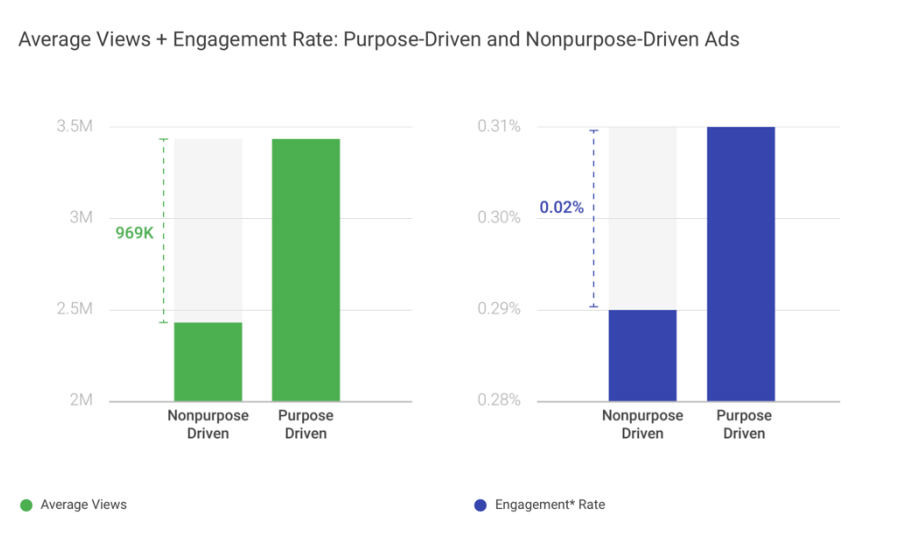
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Appendix 3 — Consumers' intent to advocate



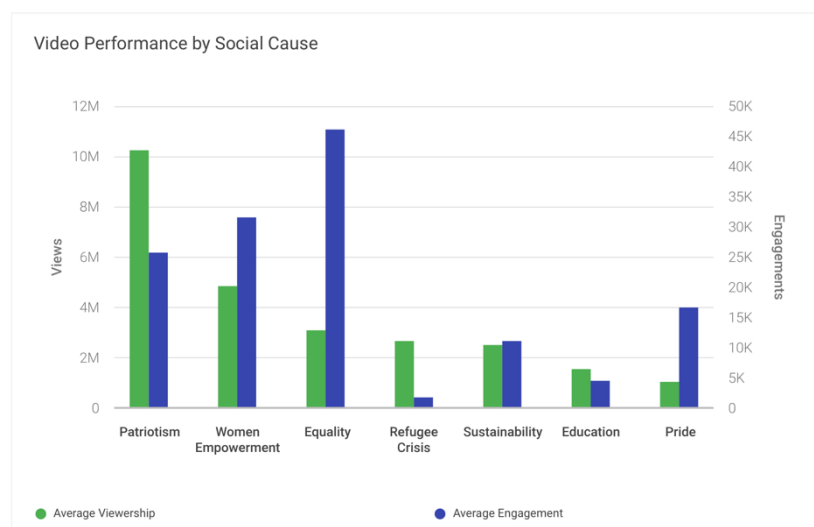
Source: Edelman (2018)

Appendix 4 — Average views and engagement rate in cause-related ads



Source: Hein (2017)

Appendix 5 — Most published causes among videos by top 100 brands



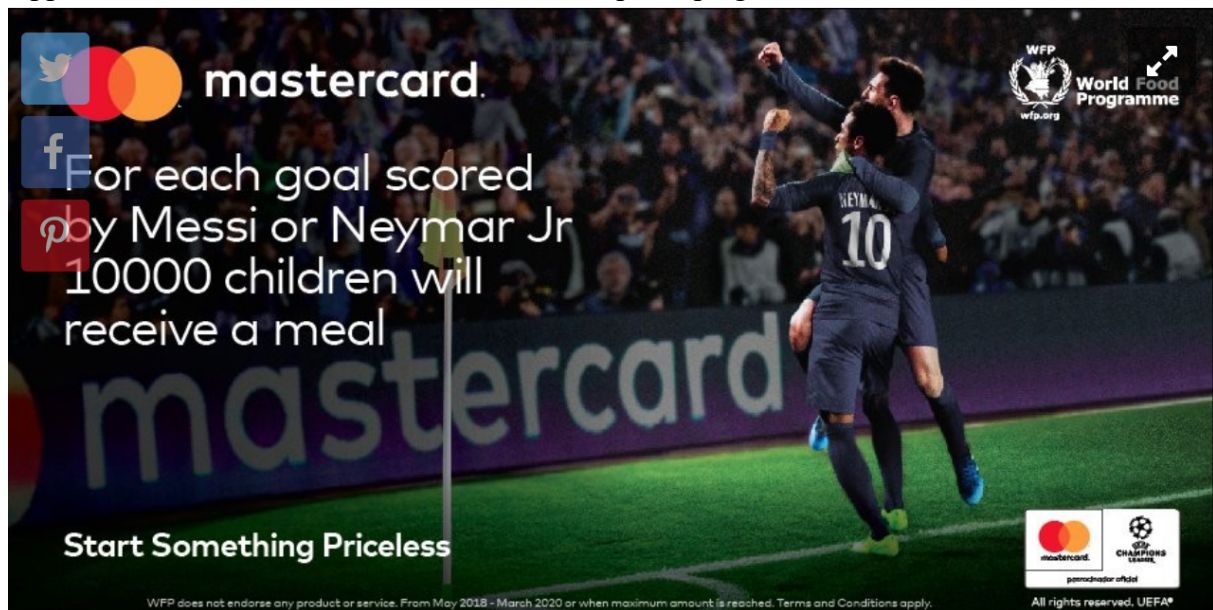
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Appendix 6 — Pepsi's Campaign with Kendall Jenner



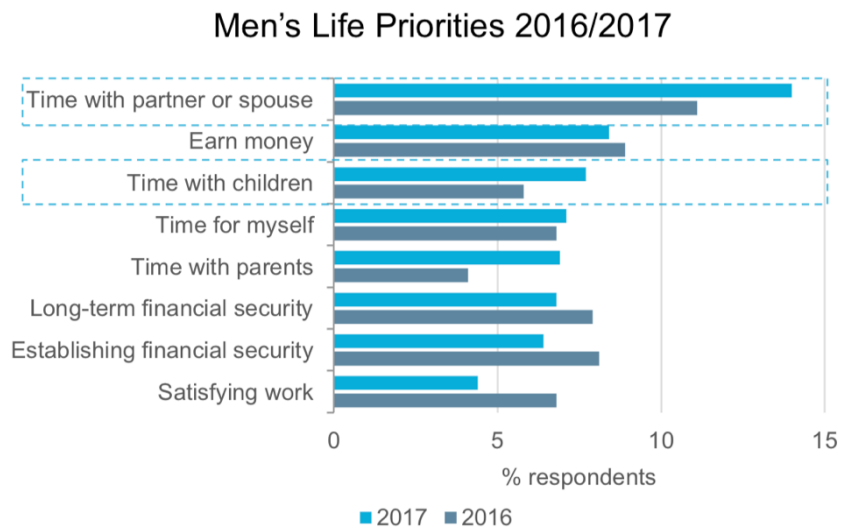
Source: TheDrum (2019)

Appendix 7 — Mastercard 2018 Fifa World Cup campaign



Source: TheDrum (2019)

Appendix 8 — Men's life priorities



Source: Passport (2018)

Appendix 9 — Axe's campaign "Is it okay for guys"



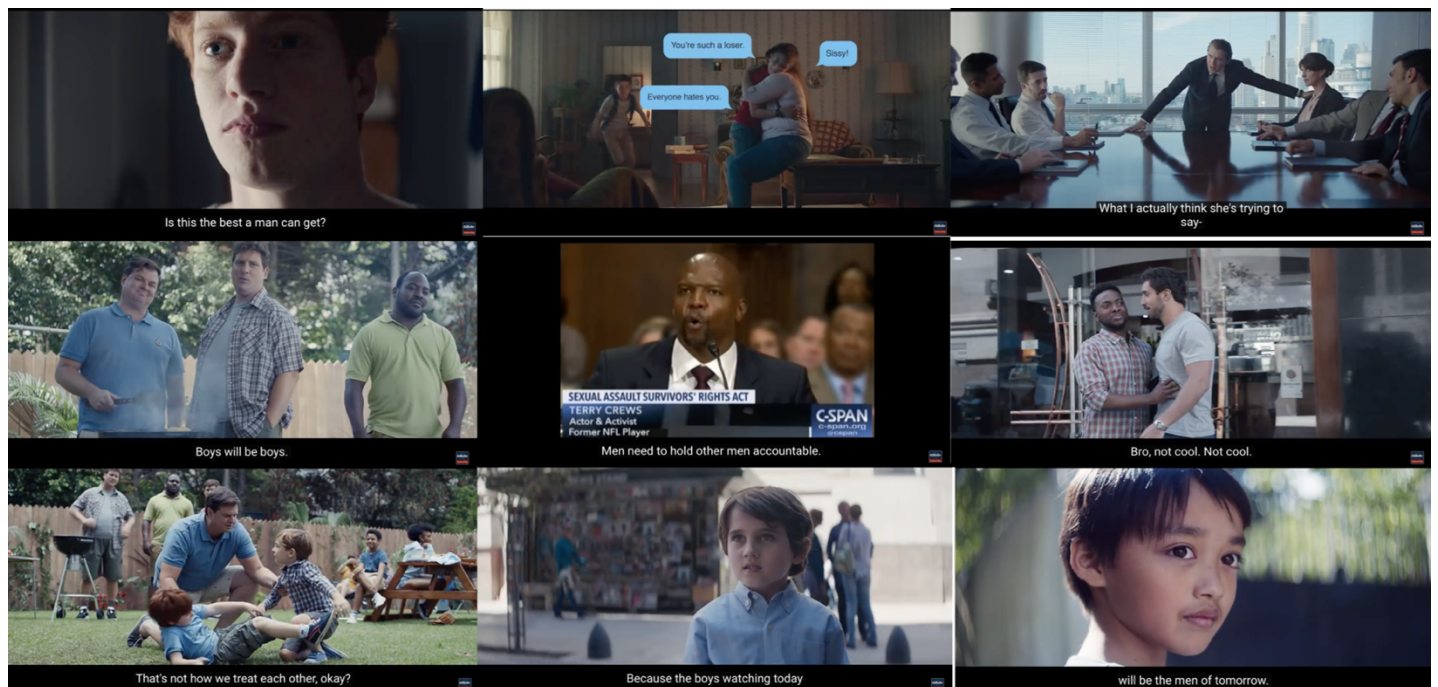
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Appendix 10 — Gillette’s campaign “Your best never comes easy”



Source: Gillette (2018)

Appendix 11 — “We Believe — The Best Men Can Be” campaign



Source: Gillette (2019)

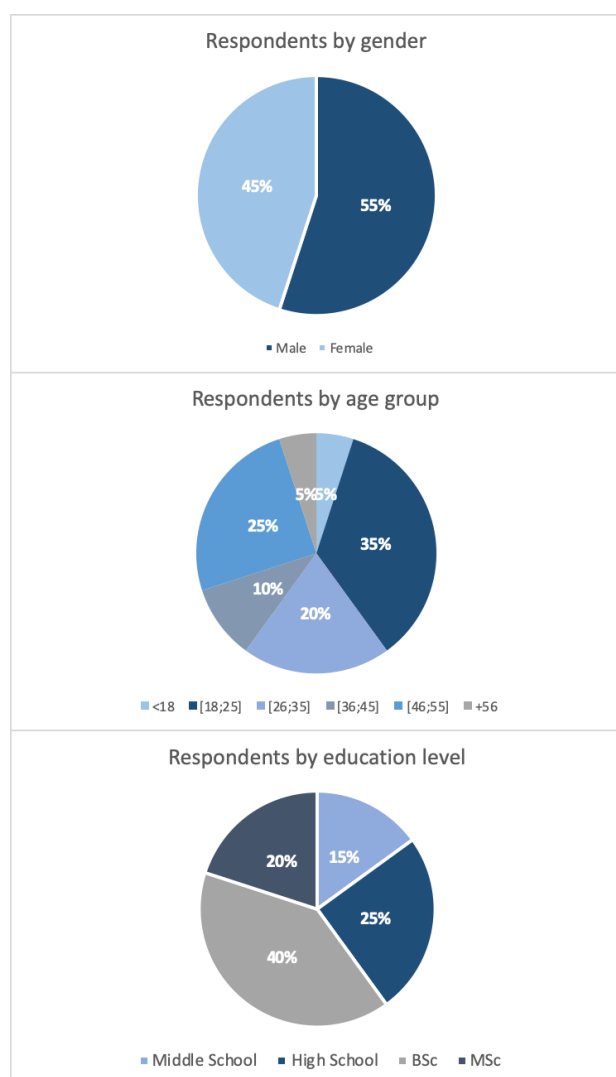
Appendix 12 — Gillette’s campaign “Story of Samson”



Source: Gillette (2019)

Section B – Methodology Appendices

Appendix 13 — In-depth interviews sample overview



Source: Author

Appendix 14 — Pre-Recruiting Questionnaire

1. Are you Portuguese or have you been living in Portugal for over 5 years?
2. Do you purchase razors for yourself? (Yes/No)

3. Do you purchase razors for someone in your household? (Yes/No)

4. Which of these brands do you recognize?	5. Which of these do you typically purchase?
	
	
	
	
	
	
	

Appendix 15 — Consumer in-depth interview guide

Warm up

Thank you for your time to talk to me today. This interview is for my Work Project for my MSc in Nova SBE. We will use a non-directive technique which means I will introduce the topic and you are free to talk about what comes to mind. There are no right or wrong answers and everything we talk about here today will be kept confidential. I expect this interview to last around 45 minutes and you are free to ask any questions you might have during the interview. Do you mind if I record it?

Initial Question

When was the last time you bought a razor? Which brand did you buy and why?

Topics to be covered

Purchase behavior

- Brands purchased
- Purchase drivers

Consumption behavior

- Consumption drivers
- Shaving routine
- Products used

The brand Gillette

- Feelings about Gillette
- Knowledge about the brand
- Relationship with the brand

“We Believe – The Best Men Can Be” Campaign

- Familiarity with Gillette’s campaigns
- (If it does not come up naturally) Are you familiar with Gillette’s campaign “We believe – the best men can be”?
 - o If yes, continue interview
 - o If not, show video of the campaign
- Feelings and impression of the campaign and of Gillette

Brand Purpose

- Perception of relevancy of issues addressed by campaign
- Feelings on brands addressing societal issues
- Feelings about Gillette addressing these issues in particular

Projective Technique

This is a research technique that is quite fun, and you are free to say anything that comes to mind.

If Brand X was a person, what type of person would it be?

Gillette and other brands mentioned by consumers

Wrap up

This is the end of our interview. Thank you so much for your time, it has been very helpful. I need to collect some data for statistical purposes, but it will remain completely anonymous. Please fill out this survey:

- Nationality
- Age
- Gender
- Occupation
- Education level

Appendix 16 — Managerial interview guide

Warm up

Thank you for agreeing to talk to me today. As you know, this interview is for my Work Project at Nova SBE and the focus of the project is Gillette's "We Believe" campaign and how it fits with Gillette's brand identity. We will use a particular technique today called the non-directive technique which means I will introduce the theme and then you are free to talk about what comes to your mind. There are of course no right or wrong answers and everything we talk about here will be kept confidential. I expect this interview to last around 45 minutes. Do you mind if I record it?

Initial Question

Tell me about the decision to launch the "We Believe — The Best Men Can Be" campaign.

Gillette's Brand Identity

- Physical – what are the most salient features of the brand?
- Relationship – What benefits does Gillette offer to the consumers?
- Consumer Reflection – What is the ideal Gillette consumer? (e.g. what type of person would be in a Gillette ad?)
- Personality – If Gillette was a person, how would it be?
- Culture – What makes Gillette unique?
- Self-image – What do consumers feel when they interact or use Gillette?

Adoption of brand purpose

- Time in which Gillette has been purpose driven

- Changes in brand identity to accommodate brand purpose
- Drivers of adoption of this brand purpose
- Challenges faced in the adoption

This is the end of our interview. Thank you so much for your time, it has been very helpful.