

Appendices

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Appendix 1: Claus Porto Milestones, Musgo Real Brand Presentation, 2016

1887

CLAUS & SCHWEDER
FOUNDATION



1904

GOLD MEDAL AT THE
ST. LOUIS WORLD FAIR



1908

ACHILLES DE BRITO BECOMES A
PARTNER AT CLAUS & SCHWEDER



1916

FERDINAND CLAUS LEAVES
PORTUGAL DUE TO THE WWI



1925

ACHILLES DE BRITO ACQUIRES
CLAUS & SCHWEDER



1936

MUSGO REAL COLLECTION
IS BORN



1953

A LITHOGRAPHY STUDIO IS
DEVELOPED IN THE COMPANY



1994

GROWTH PERIOD
IN THE US



2012

NEW PRODUCTS
PERFUMES & HOME DIFFUSERS



2016

MUSGO REAL REBRANDING IS
LAUNCHED



Appendix 2: Musgo Real product range, Musgo Real Brand Presentation, 2016



Appendix 3: Brand Identity: Kapferer's Identity Prism, Kapferer, 2004

The brand identity is what brand managers would like their brand to be, what it stands for and what makes it unique.

The Brand Identity Prism, created by Kapferer, is a tool that allows communicating the identity of the brand. The Prism is divided into 6 aspects: Physical, Relationship, Customer Reflection, Personality, Culture and Self-Image.

Starting with the Physical part of the prism, it represents the most salient features and the basis of the brand, which may be tangible or intangible including, for instance, ideals, symbols or colours. Regarding the Relationship part, it represents what the manager wants the brand to give the consumer, being the occasion of transactions and exchanges. Thirdly, the Customer Reflection is the projection of the customer you want, i.e. what the manager would like the customer to be. The next part of the prism is Personality, which represents the features of the brand, as it was a person. In another words, it answers the question – “If the brand was a person, what kind of person would it be?”. Further on, the 5th dimension is the company's Culture. This is the hardest dimension to build and what makes a brand unique, being represented by the set of values that move the brand's inspiration and its core. To finish the prism, there is the Self-image dimension of the brand. It represents what managers aspire the consumer to think/feel when they buy/use the brand. The above-explained dimensions ultimately built a Kapferer's Brand.

Appendix 4: Brand Positioning: Kevin L. Keller Approach, Keller, 2008

“Brand positioning is the act of designing the company's offer and image so that it occupies a distinct and valued place in the target customer's mind. (...) It is all about identifying the

optimal location of a brand and its competitors in the minds of consumers to maximize potential benefit to the firm” (Keller et al., 2008, p. 104).

To Keller, positioning means identifying and establishing points of parity and of difference with the brand’s main competitors in order to achieve the right brand image. In this model, to get a final positioning statement, one must answer to 4 base questions: who the target and main competitors should be and how the brand should be different and similar from/to those competitors.

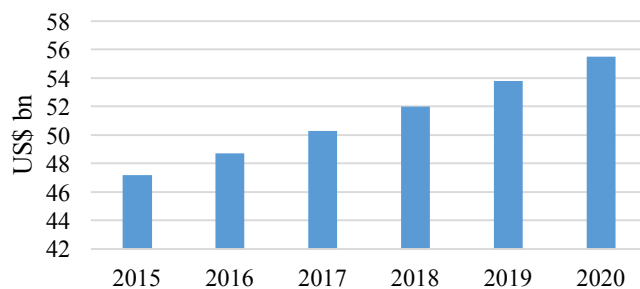
In order to answer the first question – who the target should be – a market segmentation should be done, being the market a set of potential buyers that would be segmented in distinctive groups of homogeneous consumers. This segmentation can be done in several ways (e.g. consumer-oriented, behavioural segmentation), in order to find the best group to target. The next question is about the main competitors – who should they be? To know this, there are several ways to see the picture. For instance, you can consider your main competitors those who target the same segments of consumers as you do or those who compete in the same distribution channels, but the latter should be used when you do not have more information. The next step is to define in what should the brand be different from its competitors, in this case, from its category competitors (soft drinks). The Points of Difference (PODs) associations are attributes or benefits that consumers positively evaluate, strongly associate with the brand in question and believe they could not find them with a competitor. Finally, the final step of this process is to define which features of the brand are similar to its category competitors – points of parity. These must be attributes or benefits shared by other brands and necessary, but not sufficient, conditions for choosing a brand.

Appendix 5: Gillette campaign: Shave Yourself, Gillette, 1901



Appendix 6: Worldwide men's grooming market from 2015 to 2020 (forecast), Euromonitor,

2015



Appendix 7: Pre-Recruiting Questionnaire for users of men's grooming products

1. Do you regularly shave or trim your beard?

- If yes: next question
- If no: end questionnaire

2. Do you use any product in your shaving/trimming routine?

- If yes: continue
- If no: end questionnaire

3. Did you bought at least once of those products during the last year?

- If yes: continue
- If no: end questionnaire

4. Do you recognise any of these brands, at least the name?



- If the person recognizes at least once: qualitative questionnaire
- If the person does not recognize: end questionnaire

Appendix 8: Pre-Recruiting Questionnaire for barbers

1. Are you currently working as a barber?

- If yes: qualitative questionnaire
- If no: end questionnaire

Appendix 9: Interview Guide

1. Warm-Up:

Good morning, and thank you for your availability for this interview. I'm currently doing my thesis at Nova SBE, and I'm conducting a research about men's grooming.

This is a semi-structured questionnaire, meaning that I'll make you a few questions and there are no wrong answers. You just have to answer freely and you can tell everything that comes to your mind.

The interview could last from 45 min to 1 hour. Also, for the purpose of a later analysis, I need to record this interview. Would it be okay for you? Your name will remain anonymous, and you will not be contacted again after this interview.

2. Opening Question:

Can you tell me about the process that you use to shave or trim your beard? And which products do you use during this process?

3. Topics to Cover:

Consumer Behaviour	- Consumption (consume only vs. purchase and consume) - Routine (e.g. with blade, shaver, trimmer, brush, etc.) - Usage frequency (e.g. daily, weekly, etc.) - Usage occasion (e.g. home or barber shop – in the morning, evening, shower, etc.) - Consumer lifestyle (e.g. natural products, etc.) - Product preferences (e.g. after-shave, oil, gel, cream, multi, etc.) - Convenience (e.g. easy-to-use, quick, etc.)
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Purchase Behaviour	- Frequency of purchase (e.g. weekly, monthly, etc.) - Purchase drivers (e.g. price, quality, scent, packaging, promotions, marketing campaigns, etc.) - Influencers of purchase (e.g. father, mother, wife, girlfriend, shop assistant, etc.) - Location of purchase and consumption (e.g. concept store, barber shop, supermarket, pharmacy, etc.)
Relationship between the beard and men's grooming products	- Type of beard (e.g. clean shaved, trimmed, moustache, etc.) - Style (e.g. classic, trendy, dandy, etc.) - Importance of the beard (e.g. trendy, symbol, etc.) - Loyalty level (e.g. brand loyal, product loyal, etc.) - Price vs. quality perception (e.g. price and quality sensitivity) - Replacement (e.g. possible substitutes are an option: shaving soap instead of shaving cream, for example)

4. About *Claus Porto*, *Musgo Real* Brand & Lines

- Brand
- Packaging
- Scent

5. Projective Technique:

In your opinion, what would be the perfect men's grooming product?

6. Correspondent Profile:

- Name
- Age
- Nationality
- Level of Education

- Profession
- Household Composition
- Lifestyle
- Beard/Moustache or Clean Shaven?

Appendix 10: Questionnaire: online survey

Master Thesis - Nova SBE

This questionnaire will serve as basis for my master dissertation, in the Master in Management at Nova School of Business and Economics and will take about 5 minutes to respond.

The objective of this research is to get a deeper understanding about men's grooming routine. This questionnaire is for men with beard and/or moustache or had a beard and/or moustache in the last 5 years.

This survey is anonymous and your data will only be used within the research scope. There are no "correct" or "wrong" answers.

Thank you for taking the time to contribute to my research. In case you are interested in the results, contact me via email: 14628@novasbe.pt . I will be able to provide you with the final thesis, once it has been graded in January 2017.

Kind regards,
Maria Lourenço

**Obrigatório*

What is your facial hair style today? *

- ☐ I have a beard
- ☐ I have a moustache
- ☐ I have a beard and moustache.
- ☐ I am clean shaven

How long do you have beard and/or mustache? *

- ☐ Less than a year
- ☐ 1-3 years
- ☐ More than 3 years

We are listing below possible reasons to have a beard and/or moustache. On a scale from 1 (doesn't apply at all) to 5 (fully applies), could you please tell me how each reason apply to your personal case: *

Linha 1. I feel more fashionable	Coluna 1. 1
Linha 2. By having a beard and/or mustache	Coluna 2. 2
Linha 3. I feel connected with the hipster sty	Coluna 3. 3
Linha 4. I feel I look better with a beard and/	Coluna 4. 4
Linha 5. I work/live in an environment where	Coluna 5. 5
Linha 6. I look older	
Linha 7. I differentiate myself better from ot	

We are listing below possible reasons to have a beard and/or moustache. On a scale from 1 (doesn't apply at all) to 5 (fully applies), could you please tell me how each reason apply to your personal case: *

	1	2	3	4	5
I feel more fashionable	☐	☐	☐	☐	☐
By having a beard and/or mustache it's easier because I don't need to shave everyday	☐	☐	☐	☐	☐
I feel connected with the hipster style	☐	☐	☐	☐	☐
I feel I look better with a beard and/or moustache	☐	☐	☐	☐	☐
I work/live in an environment where most men have a beard and/or moustache	☐	☐	☐	☐	☐
I look older	☐	☐	☐	☐	☐
I differentiate myself better from others	☐	☐	☐	☐	☐

Where do you shave/trim your beard and/or moustache? And how often? *

	Everyday	Approximately twice a week	Once a week	Twice a month	Once a month	Less than once a month	Never
At home	☐	☐	☐	☐	☐	☐	☐
At the barber shop	☐	☐	☐	☐	☐	☐	☐
At the hair saloon	☐	☐	☐	☐	☐	☐	☐

Which of the following products do you include on your men's grooming routine? *

	At home	At the barber shop	At the hair saloon	Never
Shaving Cream/Gel	☐	☐	☐	☐
Beard Oil	☐	☐	☐	☐
After-Shave	☐	☐	☐	☐
Beard Wax	☐	☐	☐	☐
After-Shave Balsam	☐	☐	☐	☐
Beard Shampoo	☐	☐	☐	☐
Pre-Shave	☐	☐	☐	☐
Beard Balm	☐	☐	☐	☐
Beard Softener	☐	☐	☐	☐

Where do you buy men's shaving products/beard care products? *

- ☐ Department stores
- ☐ Barber shops
- ☐ Drugstores/Chemists
- ☐ Online
- ☐ Concept stores
- ☐ Supermarkets/Hypermarkets

What's the main factor among the following list most influenced your decision on men's grooming products? Please select the 3 factors that are most important to you. *

- ☐ Previous personal experience
- ☐ Friends/ Family
- ☐ Barber/ Expert
- ☐ Online user reviews/ Social networking site/ Online communities or forums
- ☐ Sale/ Discount
- ☐ In-store sales person
- ☐ Free sample
- ☐ Official brand website
- ☐ Magazines/ TV/ Celebrity endorsement

Do you agree with the following statements? On a scale from 1 (strongly disagree) to 5 (strongly agree) *

	1	2	3	4	5
Cheapest products are as good as expensive ones	☐	☐	☐	☐	☐
I spend too much money on men's grooming products	☐	☐	☐	☐	☐
The only guaranty of quality is a recognizable brand	☐	☐	☐	☐	☐
When I find the product that I like I keep purchasing it	☐	☐	☐	☐	☐
Each time I need to buy a product, I want to try a new one	☐	☐	☐	☐	☐

What is your age? *

- ☐ Under 25 years
- ☐ 26-36 years
- ☐ 36-45 years
- ☐ 46-55 years
- ☐ Over 55 years

Where are you from? *

A sua resposta

Where are you located? *

A sua resposta

What is the highest degree or level of school you have completed? *

- ☐ High school graduate
- ☐ Trade/ Technical/ Vocational Training
- ☐ Professional degree
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Doctorate degree

What is your current occupation? *

- ☐ Student
- ☐ Employed
- ☐ Self-employed
- ☐ Unemployed
- ☐ Retired

Appendix 11: Demographic composition of the sample population

Age	Under 25	36%
	26-36 years	46%
	36-45 years	11%
	46-55 years	4%
	Over 55 years	3%
Highest degree	High School Graduate	7%
	Trade/ Technical/ Vocational Training	0%
	Professional Degree	4%
	Bachelor's Degree	35%
	Master's Degree	50%
	Doctorate Degree	4%

Current Occupation	Student	34%
	Employed	50%
	Self-employed	10%
	Unemployed	4%
	Retired	2%

Country	From	Located
Portugal	114	112
Italy	9	7
USA	9	10
UK	8	11
Germany	6	2
Brazil	2	1
Canada	2	2
France	2	3
Austria	1	0
Croatia	1	1
India	1	0
New Zealand	1	1
Peru	1	0
South Africa	1	0
Spain	1	5
Angola	0	2
Denmark	0	1

South Korea	0	1
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Appendix 12: Pre-Recruiting Questionnaire for the online survey

Have you had a beard and/or moustache in the last 5 years? *

☐ Yes

☐ No