

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

STRENGTHENING THE POSITIONING OF SCOOP 'N DOUGH

BÁRBARA GOMES

ERIC REGINALD MALACHI

JOSÉ GONÇALO LOPES DE BRITO DINIZ

MARIANA NAVES FIDALGO BARGADO

MARTA MARIA PASTOR DE BRANCO PARDAL

SANA MOHAMMAD

Work project carried out under the supervision of:

Professor Sofia Kousi

17-12-2021

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List of Abbreviations

CBBE..... Customer-Based Brand Equity
POP(s)Point(s) of Parity
POD(s)..... Point(s) of Difference

1. Introduction

1.1 Background of the company and Project objectives

Founded in 2019, Scoop ‘n Dough is a family business offering homemade artisanal vegan doughnuts and ice cream, currently operating across two stores in Lisbon. Scoop ‘n Dough opened for the first time in Lisbon and has grown significantly, despite the challenges of the pandemic, including consecutive lockdowns, which forced it to operate on a take-away basis only. The idea of opening a vegan ice cream store started when Scoop ‘n Dough’s owner Darchite Kantelal, a sports nutritionist, became vegan in 2015 and acknowledged how difficult it was to find good vegan ice cream in Lisbon. This need for creamy and tasty frozen delights gave birth to the dream of creating a plant-based ice cream shop. During the recipe development stage, the idea of adding one of the most celebrated products in the North American countries came up: doughnuts. At this point, Jimite Kantelal, Darchite’s brother, joined in and together developed the recipe for their celebrated dough. Nowadays, Darchite is responsible for all the ice cream flavours, whereas Jimite is responsible for the doughnuts. Together they have successfully created this innovative concept (Scoop ‘n Dough 2021).

The company has experienced tremendous growth in the past few months and aims to grow and expand even further. The challenge moving forward will be to attract new customers and grow without diluting its existing brand equity and the founders’ vision and values. Therefore, the main goal of this research is to understand the ideal positioning of Scoop ‘n Dough that fits best with the brand’s growth.

As a first approach for the challenge, an interview with the founders was conducted to understand the challenges and successes the brand is currently facing. Despite appearing, at first sight, a successful unit, the group was able to uncover some potential problems related to positioning and brand identity. This was followed by a comprehensive theory review on key theoretical frameworks to ensure a structured brand strategy, identity, and positioning for the brand. Next, a research plan was created consisting of research questions and sub-questions, encapsulating various objectives to better understand consumers perceptions on several factors.

Research then was divided in secondary and primary research attempting to answer the established research questions and the respective methodologies were presented in this section. A brand audit on the current inventory was conducted to understand the brand's strategy, to help discover its strengths and weaknesses. A market analysis was also developed to better grasp both product categories, the vegan and vegetarian market in Portugal and its trends, as well as consumer behaviour drivers regarding vegan and vegetarian food. What is more, the group conducted in-depth one-to-one interviews with both customers and non-customers of Scoop 'n Dough to gain qualitative insights on the market the brand operates in, the brand itself, the competitive landscape and vegan food perceptions, followed by surveys to further confirm the results obtained, as well as to measure brand awareness. These insights were thoroughly analysed, and the group was then able to articulate a brand strategy based primarily on a new brand positioning and identity more aligned with the brand's values and mission. Lastly, the group identified some gaps that were acknowledged as opportunities for the brand to evolve and apply the new brand strategy, which will be further developed in the individual reports.

1.2 About Scoop 'n Dough

At the heart of the brand lies a commitment to create the best handmade ice cream and doughnuts of vegetable origin, made with the highest quality ingredients. The experience the brand wants to provide is the feeling of being served like family, to become a beloved brand. Scoop 'n Dough's values are evidently shown on their website: "At Scoop 'n Dough, sympathy and affection prevail and that is why we prefer to have more than just customers - we have a community" (Scoop 'n Dough 2021). Within ten months of its opening, HappyCow (one of the largest global platforms for vegetarians and vegans) awarded Scoop 'n Dough as the "#1 Rated Vegan Donuts in the World", currently maintaining the first place. Closely in 2021, the brand made it to 'TripAdvisor Travelers' Choice' Best of the Best, where they were ranked in 4th place as one of the Best Vegan Spots in the World. Despite the rapid success that led the

company to increase its production to a larger scale and even opening a new store, Scoop ‘n Dough is still managing to maintain the very high-quality of its offerings.

1.3 Management Problem

The group conducted an interview with the founder (8.1) to have a more concrete image of the brand’s challenges and vulnerabilities - which at first seemed hidden due to all its current success (the two awards won) and growth (e.g.: opening of a new store in El Corte Inglés). However, the group uncovered some potential problems that arose from both the interview and the secondary research - brand overview and market research:

1. Scoop ‘n Dough is attracting new customers (mostly non-vegan customers) and the founders are aiming to target everyone (“We want to target everyone”) (Appendix 1). Based on this, they are changing the communication of the brand’s identity and products to not highlight their main differentiator - “being vegan”. This might potentially lead to neglecting their initial mission and vision’s intentions, which may result in a “loss” of brand equity by not wanting to emphasise the vegan side of the brand. There were some signs of lack of transparency with the aim of attracting more customers as well.
2. Lack of brand image consistency in communication channels, potentially causing confusion among customers.

Therefore, the team realised that there was no positioning established for the brand. Having one and knowing how to communicate it properly to the target audience will allow Scoop ‘n Dough to grow in a more organic, transparent and cohesive way while respecting the mission and vision of the brand. Besides, a clear positioning facilitates storytelling and getting messages across that are aligned with the brand’s vision. Thus, the proposed Management Problem is “Establishing the positioning of the brand for future growth”.

2. Literature review

The present section focuses on key theoretical concepts that will allow the group to answer the project's objective with clearer understanding. Not only what a brand is but also concepts such as Brand Identity, Brand Equity and Brand Positioning will be explored.

The American Marketing Association (2021) defines a brand as “a name, term, design, symbol, or any other feature that identifies one seller's goods or service as distinct from those of other sellers”. Keller (2013, 31) further states that “A brand is, therefore, more than a product because it can have dimensions that differentiate it from other products designed to satisfy the same need”. Keller (2013) further adds that brand elements, on the other hand, are the different components of a brand that help identify and differentiate itself, such as names, logos, symbols, package designs and so forth.

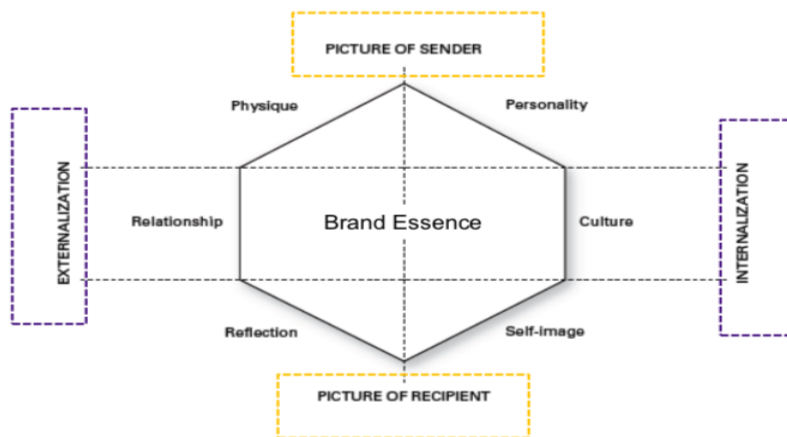


Illustration 1: Brand Identity Prism

Source: Kapferer (2012)

Brand Identity is what owners and managers would like the brand to be and what makes it different from others (Kapferer 2012). Brand Identity and Brand Image are not the same, as the latter represents the consumer's perception of the brand. A framework that allows communicating and building identity is the Brand Identity Prism developed by Kapferer (2012), in Illustration 1. The group uses this tool to create Scoop 'n Dough's new brand identity.

Furthermore, Keller (2013, 69) defines customer-based brand equity as “the differential effect that brand knowledge has on consumer response to the marketing of that brand”. The Customer-Based Brand Equity Model (CBBE) by Keller (2013) will be used to understand the current brand perceptions of customers across various components like the Brand’s Identity, Meaning, Responses and Relationships as mentioned in Illustration 2.

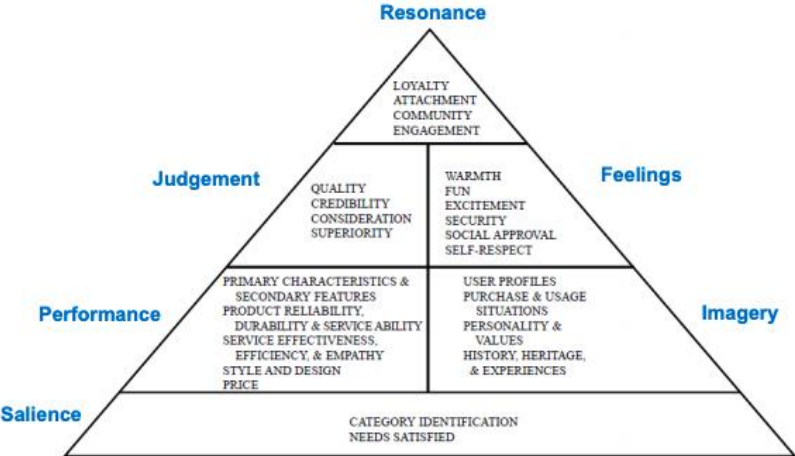


Illustration 2: CBBE Model

Source: Keller (2013)

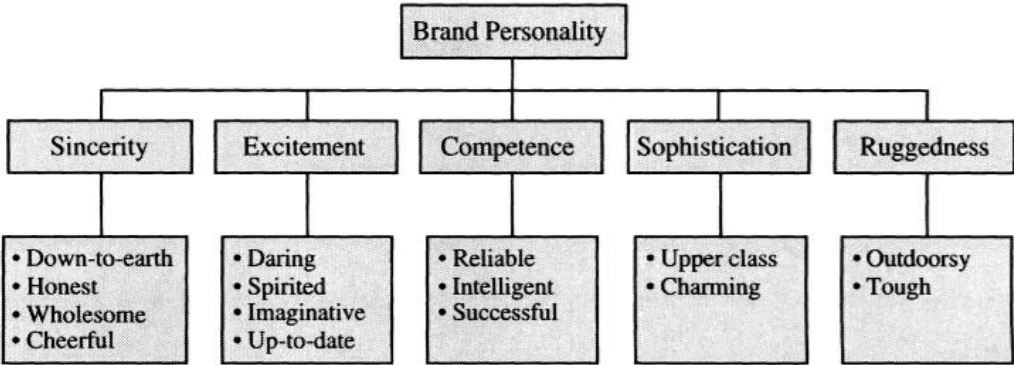


Illustration 3: Aaker’s Brand Personality Framework

Source: Aaker (1997)

To project the new imagery of Scoop ‘n Dough, the group uses Aaker’s (1997) Brand Personality Dimensions (Illustration 3). It uses a total of five personalities with two to four traits in each facet. It is important for a brand to find a consistent personality across multiple channels as it helps consumers identify with the brand not just for the product but also the personality

(Pollington 2021). Brand personality is important as it helps in communicating better with potential customers as they can relate to certain traits the brand has. The group analysed the brand elements to uncover the brand's personality traits, followed by identifying the one that Scoop 'n Dough should project itself as.

Finally, Kapferer (2012) describes Brand Positioning as something a brand does to separate itself from the rest of the competition by focussing on its unique characteristics. Points of Difference are positive attributes or benefits that a consumer could only find with a particular brand (Keller 2013), whereas Points of Parity are "not necessarily unique to the brand and may be shared with other brands" (Keller 2013, 84).

According to Kapferer, positioning is the result of an analytical process based on four key questions whose answer will result in the definition of the following aspects: Target Market, Competitive set, Unique Value Claim, and Reasons to Believe (Kapferer 2012). In the case of Scoop 'n Dough, the group is trying to position the brand with its future growth, hence Kapferer's positioning statement structure will be used to provide the brand with a new positioning statement.

3. Methodology

The main problem Scoop 'n Dough is currently facing was identified in the report's introduction, followed by a comprehensive theory review with the main frameworks suggested to ensure a structured brand strategy, namely Kapferer's four key positioning questions. To address these questions, and bearing in mind that an effective positioning needs to be relevant, differentiated, and credible, both secondary and primary research were developed, aiming to, ultimately, answer the following research question: where should Scoop 'n Dough position and how should the brand communicate itself to consumers?

To address our research question, a research plan was elaborated as a basis for our methodology, covering research sub-questions and objectives designed to touch upon different

topics to help select the most appropriate research methods. Each research method used had specific objectives in mind, looking to answer other sub-questions.

3.1 Research Plan

3.1.1 Research sub-questions

- What are the current marketing efforts of Scoop ‘n Dough?
- Which trends are present in the category?
- What are consumers expectations, perceptions, needs and habits in the category?
- What are customers and non-customers perceptions of Scoop ‘n Dough?
- To what extent should Scoop ‘n Dough communicate its vegan origins without losing connection with non-vegan consumers?
- What are consumers’ perceptions of the competition?
- How is customers’ price sensitivity to vegan products compared with non-vegan ones?
- What are the current marketing strategies of Scoop ‘n Dough?

3.1.2 Research objectives

- Understand consumers’ consumption preferences in the brand’s categories.
- Understand consumers’ perceptions of Scoop ‘n Dough and competitive ice cream and doughnut categories.
- Understand non-vegan consumers’ perceptions of vegan food, specifically ice cream and doughnuts.
- Understand how Scoop ‘n Dough should communicate its brand identity.

3.2. Secondary data

An analysis of the overview of the Portuguese market on frozen desserts, as well as trends on veganism and plant-based food was developed to understand the current and future growth of the doughnut and ice cream categories, consumption trends in Portugal and specific

consumer behaviours concerning vegan food, meat consumption habits and accessibility of vegan restaurants. Overall, the market research had the goal to understand how and to what extent Scoop 'n Dough could embrace and communicate its unique value claim – being a vegan brand.

An audit of Scoop 'n Dough's current materials was performed to establish what the brand is providing. The Brand Inventory allows for a better understanding of the current brand strategy and the differentiating factors that contribute to Scoop 'n Dough's Unique Value Claim.

Furthermore, in a world where most consumers share their opinions on social media, it is crucial to listen to what is being said and adapt accordingly since consumers are more likely to trust peer reviews and word-of-mouth than direct advertisements from brands (Nielsen 2012). Social listening is the process of monitoring online conversations about a brand or product (Clarabridge 2021) to have access to honest and unfiltered opinions about it, which can then be used to redefine marketing strategies and improve performance. This technique was used to understand what people are communicating online about Scoop 'n Dough, how they feel and how they resonate with it: to have a complete overview, the channels used were online food-review platforms, social media platforms and search engine. Given the category where Scoop 'n Dough operates, online food-review platforms are essential as these platforms are designed specifically to share opinions and reviews about food. TripAdvisor, HappyCow and Zomato were the chosen ones due to Scoop 'n Dough's awards and their credibility among Portuguese consumers. Regarding social media, Instagram was analysed since it is the main platform Scoop 'n Dough invests in and, therefore, has the most meaningful insights on how consumers resonate with the brand. Although the brand does not invest in Facebook, the group decided to analyse the conversations on this platform as well, not only because it is still the most used social media platform worldwide (Statista 2021a), but also because the brand's Instagram posts are automatically linked with Facebook, so it still generates engagement. Lastly, Google comments

were also considered: Google is the most used search engine and is often one of the first sources of information people face when researching online, influencing first impressions of the brand.

Lastly, to have a better grasp on the competitive landscape Scoop ‘n Dough is inserted in, audits on competitors were performed, as well as store observations. Regarding the first, cases of excellence have been identified nationally as well as internationally, presenting well-done positioning or other successfully implemented brand elements valuable to be highlighted. From a benchmark analysis, the strengths and weaknesses of Scoop ‘n Dough have been analysed. Concerning store observations, Crush Doughnuts and Amorino Chiado – two main competitors – were analysed to better understand their target audience, present in Lisbon, specifically, how comfortable consumers feel in their stores and capture instant feedback and reactions to their products and store atmosphere. Overall, this section aims at answering the research sub-question: “What are consumers perceptions of the competition?”. Controlled observations were chosen as suitable for the method of observations, as it allowed us to execute the observations by several researchers using the same predefined codes (Ciesielska et al. 2018). Two different observations were carried out by three different researchers on two different days for three hours each, Friday, and Saturday to capture the weekend and a normal weekday store traffic, leading to a total of 180 observations (105 at Crush Doughnuts and 75 at Amorino). One researcher focused on specific categories such as atmosphere, service elements, product portfolio and product presentation that were then inserted in an observation grid (Appendix 2). The other two researchers did a natural observation of everyone entering and leaving the respective stores, noting the age range, with whom clients came in and how long they stayed, as well as their typical order.

3.3 Primary research methodology

3.3.1 Management Interview

As previously mentioned, an initial interview with Darchite, Scoop ‘n Dough’s owner and founder, was conducted (Appendix 1). The interview took place at Scoop ‘n Dough’s

Restauradores store and had a duration of 1h30. The guideline questions were prepared beforehand and asked by the entire team during the interview. The main topics discussed were the following: history of the brand, current strategy, challenges, competitive advantage, and future goals. Ultimately, the interview with the founders had the objective to acknowledge better the brand's differentiating factors and to be able to infer what is credible for the brand and its goals.

3.3.2 Consumer Interviews

One-to-one interviews were considered suitable for the purpose of this research since it allows for behavioural questions to be asked. In-depth interviews were conducted using the semi-structured method, thus ensuring comparability among answers (Ryan, Coughlan, & Cronin 2009). Another advantage of this method is that it provided the team with enough flexibility to ask further questions that resulted from the course of the interview (Barriball and While 1994). All six team members executed the interviews. A discussion guide was designed (Appendix 3) to facilitate the conversation and have more conformity among the interviews. The questions were of open-ended nature, ensuring that the interviewees could freely express their opinions. As the interviews were recorded, all participants were asked for consent. In addition, interviews were conducted either face-to-face in a neutral environment or online through Microsoft Teams, guaranteeing that the interviewee would feel comfortable. Answers were then inserted in an Excel datasheet, setting the ground for later pattern analysis among the different target audiences.

About 35 interviews were conducted with both customers and non-customers, lasting about 50-60 minutes. This allowed for identifying discrepancies in associations with Scoop 'n Dough, as well as understanding the typical consumption habits of non-customers. All interviewees passed the internal screening to be eligible for the interview. This screener (Appendix 4) consisted of 7 questions and was used to identify candidates residing in Portugal, who are in the 18-55 age range and recently purchased and consumed ice cream or doughnuts.

Vegans were also recruited. Candidates were then separated into customers and non-customers. Recruitment was done by selecting within the circle of friends and family and the exact breakdown of the sample on this questionnaire is as follows:

- 15 Customers between 18-35 years old, and 3 between 35-55 years old
- 14 non-Customers between 18-35 years old, 3 between 35-55 years old

The topics for the discussion guide were chosen with the purpose of covering every section of the Keller Model that, as earlier examined, is dealing with the brand equity from the customers perspective. In general, interviewees were made familiar with the topic in the beginning of the interview. Furthermore, they were asked to speak about ice cream and doughnut brands they recently bought and their needs and motivations. The interviewee then went on, touching upon brand drivers, naming attributes for ice cream and doughnuts, the store experience, advertisement, and vegan associations. The second part of the interview consisted of speaking about brand similarities, differences as well as limitations of their preferred brands. After getting a notion of the typical brands they consume, the course of the conversation moved towards Scoop ‘n Dough’s associations and positioning by expressing feelings towards different positioning statements. These sections ultimately intended to understand Scoop ‘n Dough’s target market based on its differentiating factors by providing answers to the following research questions: “What are consumers expectations, perceptions, needs and habits in the category?”, “What are customers and non-customers perceptions of Scoop ‘n Dough?”, “To what extent should Scoop ‘n Dough communicate its vegan origins without losing connection with non-vegan consumers?”, “What is consumers’ perception of the competition?” and “How is customers’ price sensitivity to vegan products compared with non-vegan ones?”.

3.3.3 Consumer Survey

The survey (Appendix 5) forms part of the quantitative research as it intends to confirm frequent answers that interviewees have been responding to. This serves the purpose of writing

a scientifically sound paper with a representative amount of study participants to confirm answers that were given in the interview and identify if results can possibly be inferred to a larger audience of a similar age range or similar openness towards an alternative nutrition lifestyle.

The survey was created on Google forms, targeting specifically Portuguese residents of all age ranges. This aims to understand Portuguese consumers that are familiar with the typical dessert culture in Portugal and thus can provide the group with Portuguese associations on veganism and doughnuts. All the respondents were asked for consent in the first question. The survey was shared on social media among friends and family using convenience sampling. The team further asked respondents to share the survey with other potential fits, aiming to use the snowball sampling method (Johnson 2014). In total 240 responses were collected, from which 82.5% turned out to be from non-customers of Scoop ‘n Dough. Breaking the sample down further, one can note that 62.5% were female. Besides, the survey covered the topics of brand associations and brand recognition to explore the brand awareness of the doughnut and ice cream industry. Additionally, close-ended questions about the consumption habits of consumers were also asked, posing different questions for the ice cream and doughnut categories to identify any potential discrepancies. With the goal of quantifying the positive or negative connotations of veganism and vegan sweet products to a larger audience, a section about vegan perceptions was included. All potential associations towards Scoop ‘n Dough have been limited to the ones often heard in interviews. However, all questions gave the respondent an option to provide a different answer, should none of the given ones be relevant or fitting.

For respondents not familiar with Scoop ‘n Dough, an introduction with images and Instagram posts and their history was provided so that every respondent would be able to answer all questions. The next section targeted the ideal positioning of Scoop ‘n Dough with the help of a projective method, where respondents were asked to project the brand to a person and choose between different descriptions of this person. For this purpose, the four most common

answers of the interviews were chosen. Lastly, demographics such as age, nationality, gender, occupation, openness to vegan food and knowledge about Scoop ‘n Dough were also asked.

4. Secondary Research Findings

4.1 Brand Inventory

According to Keller (2008), the brand inventory gathers all content created by the company to advertise and show its products and services. It is a roadmap of the current branding efforts made by the company to differentiate itself. The following brand inventory will profile the brand elements and marketing program through the “7P’s” that characterize the brand.

4.1.1 Brand elements

4.1.1.1 Brand name

Scoop ‘n Dough has a descriptive name that relates to the main products offered by the company: ice cream (scoop) and doughnuts (dough). It is simple, fluid, and easy to pronounce, focused on the products, rather than associated with an aspirational idea, unlike some competitors which generally have more metaphoric names (ex: Crush Doughnuts or Amorino), helping the brand differentiate itself. Additionally, the brand name also refers to the stage before the delivery of the products or the actions involved (“scoop an ice cream” or “preparing a dough for doughnuts”), providing a visual sense.

4.1.1.2 Brand logo

The brand has a wordmark logo. It started to be the company’s name in simple black and white letter in a white background, but, due to symbolic reasons, was rapidly replaced by the current one: the brand’s name written in curvy letters in a dark-yellow colour, although with inconsistent spelling (Scoop n Dough and not Scoop ‘n Dough). The logo also appears with a dark green background at the entrance of the shop and with a slogan below in the packaging and on the website (Appendix 7). Despite the diversity of uses, they all have in common the dark-yellow letters, and the most common version advertised is the one with the green background and “Made by hand”.



Illustration 4: Scoop 'n Dough logo evolution

Source: Scoop 'n Dough

4.1.1.3 Brand slogan

Scoop 'n Dough does not have a clear emotive or descriptive slogan built to resonate in consumers' minds, nevertheless, there are some expressions integrated into the logo below the brand name that could work as slogans.

On the website, the logo on the header has “Doughnuts & Ice Cream” below, which simply enhances the main products provided by the brand. On the packaging, social media and some of the website pages, there is the sentence “Made by hand” right below, enhancing the fact that the brand provides artisanal products (Illustration 4).

4.1.1.4 Brand symbols

Despite the simplicity of the logo and the slogans, there are some symbolic aspects that characterize the brand. Considering the colour palette (Appendix 6), dark green, brown, and yellow colours are common throughout all content created by the brand, which are usually associated with sustainability and recycled materials. Nonetheless, the company's social media presents some bright colours, which showcases a fun and exciting perspective.

On the typography, the logo has well-rounded letters with the same size, medium boldness, and lowercase letters only, which could be interpreted as a symbol for youth and friendliness. Capital letters are used regularly on several sentences in social media captions. The website has standard letter fonts.

Lastly, the layout is, in general, simple, minimalistic, and aesthetic. The brand name alone fills the space of the logo without any other special elements or details. This minimalistic aspect is also evident on the website's layout, distinguished by a white background with text

boxes and images appearing alternately while scrolling down, showcasing Scoop ‘n Dough as a somehow sophisticated brand. On social media, there is a great focus on high-quality pictures of the products with small and colourful details well positioned to capture the viewer’s attention. The aesthetics presented give a sense of Scoop ‘n Dough as a charming brand that cares about looking good.

4.1.2 Marketing programs

4.1.2.1 Product

Scoop ‘n Dough’s product portfolio breadth is composed of five different product categories: doughnuts, ice cream, specialties, coffee drinks and drinks.

The doughnut category has standard doughnut flavours available in all seasons, such as the Chocolate Hazelnut, and seasonal ones available only during a certain period, namely the Wine & Figs which is only provided during the time figs are sown. There are also limited editions that are launched to celebrate specific events, such as the “Charity Doughnut” in Scoop ‘n Dough’s second anniversary. All doughnuts are vegan, some may contain gluten, soy, or nuts, but all are handmade every morning with fresh and local ingredients. Doughnuts are also served on paper plates but usually in tailored cardboard boxes. According to the owners, the bestseller is the Raspberry & Vanilla doughnut.

The ice cream category also has fixed flavours, namely the Cookie Dough & Brownie, and limited editions, such as Blackberry & Yuzu. All ice cream flavours are vegan, there are gluten-free, nut-free and no cane sugar options, and all these products are produced with fresh and local ingredients. Ice cream can also be served in one, two or three scoops, in a biscuit cone or cardboard cup or in 480 ml takeaway cups. The bestseller of the category is the Mango Lassi flavour and the Cookie Dough and Brownie flavour.

The specialties category has products that join doughnuts with ice cream and other unique offerings besides doughnuts or ice cream, namely the doughnut sandwich: a simple doughnut cut in half with ice cream by choice inside, the doughnut waffle or the ice cream float. This category also offers ice cream milkshakes, and cinnamon rolls on Thursdays.

In the drinks category, there are many coffee drink varieties, such as macchiato and cappuccino, all made with Italian Illy Café, as well as coffee specialities and limited editions. Other drinks offered include several waters, homemade iced tea, and homemade soda.

The packaging format and design are different depending on the product. The doughnuts are packed in squared recycled cardboard boxes in three different options: a single-doughnut box, a four-doughnut box, or a six-doughnut box. All boxes have a green cover with the Scoop ‘n Dough common logo on front, and the sentence “World’s best vegan doughnuts shop 2020, HappyCow” on the side. Ice cream is served in typical biscuit cones or in undifferentiated cardboard cups in two different sizes: small or medium. It can also be sold in recycled cardboard 280mL or 480mL takeaway cups, this time, all green with just the logo on front. What is more, There is also other packaging used, namely for milkshakes. For this product, undifferentiated plastic cups are used with colourful paper straws.



Illustration 5: Scoop ‘n Dough corporate packaging

Source: Scoop ‘n Dough

4.1.2.2 Price

Doughnuts have a quite wide scale of prices, depending on the flavours and the complexity of the doughnut format, but all are perceived as premium prices considering the product. The prices range from €2.50 (Original and Lemon Poppyseed) to €6.70 (Wine & Figs), while most doughnuts cost €4.70 (such as the Raspberry & Vanilla, the Banoffee Pie, and the Apple Crumble). Scoop ‘n Dough direct doughnut competitor, Crush Doughnuts, has a similar price range on this product, between €3.00 to €7.00.

Regarding ice cream, prices differ depending on the number of scoops or takeaway cups. One ice cream scoop costs €3.60, two cost €4.90 and three, the maximum option, cost €5.90, which are premium price offerings for ice cream. The 280 mL takeaway cup costs €6.50 and the 480 mL one costs €12.00. Amorino has the same price range, between €3.60 to €6.50, but Cremosi has lower prices, between €2.00 and €4.50.

On the other products offered by the company, all specialities cost €6.00, except the doughnut waffle with ice cream that costs €7.00. Coffee drinks are all around €2.00, except the mocha and the cappuccino that cost €3.50 and the “Affogato” that costs €5.00. Homemade iced tea and soda cost €3.00 and other drinks have the regular café prices in Portugal.

4.1.2.3 Promotion

Scoop ‘n Dough’s promotion vehicles are social media, TV and radio appearances, and involvement in events. Although digital advertising was used in the past, it is not a regular tactic of the brand. Additionally, the company’s website has relevant content that promotes the brand. Presence on social media, especially Instagram, is the most notable among Scoop ‘n Dough’s promotion tactics. The company’s Instagram page is very active, providing daily posts and interaction through comments and question boxes on Instagram stories to its 23.9k followers in a friendly and excited tone of voice. Regarding Facebook, it is not a priority for the company, having automatised posts from Instagram in this platform and 4072 followers.

Additionally, Scoop ‘n Dough uses TV and Radio presence for its advertising, done through a Public Relations agency. The company was present in the three biggest Portuguese TV channels: TVI, SIC and RTP, but also in Radio Renascença, where the founders showed their products and told their story on the creation of the brand. In addition, Scoop ‘n Dough gained visibility through earned advertising from online magazines such as Nit, Time Out, Magg, Público and Lisboa Secreta, but also from influencers, as Ines de Ayala and Jon Venus.

Moreover, the brand participated in several events such as a Veganário (association for the spread of veganism) event at Anjos70, a Christmas event at Hard Rock Café Lisboa, and Time Out Market event.

Despite being a distribution channel, the company's website is very visual and user-friendly and introduces the company by sharing its concept, baking process and menu along with aesthetically pleasing pictures of their products.

Scoop 'n Dough does not do sales promotion, as the company believes it does not fit with the desired image of providing a premium product, and it stopped doing online paid ads.

4.1.2.4 Place

Scoop 'n Dough is present in two different physical places in Lisbon, where the food is sold directly to consumers. The main and first opened store is situated in the city centre, in Rua das Portas de Santo Antão - Restauradores, in the vicinity of touristic attractions. Recently, Scoop 'n Dough opened a store located in the sub-basement of the shopping mall El Corte Inglés. In contrast with Restauradores, El Corte Inglés' location is considered an assembly point within residents in a premium setting. Both locations are busy and well served by public transportation.

In addition, as a part of its distribution channel, Scoop 'n Dough has a partnership with Uber Eats, providing a delivery perimeter that covers the city.

Lastly, the brand is also present online via its website, where it is possible to pre-order the products for later picking them up, and on two social media platforms: Instagram and Facebook.

4.1.2.5 People

One of the main focuses of Scoop 'n Dough is providing a great customer experience. As stated on the company's website, "At Scoop 'n Dough, sympathy and affection prevail and that is why we prefer to have more than just customers - we have a community" (Scoop 'n Dough 2021). Accordingly, the entire team contributes to providing a nice and welcoming atmosphere, consecrating time to introduce the products and concept to each customer. Besides,

as it is the case for the management team, the staff is young and dresses in a casual and informal outfit, using green aprons, and speak both English and Portuguese fluently.

4.1.2.6 Physical evidence

Scoop 'n Dough's stores have different physical evidence. On the one hand, Restauradores' store (Illustration 6) has an interior design that transmits trendiness but also calmness. The predominance of the colour green and the vertical garden on the wall communicates a sense of sustainability and environmental responsibility. Besides, the wood and the old stone archways give a sense of artisanal and handmade products, and the ceramic pieces hanging in the ceiling seem to be imitating the sprinkles of a doughnut. In the back, the kitchen can be seen, transmitting transparency about the baking process but also the feeling of facing freshly made products. Moreover, when entering the store, the first thing one notices is the doughnuts that are placed right in front of the door. After that, when looking at the right, one can perceive the various ice cream flavours. However, the store has a small inside space, making it possible for only a few people to be there consequently, leading to long queues outside.



Illustration 6: Scoop 'n Dough Store

Source: Scoop 'n Dough

The outside space contains a small number of tables just in front of the store entrance, making the often-long queues close to seated customers. Considering the little seating space, one can presume that most of the orders are takeaway, especially during peak hours. Even though the location is well served by public transportation, it is difficult to find a parking space.

On the other hand, El Corte Inglés' store has a more sophisticated appearance due to the darker colours such as brown, which is the predominant colour. In its turn, considering that this store focuses less on shades of green compared to the one in Restauradores, it does not transmit that sense of sustainability and environmental friendliness. The store is a counter located next to other food counters and offers doughnuts displayed in a glass showcase and only 240 mL or 480 mL packaged ice cream. The store works on a takeaway basis, having only one high table in front of the counter. Scoop 'n Dough is one of the first stores when coming from the shopping mall main entrance and going down the stairs to the sub-basement. However, the store is slightly hidden by a cornerstone when coming from that direction and, consequently, goes often unnoticed. The location is also accessible through public transportation and has parking space, in contrast with the Restauradores' store.

Additionally, any object supplied in both stores besides water bottles is sustainable, from wood trays, biodegradable cutlery, plates, and ice cream cups to the takeaway packaging, which gives a sense of a store that cares about the environment. The doughnuts and ice cream takeaway boxes are a brand symbol, finely designed with the logo and the colours that represent the brand: yellow and green. However, the ice cream cups are just brown paper cups with no specific association with the brand. Moreover, the company also provides business cards where they include the logo in the front and the two awards won in the back: Best vegan doughnuts in the world - from HappyCow, and fourth best vegan spot in the world – from TripAdvisor.

4.1.2.7 Process

Scoop 'n Dough's products are made from scratch. The ice cream and doughnuts making process focus on delivering a freshly handmade and high-quality product, being all products are made from scratch. The doughnuts start being baked at dawn by a team of 19 people and an eight-hour process to be then filled and decorated. On the other hand, the ice cream is made only by one of the founders, Darchite.

The searching process for the perfect recipe was long, focusing on the smallest details and a well-thought selection of ingredients while also following seasonal flavours. When searching for the ideal ingredients' suppliers, the founders realised how limited the options were. For that reason, they decided to create EverVegan, a company that sells plant-based products. This company was made to support Scoop 'n Dough with logistics and facilitate the importation of key ingredients, such as coconut milk from Thailand, vanilla from Madagascar and pistachio from Italy.

Scoop 'n Dough has three different selling processes: in-store, focusing on customer experience, online by making available a pre-order that can be later picked up at a physical store, and via the food delivery service Uber Eats.

In-store selling's focal point is to deliver a pleasing and welcoming experience, avoiding a non-customised service as it is common in big retail companies. Outside, in front of the entrance, one can find the menu with all the available products. Given that doughnuts are in high demand, there is also a board that is constantly being updated with sold-out products. There is no table service, but once inside the store, clients are well served by a friendly staff that is open to clarifying any doubt and introducing the various products. Clients can either consume on the terrace – and, in that case, a tray with a plate and cutlery or ice cream cup is delivered – or choose the takeaway option, where the doughnuts are packed in a box in front of them. Regarding the pre-ordering system, the process is similar: in this case, clients only pick up in the store the orders that were already paid online. As an alternative, the service provided by Uber Eats makes it possible to not only pick up the order in-store but also deliver it to a specific address by paying a service fee. In both cases, the payment is made through the platform. However, as mentioned by the management team, being present in a food service delivery is a way to gain visibility than making a profit out of it.

4.2. Conclusions from Brand Inventory

Taking the whole brand inventory into consideration, it is relevant to analyse the general message the brand is delivering to consumers with its current marketing efforts.

Scoop 'n Dough's social media content delivers a fun, creative and trendy message, with great use of colourful pictures and engaging captions. However, considering the minimalistic layout on the website and, especially, the premium prices, the brand looks like a more upper class, charming, and sophisticated one, which is not consistent with the initial idea. Moreover, by identifying the brand as "family-owned" on some platforms, and the focus on the purpose of the brand and the passion of the founders in some sections of the website, a wholesome, family-oriented, and cosy message is clear, which together with what was previously mentioned, might generate an unclear idea of the values and what drives the brand forward.

4.3 Market analysis

The group observed that there is a positive overall trend when it comes to frozen dessert consumption across Europe. Moreover, it was also identified that even more people are now open to the idea of eating vegan/vegetarian food, especially in Portugal, due to environmental or health reasons and that there is an increasing curiosity amongst people for this type of diet.

4.3.1 Ice cream consumption in Europe

Costa (2011) states that the annual average consumption of ice cream is only 4 litres per person, way below the European average, which is around 6 litres. Even during winter, Portuguese consumers eat much lesser ice cream, and summer sales account for about 60% of year-round sales (Costa 2011). Experts state that the volume of ice cream consumed will continue to grow due to people's enhanced living and consumption standards (Costa 2011).

Illustration 7 shows us that between 2016 and 2018, the revenue of dairy-free frozen desserts in Europe increased from 123.02 million US dollars in 2016 to 143.93 million US dollars in 2018, and in the near future, growth is expected to continue (Statista 2019). It is forecasted that the dairy-free frozen dessert market is expected to increase roughly at 8% every

year post-2021, thus showing that there will be a steady increase in demand for frozen desserts which is one of Scoop ‘n Dough’s main product offerings.

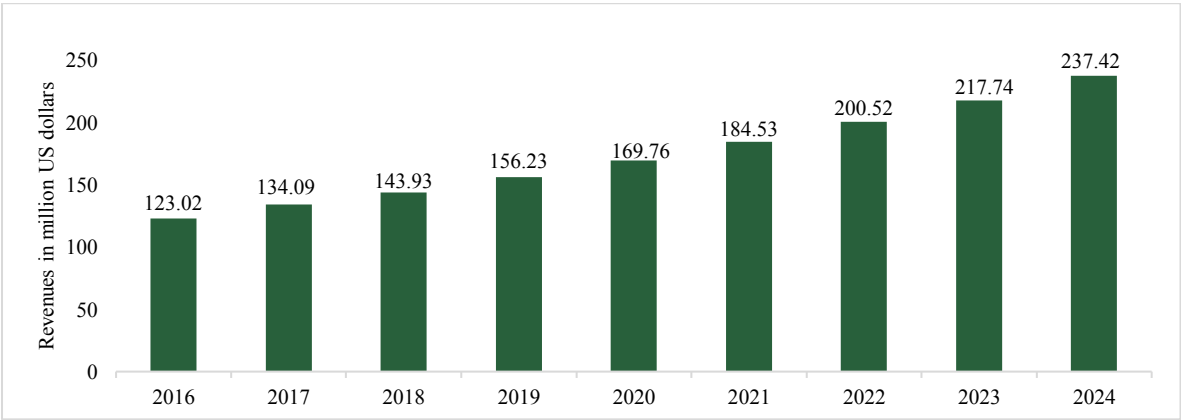


Illustration 7: Revenue of dairy-free frozen desserts in Europe until 2018 with a forecast from 2019 to 2024

Source: Statista

4.3.2 Meat-free food market analysis

Over the years, the market value of the meat substitute market has been steadily increasing year by year and, in 2020, the meat substitutes market is estimated at approximately 6.67 billion USD globally and is expected to increase steadily and reach roughly 16.7 billion by 2026, thus showing huge market potential (Statista 2021b). Although there is very limited research about the doughnut market, there are some plant-based food trends that will further be discussed in the following paragraphs.

The below statistic was calculated based on the number of vegetarian restaurants listed on HappyCow (Illustration 8) and shows the number of vegetarian restaurants per million inhabitants in Europe in 2016 (Statista 2016). This number varies drastically across Europe with the highest rates generally seen in the west of Europe and the lower rates in the east, where Iceland has the highest rate at 24.8 vegetarian restaurants per million people and Portugal is at 9.5 restaurants per million people (Statista 2016).

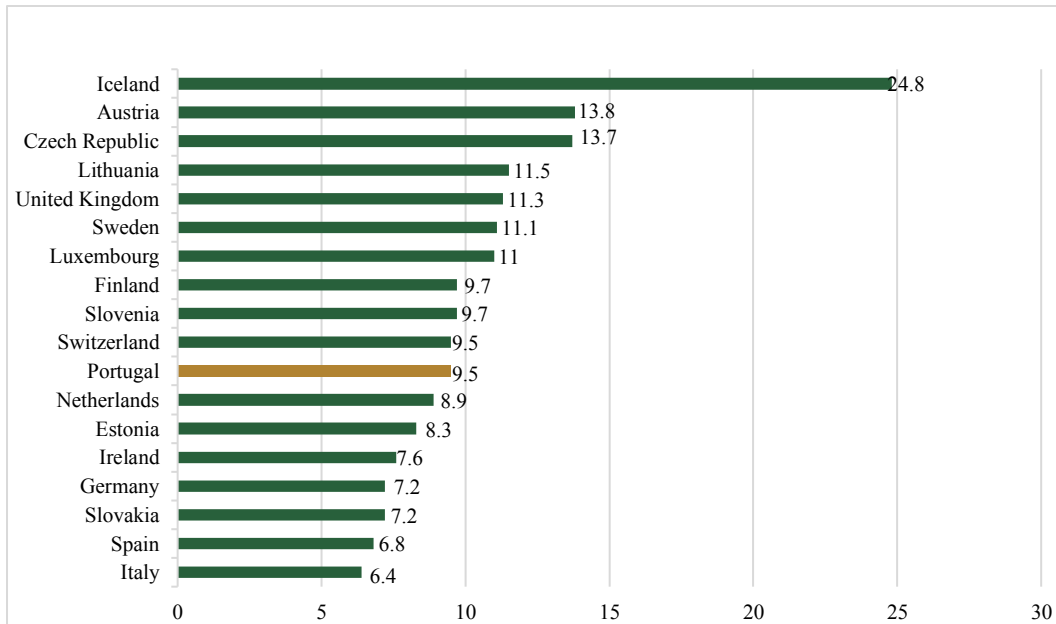


Illustration 8: Number of vegetarian restaurants per million inhabitants in 2016

Source: Statista

The group observed that even though Portugal falls in the bottom half, they are better than their Mediterranean counterparts. However, there is still a gap in the market when it comes to vegetarian restaurants as compared to countries like Iceland.

Moreover, on a 2019 survey (Illustration 9) conducted in multiple European countries, it was found that more than half (51.5%) of Portuguese respondents agreed that they are willing to eat more vegetables and more plant-based food products, while only respondents from Italy and Lithuania were more likely to agree with the statement (Statista 2021c). Breaking down the study, it was observed that more than half of Portuguese consumers are willing and more open to eating more plant-based food, with only 24.5% completely disagreeing with the statement – the second country with the lowest percentage showing the open mindedness of Portuguese people when it comes to trying more plant-based food. There is also 22% of the population who is undecided, which seems like an opportunity to convert for Scoop ‘n Dough with its high-quality offerings.

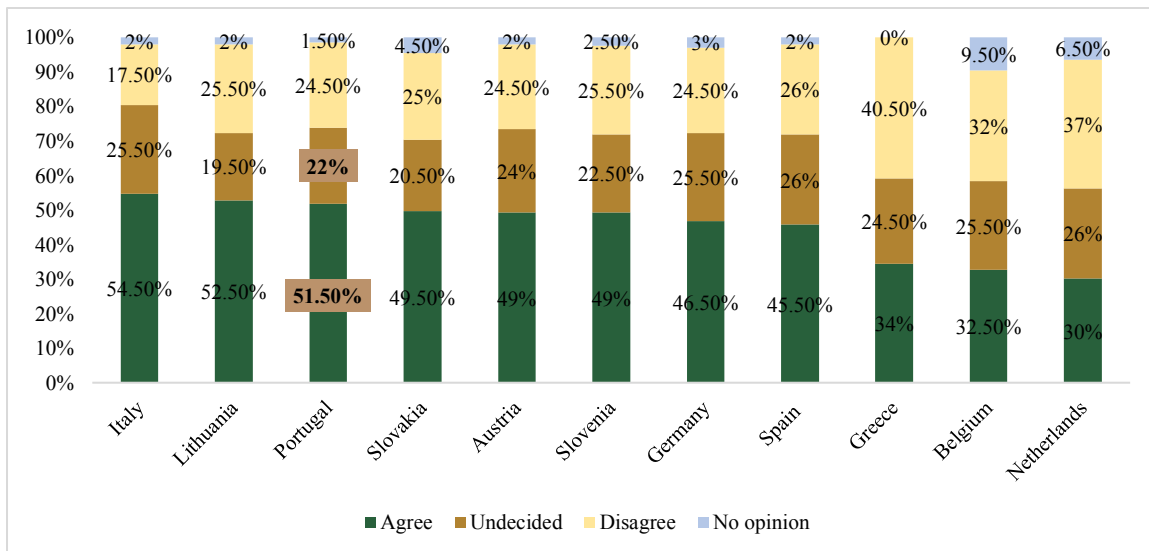


Illustration 9: To what extent do you agree with the sentence, "I'm willing to eat more vegetables/plant-based food".

Source: Statista

Additionally, in a 2021 survey, approximately 40% of Portuguese consumers stated that they have reduced their meat consumption (but still eat it) for environmental reasons and 7.4% of respondents have stopped completely eating red meat. This further indicates that people are more open to consuming plant-based food in the future, either for health or environmental reasons (Statista 2021d) (Appendix 8).

Lastly, according to data by Associação Vegetariana Portuguesa (AVP) and information provided by HappyCow, the group noticed that the vegetarian and vegan food market in Portugal has witnessed an incredible growth of approximately 514% between 2008 and 2018 (AVP 2018). In 2008, only 28 vegan/vegetarian stores and restaurants existed, while in 2018, this number grew to at least 172 establishments (AVP 2018), showing that demand for vegan and vegetarian food is increasing as the number of vegans and vegetarians are also increasing (see Illustration 10).

The number of vegetarian establishments, whether restaurants or shops, increased by 323% in the period between 2008 and 2018, while the number of vegan establishments increased by around 3000% (AVP 2018). This is further justified by the growth rate of the

words “Vegan” and “Vegetarian” by the Portuguese population on the internet between 2013 and 2018, with Faro paving the way closely followed by Lisbon (Appendix 9).

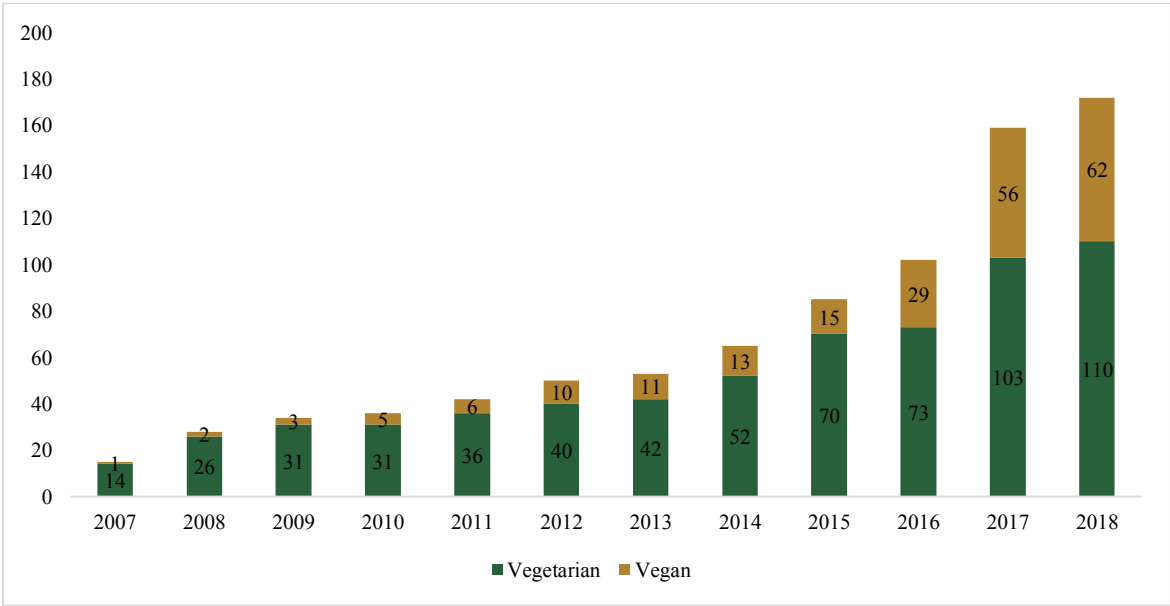


Illustration 10: Variation of number of vegetarian and vegan restaurants in Portugal

Source: AVP report (2018)

4.4. Competition Analysis

4.4.1 Competitive landscape Lisbon

Competitors can be divided into the two subcategories of ice cream and doughnuts. Starting with the doughnut category, it can be noted that there is no physical competitor that provides its customers with vegan doughnuts yet (Appendix 10). However, Damn Doughnuts is the only brand that delivers vegan doughnuts on request across the country. They solely communicate through Instagram with constantly changing doughnut flavours and have a fun communication through memes and behind the scenes videos (Appendix 11). Crush Doughnuts, an artisanal doughnut and specialty store has been in the market since 2018 and is already well established among the Portuguese audience due to their resell strategy through Ground Burger, a well-known burger restaurant. They are targeting the premium segment with a minimalistic but elegant store decoration and premium pricing. Besides, they communicate through Instagram and Facebook. A more detailed breakdown of their Marketing Mix can be found below (see 5.2.1). The Coffee Library is another shop specialised in doughnuts, first opening

its doors in 2018 in Arroios. Their concept follows the more commercial one, with big trays of doughnuts and different flavours being presented in translucent windows. Another competitor is the brand Donuts which is available in supermarkets and offers two flavours, either chocolate covered or classic glazed (Appendix 12). In addition, the Portuguese supermarket chain Continente offers in specific stores packs of 2 of the American fast food doughnut chain Dunkin' Donuts.

In the ice cream sector, many ice cream stores in Lisbon incorporated vegan options in their portfolio, but Scoop 'n Dough is the only one with a 100% plant-based portfolio. Amorino, a large franchise company, is attracting the audience with the experience they provide through the flower formed ice cream that is shaped in front of the consumer and facilitates spreading the product online on social media. They offer vegan options, with most of them being sorbets. A more detailed breakdown of their strategy can be found in section 5.2.1. Sorbettino, another ice cream store, promises many of their ice cream to contain no milk. MU Gelato, a family-owned business in Anjos, however, convinces through authentic Italian gelato and a colourful branding as well as having many changing vegan ice cream options. Furthermore, Santini is a well-known Portuguese ice cream brand that calls itself the “most famous artisanal ice cream in Portugal” (Santini 2021). They have nationwide stores and a 70-year ice cream experience, claiming to convince any customer with their natural flavours. Besides ice cream, Santini offers chocolate cakes and brownies as well as a vast beverage assortment. Santini is known for its classic red and white colour code represented in the store, the staff costume, the cups as well as their ice cream trucks that are placed on events (Appendix 13). Another competitor that offers Italian gelato is Nannarella which has a store near Príncipe Real, as well as in El Corte Inglés. They offer premium Italian authentic ice cream with natural flavours but have no vegan options in their portfolio.

4.4.2 Cases of Excellence

4.4.2.1 National

In this section, the two main national competitors, Crush Doughnuts for the doughnut category and Amorino for the ice cream one, will be analysed, identifying their strengths. The choice of Amorino and Crush Doughnuts as national cases of excellence results from the management interview (see 8.1) where they were named as a benchmark by the owner himself.

On the one hand, Crush Doughnuts has very similar aesthetical doughnut offerings and even provides the same or similar flavours on the menu. However, they are targeting a different audience and have been in the market for a longer period, thus having a greater brand target audience that will be examined. Crush Doughnuts provides its customers with American doughnuts and specialty coffee, as well as other products such as artisanal beer or lemonades since 2018. They are located near the shopping mall El Corte Inglés, more precisely in front of the metro station “São Sebastião”. They further are represented on the Timeout Market in Cais do Sodré and resell their doughnuts through cooperation with Ground Burger, a well-known Burger restaurant in Lisbon. Their tagline “Share the love” transmits a welcoming and intimate tone of voice with the goal of creating a community. Additionally, they are targeting the premium segment, which is represented in their prices, with most of their doughnuts being in an expensive price range (Appendix 14). The premium positioning is consistent with the service elements as well as the physical evidence of the store. When ordering a doughnut, the customer can have a seat in one of their outside seating tables and a server will shortly follow or, when available, even accompany the client with the tray of bought goods to the table. The store itself follows a very minimalistic colour code of pastel pink and white colour with some small details like dry small flower bouquets on the table and non-disposable cutlery served in a jar with the doughnuts and a dark brown wooden service counter (Appendix 15). The store itself is surrounded by a red VIP line that is another element contributing to the exclusive positioning. One can notice the relaxing French café vibe music playing in the background and the doughnuts are presented at the shop window in the metal tray as well as right in front of the

cashier on a wooden tablet (Appendix 16). In addition, their packaging consists of a white cardboard package with the Crush logo on the front side as well as the tagline on one wing side and the doughnut emoji, which is part of their logo, on the other side (Appendix 17). It opens like a gift box by the sides and not entirely by the top side – this enables a better product presentation with customers being able to open the box only half, shedding light on the doughnut and the logo for pictures. Each doughnut, whether delivered or served, comes with a printed small round-shaped card that has the logo on it. This is used to spread the name of the store more easily when sharing it on any social media channel since it is part of the picture (Appendix 18). When ordering the doughnuts through a third-party channel like Glovo or Uber Eats, the box is wrapped in a translucent plastic bag, adding the small cards that have the Crush logo on them. Overall, Crush Doughnuts has a thought-through concept with a very open and minimalistic store, placing the attention on the doughnuts, which are visible even for the queues outside.

On the other hand, Amorino has around 400 franchise stores across the globe and provides a great experience through the rose-shaped ice cream formed in front of the customer and facilitates the product spread on social media channels. The brand is positioned as premium, which is undermined through their tagline “Number one premium Italian ice cream around the world”. In addition, they price their ice cream relatively high compared to local competitors (Appendix 19), which is justified through the unique experience they provide. Besides, their franchise strategy in Europe as well as in selected countries in the Middle East facilitates accessibility: if a customer tried Amorino’s products in one country and was satisfied, it is very likely that the trust earned is transformed to an overall positive association of the brand and thus leading to brand loyalty. As Amorino is present in many countries and with many stores, they entertain a vast number of social media channels. It must be noted that the brand has separate Instagram pages for each country and posts about their product as well as paid campaigns with celebrities and models (Appendix 20), which take a big part in their viral

marketing strategy. The inside space is limited and notes a rustic, elegant look and is restricted to brown and earthy colours, representing the ancient Italian style. Currently, Amorino expanded its product portfolio to iced macarons, waffles, crepes, and ice cream creations that are called “gourmet ice cream cups”.

4.4.2.2 International

In this section, three examples from vegan patisserie as well as doughnut stores will be examined. They are highlighted as they have either a consistent positioning, a clear target audience, or are already well-established within the respective country, having a solid concept that proved worthy for further expansion.

Brammibals is the first vegan doughnut and specialty store in Europe. They now have six stores across Berlin, providing a space for remote workers to enjoy their high-quality doughnuts. Besides, the brand transparently communicates every supplier and their upcoming doughnuts as well as their charity doughnuts (Appendix 21). They offer catering, letter doughnuts and delivery, using only green and sustainable energy and electric mobility for delivery. In addition, their tagline is “The best donuts in town”. The brand personality can be interpreted as trendy and honest. On another note, their brand identity is especially remarkable with high-quality and fun packaging, colourful logo, and expressive webpage (Appendix 22). They provide evidence for a clear positioning towards a young, modern, and environmentally conscious audience. The positioning is further supported through likeminded and dressed staff members, their online communication, doughnut assortment as well as constantly changing flavours (Appendix 23).

Ruby’s of London is London’s leading 100% plant-based patisserie supplying both independent and large-scale retailers. This case was selected given their vegan product portfolio. They have one big store at the Greenwich market and a counter at Harrods. The owner is a certified vegan patisserie chef, providing customers with premium-looking brownies, cupcakes, doughnuts, wedding cakes, cookies, and cakes. At Ruby’s, they value fresh

deliveries, passion, innovation and being plant-based. In addition, the company offers promotions for students. Other than that, the simple but elegant and sophisticated product presentation is to be highlighted (Appendix 24). Additionally, it can be noted that Ruby's of London chose a more premium positioning supported through their tagline "Handmade exclusively for you" and managed to keep the local and welcoming touch of the store while still expanding. One can notice that it is highlighted that they are vegan and gluten-free on all communication channels, evidencing a clear position.

Lastly, Crosstown is a bakery that provides handcrafted doughnuts with natural ingredients and natural flavour. This case of excellence was chosen since it is a good example for branding done right, building a community that is loyal and willing to purchase merchandise as well as gift packages for their favourite doughnuts and ice cream. They position themselves as a very down-to-earth and scratch bakery which is supported by the black colour code, chosen for all brand elements. Their tagline is "award-winning doughnuts". They transmit a very laid-back and relaxed atmosphere with a very professional-looking web page with videos of the making process. Additionally, they offer catering, gift boxes, their own merch of branded street wear as well as doughnuts, cookies, and ice cream, with many vegan options available. They deliver nationwide in their sustainable resourced packaging. The company describes itself as "a young, independent brand, driven by progressive and innovative thinking" (Crosstown 2021).

4.4.3 Strengths and Vulnerabilities of Scoop 'n Dough

In comparison to its competitors (Appendix 25), Scoop 'n Dough is the only store with a complete vegan portfolio. Accordingly, their business is especially credible due to the owners being vegan. Moreover, Scoop 'n Dough presents a very laid-back and familiar vibe that is reinforced through their service concept and young and dynamic team. Additionally, Scoop 'n Dough is the only store with both ice cream and doughnuts in its portfolio. Lastly, the brand lives a much more sustainable approach with their biodegradable packaging and attempt to source national and seasonal ingredients integrating that into their flavours.

There are, however, a few vulnerabilities that Scoop ‘n Dough is currently facing. Firstly, Portugal does not have an in-store consumption doughnut culture yet, making it harder to justify certain prices for a product considered an “at-home snack”. The costs of high-quality raw materials are high, and they suffer from lower margins than their competitors. Also, the limited in-store space and no inside seating opportunity makes it hard to extend their product portfolio. Inside seating could create a more comfortable place for guests which would make them spend more time there and, consequently, become more loyal to the brand. Besides, their biggest POD, which is providing customers with a 100% plant-based portfolio, is not consistently communicated nor used to position themselves. This is a missed chance to set themselves apart from competitors. Aside from this, their limited budget for marketing poses a restriction since they can’t provide their customers with branded cups and non-disposable cutlery, which would help create a better experience and spread the word and hype around the brand.

4.4.4 Brand positioning/ image and identity

Scoop ‘n Dough positions itself as “two brothers who share the vision of creating the best handmade ice cream and doughnuts of vegetable origin, using high-quality ingredients” (Scoop ‘n Dough 2021). Furthermore, they claim that “the experience we want to provide in our space is the feeling of being served by the family. At Scoop ‘n Dough, sympathy and affection prevail and that is why we prefer to have more than just customers - we have a community” (Scoop ‘n Dough corporate webpage 2021).



Illustration 11: Positioning Map

The positioning map measures the ambience of the store and service experience. The vertical axis represents the store experience and thus the brand, which ranges from high-end to accessible. The horizontal axis measures the service concept and thus the tone of voice, which ranges from laid-back, capturing a very approachable and fun vibe, to serious, which represents a rather distant approach. The competitors Crush Doughnuts and Amorino are in the serious and high-end section. Indeed, with its franchise strategy, Amorino cannot handle personalised contact or manage to build an emotional rapport with the client. The earthy colour of the store transmits an elegant atmosphere that is undermined through the rose-shaped ice cream experience. As a result, Amorino comes across as high-end. Crush Doughnuts finds itself in that respective section as they have an older staff team that has a professional but distant tone of voice. Besides, the minimalistic decoration and the upscale prices further guarantee the high-end atmosphere, but distance from the average customer that is not connecting with the brand in an intimate way which Crush Doughnuts intend with their tagline “Share the love”.

Scoop ‘n Dough, through their friendly and young team, rather finds itself in the laid-back and accessible category. This is due to their vegan product portfolio, which facilitates sympathy from potential customers with either diet restrictions or people with environmentally

conscious consumption. As Scoop ‘n Dough is a family business with the owners being vegan, it strengthens its credibility and helps the brand being identified in the laid-back, but accessible category. Further evidence is provided through the green and yellow colour code representing warmth and fun, the bright and aesthetically appealing store design, and the elegant and sophisticated product portfolio. It can be noted that the only competitor in the same area is Damn Doughnuts due to their fun communication approach on social media and the owner being present and identifiable online with personalised messages to his audience. However, it must be noted that Damn doughnuts does not have a physical store yet and thus cannot be considered a strong competitor in this area, but one with serious potential.

4.5 Social Listening

From the social listening analysis, the group gathered and analysed data that uncovered some patterns regarding what people think, feel and how they resonate with the brand. Firstly, Instagram is, as expected, the most important and relevant platform for Scoop ‘n Dough since it is the main point of contact that it has with consumers. Compared to Facebook, it presents a higher engagement which can be measured by the number of likes and comments that each post presents, which are usually less than on Instagram. Indeed, when comparing an Instagram post with the same post on Facebook, the number of likes and comments tends to be significantly less on Facebook (Appendix 26). Moreover, it was seen that Instagram users do like to interact with the brand by sharing pictures on their stories and identifying the brand on their posts through tag and hashtag features.

Another interesting finding was that Scoop ‘n Dough presents excellent ratings on online food-review platforms, scoring 4.6/5 on Zomato, 5/5 on TripAdvisor and 5/5 on HappyCow. It was also observed that most comments on these platforms are very positive, with few to non-existing negative comments across this type of platform. On Google, the rating is also very high, scoring 4.7/5.

Based on this research, it was also observed that positive and negative comments tend to be the same across all types of platforms. Therefore, the group was able to find a pattern and draw conclusions on the most mentioned positive and negative comments about the brand. On a positive side, customer service was by far one of the most mentioned aspects. Indeed, most consumers referred to the professionalism and friendliness of the employees as a positive factor for the brand, and even those who did not like the brand mentioned this point. Product quality and flavour were also mentioned, with people complimenting the creaminess of the ice cream and the texture of the doughnuts. Creativity and innovation were also mentioned as consumers value the products' aesthetics and the out-of-the-ordinary flavours that the brand offers, especially in the doughnut category. On a negative side, most people stated being concerned with the doughnut prices as they say they are too high for the product itself – this point was even mentioned by those who loved the brand. Another negative aspect that was pinpointed on online platforms is the lack of availability of doughnuts, especially during the afternoon as consumers state that most of the doughnuts were already sold out (which might be linked with the low production capacity of the brand).

Lastly, it was also observed that the vegan aspect of the brand seems to raise some mixed opinions across all channels, although this is not the centre of online conversations about the brand. Even so, these comments were still analysed: some people who might be more open to vegan food stated they were happy to have found a tasty dessert that is not as harmful to the planet while others said it negatively influenced the final product and its quality. These comments show that there is still a degree of stereotypes regarding vegan food in Portugal. Nevertheless, they were not significant when compared to all the other comments about the brand, so one can infer that these people are probably not within the desired target of the brand (not open to vegan food).

4.6. Store Observations

It can be noted that most visitors of Crush Doughnuts are between the ages of 18-50. During our observations, the team noticed that on a weekday, the clientele consisted of a greater percentage of 36–50-year-old audience and on the weekend, this changed to a younger audience. While the main observation was that the audience consisted of mainly Portuguese customers on weekdays, this varied on the weekend with more internationals visiting the store. At Amorino, there was a greater percentage of non-locals visiting the store with the most common customer being in the age range of 26-35.

When visiting a Crush Doughnuts store, many customers came alone to grab a doughnut or came with a friend and took advantage of the outside seating. Crush Doughnuts appeared to be a popular place to catch up with friends during weekdays. On the other hand, on the weekends more families were observed in the store. A large portion of the customers did not spend too much time at Crush Doughnuts and left the store after a quick stop. In addition, several observations have shown that the store itself received a lot of attention from pedestrians, drawing attention to the menu. Once prices were checked, a lot of visitors ended up leaving the store without a purchase.

Amorino appears to be a place that the majority visits with a friend. More than 70% of individuals observed came with a friend and ordered a flower-shaped ice cream. Additionally, it was noted that the service staff seemed rushed, not helping in providing the best service experience to the customers. At Amorino, most customers did not stay at the inside seating. Overall, customers did not spend more than approximately 15 minutes in the store to get their ice cream, then took pictures of it outside and often ate the ice cream in front of the store.

5. Primary data findings

5.1 Management Interview

When it comes to the doughnut market and industry, Darchite mentioned that Portuguese people are still not culturally prepared to eat doughnuts. Keeping that in mind, the

founder focused on finding the perfect ice cream recipe while also getting inspired by local players such as Amorino.

On a different note, it was mentioned that Scoop ‘n Dough does not consider vegan brands as competitors, but rather general ice cream and doughnuts shops. Besides, as referred by the management team, the company has strong operations compared to its competitors. Considering that the focus is to provide a quality product, specific and difficult-to-access ingredients such as coconut milk from Thailand or vanilla from Madagascar are needed. Therefore, Darchite and his family founded the company EverVegan to support Scoop ‘n Dough logistics and facilitate the import of key ingredients. Thus, the control of its sourcing and supply chain gives Scoop ‘n Dough a competitive advantage.

However, by focusing on providing high-quality and vegan products, the ingredients are more expensive, and margins are thinner, making it one of the company’s weaknesses. Consequently, there is no budget left for marketing, given the expense of making the products.

Furthermore, the company’s positioning and target audience were also discussed during the interview. As mentioned, Scoop ‘n Dough’s main goal, specifically for doughnuts, is to provide a product one could buy as a gift for a special occasion. However, Scoop ‘n Dough wants to be associated with fun and not be perceived as gourmet. Besides, the company wants ideally to target and appeal to everyone, avoiding being positioned as a vegan company. However, since Scoop ‘n Dough won awards related to vegan food, mentioning it became an important point of difference. Nowadays, Darchite considers himself more open-minded about mentioning the company is vegan, considering that people are becoming more familiar with the notion, especially the younger audience.

Scoop ‘n Dough's future goals are to invest in an indoor seating space to provide a better store experience by also enabling to expand the product portfolio. In addition, the company’s growth strategy is to open a store in Cascais, ideally one year from now.

5.2 Interviews

Needs and Motivations for Consumption

While assessing the interviewees' needs and motivations, it was revealed that both doughnuts and ice cream are seen as a treat and an occasion of social gathering. For both desserts, location and accessibility are important. However, the ice cream purchase seems to be more impulsive, whereas it is more thought through for doughnuts. Furthermore, it was noticed that the doughnut culture is different in Portugal: Portuguese consumers tend to have an at-home consumption, buying doughnuts on supermarkets, rather than an in-store one, especially amongst older people. This shows that Scoop 'n Dough will have more difficulty reaching Portuguese consumers. Besides, youngsters associate doughnut consumption as an experience and as something that can be gifted. Finally, ice cream is associated with hot weather and are mostly consumed as a refreshment (See Appendix 27 for quantitative information).

Brand Drivers

Brand drivers are considered the aspects that the interviewees valued the most when purchasing ice cream or doughnuts brands. In contrast with the previous section, this refers to the factors that attract and retain customers to a specific brand. Results show that recommendations and word-of-mouth are the most important ones, but interviewees also considered location and accessibility important for both desserts. Similarly, price-quality ratio and good customer service are critical to their purchasing decision. In addition, positive and consistent previous experiences are also mentioned as an important factor to return. Later, when asked about consumer loyalty towards ice cream and doughnuts' brands, similar outcomes as brand drivers were identified: location and accessibility, price-quality ratio, good customer service, high-quality, and good consistent experiences. This shows that Scoop 'n Dough could meet important factors to attract and retain the audience, such as customer service, high-quality and good consistent experiences.

Moreover, interviews demonstrated that a common category attribute for both desserts is having a good flavour and texture. In addition to that, younger participants mentioned that

the doughnuts must be fresh and that they value them when they are aesthetically pleasing. Within the older audience, they would prefer buying not too sweet doughnuts. Once more, Scoop ‘n Dough fulfils these prerequisites.

Store appearance was mentioned to be an important factor for both products, but especially for doughnuts. Along with this, interviewees also valued a seating space in a doughnut store. By contrast, ice cream is seen as an “eating on the go” dessert, thus being less important to have seating places. Therefore, considering the focus is on the doughnut category, Scoop ‘n Dough must improve its store experience.

When asked where interviewees informed themselves about ice cream and doughnuts, recommendations and word-of-mouth were the first responses for all groups. However, Instagram and Google Search were also mentioned within the younger and vegan audience (See Appendix 28 for quantitative information).

Vegan associations

Furthermore, when it comes to vegan associations, interviews showed that a common thought within all groups is that vegan food in general is healthier and trendy. Similarly, Scoop ‘n Dough’s young customers also associate vegan food with being expensive, in contrast with non-customers that did not mention it.

When thinking specifically of vegan ice cream and doughnuts, the common reaction was curiosity and the feeling of an innovative product. Consequently, one can conclude that Scoop ‘n Dough is perceived as an innovative brand. However, young non-customers also explained that both desserts seem to have a worse texture and that they would be sceptical about the flavour compared to their regular counterparts. This shows once more that the vegan market is still not strong in Portugal. Also, it was mentioned that vegan ice cream and doughnut brands have a strong connotation with being a responsible brand, which can be a characteristic associated with Scoop ‘n Dough. Additionally, results show that, apart from young non-customers who were split down the middle, the rest of the groups were mostly inclined to

consume a vegan dessert rather than a regular one. This could be because the vegan lifestyle is trendy and is a relatively new concept in Portugal, arousing curiosity among the public.

Additionally, while assessing the experience of a vegan dessert to be similar, better, or worse, most interviewees answered that they would expect a similar experience. The only interviewee group that answered worse was the young non-customer group, which goes in accordance with them being suspicious about the texture and flavour. Besides, most interviewees mentioned that they would pay more for a vegan product. One can conclude that the overall audience believes that a price to pay comes with having an innovative, trendy, and healthy product (See Appendix 29 for quantitative information).

Brand Recall

Brand recall was assessed by asking the top three ice cream and doughnuts brands considered when thinking of these products. Results showed that when it comes to doughnuts, a common brand referred by Scoop 'n Dough's young customers and non-customers was Dunkin' Donuts. However, customers and the vegan audience also consider Scoop 'n Dough for these product categories. On the other hand, the most noted brand for non-customers is Crush Doughnuts. In addition, the doughnut brand considered by the older audience is Donuts.

When it comes to the ice cream category, the younger audience mostly mentioned two brands: Santini and Ben & Jerry's. Additionally, young customers also consider Scoop 'n Dough and Magnum, whereas young non-customers consider Haagen-Dazs and Nannarella. Santini and Haagen-Dazs were also mentioned by the older audience in addition to Olá. For vegans, the recalled brands were Ben & Jerry's and Magnum. To sum the information from all groups interviewed, a table can be found in Appendix 30.

The aforementioned results suggest that customers consider rather doughnuts than ice cream at Scoop 'n Dough. Besides, it is evidenced that even the vegan audience, including customers, don't consider Scoop 'n Dough when it comes to the ice cream category. Also,

findings show that the older audience tend to trust ice cream and doughnuts brands that have been around since their childhood.

Scoop ‘n Dough Associations

The next questions were focused on gathering information about opinions and feelings towards Scoop ‘n Dough. For interviewees that were unfamiliar with the brand, a PowerPoint with content such as food and store pictures, social media posts, website screenshots, and the menu was displayed before asking the questions. First, participants who knew the brand before the interview answered how they discovered it. Findings indicate that it was mainly through recommendations, Instagram, sightseeing and Google Search. Then, a first perception of the brand was requested. Common impressions were aesthetically pleasing, innovative, modern, and quality brand. In addition, the feelings interviewees associate with Scoop ‘n Dough are mostly happiness, excitement, cosiness and curiosity. Overall, results show that interviewees associate positive feelings to Scoop ‘n Dough (See Appendix 31 for quantitative information).

Brand personality

Furthermore, as part of the projective technique, interviewees had to visualise Scoop ‘n Dough as a person and describe it based on demographics, personality and lifestyle. Four different personas were common within the answers. First, “the hipster”: a young person around 27 years old, who follows a vegan diet, is extroverted, fun and free-spirited, and conscious about social issues. Besides, he would ride a bicycle, have an alternative style, wear Birkenstock and a tote bag. It would be someone that likes to hang out with friends and makes everyone feel welcomed. The second person is described as “the executive”: a woman who is 36 years old, that works in an office and has a good salary. She is elegant, classic, and organised. In addition, she likes to go out for dinner in nice gourmet restaurants with her friends. When cooking, she likes to use exquisite and selected ingredients. The third profile is “the trendsetter”: a young person in their 20's, who is extroverted and social but only spends time with people

that have a similar mindset. Someone that wants to be involved in important and trendy topics. Besides, a fashionable person who likes to be on their phone and take pictures and loves going out for brunch. Finally, “the thinker”: a young person in their 20's, shy and calm but nice. Someone that is discreet and not very into going to parties but still likes to enjoy time with friends. A responsible and environmentally friendly person who likes to research products before consuming them to have maximum transparency about the source of all ingredients.

Besides Scoop ‘n Dough, this same question was also asked for other mentioned brands during the interviews, such as Santini and Crush Doughnuts. Santini’s described persona - “the classic apart”- is an older rich man who is conservative by nature. Someone that is loved by everyone and popular within the society. A person that goes away from the city to wine tasting trips in the countryside. On the other hand, Crush Doughnuts’ profile - “the risk-taker” - was portrayed as a young and sophisticated influencer that has an elite lifestyle and is very active on social media. It is someone that lives in a fancy neighbourhood and drives an elegant car. This person is considered a risk-taker in the sense that making doughnuts is risky as they have a shelf life of only one day.

From these findings, one can conclude that participants have different perceptions of Scoop ‘n Dough. On the contrary, interviewees have a specific profile identified for Santini and Crush Doughnuts, implying that Scoop ‘n Dough has a less consistent image than the others. See Appendix 32 for examples of answers from interviewees.

5.3 Survey

Brand Awareness

The survey revealed several findings. Firstly, the top brands that were named for the question “What is the first brand that comes to your mind when thinking about doughnuts?” were the supermarket brand Donuts with 40% and Dunkin Donuts with 42%, which in Portugal is only represented in the supermarket Continente. The biggest national doughnut competitor, Crush Doughnuts, was recalled by 6% of respondents, closely followed by Scoop

‘n Dough with 4% in the doughnut category (Appendix AI). In the ice cream category, the top brands that were recalled were the supermarket brand Olá with 34% and the well-known brand Santini with 21%. Amorino and Scoop ‘n Dough were not recalled by any respondent in the ice cream category. This suggests that Scoop ‘n Dough is more present in the consumers’ minds as a doughnut brand and that the ice cream category requires more awareness - even customers associate the brand more with doughnuts. The brand seems to suffer from overall lacking brand awareness as more than 57% of the respondents did not know neither heard about Scoop ‘n Dough before and 29% claimed to only have heard about the brand but never visited the store.

Logo recognition

The following questions referred to which logos are recognised in the ice cream and doughnut categories, respectively, and the results showed that Scoop ‘n Dough’s logo was recognised by 52% of the customers and 13% of the non-customers. Crush Doughnuts was recognised more often by non-customers with 35% than Scoop ‘n Dough’s logo with 13%. This could be due to brand awareness or the logo itself, since Crush Doughnuts has several logo elements, like the doughnut symbol, and thus bigger chances to be recognised through any of these elements.

Motivations for purchase

When asking about the motivation for purchasing ice cream and doughnuts, the team analysed distinct motivations. While ice cream was mainly purchased because of the social gathering with friends (76%) and to treat oneself (72%), the main motivations for doughnuts were to eat a snack (75%) and as an act of an impulsive buy (39%). This provides evidence that Portugal sees doughnuts as an at home treat, which is supported by the high brand recall of the supermarket doughnut brands.

Vegan doughnut associations

The vegan doughnut associations, on the contrary, were highly associated with being innovative (77%), interesting (57%), and healthier (61%), but also several critics associated them with doubtful flavour (31%). These answers mainly came from respondents that are not open to vegan food. In general, 78% of the respondents are open to veganism. Breaking this down further, 70% of the customers are very open to veganism and generally interested and 25% of the non-customers are very interested in veganism and 25% are interested.

Scoop 'n Dough associations

Respondents were then specifically asked about the characteristics associated with Scoop 'n Dough. These were measured on a scale ranging from 1 to 7. Respondents that have heard or been to the store have very strong associations with the word “welcoming” ($\mu = 5.4$) and “innovative” ($\mu = 5.5$). However, the association with the word “innovative” is more common with customers rather than non-customers ($\mu = 4.8$). Customers that have been to Scoop 'n Dough have lower associations with the word “cosy” ($\mu = 4.5$), indicating that the store itself is not inviting to stay. Respondents that were classified as “very open to veganism” associated the brand with premium ($\mu = 5.0$) with regards to the fact that vegans and people with different dietary lifestyles are restricted to a limited amount of dessert shops. Less open to veganism respondents associate Scoop 'n Dough less with premium, but rather with gourmet ($\mu = 4.6$). This word in specific creates distance with the brand, usually describing culinary arts of fine food. Regardless of the openness to veganism as well as knowledge of the brand, respondents had high associations with Scoop 'n Dough and the word “aesthetically appealing” ($\mu = 5.6$).

Respondents were then asked to choose the slogan that is the most aligned with their image of Scoop 'n Dough and the results showed that both customers and non-customers have the highest association with the emotional slogan “handmade with love” ($\mu = 4.9$), being this

association even stronger for customers. The slogan “Vegan doughnuts& ice creams” received similar results ($\mu = 4.6$) and strong associations as “handmade with love”. By contrast, the slogan “Family-owned business of doughnuts & ice creams” had the lowest associations ($\mu = 4.1$) among both customers and non-customers. This could be due to several reasons. To name one, it is possible that the story of the two brothers founding the business is not known enough to the public.

When asked about perceptions of vegan food, most respondents associated vegan food with sustainability ($\mu = 5.0$), with the highest portion coming from the respondents who have been to Scoop ‘n Dough and those who are very open to veganism. Consequently, one can conclude that Scoop ‘n Dough being vegan automatically associates it with sustainability. This finding is further backed by the answers to the projective method question asked, where respondents had to imagine Scoop ‘n Dough was a person and choose between four different descriptions of human beings and their lifestyle. Many contestants (54%) answered that they imagine Scoop ‘n Dough to be a 27-year-old alternative person who rides a bicycle and has a tote bag, is very social and caring about social issues and like to make people feel welcome. This finding only changed when analysing the non-customers that are less open to veganism. With 31%, they answered that if Scoop ‘n Dough was a person, it would rather be the social and extrovert young 20-year-old girl that likes to take pictures, goes for brunch and has only a selected circle that she hangs out with. Overall, it can be noted that the survey highlighted the brand awareness problem that Scoop ‘n Dough currently faces.

6. Recommendations & Conclusions

This section provides Scoop ‘n Dough the ideal brand strategy taking into consideration both secondary and primary research results. The group suggested a Brand Positioning and a Brand Identity, emphasising the brand’s personality and culture.

6.1 Brand Positioning

Scoop 'n Dough's positioning will be designed following the structure of Kapferer's four brand positioning questions, as previously stated in the literature review section.

6.1.1 Target Market

It was acknowledged from the primary research that Scoop 'n Dough has still very low brand awareness in both categories it is competing in (Appendix 33). In this sense, it is reasonable to state that the brand needs to orientate its marketing efforts not to everyone but to a specific target. As such, segmentation and targeting were performed. The Target Market of Scoop 'n Dough was firstly segmented based on demographics, more specifically on purchasing power – middle to upper class. This segmentation was based on the products' prices, which are very distinct from traditional Portuguese pastry shops, as they are significantly more expensive.

Secondly, the group segmented based on Lifestyle, specifically on Openness to vegan food. This segmentation is thus relevant since the brand differentiates from direct competitors through being vegan and, as earlier explained, the survey provides evidence that people who are not open to vegan food still do not have positive associations towards vegan overall.

Three segments were created:

- **Vegan people:** People who have a vegan lifestyle and are, of course, very open to vegan food. No further segmentation should be done due to the scarce options of vegan bakeries/ice cream shops in Portugal. Therefore, all vegan people within the middle to upper class segment should be targeted, regardless of age, gender, and other demographic characteristics.
- **Open to vegan food people:** The group discovered a huge potential in the open to vegan food people's segment - with 78% of survey respondents claiming they are open to vegan food - as these consumers are open to try vegan food and the vegan side even brings them curiosity and excitement towards the brand. This segment was further segmented based on demographics - more specifically, generation. It is expected that older Gen Z and

Millennials (18-24; 25-40 years old) seek a more trendy/different experience and Portuguese Gen X does not have a doughnut culture and are not that into new experiences: this generation values more trust and what they recognize as good. Competitor store observations - especially from Crush Doughnuts – also confirm that the average customer is around 26 to 35 years old (Appendix 2). Furthermore, this segment is more present on social media, which is the main channel of communication of the brand.

- **Not open to vegan food people:** The group realised that it is very hard to reach this segment at the company's growing stage. Although vegan trends are increasing and more present in Portugal (see Illustration 9), there are still people who are unwilling to try vegan products and have negative associations towards them and their concept. Emphasising the vegan side of the brand will bring more benefits to Scoop 'n Dough than not mentioning it at all just to possibly attract this segment. It is advised that the brand does not target them.

A third segmentation was further made based on one of the main attributes of Scoop 'n Dough's products and the founder's vision – high-quality ingredients – to distinguish consumers who seek a high-quality product that satisfies deeper needs and wishes. This is certainly different from simply satisfying a craving by consuming any product, even if it is an industrialised one. By targeting this specific segment, the brand is focusing only on people who care about the origin of ingredients and the effort undertaken for the relentless pursuit of the best and authentic ingredients, which could also value sustainability – undoubtedly, consumers know that certain ingredients are not from Portugal, and this would provide a chance to communicate transparency and show that, when possible, the products are sourced from Portugal or the islands around. This segment would also be willing to accept better the brand's current pricing strategy.

Based on the above-mentioned segmentations, Scoop 'n Dough has a target market that resonates the best with the brand's identity, personality and where its main PODs are valued:

middle to upper class vegan people and open to vegan food young adults (18 to 40 years old) who value high-quality ingredients.

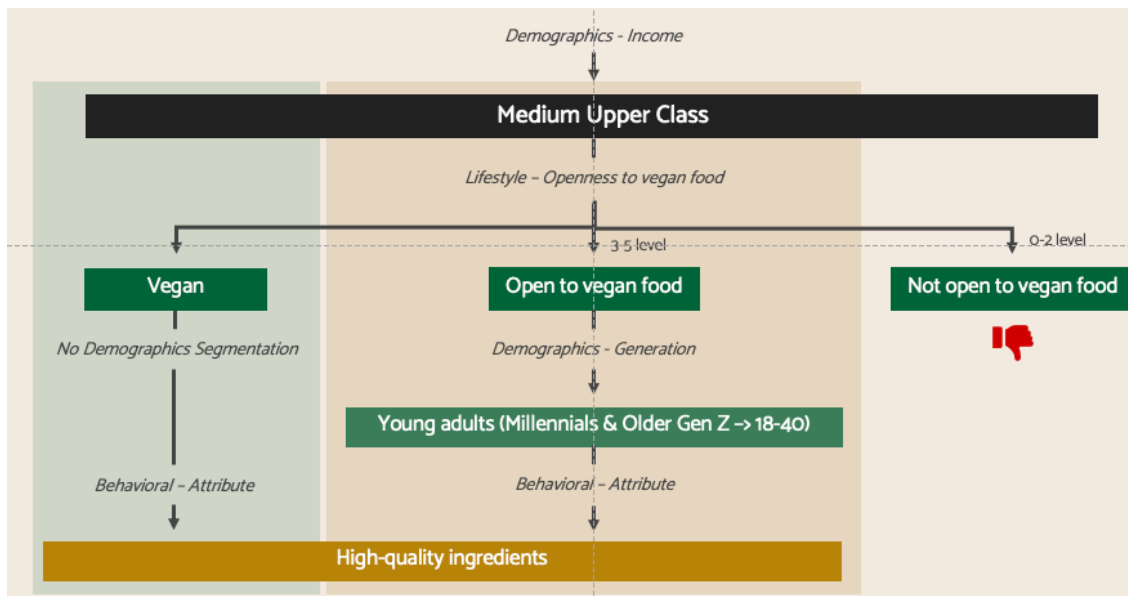


Illustration 12: Graphic representation of the Target Market for Scoop ‘n Dough

6.1.2 Target Audience - Communication plan/marketing plan

The target market of Scoop ‘n Dough, as previously mentioned, is middle to upper class vegan people and open to vegan food young adults (18 to 40 years old) who value the quality of the ingredients. However, it should not all be targeted for the current’s brand challenge - *“Establishing the Positioning of the brand for future growth”*.

Vegan people should not be the focus of Scoop ‘n Dough’s communication plan as they will eventually reach the brand. As a vegan (22, customer) interviewee stated, *“Vegan communities in Portugal have been continuously growing, everything is shared there and since this sort of diet is still very restrictive in terms of restaurants or pastry shops’ options, we do our research and eventually find what we are looking for”*. Nevertheless, their interests and ideals shouldn’t be forgotten - Scoop ‘n Dough still needs to protect and maintain this customer segment to avoid churn, as they fully represent the brand’s culture and are the ones who presumably value the vegan side of the brand the most.

However, Scoop ‘n Dough should target and pay attention to the middle to upper class open to vegan Gen Z adults and Millennials who value the quality of the ingredients. Within

this segment, four main consumer types (personas - “character made to represent a group of people with similar habits, needs and goals, perspectives and values to help create a good understanding of the “problem space” and the target group” (Southey, 2019)) were identified:

- **Foodie Connoisseur:** These foodies believe food is an experience, a form of art, so they take its aesthetic very seriously. They are enthusiastic about it and eating out is an event for them - they savour each bite and value product quality a lot.
- **Foodie Photographer:** These “Wait! Let me take a picture before eating!” foodies are all about the trendy look of the food and if it looks good on their Instagram. Usually, they go to fashionable places to show their followers the amazing meals they are having and savouring. They are also very active on social media.
- **Foodie Explorer:** These foodies are constantly trying new things and are very open to new food experiences. They enjoy new food concepts with quality products and a good environment and atmosphere.
- **Foodie Socialite:** These socially oriented, outgoing, and often very charismatic and charming foodies are always looking for cool places to hang out with their friends and family to have a nice time while sharing a plate of food. They prefer environments where it is possible to grab a bite and still have a nice chat with their friends.

6.1.3 Competitive Set and Unique Value Claim

Once the target group is established, the competitive set should be defined. To be a credible and considered competitor, the brand should position itself in the artisanal/handmade doughnuts & ice cream markets, and hence stress its Category Points of Parity - artisanal products, flavour diversity - and its Competitive Points of Parity (used to negate competitors’ points of difference (Keller, 2002)) - physical stores in strategic locations, use of fresh high-quality products & takeaway options - in order to be part of the competitive set and be considered by consumers in this category.

The points of difference are established based on the essence of the brand. Michael Porter (1985) stated that “*The key to your competitive advantage is not about being better than the competition, but about being different than your competition*”, and Scoop ‘n Dough has an undoubtedly different vision and concept that supports it and its products - Veganism - which represents more than a food restriction, but rather a lifestyle: being vegan is not only about using plant-based protein instead of animal proteins, but comprises of protecting animals, finding ways to be more environmentally sustainable, choosing organic and high-quality products. This is exactly how the brand should take the concept of veganism to differentiate itself. Moreover, this differentiation cannot be entirely strict or linked with a constant concern with the impact provided. Still, it should be fun and friendly as well - because veganism is that too: inclusive, exciting, and different. Here is where Scoop ‘n Dough’s personality emerges. Taking the above-mentioned paragraph into account, several points of difference were identified where the brand could stand out from its main competitors:

- **Handmade Vegan products (functional and abstract POD):** being a brand that produces solely vegan products is, undoubtedly, Scoop ‘n Dough’s main point of difference. There are a few handmade/artisanal vegan ice cream in the market, but no other brand has exclusively vegan ice cream in its portfolio. Focusing on handmade doughnuts is a relatively new category in the Portuguese market and there is a small culture of handmade doughnuts in Portugal, even less of handmade vegan doughnuts. Additionally, vegan products are at the core of what makes the brand’s vegan concept possible.
- **High-quality ingredients (functional POD):** aiming to be a competitive brand in the market, the founders have chosen the finest ingredients to guarantee the final products would resemble the ones made with animal protein ingredients. Hence, in-depth research was made by the founders to reach and even surpass regular ice cream and doughnuts flavours and texture benchmarks (Scoop ‘n Dough 2021).

- **More sustainable (abstract POD):** the sustainability scope of the brand comes by extension from the vegan side of it. Scoop ‘n Dough is, as such, a more sustainable brand than the competitors.
- **Scoop ‘n Dough’s personality (abstract POP):** especially compared to Crush Doughnuts, Scoop ‘n Dough’s personality bears a friendly, welcoming, and exciting nature to it, while Crush Doughnuts is seen as a more serious, premium brand.
- **Doughnuts & Ice Cream (functional POD):** Scoop ‘n Dough is the only physical store that has both doughnuts and ice cream. This gives the opportunity to satisfy different types of consumers’ cravings, not restricting solely to one product.

Therefore, Scoop ‘n Dough’s positioning in the market should be based on the most relevant POD’s so it can stand out from the competition and deliver the right message in a consistent and best way possible to its target market. Combining the brand’s PODs with consumers’ motivations to purchase a doughnut or an ice cream, the end benefit delivered to the target market should be a moment of pleasure while experiencing something different - to experience a whole concept and everything it comprises and not just a product.

6.1.4 Reasons to Believe

To emphasise the vegan side of the brand, the two awards won by the brand should be mentioned and emphasised:

- "#1 Rated donuts in the world" in 2020 by HappyCow
- "#4 best vegan spot in the world" in 2021 by TripAdvisor

Even more relevant is that both founders are vegan and, since it is a harder challenge to make vegan doughnuts and ice cream the most regular ones, intense research was made to reach the flavour and texture benchmark of regular doughnuts and ice cream (“(...), spent 3 years studying ice cream and elaborating the recipes that delight people today” (Scoop ‘n Dough 2021)).

6.2 Positioning Statement

The positioning statement of Scoop ‘n Dough was made considering the four brand positioning questions by Kapferer:

“For middle to upper class vegan people and open to vegan food young adults (18 to 40 years old) who value quality ingredients, Scoop ‘n Dough is a handmade doughnuts and ice cream vegan brand, that offers high-quality vegan products made in a friendly environment, welcoming consumers to experience an exciting moment of pleasure, while still being conscious about sustainability, because it won #1 best rated vegan doughnut by HappyCow in 2020 and #4 best vegan spot in the world by TripAdvisor in 2021, as well as the tenacious research on finding the right ingredients that provide the best flavour and texture to their products”.

7. Brand Identity Prism by Kapferer

To align Scoop ‘n Dough’s brand identity with the new recommended positioning, the Kapferer’s Identity Prism was applied and each of its six facets was carefully defined (Illustration 13).



Illustration 13: New Brand Identity Prism

Starting with physique, the brand’s most salient features revolve around the core products it offers – doughnuts and ice cream. Indeed, Scoop ‘n Dough is highly recognised for the aesthetical attribute of its doughnuts and the colourful look of the ice cream. The doughnuts

also showcase the attention to detail that the brand puts in its products which is reinforced through the tailor-made packaging that accompanies each sale. This attention to detail must be reflected on the brand identity since it makes consumers feel special and promotes a close relationship with them. On another note, the ingredients are carefully selected by the founders to ensure the highest quality of all products, which then directly reflects on the flavour and texture – it is important that these characteristics are part of the brand’s most salient features since consumers do value them when choosing a brand in this category – these were two of the most mentioned attributes that drive purchases in this category, according to our interview findings. When it comes to intangible attributes, pleasure must be regarded since it presents the goal of consuming Scoop ‘n Dough’s products. It also makes sense to mention guilt-free since the brand tries to offer lactose-free and nut-free products, for instance, making consumers feel less guilty when eating them.

Regarding relationship, to remain consistent with the suggested positioning, the brand should aim to transmit a feeling of excitement and provide moments of satisfaction when people consume its products. Indeed, customers in this category state “*to treat myself*” among the main motivations to eat a doughnut or an ice cream reflecting their desire for satisfaction and pleasure. By only choosing the best quality ingredients and being selective on the suppliers chosen, Scoop ‘n Dough ensures that each customer gets a moment of pleasure when consuming the brand, thus being able to satisfy their cravings in the best possible way. Additionally, the brand must also promote a friendly environment making consumers feel welcomed and special which will reinforce its points of difference.

Moving on to personality, Scoop ‘n Dough should define itself as an innovative, inclusive, authentic and ethical brand. In fact, all these characteristics lead to the vegan attribute, which is one of the brand’s major points of difference that sets it apart from competitors, hence, it should be reflected on the brand personality. However, being vegan does not necessarily mean being serious or concerned, thus the brand’s personality should also be outgoing, open-minded,

welcoming, and friendly to transmit to consumers the idea that vegan can also be fun and exciting – hence being aligned with its positioning. With that in mind, the brand personality archetype would be the “Jester”, which suggests that Scoop ‘n Dough should connect with consumers in an easy-going way, thus, belonging to the “belonging” category (Pearson 2001) and reinforcing its fun and exciting personality.

Culture is the most important facet since it represents the core values of the brand, therefore it should be distinctive enough. Here, it is undeniable that Scoop ‘n Dough presents a completely different vision than its competitors and this has to do with veganism. It is important that the brand has this vegan culture in its roots and embraces it in all its dimensions. Indeed, veganism is a broad concept and represents a whole way of living that the brand should be true to. For consumers to trust the brand and to reinforce its credibility on the market, Scoop ‘n Dough must embrace the vegan concept and all that it comprises daily, making it the philosophy of the brand – this will be the only way to convey that they are a vegan brand and not a brand that sells vegan products. Innovation and a vegan lifestyle should be the core values of the brand. In line with this, sustainability must also be regarded to emphasise the efforts that Scoop ‘n Dough is making towards a greener direction, using green energy in the production and looking for alternative materials to plastic. Furthermore, honesty should also be a key part of the brand identity in the sense that staff members should communicate that doughnut must be eaten fresh and be transparent with regards to the sourcing of its ingredients.

When it comes to customer reflection, Scoop ‘n Dough’s ideal consumers are sustainable-concerned people who care about the planet and the environment and look for alternative options that satisfy their needs while minimising the harm for the planet. Also, people who are not price-sensitive and are willing to pay a higher price for better products. They are also people who value tasty food and high-quality ingredients.

Finally, on the self-image facet, the following statements were crafted by the group to convey Scoop ‘n Dough’s consumers’ internal feelings when consuming the brand:

- “I am cool/innovative” – consumers should feel cool when consuming the brand due to its innovative and differentiated products.
- “I feel I’m making a difference” – consumers should feel they are contributing to a better planet when consuming Scoop ‘n Dough’s products due to its vegan culture.
- “I feel I belong to a community” – consumers should get a feeling of belongingness through the brand’s efforts to promote a welcoming and friendly environment.

Lastly, taking all the aspects into account, the suggested brand essence is “vegan never tasted so good”. The brand essence is the core of its identity, and it includes the following attributes: carefully selected high-quality ingredients, embracing a vegan lifestyle and product innovation (Illustration 13).

8. Gaps identified and Recommendations

The group was able to find some gaps that might represent potential opportunities for the brand to improve. This section will focus on outlining those gaps and providing recommendations to tackle them efficiently and effectively, always having in mind the new positioning and image of Scoop ‘n Dough.

Firstly, the main gap identified has to do with the lack of brand awareness that Scoop ‘n Dough has on the Portuguese market. Indeed, as previously mentioned, our survey results showed that only 29% of our respondents have heard about the brand (Appendix 34). Besides, those who knew the brand associate it more with doughnuts than ice cream which might be linked with the fact that the Portuguese ice cream market is already saturated, with lots of big players and strong competition. Not only is brand awareness a problem for the brand but it is also a much bigger problem for the ice cream category – based on these results, the group concluded that it is imperative to increase brand awareness for Scoop ‘n Dough and make consumers consider it when choosing a brand in both the doughnut and ice cream categories. To be more authentic, besides communicating the brand and its products, it is also important to

communicate its story and concept so that consumers feel more emotionally connected to the brand.

To tackle this issue and raise awareness for Scoop ‘n Dough, the group outlined some concrete actions that should be implemented. Firstly, it is important to be present right where the target audience is to capture their attention. This could be done by opening pop-up stores in better locations, thus being closer to the desired target consumers and increasing the accessibility of the brand. Additionally, partnering with influencers on social media is also a great way of increasing awareness by leveraging their ability to reach wider audiences. However, here it is important to be careful when it comes to choosing the right people to work with, as it must be people who truly identify with the values of the brand to generate authentic and trustworthy content. Another suggestion to increase awareness would be to promote Scoop ‘n Dough through online ads and online food magazines, as these would allow to specifically reach people that fit the target market. Furthermore, Scoop ‘n Dough could also partner with restaurants or other stores to include its product on their menus, thus increasing its visibility and relevance. Lastly, to increase the ice cream exposure Scoop ‘n Dough could invest in ice cream pop-ups during summer, as well as ice cream carts on strategic locations, such as local food markets, to increase awareness for this category.

On the other hand, there is a gap in the Portuguese market when it comes to vegan desserts, with Scoop ‘n Dough being one of the only brands that are addressing this need. Having said that, a second recommendation would be to communicate its differentiation strategy by emphasising Scoop ‘n Dough’s points of difference to set them apart from competitors and reinforce its positioning on the market as a brand that fills this untapped gap. Concrete actions to tackle this would be to create a unique visual and verbal identity, aligned with the brand’s positioning and identity and further reflected on the communication strategy and content creation to have a solid and consistent image.

9. Limitations

Regarding the in-store observations, the process was carried out during September, which is still part of the high tourism season, and thus, the presence of tourists might have influenced the results. Besides, several members from the group have been observing customers, which might have different perceptions of, for example, age estimates. Lastly, it must be noted that even though when attempting not to reveal the purpose of a members' stay, the service staff might have seen they were observed and changed their behaviour accordingly.

In the interview planning, some interviewees were interviewers' family members or close friends. Naturally, they might have been biased given their knowledge of the project and its objectives prior to the interview.

In the survey, tourists were excluded; however, they still form an important part of Scoop 'n Dough's audience in the summer months. Their perceptions and opinions for this project's scope were not considered and might have changed the results.

Finally, despite the group efforts, for both interviews and survey, the number of older respondents and interviewees was less than expected. Therefore, takeaways on whether age is a factor that matters for the perceptions were based on a weaker sample.

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Appendices

Appendix 1: Management Interview

Company concept
Q1: How did Scoop 'n Dough come into life. Inspiration behind it?
<p>Darchite: The growth of Scoop 'n Dough can be divided in three different stages.</p> <p>The first stage consists of the opening of the store, my dad helped by investing and I was managing everything by myself, and the team was very small, only counting with 5 people. The focus was on the ice creams and not on the doughnuts. Ice creams were the big seller of the shop, sold for tourists. Doughnuts were very simple. Also, ice cream takes only one person to do, doughnuts presently take 19 The time and budget were very restricted to only producing a quality product, which was the top one priority. There was no time or budget to focus on other matters such as marketing, branding and a good store experience. During the first moments the store was mainly working in a family model, having help from close family, such as my brother and dad during the weekends. Another big focus was and still is customer experience. I was working in the counter at that time and had full control on how the clients were being served. One of the main priorities is for clients to feel welcome as if they were at home, avoiding a commercial service typical from big retail companies. I want to create an experience.</p> <p>The second stage was during the pandemic when we had to close our shop. It was a time to rethink everything. In order to survive during the pandemic, we had to rebrand ourselves, no more amateur business, we had to focus on things rather than trying. It's when the boxes came in. We wanted to transmit their values through the packaging: being sustainability, environmentally friendly. The box is made in recycled paper. It also represents artisanal since the colour is craft. The logo also changed. We had a white and black logo. Then we changed the logo with the help of a friend designer, new colours and more minimalistic logo. Also, since we won the award, and our doughnuts were very simple we had to evolve. The raspberry vanilla doughnut was the first proper doughnut that was different, and clients were amazed</p> <p>The third stage it's where we are now. We focused on personalised almost all our objects, besides ice cream cups and milkshake. We still don't have budget to do it. Our focus is on the doughnuts now: we are increasing doughnut production and not ice cream due to costs (and winter is coming)</p>
Q2: What do customers say about your brand? How do they perceive it?
<p>Darchite: Since we made some changes, such as removing the vegan notion and improving the store environment, we lost customers but gained much more. And some customers said that they are happy with our change because they, especially vegans, say that we have reached another level. They continue to support us as much as they can. Vegan people are happy that there is finally a vegan dessert place in town. People expect us to deliver something good.</p>
Industry and Market
Q3: Who are your competitors?
<p>Darchite: Crush and coffee library. Regarding Crush doughnuts, they have a lot of financial backing and in general more budget for Marketing, which is the slight advantage they have. They started as pop up store integrated in the ground burger restaurant, which was smart due to little costs, easy for them to sustain themselves. But crush is making a mistake which is that they bake their doughnuts at 11pm, which means that the next day doughnuts are not super fresh. And they have to be fresh. We don't consider vegan brands as competitors because we are not in the vegan segment but in the general one: both ice cream shops and doughnuts shops.</p>
Q4: Is there any company you use as a benchmark?

Krispy Kreme doughnut was the best I ever had before. But when I went to the US again and tasted artisanal doughnuts, vegan ones which has lots of offer and I started getting an idea of what a good doughnut is. Krispy Kreme is too sweet, and artisanal doughnuts doesn't make you feel sick. In London the store "Doughnut time" was horrible, too dry. In general, from the image and the experience we would like to lean more towards "Amorino" because of their experience culture that allows them to charge more and better margins.

Q5: What do you think your strengths and weaknesses are?

Darchite: For strength I would say the product, service, our mentality of only providing the best products and ingredients, not caring about margins and the company we own EverVegan: competitors don't have the logistics Scoop has. We are not very scared of local competition because we know the logistics we have, we have an entire warehouse where we keep our products, we order containers of each product every month. Our weakness are no emphasis on drinks in our portfolio, no budget for marketing, unbranded ice cream cups, Email for MKT and how to follow up, "Raw materials" are super expensive, because we use the best of the best, for example, 100% coconut milk, which is why we are able to provide products at the quality of the animal-based ones. We have small margins; we don't make money out of the pistachio ice cream for example.

Q6: What do you think about the traditional Portuguese ice cream industry and how would you compare it globally?

Darchite: Portugal is not a doughnut friendly country, with our research before starting the project we understood that many doughnut places went bankrupt, because Portuguese market is not ready for doughnuts, nor does it really lie in their DNA. Therefore, we even confess we were only self-sustainable after 1,5 years. People are not culturally prepared to eat doughnuts.

Target and Positioning

Q7: what is your positioning? (Focus on vegan or is vegan just a plus?)

Darchite: During the first 3 months we had a signed saying "vegan", people would come in stop and leave. Especially families. So, we decided to remove the vegan label and added only ice cream and doughnuts. Ever since we removed the word "vegan", many more people came in. Ideally, we would like to target everyone that wants to try our products. Vegans are a strong community; they will always find out about our store without advertisement needed. However, we won the award for best vegan doughnut in the world by HappyCow, so we need to mention that award. It's still a bit tricky how to do this. Later we also won a TripAdvisor award for fourth best vegan spot in the world in the category "Best of the best." This helps a lot to spread the word.

I don't want to call our doughnuts gourmet, because we still want the fun side of it. We want a balance of quality and fun and want people to see it as an experience.

I am more open minded now than I was in the beginning to the vegan notion. We wanted to share with people that they didn't want to give up their habits to become vegan, regarding desserts. Don't worry about it Scoop 'n Dough got you – you can reduce animal-based food and help the environment without losing your habits. People are becoming more familiar with the word, especially young people. Old people and tourists I still wouldn't risk it in Portugal. Our goal is showing how good vegan can be.

Q8: Who are your customers?

Darchite: In the beginning were 100% vegan customers. Now, around 20% vegans, more tourists that try the ice cream, but this usually happens in summer only.

Our ideal customer is medium/ high income, that want to find a gift and an experience. People that come here for special occasions.

Product portfolio and production

Q9: How do you come up with new flavours?

Darchite: Before opening the shop, I did a lot of market research. I travelled around the world, USA, UK, Germany to see what they have in the category to understand what a good vegan doughnut is and get inspired and find the freshest and most seasonal products. Besides, he is checking out the American competition. My brother Jimite is the one coming up with doughnuts ideas, I focus on the ice creams.

Also, it is a long process to get to the perfect recipe. I could buy already made things but I don't, we make them here for the best quality product.

Q10: Are you planning on extending the product portfolio?

Darchite: I am but I can't tell what. During winter ice cream sells go down drastically and I need to produce something. But not under Scoop 'n Dough brand, another project. We found a gap in the market. I spent my whole money on it. Also, for Scoop 'n Dough we want to invest on indoor seating to have a higher end looking and provide a better experience.

Q11: How much do customers value your coffee brand? Do you get any feedback on that?

Darchite: We don't emphasise coffee, coffee is still irrelevant for us we just have it because it's important and people want it. Drinks are their weakness, such as coffee and milkshakes, they not very emphasised – we have an American style milkshake price at 6€, but we need to extend milkshakes portfolio. Illy coffee is supposed to be the best in the market that's why we have it.

Q12: How many doughnuts of each flavour do you make per day?

Darchite: Around 100 doughnuts.

Q13: Are vegan doughnuts and ice cream healthier?

Darchite: In our own live we practice a very healthy lifestyle, so this product is solely to enjoy, product experience over everything, but not very healthy, ice cream with coconut sugar is the only healthier option. Too expensive for alternative sugars. I try healthier recipes, but it just doesn't work the same level. People kept asking for a healthier alternative, saying they would pay double for it. But it's just not that great and serving the best possible product is the most important. This is only possible in ice creams. Compared to regular ice cream it is healthier.

Packaging

Q14: Why don't you have anything else written in the packaging? Why not point it out it is vegan? (May be answered by their whole brand objective)

Darchite: Right now, it does not say vegan, because negative connotation with it, so we removed it from the outside and kept away from packaging.

Our boxes were a game changer because people shared more on social media due to the aesthetic and appealing.

Pricing

Q15: What is Scoop 'n Dough pricing strategy?

Darchite: Our goal is to serve something great, so to be honest we don't care about that much about the price. Considering that we want to provide the best product possible, our ingredients are more expensive and also vegan products tend to be more expensive. So, our margins suffer a lot because we have to adapt to the countries' buying power, otherwise Portuguese customers would be super upset with higher prices. Amorino is an inspiration for us to guide our prices from – but they are not using vegan products that are more expensive, they have more margin. For example, our coconut milk comes from Thailand and costs 16x more than normal one, and we sell Illy coffee that costs 3 or 4 times more than regular coffee. Also, there is no money earned from pistachio ice cream but even costs, because how expensive the pistachio is, but it has good quality and comes from Italy. But people have told me is the best I want to provide the best experience. Also, we have no sales promotions because we want to provide an exclusive experience. Instead of having sales promotions we prefer to partner with associations for charity as it is the case with refood.

Sales and distribution

Q16: Main Sales channels and ratio of sales? (Store & Online)

Darchite: During the pandemic it was almost 100% online, then when things started reopening it started decreasing.

We also are on Uber Eats but we don't make money out of it we just are there to gain visibility.

Q17: Sales split between Ice Cream, Doughnuts and Coffee?

Darchite: In the beginning 90% ice cream, now it is very different also seasonal.
Q18: Why do you think tourists go for ice cream?
Darchite: In their countries they have doughnuts, so they rather eat ice cream.
Q19: How do you work with EverVegan? Why did you create it?
Darchite: It took me 3 years to reach ice cream level, and the secret was on finding the best coconut milk needed for ice cream, it was a big game changer. But on Portuguese market we can only find 50% coconut and 50% milk. So we did a research and find the best coconut milk that is from Thailand and that is why they created this business, to help in the logistic of import, in that case that distributes coconut milk from Thailand to Portugal. But also, other products. But we also work with Portuguese companies such as Schlagfix and nature charms. We have the logistics but also a warehouse where we keep the ordered containers. We want it to keep it a secret to keep competition away. For plant-based milk we work with Okja, Portuguese company.
Communication
Q20: What channels do you use to communicate? Main channels used? (Online and offline)
Darchite: Our main channel is Instagram, we also have a Facebook account, but it is not active nor entertained at all. Unfortunately, emails barely answered, we only have a system for automatic delivery.
Q21: How does your advertising work? Paid, earned advertising?
Darchite: We stopped investing money on Instagram because we needed to buy machines. We did marketing campaigns in the past, paid ones, through PR agencies and for TV Shows. The agency was finding some Portuguese celebrities such as Manzarra and Isabel Silva and we sent them doughnuts. Now we are doing it organically, not spending one single euro on marketing. Also, our clients are very supportive, they spread the word a lot and comment and share our posts.
Promotions
Q22: Do you work with public relations? Influencers?
Darchite: We just invite influencers and offer the product. Some influences start liking a lot of our pictures and we understand they want to be invited to our store. Or they send us a message. It happens sometimes, such as with the influencer Bruno Mota, that made a YouTube video.
Q23: Are you doing partnerships with other brands?
Darchite: No, only with associations that have a charity going on that they potentially might join, like with our mango bubble tea doughnut for example. We also had a partnership with too good to go in the beginning, but we noticed they were too commercial and profit oriented and we switched to refood. We give them food almost every day. They give it to the right people like children and homeless people. Better than discounts is doing this for us. We want to create a business that also serves the community.
Q24: How do people find Scoop 'n Dough?
Darchite: Vegans find it very fast on HappyCow, the other through the awards and the locals mainly through instil
Q25: Do you sometimes have sales promotions?
Darchite: No would not align with our exclusive experience product that we want to achieve. We looked at other restaurants that deliver the same type of experience and they also don't do that, we try to follow them. But we do sometimes create initiatives for non-profit.
Q26: Do you contact people that ordered donuts online afterwards? email marketing/ direct marketing?
Darchite: We have no capacity for that, lost data and don't contact them further
Stores
Q27: Why did you choose Restauradores as a location?
Darchite: Amorino is in a better location than us, but more expensive.
Q28: Why did you chose El Corte Inglés as a location?

Darchite: To increase brand value, to get visibility and become more popular. We wanted to take the next step and grow. Also, because of our growth strategy: open a store in Cascais. We know that clients there are more “medium/high-end” customers and a lot come from Cascais. This is a way to create a name there to get to them. However, it’s been 2 weeks so far that we are there, and we are struggling, people don’t know us, we are a new player. El Corte Inglés will take time, but they believe it will be successful, people will spread the word around. It will be a big brand value.

Q29: Are you planning on opening more stores? Are you planning on expanding outside Lisbon?

Darchite: Yes, our plan is to open a store in Cascais, Estoril, ideally next year. And that’s a reason why we are at el Corte Inglés. We know that a lot of el Corte inglés customers are from Cascais, so we want to create a name there to get awareness from these clients.

Present and future perspectives

Q30: What are your goals with this project? What do you want to achieve?

Darchite: Our initial mission is to show people vegan can also taste great, does not need to be sorbet only. To people to try and get amazed that it is vegan. Our big goal is our product to be an ultimate dessert experience. A gift. Valentine’s day is a lot of pressure, we focus on a doughnut creation worth gifting. High price doughnut, unique and exclusive, people don’t want to gift 2 euros doughnuts.

For next achievements, if we earn enough money, we want to make indoor seating space. This is also done to get what we want, meaning to increase the experience. Based on ice cream and doughnuts we want to service exclusive products inside the shop that people would like to come for. Dessert experience. By getting indoor seating we can increase the portfolio of products we sell at the shop, and it will bring more value – finance and brand wise.

Q31: Where do you see Scoop ‘n Dough in the future?

Darchite: In one-year, local expansion, in 5 years maybe in another country. But it’s hard because we need to invest so much money to open one store. We are not opening in Porto still because we would need to have a second factory there, and that’s what costs more money.

Q32: What are your biggest concerns?

Darchite: I wish I had higher margins to work on marketing.

Appendix 2: Observation grid

OBSERVATIONS

Premium positioning of doughnuts in an elegant, minimalistic environment



CRUSH DOUGHNUTS



OBSERVATION GRID

Shop location

- In front of metro "São Sebastião"
- Very close to "el corte ingles"
- In a busy street

- No sunlight and next to street
- Noisy

Atmosphere

- Minimalistic and elegant decoration
- French café vibe music in the background
- Red VIP line around the store

- No place inside
- Windy and cold
- No pleasant furniture to stay long time

Service elements

- Table service after ordering in-store
- Water for pets available
- Take time to explain product offerings
- Older team

- Long waiting time
- Not very friendly service

Product portfolio& packaging/ presentation

- Very aesthetically appealing lemonades
- Open and nice doughnut presentation on trays at door and display in front of the cashier

- Lots of plastic involved in the packaging, especially for delivery

Offers/ specials

- Different delivery packaging

Miscellaneous

- Customers eat doughnuts with fork and knife
- Branded cups and branded small paper element served with doughnut for brand visibility

- Premium pricing

OBSERVATIONS

Rose-shaped ice cream is an experience attracting many tourists



AMORINO



OBSERVATION GRID

Shop location

- Busy shopping streets and centre of Lisbon
- Tourist spots

- Big competitor such as Santini just around the corner

Atmosphere

- Ancient Italian look
- Very elegant and premium

- No place inside
- Loud pop music

Service elements

- Staff speaks several languages

- Rushed and busy service
- Franchise vibe
- Concept not well explained in-store

Product portfolio& packaging/ presentation

- Eye catching rose shaped ice cream and branded packaging
- Premium look with ice macarons that they offer

- Usual packaging

Offers/ specials

- Seasonal offers

Miscellaneous

- Customers leaving the store immediately take a picture
- The flower shaped ice cream poster in front of the store draws a lot of attention on the store

Appendix 3: Discussion guide

Discussion guide - Scoop 'n Dough

TARGET:

WHO: non-consumers, non-vegan

AGE RANGE: 18-35 years old

WHERE: who live in Portugal

Pre-questionnaire (screening)

1. Do you live in Portugal? **YES**
2. Is your age within the range 18 to 35 or 36 to 55? **YES**
3. Have you eaten an ice cream and/or a doughnut in the last 6 months?? **YES**
4. Have you ever purchased or participated in a purchasing decision yourself of an ice cream/doughnut? (they might have helped someone buying)? **YES**
5. Are you vegan? **NO**
6. How open are you to *plant-based consumption/dairy-free products* from 0 (completely against), 1 (not interested), 2 (not interested but would try), 3 (indifferent but would try), 4 (interested) to 5 (very interested)? **AT LEAST 2**
7. Have you ever eaten a product from Scoop 'n Dough in the last 6 months? **YES/NO**

Disclaimer: QUOTAS: 5 vegan interviewees (non- consumer and consumer). 8 interviewees with age range between 36 - 55 and 22 interviewees within the age range of 18 - 35. Each range should have 50/50 consumers and non-consumers.

The following discussion guide serves to **outline the subject areas** we envision covering during the interviews. It **does not function as a script**. While our trained interviewer will try to approximately structure the discussion, the ultimate order in which respondents bring up subjects is unpredictable and will vary from individual-to-individual. Broadly speaking, however, all the following topic areas will be addressed by the conclusion of the interviews.

Introduction:

1. **Respondent Introduction**
 - a. Age
 - b. Occupation
 - c. Diet restrictions (lactose-free, gluten-free, vegan, vegetarian, nuts-free)
2. **Explain confidentiality rules and rules of the road**
 - a. This interview is anonymous, is for the Brand Management Master Thesis that as the aim of having a broader understanding of the doughnut and ice cream category and its specific brands
 - b. We will try to have a regular conversation about the category and its specific brands, there are no wrong or right answers.

Interview:

Start with a **first** question so that the interviewee answers and develops his/her answer. We, as interviewers, can make **follow-up questions** to add on what the person said, but **never ask direct questions**.

This isn't supposed to be a script, the interview doesn't need to follow the sections in a specific order. Examples of questions aren't for the interviewer to make those questions directly but are

some examples they can use for follow-up questions if they think that it makes sense within the conversation flow. Nevertheless, you can ask direct questions if they do not come up with the insights you want them to.

Open Question: Please tell me about the last time you bought an ice cream and doughnut. Which brand did you choose and why?

First part is to gain more insights on the consumer behaviour on the ice cream and doughnuts categories, drivers for brand choice, desired attributes, frequency of purchase, place of purchase, etc.

Section 1: Doughnuts and ice creams' categories: needs, habits, drivers

(try for the interviewee to answer the following specific topics. If they didn't mention it by themselves, the questions can be asked directly)

(Listen for: price, promotions, store availability, recommendations, large portfolio options, value for money, quality, brand recognition and reputation, brand familiarity and trust, flavour and texture, raw materials' quality, diet restrictions (vegan, gluten free, nut free), for the experience, store design and environment, popularity, takeaway options)

The WHY they bought that specific doughnut or ice cream? à Drivers for brand choice

Examples of follow-up questions (the answer to these questions should come up naturally with the first big question. If not, we can try to understand these specific topics:

- VII. Why did you go and buy an ice cream/doughnut in the first place? (about the category). What are your motivations? (Listen for: to treat myself, as a present (more for the doughnut), recommendations, because it's good weather and I want to refresh myself, just want a simple treat and take out, was passing by and noticed it)
- VIII. Why did you choose that brand? What influences you when choosing a brand that you believe is important in these categories? Why? (Listen for: price, promotions, store availability, recommendations, large portfolio options, value for money, quality, brand recognition and reputation, brand familiarity and trust, flavour and texture, raw materials' quality, diet restrictions (vegan, gluten free, nut free), for the experience, store design and environment, popularity, takeaway options)
- IX. What are the qualities/attributes you look for in an ice cream/doughnut? (make the interviewee prioritize them if possible) -- if the interviewee has difficulty naming any, follow with: "some people have mentioned the following attributes as being important when deciding to buy an ice cream/doughnut. As I read each one, please tell me what it means to you - if it is important and why or why not and if you could rank them in order of importance"
 - a. Product quality
 - b. Price
 - c. Flavour
 - d. Sweetness
 - e. Texture
 - f. Colour
 - g. Aesthetic

- h. Diet restrictions? (gluten-free, vegan, nuts-free, lactose-free)
 - i. Brand Name - recognition/popularity
 - j. Other reasons?
- X. How much do you value the store appearance and the seating space itself when purchasing ice cream and doughnuts? Would you consume these products inside the store?
- XI. Walk me through a typical ice cream purchase of yours with all the steps and thoughts involved.
- XII. Where do you inform yourself about ice cream and doughnuts? Any advertising that you can recall? (**Listen for: social media, TV, WOM, radio,...**)
- XIII. What do you associate vegan food with? (**Listen for: healthier/Less healthy, trendy, sustainable consumption, ethical,...**)
- a. What associations do you have with:
 - i. Regular/Cow milk ice cream/doughnuts
 - ii. Plant Based ice cream/doughnut
 - iii. Vegan ice cream/doughnuts
 - iv. Dairy-free ice cream/doughnuts
 - v. Coconut milk ice cream/doughnuts
 - vi. Oat milk ice cream/doughnuts

Section 2: Consumers' perception on ice cream and doughnuts brands

(now about the brand's perceptions, try to **incorporate these questions during the conversation, doesn't need to be asked only after section 1**)(**always look for the WHY**)

- I. In your opinion, which are the 3-ice cream/ 3 doughnuts brands that you consider? WHY? (Ask this if they haven't mentioned by themselves)
- II. Could you use 3 words to characterize the top 3 brands you mentioned? Why these adjectives?
- III. In your opinion, are the brands you mentioned similar or very different from each other - in what ways? (**Listen for: differences in quality, price, flavour, aesthetic, vegan/non-vegan,**)

IV. Performance:

- a. Are you satisfied with these brands?
- b. What do you consider to be their limitations?
- c. What do you consider to be their strengths?

V. Judgement:

- a. What does a vegan ice cream and doughnuts brand mean to you? Would you be more inclined to consume it knowing this information?
- b. Would you like to know if you were consuming a vegan ice cream and doughnuts?
- c. Do you think a vegan brand of ice cream and doughnuts would provide a better, similar, or worse experience from regular ice cream and doughnut brands? Would you be willing to pay more to have this experience?
- d. Would you be more inclined to consume a product with less sugar and/or less fat? Do you think this would provide a better, similar, or worse experience from regular ice cream and doughnut brands? Would you be willing to pay more to have this experience?

Section 3: Scoop n' Dough Brand Image and familiarity (brand insights)

I.Salience (brand recognition - aided)

- a. Do you know Scoop 'n Dough?

(IN CASE OF YES: How did you know the brand?)

(If the interviewee has little knowledge about Scoop 'n Dough - Talk a little about the brand: show logo, website, Instagram, captions, menu, images of products, packaging)

II.Imagery:

- a. After witnessing some brand elements of Scoop 'n Dough and general aesthetic, what comes to your mind when you think about the brand? Why?
- b. Say 3 adjectives that would describe Scoop 'n Dough. Why did you choose them?
- c. How would you describe Scoop n' Dough as a person? What kind of person would it be (Introvert or Extrovert, stylish, trend-setter or disengaged, elegant or sporty? Personality and looks; Age, income, Popularity, what job would they have, what do they do on their free time, what car would they drive, how is their family like?
- d. Ask the same question but for the brands they have mentioned during the interview. (Or the interviewee preferred/purchased brand)

IIIFeelings:

- a. What feelings do you associate with Scoop n' Dough? (**Listen for: coziness, playfulness, excitement, happiness, safeness**)
- b. How would you feel if the product is advertised as vegan? Would it make you feel more connected/excited/safe to the brand?

Section 4: Brand Loyalty

IV.Resonance:

- a. What makes you loyal to an ice cream/doughnuts brand?
- b. What makes you repeat the purchase? (**Listen for: favourite flavour, aesthetic or texture, store environment, customer service,**)

Section 5: Additional questions

If you think the interview will benefit with more questions or are not fully satisfied with the interviewee answers, you may ask some additional ones.

- I.What kind of products would you associate to have next to ice cream and doughnuts? (Product extensions)
- II.Do you think having ice cream and doughnuts in the same store matters to you? Would you be more inclined to consume Scoop n' Dough products knowing that they sell both products in the same physical space?
- III.Is there anything you would recommend for Scoop 'n Dough?
- IV.How do you think they should promote themselves? (**Look for Channels/ Positioning/ Offers**)

Section 6: Positioning preferences

I. What do you associate these “statements” with? How do they make you feel? Which one would you be more inclined to?

a. Show some elements and ask the interviewee to elaborate on them

PREMIUM QUALITY DOUGHNUTS AND ICE CREAMS

FAMILY-OWNED BUSINESS OF DOUGHNUTS AND ICE CREAMS

THERE IS NOTHING LIKE BEING TREATED AS FAMILY

HANDMADE WITH LOVE E SEMRPE COM INGREDIENTES FRESCOS

ARTISANAL VEGAN DOUGHNUTS AND ICE CREAMS

PLANT-BASED DOUGHNUTS AND ICE CREAMS

ARTISANAL DOUGHNUTS AND ICE CREAMS

Appendix 4: Pre-questionnaire questions

1. Do you live in Portugal? **YES**
2. Is your age within the range 18 to 35 or 36 to 55? **YES**
3. Have you eaten an ice cream and/or a doughnut in the last 6 months?? **YES**
4. Have you ever purchased or participated in a purchasing decision yourself of an ice cream/doughnut? (They might have helped someone buying)? **YES**
5. Are you vegan? **5 YES**
6. How open are you to plant-based consumption/dairy-free products from 0 (completely against), 1 (not interested), 2 (not interested but would try), 3 (indifferent but would try), 4 (interested) to 5 (very interested)? **AT LEAST 2**
7. Have you ever eaten a product from Scoop ‘n Dough in the last 6 months? **15 YES + 15 NO**

Appendix 5: Survey

Brand Management Field Lab

Welcome and thank you in advance for your participation!

As part of our master's thesis at Nova School of Business & Economics, we are conducting a survey in the field lab of Brand Management for an ice cream and doughnut brand. In order to be able to write a scientifically sound paper, we need a representative amount of study participants. Therefore, we would like to ask you for about 6 minutes of your time to answer the following questions.

Thank you for your participation!

This is an anonymous survey intended to any Portuguese resident volunteering to participate. The results obtained through the survey will be analyzed and reported in aggregate with your consent.

If you have any questions about our master thesis, the survey, or data privacy, please contact me:
44519@novasbe.pt

Clicking on the "I agree" button indicates that you have read the above information and voluntarily agree to participate. If you do not wish to participate, please decline participation by clicking on the "I disagree" button. *

I agree

I disagree

Are you currently residing in Portugal? *

Yes

No

Brand Associations

Beschreibung (optional)

What is the first brand that comes to your mind when thinking about doughnuts? Single answer. *

Kurzantwort-Text

What is the first brand that comes to your mind when thinking about ice cream? Single answer. *

Kurzantwort-Text

Brand Recognition

Beschreibung (optional)

Out of these doughnut brands which one do you recognize? Select all that apply. *

Option 1



Option 2



Option 3



Option 4



Option 5



Option 6



Out of these ice cream brands which one do you recognize? Select all that apply. *

Option 1



Option 2



Option 3



Option 4



Option 5



Option 6



Option 7



Option 8



Option 9



Consumption Habits

Beschreibung (optional)

Why would you purchase an ice cream? Select all that apply. *

- Accessibility in terms of location
- Social gathering with friends
- To treat myself
- Impulsive buy
- Snack
- To gift to someone else
- To experience a different dessert
- Store appearance
- Weitere...

Why would you purchase a doughnut? Select all that apply. *

- Accessibility in terms of location
- Social gathering with friends
- To treat myself
- Impulsive buy
- Snack
- To gift to someone else
- To experience a different dessert
- Store appearance
- Weitere...

Vegan perceptions

Beschreibung (optional)

To what extent do you associate vegan food with the following words? (1 - not at all, 7 - very much) *

	1 - Not at all	2	3	4	5	6	7 - Very much
Expensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trendy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tasty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What do you associate vegan doughnuts with? Select all that apply. *

- Healthier
- Interesting
- Innovative
- Worse texture
- Doubtful flavor
- Tasteless
- Bad aesthetic
- Tasty
- Dry
- Weitere...

What do you associate vegan ice creams with? Select all that apply. *

- Healthier
- Interesting
- Innovative
- Worse texture
- Doubtful flavor
- Tasteless
- Bad aesthetic
- Tasty
- Weitere...

Scoop 'n Dough



Scoop 'n Dough is a family business created in 2019 by the brothers Darchite and Jimite, offering homemade vegan doughnuts and ice cream made in small batches to guarantee the quality of their products. They currently have two stores, both in Lisbon: one store in Restauradores and a counter at El Corte Inglés.

By reading this introduction and looking at the images below you should be able to answer the following questions even though you have never heard about Scoop 'n Dough before.

Scoop 'n Dough products



Scoop 'n Dough stores



Scoop 'n Dough social media



To what extent do you associate the following adjectives with Scoop 'n Dough? (1 - not at all, 7- *
very much)

	1 - Not at all	2	3	4	5	6	7 - Very m...
Fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cozy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trendy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Premium	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welcoming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gourmet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aesthetica...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which of the following characteristics are the ones that you identify the most with Scoop 'n Dough? Select only three. *

- Innovative
- Different
- Flavorful
- Friendly
- Trendy
- Appealing
- Fun
- Sustainable
- Welcoming
- Expensive
- Premium
- Bad location

To what extent do you associate the following feelings with Scoop 'n Dough? (1 - not at all, 7- very much) *

	1- Not at all	2	3	4	5	6	7 - Very m...
Excitement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Happiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curiosity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Warmth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you think that the following slogans are in line with Scoop 'n Dough image? (1 - not at all, 7- very much) *

	1 - Not at all	2	3	4	5	6	7 - Very m...
Handmade...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegan dou...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artisanal d...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Premium q...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family-ow...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following statements describe Scoop 'n Dough if the brand was a person. Select the one that you feel is the most accurate. *

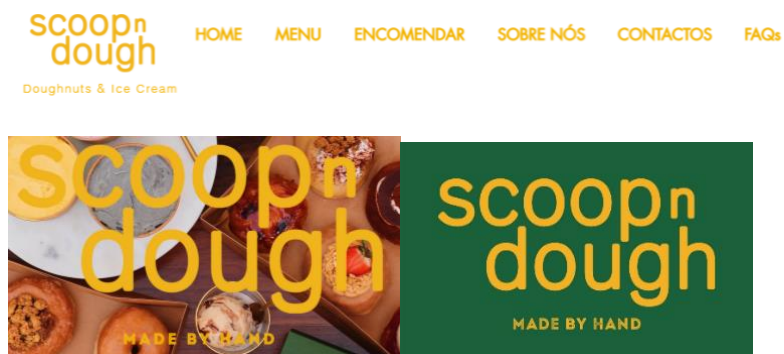
If you wouldn't associate the brand with these types of people at all you can suggest a new one.

- Young person around 27 years old, vegan, extrovert, and fun with a free spirit. Rides a bicycle. Would have ...
- Woman, 36 years old, works in an office and has a good salary. She's elegant, classic, and organized. Likes...
- Young person in their 20's. Extrovert and social but only hangs out with people that have a similar mindset...
- Young person in their 20's, shy and calm but nice person. Low key and not very into party, but still likes to e...
- Weitere...

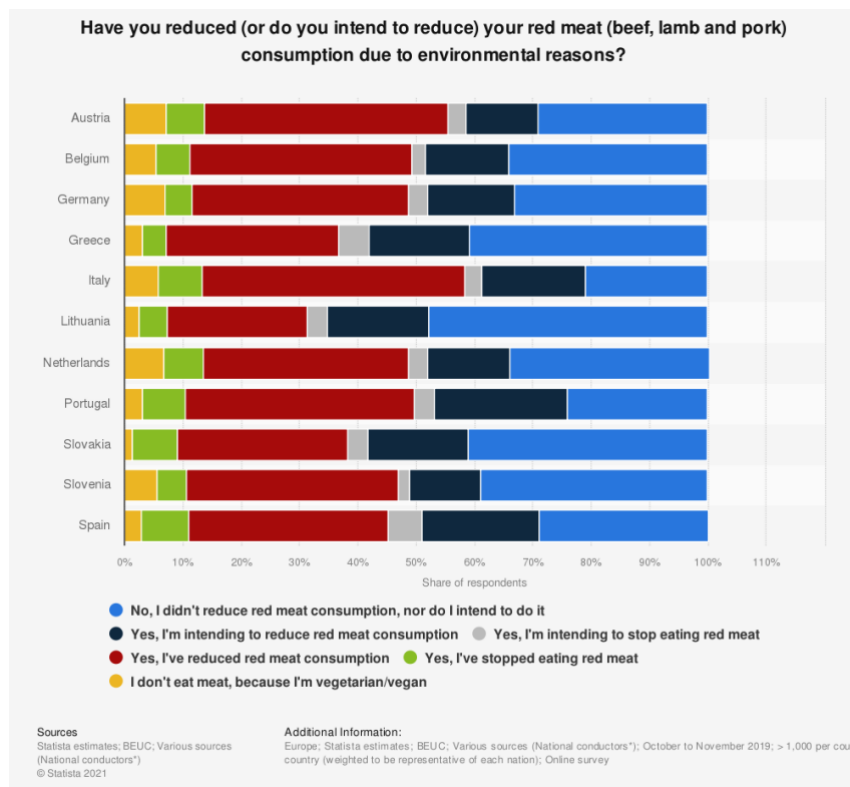
Appendix 6: Colour palette



Appendix 7: Brand slogan



Appendix 8: Have you reduced (or do you intend to reduce) your red meat consumption due to environmental reasons? Source: Statista 2021



Appendix 9: Google Search on words ‘vegan’ and ‘vegetarian’ in the last 5 years, Source: Google Trends 2018



Appendix 10: Competitive landscape



Appendix 11: Damn doughnuts fun communication



Appendix 12: Donut's competitor



Appendix 13: Santini ice cream trucks



Appendix 14: Crush menu



Appendix 15: Crush interior



Appendix 16: Crush product presentation



Appendix 17: Crush Box



Appendix 18: Crush card



Appendix 19: Amorino prices

SCELTA DI GUSTI ILLIMITATA



Piccolo 2⁷⁰€ Normale 3⁵⁰€ Grande 4⁵⁰€

COPPETTE



Piccola 2⁷⁰€ Normale 3⁵⁰€ Grande 4⁵⁰€ Grandissima 5⁵⁰€ Gigante 8⁵⁰€

PANNA MONTATA 0⁶⁰€ **GELATO BIMBO 2⁰⁰€**

FOCACCINE, WAFFLES E CRÊPES

Zucchero	3 ⁰⁰ €
Gianduja o Cioccolato	3 ⁵⁰ €
Caramello al burro salato	4 ⁰⁰ €
Marmellata d'albicocche	4 ⁰⁰ €
Marmellata di fave	4 ⁸⁰ €
Gelato	4 ⁸⁰ €

VASCHE



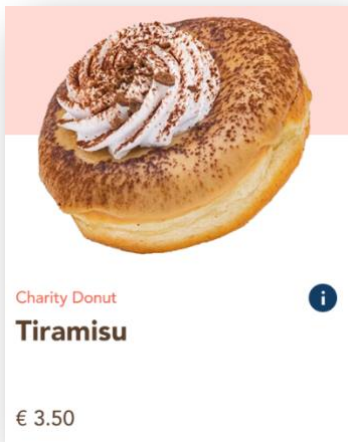
550ml 12⁰⁰€
1100ml 22⁰⁰€

AMORINO S.p.A. - 00187 ROMA

Appendix 20: Amorino product



Appendix 21: Brammibals charity doughnut



This month's charity donut

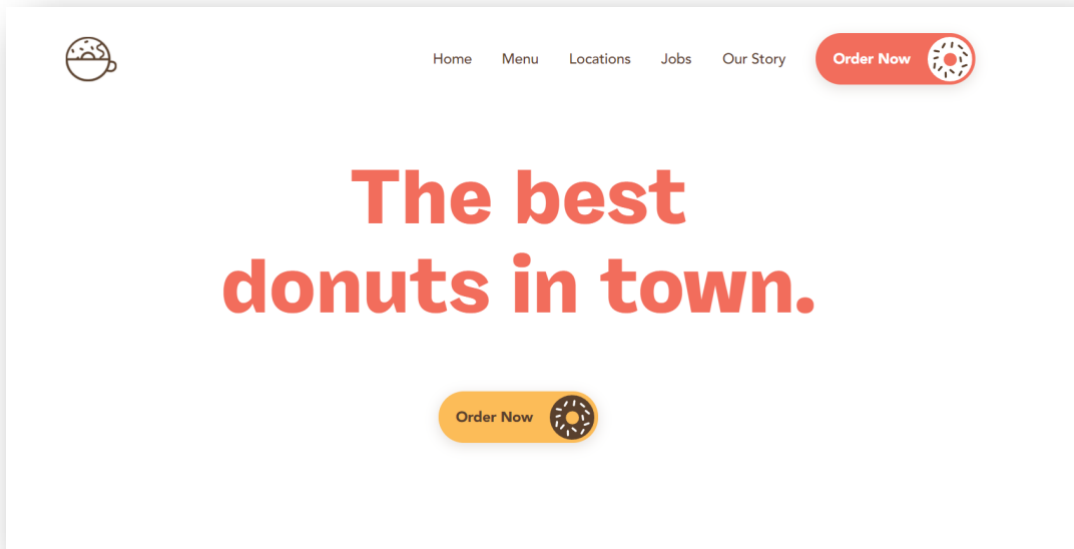
Every month we showcase a special charity donut on our menu as a means for us (and you) to give back to our community. From every charity donut sold, we donate 1€ to organizations and nonprofits keen on making the world a more inclusive, impactful and sustainable place.

This month's Charity Donut is tiramisu to benefit Berliner Kältebus. For more information on their initiative, please visit [their website](#).

Order Donuts



Appendix 22: Brammibals webpage



Our Suppliers



Like our donuts, our product sources are one of a kind. We work closely with some incredible neighbors and partners—among them our coffee connoisseurs, [Populus](#). They feel as strongly about building impactful connections and providing honest, sustainable products as we do, focusing on environmental impact and equal opportunity for coffee farmers.

The sustainable chocolate we use, by [Original Beans](#), is also committed to sustainable efforts, focused on preserving what is rare.

[Twisted Nut](#) provides us with freshly milled nut butter, made in small batches in Berlin.

We pride ourselves in using high quality ingredients. Some examples for our sustainable ingredients are all types of nuts, shredded coconut, ground bourbon vanilla & whole vanilla sticks and freeze dried strawberries. As a base for our fruit glazes we puree whole fruits, preferably sustainably sourced whenever available, too!

Appendix 23: Brammibals communication and products



brammibalsdonuts • Abonnieren
Brammibal's Donuts

brammibalsdonuts Only 5 days left to try our October specials so you need 🏃 to 🏃 hurry 🏃 up 🏃 and visit our shops! Let's take another look at this month's flavours:

- 🍏 Apple Pie
- 🍪 Cinnamon Crunch
- 🍪 Biscoff Cream
- 🍂 Pumpkin Spice

Additionally, we are also offering a very special donut box for #halloween that you can already #preorder online to save a little money and a lot of time this weekend!

Which flavour did you like the most this month? 🍷

#brammibalsdonuts #brammibals #donuteanimals #donut #berlin #vegan #berlinvegan #pumpkinspice #biscoff #lotuscookie #cereal #applepie

2 Wo.

adinchen88 Wann gibt es Lieferungen deutschlandweit? Ich würde sie so gerne probieren 😊 Wohne leider 7 Std entfernt 🙄🙄

♥️ 💬 📌











Gefällt tashadavina und weiteren Personen

26. OKTOBER

Appendix 24: Ruby's Product presentation



Appendix 25: Benchmark Analysis

		SCOOP 'N DOUGH	CRUSH DOUGHNUTS	AMORINO
MARKETING MIX	PRODUCT	   	  	  
	PRICE	2.5€-6.5€ 3.6€ /scoop 1.1€-5€ 6€	3€-7€ 2€-4.90€ 3€-6€	3.6€-9.9€ 2.5€-5€ 6.5€
	PLACE	2 physical spaces + <u>Ubereats</u>	2 physical spaces + delivery + Ground Burger resell	3 physical spaces + delivery
	PROMOTION	Press coverage, earned advertising, tv, radio, paid advertising, influencers, events, webpage & social media	Press coverage, earned advertising, tv, radio, paid advertising, influencers, events (Crush Truck) & social media	Press coverage, earned advertising, tv, radio, paid advertising, paid influencer marketing, events , webpage & social media
	PROCESS	Ice cream & Doughnut Making Process Selling them in-store Selling them online + delivery	Doughnut Making Process Selling them in-store Delivery	Ice cream Making Process Selling them in-store Delivery
	PEOPLE	Young team Family atmosphere	Professional & Distanced	Friendly service Often rushed
	P. EVIDENCE	Sustainable, trendy & artisanal look Green & yellow colour code	Open and minimalistic space, elegant , French café music in the background White & pinkish colour code	Elegant, dark, classy & traditional Brown & beige colour code


Appendix 26: Social Listening – Engagement on Facebook vs Instagram

Facebook Posts

Scoop 'n Dough está em **Scoop 'n Dough**.
2 de dezembro às 20:57 · Lisboa · 🌐

LOVE THE LAYERS 🍷 Are you the type of person that eats them LAYERS ONE BY ONE or ALL THEM LAYERS TOGETHER? 🤔 Did you know that each and every component is LAYERED ONE BY ONE IN EVERY SINGLE DOUGHNUT? 🍷 BETTER YET, did you know that in our "PÉRAS BÉBEDAS" doughnut, ALL THE LAYERS are HANDMADE WITH LOVE in our kitchen using fresh Portuguese Rocha Pears 🍏, local & seasonal clementines 🍊 and 🍷 Douro wine 🍷

7 🍷 #scoopndough #vegan




👁️ 13

Scoop 'n Dough está em **Scoop 'n Dough**.
28 de novembro às 23:54 · Lisboa · 🌐

HOT CHOCOLATE AT SCOOP 🍷 It's starting to freeze outside and you've been craving for something to WARM YOUR HEART? 🍷 WE'VE GOT YA COVERED! Using the finest Belgian chocolate & oat milk, we've come up with a RICH, SILKY, SMOOTH, DARK, HOT, CHOCOLATEY HOT CHOCOLATE 🍷 Is your mouth watering and your heart melting already? 🍷 It's going to be even HARDER TO RESIST when you SIP INTO AN INTENSE & THICKKKK but still an amazingly LIGHT & DRINKABLE HOT CHOCOLATE EXPERIENCE 🍷

— Ver mais



👁️ 17

1 comentário

Scoop 'n Dough está em **Scoop 'n Dough**.
29 de novembro às 13:33 · Lisboa · 🌐

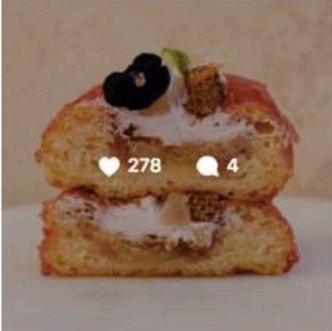
MONDAY ON A ROLL WITH CINNAMON ROLL 🍷 Forget coffee + doughnuts, HAVE YOU TRIED OUR HOT CHOCOLATE + DOUGHNUTS? OMMGGG 🍷 You can enjoy this heart-warming drink with cinnamon rolls today!! Hold up!, weren't cinnamon rolls only on Thursdays? 🍷 YES, but now we make them ON MONDAYS AS WELL!! PUT YOUR WEEK ON A ROLL BY VISITING US AT RESTAURADORES 🍷 #scoopndough



👁️ 14

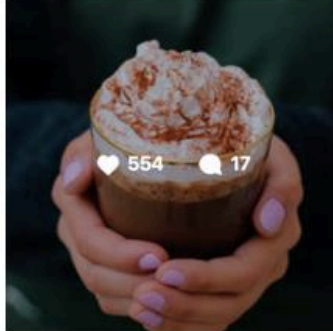
1 comentário

Instagram Posts



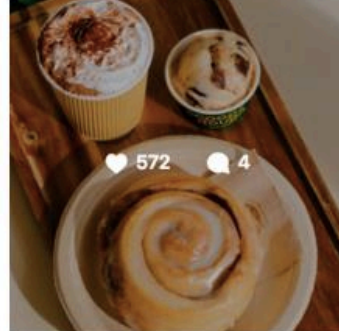
👁️ 278

💬 4



👁️ 554

💬 17



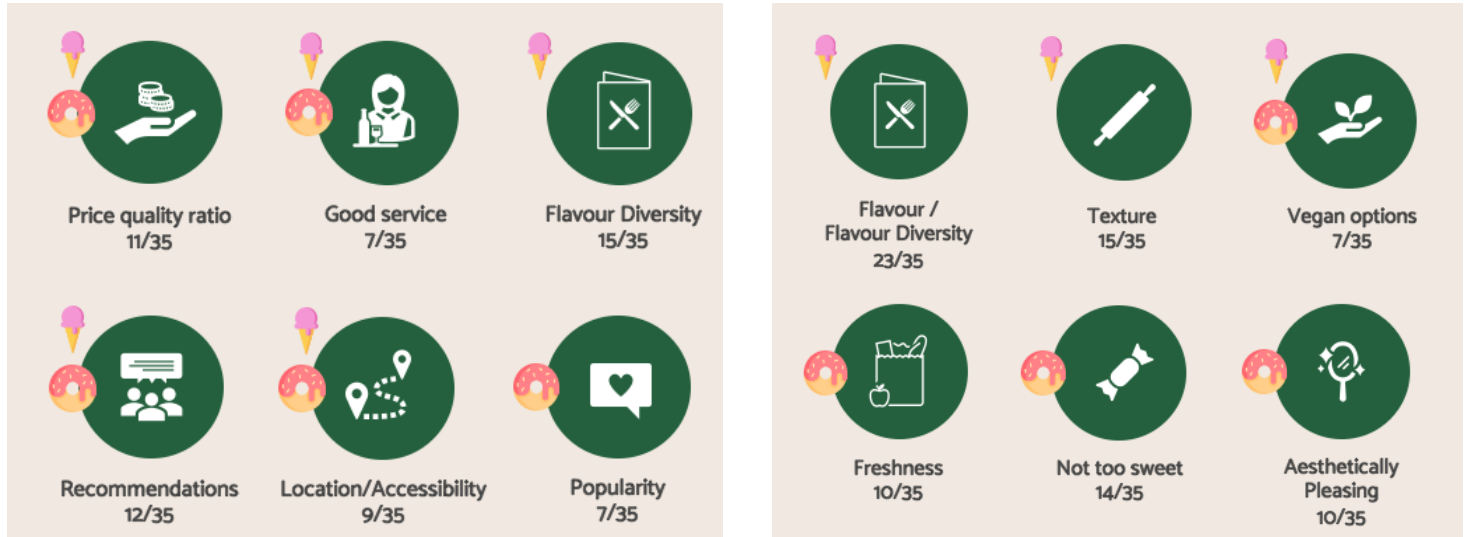
👁️ 572

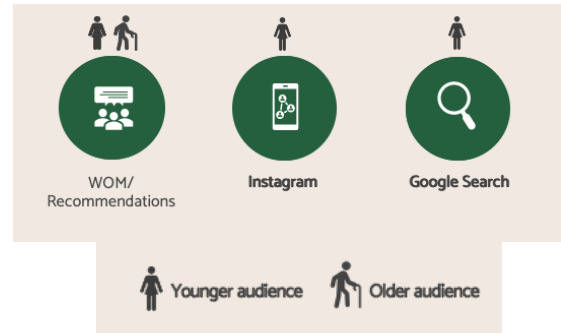
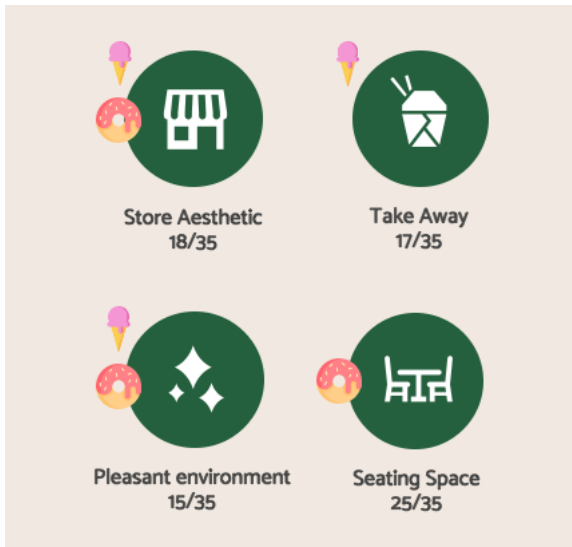
💬 4

Appendix 27: Needs and motivations – quantitative information

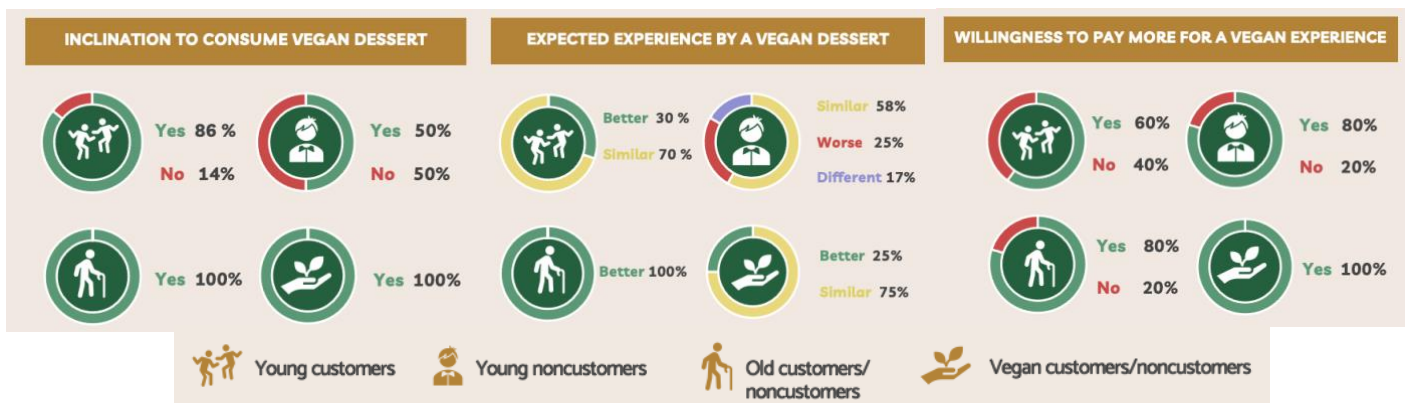


Appendix 28: Brand drivers – quantitative information

















Appendix 29: Vegan associations – quantitative information



Appendix 30: Top ice cream and doughnut brands

	DOUGHNUTS	ICE CREAM
YOUNG x CUSTOMER	 12/35  6/35	 5/35  5/35  5/35  5/35
YOUNG x NON CUSTOMERS	 6/35  9/35	 5/35  8/35  4/35  4/35
OLD x CUSTOMER & NON-CUSTOMER	 4/35	 5/35  4/35  3/35
VEGAN	 5/35	 4/35  4/35

Appendix 31: Scoop 'n Dough associations – quantitative information

BRAND DISCOVERY	FIRST PERCEPTION	FEELINGS
 Recommendations 14/35  Instagram 9/35  Sightseeing 4/35  Google Search 2/35	 Aesthetically pleasing 26/35  Innovative 14/35  Modern 7/35  Quality 6/35	 Happiness 14/35  Excitement 12/35  Coziness 7/35  Curiosity 5/35
<p>"A friend recommended it through an Instagram story." - 32, Customer</p>	<p>"The doughnuts are always so well thought, and their Instagram is very aesthetic as well." - 23, Customer</p>	<p>"I feel excitement when thinking of Scoop 'n Dough because I can finally eat a dessert I used to like as a non vegan!" - 19, Vegan</p>

Appendix 32: Scoop ‘n Dough, Santini and Crush Doughnuts personas – interviewees’ answers

Scoop ‘n Dough

- “An alternative boy with free spirit, creative, extrovert, but not a very popular person. A person with random thoughts. Does not drive a very trendy or expensive car. Middle range income. Not very money ambitious, more linked with the cause behind the job.”
(Customer, 22 years old)
- “An elegant woman, in her 40s. She likes to wear dresses and is an executive. She doesn't drive a car and wears sneakers to change to walk. In her free time, she likes to read, work out and go out with friends, but also inviting friends over twice a month.”
(Customer, 48 years old)
- “A young millennial girl, extrovert, between 20-30 years old. Someone that is concerned about the environment. She belongs to an upper-middle class. She likes to wear fun and colourful clothes. A girl that is not afraid to have fun with friends.” (Non-customer, 21 years old)
- “A responsible person that is watchful to have impact in the world. Someone that is not very extrovert, that is low-key and does not like to open to other people (ashamed to show who he/she is). Someone that is shy, calm and less party oriented. However, open minded and flexible.” (Customer, 22 years old)

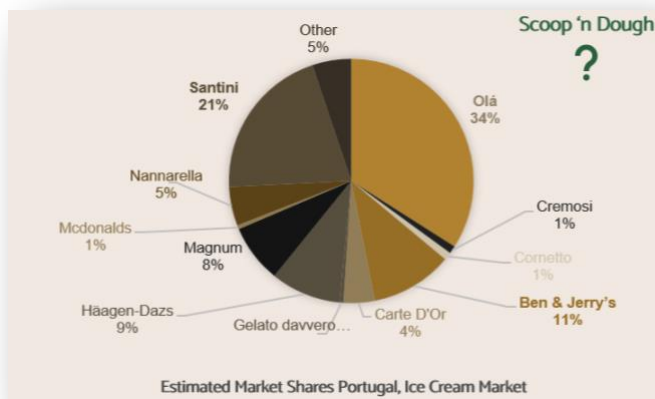
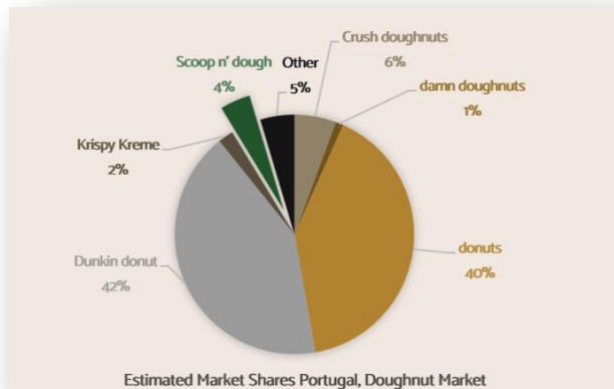
Santini

- “Someone older but creative, that is rich. A lovable and popular man. Would drive a normal seated in car, a small car that goes in the city. In his free time, he goes to the countryside and sips on wine.” (Non-customer, 24 years old)
- “Someone older than Scoop ‘n Dough, around 30-40 years old. Probably a man that is classic, traditional, businessman, snob.” (Customer, 52 years old)

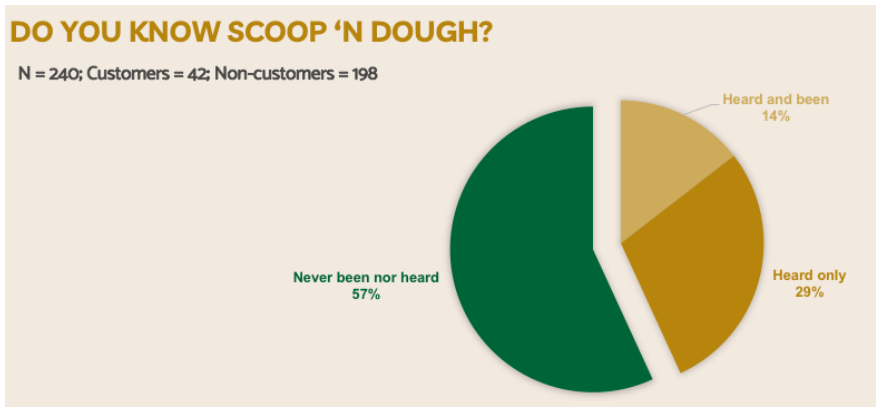
Crush Doughnuts

- “A millennial, around 30 years old. Someone more refined and classic, although still chilled. Would have a better salary than Scoop ‘n Dough persona. A person with a boho chic style. Would drive a big Volvo.” (Non-customer, 22 years old)
- “Someone that would drive a Porsche and has an elite lifestyle. Someone that has a house in a great location. A risk taker who thinks making doughnuts is a risk because they can only stay fresh for a day.” (Non-customer, 28 years old)

Appendix 33: Survey Result Unaided Brand Recall



Appendix 34: Survey Results Brand Awareness



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

STRENGTHENING THE POSITIONING OF SCOOP 'N DOUGH – ONLINE CONTENT
& COMMUNICATION STRATEGY

MARTA MARIA PASTOR DE BRANCO PARDAL

Work project carried out under the supervision of:

Professor Sofia Kousi

17-12-2021

Abstract

Scoop ‘n Dough, a Portuguese brand of handmade vegan doughnuts and ice cream, is currently experiencing exceptional growth, despite an unclear target market and strategy. Secondary and Primary Research was conducted to understand consumer perceptions and the competitive set to establish an ideal brand positioning and identity. Results show that the brand ought to position as a vegan brand focusing on high-quality handmade offerings, promoting itself as friendly and inclusive. To convey its distinctive attributes, creating a consistent content and communication strategy is important and the brand’s vegan lifestyle and differentiated offerings are among the key messages to be communicated.

Keywords: Brand Management, Brand Positioning, Brand Personality, Vegan, Content Strategy, Communication Strategy, Brand Awareness, Media Channels

Acknowledgements

I would like to express my gratitude to my supervisor and professor Sofia Kousi, who guided the team throughout this project. Her expertise and dedication were essential for the final outcome of this thesis. Also, I wish to extend my special thanks to Darchite and Jimite, founders and owners of Scoop ‘n Dough, for their availability and trust in giving us the opportunity to contribute to a project that is so important for them. For my field lab colleagues, my deepest thanks for being so supportive and for turning this project into something very special. Finally, I would like to thank my understanding family, friends and boyfriend who constantly supported me during these months.

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

1. Introduction

From the group component of this field lab, it was concluded that being a recent brand on the market makes Scoop 'n Dough (SD) suffer from lack of awareness when compared to competitors. This issue is even more prominent considering the ice cream category. Indeed, with a lot of other players posing fierce competition, one can infer that the Portuguese ice cream market is already fragmented and saturated, making it difficult for new brands to stand out.

Being a brand with a completely different vision than the other players operating in the dessert category, it is important for SD to communicate its points of difference (PODs) in order to become relevant in both the doughnut and ice cream markets. As such, this paper focuses on finding out what are the best strategies in terms of content and communication that the brand should pursue. In particular, it analyses what are the key messages that should be conveyed, what are the most relevant channels to be present on and how the brand should tailor communication according to each channel. Having the right content and communication strategy will allow SD to better reach and resonate with its target consumers by emotionally connecting with them. For convenience purposes, this paper focuses only on online communication.

2. Literature Review

This section focuses on detailing theoretical concepts and frameworks that will further be applied throughout the paper.

Brand awareness is linked with consumers' ability to identify a certain brand under different conditions, being reflected by their brand recognition and recall performance (Keller 2013).

The **Consumer Decision Journey** (CDJ) is a tool developed by McKinsey & Company in 2009 that describes how consumers make purchasing decisions, suggesting that this is a circular and non-linear process that includes the following steps: initial consideration, active evaluation, closure and post-purchase. A high level of brand awareness is crucial to guarantee

that brands enter consumers' consideration set – 1st stage of the CDJ – and potentially reach the bonding phase (Court, Elzinga, Mulder, and Vetvik 2009) (Appendix 1).

The **5Ws (and H)** is a model that includes six key questions - “why?”, “who?”, “what?”, “where?”, “when?” and “how?” - whose answers are considered essential when doing research. It is often used in project management as it represents the basis of problem-solving and helps giving clarity and guiding the research (Adobe Management Cloud 2018). This model will further be adapted and used as a guidance for the content and communication strategies.

3. Research Plan

3.1 Research Question

This research aims at finding out what are the best strategies with regards to communication and content that SD should pursue in order to stand out in the ice cream and doughnut categories, thus becoming relevant for consumers and entering their consideration set. The outcome of the research will be a content and communication strategy tailored to help the brand increase awareness and, hence, tackling the initial consideration stage of the CDJ. Therefore, the research question is formulated as the following: “How can SD increase awareness through online communication?”. In line with this, there are two research sub-questions, namely (i) what are the key messages that SD should communicate? and (ii) which communication channels should SD use to effectively reach its target audience?

The research objectives include (i) understand what messages consumers value; (ii) understand which channels are more effective to deliver the intended messages; (iii) understand how can SD adapt its communication according to each channel.

3.2 Research Method

The research method comprises both secondary and primary data. Being social media a powerful tool to help brands increase awareness, secondary research was conducted with the aim of analyzing how this market evolved throughout the years, identifying trends that are taking over the market and understanding what social media platforms are consumers currently

using. With regards to primary research, a social media content analysis was conducted with a sample of the 40 most recent Instagram posts from SD and its major competitors. The aim of this research was to understand what messages is SD currently conveying through its Instagram account, how are consumers reacting to those messages and what are the ones that work best and worse - which was measured by the engagement rate of each post. The same analysis was then further extended to SD's main national competitors, namely Crush Doughnuts (CD) and Amorino. On an international level, competitor Brammiballs was also included as a vegan brand benchmark. For the purpose of this analysis, only Instagram was used as it presents SD's major point of contact with its customers, being the only social media platform that the brand is currently investing in.

4. Secondary Data: Social Media Trends

With the rise of internet usage over time, social media platforms became increasingly important, playing a key role when it comes to brand communication due to its massive growth and reach potential (Keller 2013). Indeed, although the initial purpose of social media platforms was to allow people to communicate with their friends and family, breaking physical distances by bringing people virtually together, many marketers have been using it for business purposes. According to Statista, increased exposure and traffic are among the top benefits of using social media for marketing purposes worldwide (Statista 2021a) (Appendix 2).

In order for businesses to take advantage of these platforms in the most beneficial way, it is important to assess which of them are more relevant to consumers. According to Statista, the top 5 most used social networks worldwide ranked by daily active users include Facebook, YouTube, WhatsApp, Instagram and Facebook Messenger (Statista 2021b) (Appendix 3). Indeed, it might be surprising but Facebook is still the most relevant social media platform around the world, with an increasing number of daily active users (Statista 2021c) (Appendix 4). If we break it by age groups, it can be seen that Facebook users are mostly in the 25-34 age

range, followed by the 18-24 age range (Statista 2021d) (Appendix 5). Similarly, most Instagram users belong to the 25-34 age range, also followed by the 18-24 age range (Statista 2021e) (Appendix 6).

Social media platforms allow for a wide variety of content formats, from feed posts, to stories and videos. Recently, there was a rise in the video content consumption, with consumers giving preference to short videos rather than posts (Fatemi 2021). This phenomenon became even more important with the rise of Tik Tok, that registered a rapid growth over the past years and boosted the trend of video consumption (The Economist 2021).

5. Primary Data

To complement the information that was gathered through secondary research, primary research was conducted. As previously mentioned, for this analysis the 40 latest Instagram posts from each brand were assessed by analyzing the main message conveyed as well as the number of likes and comments. In the end, the engagement rate of each post was computed with the following formula (Corporate Finance Institute 2021):

$$\text{Engagement rate} = (\text{\#likes} + \text{\#comments}) / (\text{\#followers})$$

After that, each post was ranked as having high, average or low engagement depending on the respective engagement rate. The criteria used to decide this was based on the average engagement rate per post on Instagram, which is currently around 1.22% (Gotter 2021). Therefore, for the purpose of this analysis it was considered that posts with an engagement rate higher than 1% would be classified as “high engagement”, those who had an engagement rate equal to 1% would be considered “average engagement” and, lastly, posts with an engagement rate lower than 1% were considered as having “low engagement” (Appendices 7, 8, 9 and 10).

5.1 Results

5.1.1 Engagement Rate & Brand Awareness

From this analysis, it was first concluded that SD is, in general, performing better than its competitors with regards to engagement on Instagram. Indeed, SD was the only national

competitor with no posts classified as “low engagement”, scoring an average engagement rate of 3%, while CD and Amorino scored 2% and 1%, respectively (Appendix 11). Nevertheless, it is important to take into account the fact that Amorino’s Instagram account is international and, thus, common to all countries that the brand is present in, whereas SD and CD accounts are local, which might make consumers feel more connected with them. Indeed, although Amorino does have a local Instagram account, it was very outdated and thus not considered for this analysis. From the analysis of the engagement rates, two main takeaways were highlighted: (i) SD is the brand that presents the highest engagement, which reflects its close relationship with customers and ability to communicate with them in the right way; (ii) although SD is communicating well to its already existing followers, it is the brand with the lowest number of followers, which reflects the lack of awareness problem that the brand is currently facing (Appendix 12).

5.1.2 Ice Cream vs Doughnuts Exposure

Having in mind the fact that SD’s awareness is higher in the doughnut category than in the ice cream category, this analysis also focused on comparing the number of posts that featured ice cream elements with the ones highlighting doughnuts. Here, it was concluded that from the sample of 40 posts, only 20% were referring to ice cream, which is a low rate for a brand that wants to be equally relevant in both categories and stand out from competition by being the only brand that sells both products in the same place.

5.1.3 Messages with Higher and Lower Engagement

Following this, the research was taken one step further by analyzing the underlying messages of the posts that presented the highest and the lowest engagement with the goal of drawing conclusions regarding key messages that consumers feel more connected with. Starting with SD, it was possible to find a pattern in terms of messages that work best, and it was concluded that posts with higher engagement were the ones that referred to limited editions/seasonal/innovative products, games/giveaways/teasers, presence on tv and also posts

that emphasized specific attributes of the brand, such as its handmade nature and inclusiveness (Appendix 7). With regards to CD, posts with high engagement shared some common characteristics that included limited editions/seasonal products, teasers, posts highlighting the crême brulée and tiramisu doughnuts – two of the brand’s best-sellers - innovative products (like the Crush cake) and also posts describing CD as a nice place to go on a date – thus, communicating its positioning and reinforcing their tagline “Share the love” (Appendix 8). Lastly, for Amorino the main messages that result in higher engagement include limited-edition cups and cones, giveaways, promoting new stores clearly emphasizing the international presence of the brand – one of its PODs – and also describing Amorino as a nice place to hang out with family and friends, enjoying time altogether – thus, communicating its positioning on the market. (Appendix 9).

Regarding posts with lower engagement, it was not possible to find a common pattern in the messages these posts conveyed. Indeed, SD did not have any post classified as low engagement which suggests that the brand is communicating well to its followers. As for CD and Amorino, although both brands had some posts with low engagement, there was not a common pattern in this sample, making it impossible to draw significant conclusions.

5.1.4 Vegan Brand Benchmark

Being SD a vegan brand, and being this its main POD, it was important to do an extra analysis comparing SD with a vegan competitor in order to understand to what extent are other vegan brands communicating this attribute. For this purpose, the international competitor Brammibals was considered and the same Instagram analysis was conducted. The average engagement rate of this competitor was computed and is around 2% (Appendix 11). When analyzing the posts with high engagement, it was observed that messages that seem to be working well include those that showcase product innovations, limited-edition doughnuts with a clear description of the main ingredients used, showing the doughnut baking process, videos from Tik Tok account, charity actions, messages emphasizing flavor diversity, freshness of

ingredients and vegan attribute, giveaways and behind the scenes of video shooting (Appendix 10). The average engagement rate of posts highlighting the vegan lifestyle was also computed and it is around 2% which means that these posts are positively contributing for the high average engagement rate that this competitor has. Given that this competitor does not present any post classified as “low engagement”, it was also not possible to draw conclusions on messages that are not working.

5.1.5 Summary of Results

All in all, the research showed that SD has been effectively managing to engage consumers through its Instagram account, being the brand that presents the highest engagement rate. This means that those who already know SD and follow it on Instagram are resonating with the brand and with the messages that it has been conveying. However, from all the brands, SD is the one with the lowest number of followers, which reflects its lack of awareness. Another key finding from this analysis has to do with the fact that brands with higher awareness tend to communicate their positioning and PODs more often, being these among the messages that result in higher engagement: for example, CD communicates that it is a nice place to go on a date, Amorino emphasizes its international presence and the fact that it is a great place to spend time with friends and family and Brammibals clearly communicates its vegan attribute and origin of ingredients (Appendix 13).

6. Recommendations

As previously mentioned, the outcome of this paper will be a content and communication strategy. In order to provide a clear overview of these strategies, the 5Ws (and H) model was applied and each sub-section will attempt to answer one of its key questions.

6.1. Content Strategy

Based on the aforementioned model, the content strategy focuses on answering the following questions: “why?”, “who?”, and “what?” - firstly, understand what is the goal of producing content and what do we want to achieve with that; then, decide who will be the target

audience of the content creation; and lastly, elaborate on the core messages that need to be conveyed by specifying what consumers need to know about the brand.

6.1.1 Content Creation Objective

Given that SD is currently suffering from a problem of lack of awareness in the Portuguese market, tackling the initial consideration stage of the CDJ will be the goal of content creation and, consequently, increase brand awareness. It is important that the brand keeps this mind when doing so, since this will affect the type of content that will be produced (Dubois 2016) (Appendix 14).

6.1.2 Target Audience

With regards to the target audience, as established in the group component of this field lab, it is composed by middle to upper class vegan and open to vegan food young adults (18 to 40 years old). More specifically, the 4 personas that will be considered are the foodie connoisseur, the foodie photographer, the foodie explorer and the foodie socialite. In order to tailor content to each of these personas, it is important to understand what they value and look for in this category. Starting with the foodie connoisseur, since they are super enthusiastic about food and like to savour each bite, one can infer that they value high-quality ingredients above all. As for the foodie photographer, due to their thrive to constantly share new cool places on their social media, they value the innovative attribute of brands. Regarding the foodie explorer, these people are all about new experiences so, here, the vegan attribute plays a key role as it arouses curiosity. They also value high-quality ingredients. Lastly, foodie socialites love being with family and friends and sharing meals together, thus, the inclusive attribute of the brand will be what makes them resonate more with SD (Appendix 15).

6.1.3 Key Messages to be Communicated

To tackle the consideration stage of the CDJ and increase awareness, it is crucial to let consumers know how SD differs from its competitors and what makes it unique to become relevant for consumers. Moreover, the Instagram analysis showed that brands with higher awareness tend to clearly communicate their PODs. Currently, SD is not communicating all of

its PODs, like the vegan lifestyle and high-quality of its ingredients. However, in the previous section it was seen that its target audience actually values these attributes, thus, they should be part of the brand's content strategy. Having said that, the main messages that SD should communicate include the following:

- **Brand that sells both ice cream & doughnuts:** from the group component research it was seen that no one of the respondents actually associate SD with ice cream (Appendix 16). When looking at its Instagram posts, only 20% were featuring ice cream products. As such, it is recommended to start communicating this POD more often so that consumers recognize it as a brand that operates in both categories.
- **Vegan, sustainable and inclusive brand:** SD's major POD has to do with being a vegan, sustainable and inclusive brand and that is what makes it unique. As seen in the previous section, this is something that the target audience is interested in knowing about. Moreover, the Instagram analysis showed that Brammibals clearly emphasizes its vegan positioning, by reinforcing this on its posts' descriptions and by identifying the companies from where they source their plant-based ingredients.
- **High-quality ingredients:** being a brand that invests a lot on the quality of the ingredients used, it is important to let consumers know this since it makes it stand out from competitors and increases authenticity. Indeed, nowadays consumers are even more interested in knowing the origin of the ingredients they are consuming (Nunes 2019) and like to know when they are eating high-quality products.
- **Innovative products:** the analysis showed that consumers like brands to showcase their innovations, thus this is something that SD should continue doing.

6.2 Communication Strategy

After defining the content strategy, it is now time to outline how should SD communicate these messages to its target audience. Indeed, communication plays a key role in

order to increase awareness – it is crucial to be in the right places with the right messages at the right time. The questions from the 5Ws (and H) model that will guide this section are: “where?”, “how?” and “when?” – first, define what channels are the most appropriate ones; then decide how to adapt communication to each platform; and lastly define a timeline that provides guidance throughout the year.

6.2.1 Media Types & Channels

With regards to media types, a media mix between owned, paid and earned media is recommended to maximize coverage and reach as many people as possible within the target audience (Newman 2014). For owned media, website and social media platforms will be the focus since this is where the target audience is. Indeed, foodie photographers and socialites, due to their personalities, are avid users of social media while foodie connoisseurs and explorers tend to search for information online, specially on brands’ websites and food pages (Appendix 15). As for earned media, the focus will be on generating word-of-mouth and user-generated content while also aiming at getting organic posts from influencers.

6.2.1.1 Owned Media

As previously stated, for owned media both social media and website will be considered. Since there are plenty social media platforms available, it is important to choose the most appropriate ones in order to deliver the intended message and reach the right people – for this it is relevant to find where the target audience is. Currently, SD is only investing on Instagram, although Facebook is also being used through automatic posts that are linked with Instagram. From the secondary research, it was concluded that not only are both these platforms among the top 5 most used social media worldwide but also their users are mostly in the 25-35 age range, which is a core part of SD’s target audience. Therefore, both platforms are recommended.

On the other hand, it was seen that consumers are increasingly consuming content in a video format which led to the rise of Tik Tok, rapidly becoming one of the most relevant apps worldwide. In Portugal, the majority of Tik Tok consumers are in the 19-24 age range (Reis,

2020), which still covers part of SD's target consumers. Given that the brand wants to increase awareness, it is advisable to expand the number of platforms where it is present in order to be able to reach new people. As such, a recommendation would be to create a Tik Tok account and leverage on its huge popularity. Besides, competitors such as CD and Brammibals are already present on this social media, making it even more important for SD to be there as well.

Although YouTube is the second most used social network worldwide (Statista 2021b) (Appendix 3) it is not the ideal platform for SD to be present mainly due to the fact that the type of content produced in this platform is not really aligned with the type of content that SD should create. Indeed, YouTube is generally used for other types of videos such as vlogs, tutorials, shopping hauls, Q&As and is also used by big brands to store their tv ads (Geysler 2021).

6.2.1.2 Earned Media

Earned media is also important to increase the authenticity of a brand, because it promotes the brand in an organic way and increases consumer trust. Influencers are a great way to generate earned media as they serve as brand amplifiers due to their ability to reach large audiences. In line with this, a recommendation would be to occasionally send press-kits to specific influencers, that identify with the brand's values and concept and whom consumers trust, aiming at getting organic publications from them. Also, creating viral content that makes people want to share it will increase the visibility of the brand and the probability of being featured on online food pages, thus contributing to the final goal of increasing awareness.

6.2.1.3 Paid Media

For more details on paid media please see the report "How Scoop 'n Dough can increase brand awareness through search engine marketing".

6.2.2 How to Adapt Communication to each Channel

Understanding how to adapt communication to each channel is important since different channels require different messages. Indeed, when searching for something online and visiting brands' webpages, consumers are usually **looking for information** rather than entertainment (Keller 2013). As such, it is advisable that the website is frequently updated and conveys useful

information in a consumer-relevant area, while transmitting the brand's identity. On the other hand, social media platforms' goal is often more linked with entertainment, thus the communication on this channel must have that as an end goal.

Website

Starting with the website, it should convey important information about the brand itself and what it stands for. Indeed, it should not only tell the story of the brand and showcase its products but also reflect the brand's PODs. With that in mind, a recommendation to make the website more informative and consumer-relevant would be to add a tab called "ingredients" where a detailed information of each ingredient would be provided, with fun facts about its origin, benefits and usage. Indeed, this is the kind of information that consumers look for and it would increase the transparency of the brand, making it sound more authentic. On the other hand, another suggestion would be to have a specific section of the website with statistics and facts about sustainability, vegan lifestyle, environmental issues, etc. By doing so, SD would be emphasizing one of its major PODs – vegan lifestyle – without forcing it or sounding "fake". In fact, it would be a natural way of communicating that the brand really cares about making a difference in the world and fighting against social and environmental issues, without directly advertising it as such - which usually makes consumers feel skeptical about it and doubt brands' good intentions. To complement this, there could be a section of the website where consumers would be able to insert their email addresses to receive a monthly newsletter with relevant information on the topic. More information about these newsletters can be found on the report "Creating and retaining loyal customers to foster a Scoop 'n Dough community".

Instagram & Facebook

Instagram is currently the main point of contact that SD has with its customers and it was seen in the analysis that the brand is being able to actively engage with them. Having said that, content-wise the brand should continue to showcase its products – regular ones and

innovations - on this channel, by regularly posting pictures of it, but with the right balance between doughnuts and ice cream posts. Given that the users of Instagram are demographically similar to the users of Facebook, the same content can be used for Facebook. Also, to create a consistent and a solid message across all channels it is recommended to communicate the sustainability and vegan lifestyle as well, however with less emphasis than on the website since the aim of social media is more focused on entertainment. Lastly, to generate awareness it is essential to create viral content that makes people want to share it. A good way of doing so is through games and giveaways that keep the audience engaged while also reaching more people (Appendix 14) (Dubois 2016). Indeed, it was seen in the analysis that these kinds of posts are among the ones that generate the highest engagement.

When it comes to format, both Instagram and Facebook offer a wide range of different content formats that SD can use to communicate its different messages. Indeed, it is recommended to keep posting pictures on the feed highlighting both the doughnuts and ice cream to remind consumers what SD's products are and how delicious they look. Also, in order to communicate the sustainability concerns and vegan lifestyle a recommendation would be to create a highlight on the Instagram stories communicating something special about the ingredients used, fun facts and curiosities, always adding the link to the website page that details more information on that topic - this is important because it helps generate traffic to the website and keeps consumers involved with the brand. Lastly, given that video content is becoming increasingly relevant for consumers - and it is something competitors are already doing - it is advisable to post more content on this format, either on stories or reels/feed. These could include videos showing the making process of doughnuts and ice cream, behind the scenes of photo shootings, and other types of entertainment that might be relevant for the target audience.

Tik Tok

Lastly, Tik Tok is a great platform to generate viral content and increase the reach of the brand. This app also leverages a lot on creativity, thus it is the right place for SD to interact with its fans and showcase its fun and exciting personality. A recommendation to leverage on this app would be to occasionally create games and contests that encourage people to do their own Tik Toks highlighting SD's products in order to increase the visibility of the brand. More regular content could include the same type of videos recommended for Instagram/Facebook.

6.2.3 Communication Plan

In order to have a consistent strategy, it is important to delineate a communication plan that provides guidance throughout the year. For this, a timeline should be created and content should be scheduled in advance. Some recommendations include (i) communicate permanent products throughout the whole year; (ii) defining a specific POD to communicate each month. For example, during summertime create the "ice cream of the month" to increase awareness for this category; (iii) create and communicate product innovations to celebrate special occasions such as Valentine's day, Halloween, Christmas, etc; (iii) Send press kits for influencers 4x a year to increase visibility and generate organic content; (iv) complement this by occasionally doing giveaways, games and photo contests to generate viral content (Appendix 17).

7. Limitations

Despite the efforts to conduct an analysis as accurate as possible, some limitations have been identified. Indeed, for the Instagram analysis it was assumed that posts with higher engagement are the ones that present content that is more relevant for consumers. However, there might be other factors affecting this, such as the investment in advertising that brands might have done, that were not taken into account. Moreover, the engagement rate was computed taking only comments and likes into account, nevertheless, for a more accurate calculation, the number of shares should also be accounted for – it was not included in the analysis due to lack of accessibility of this information.

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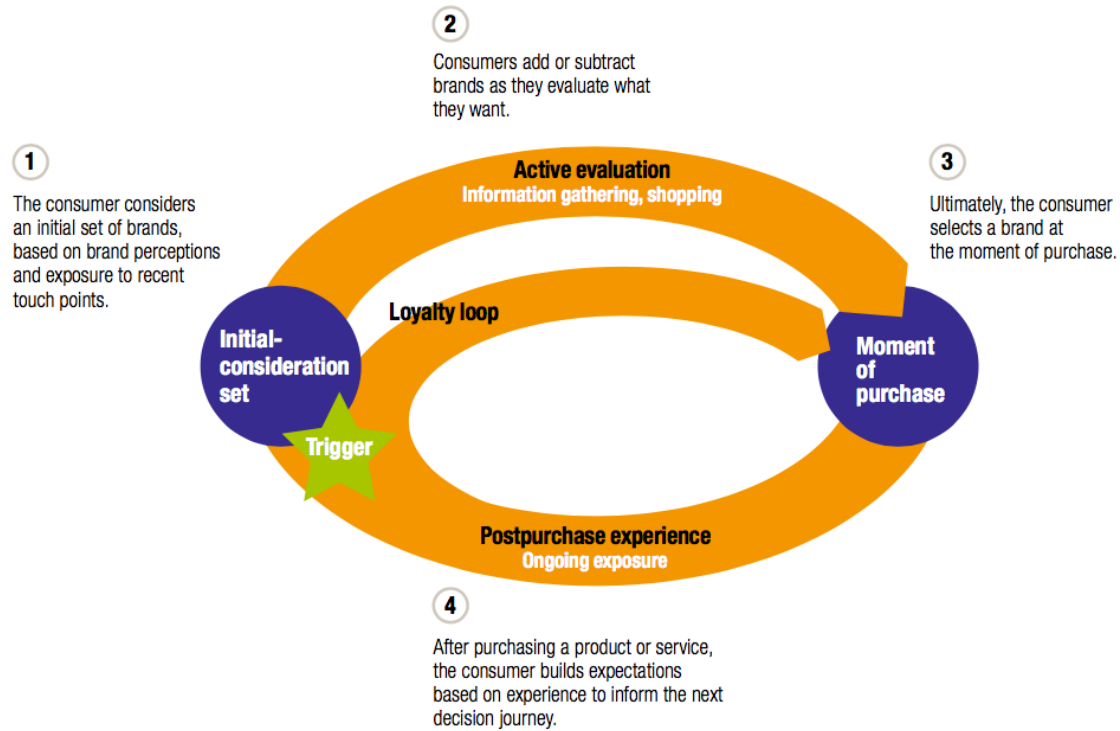
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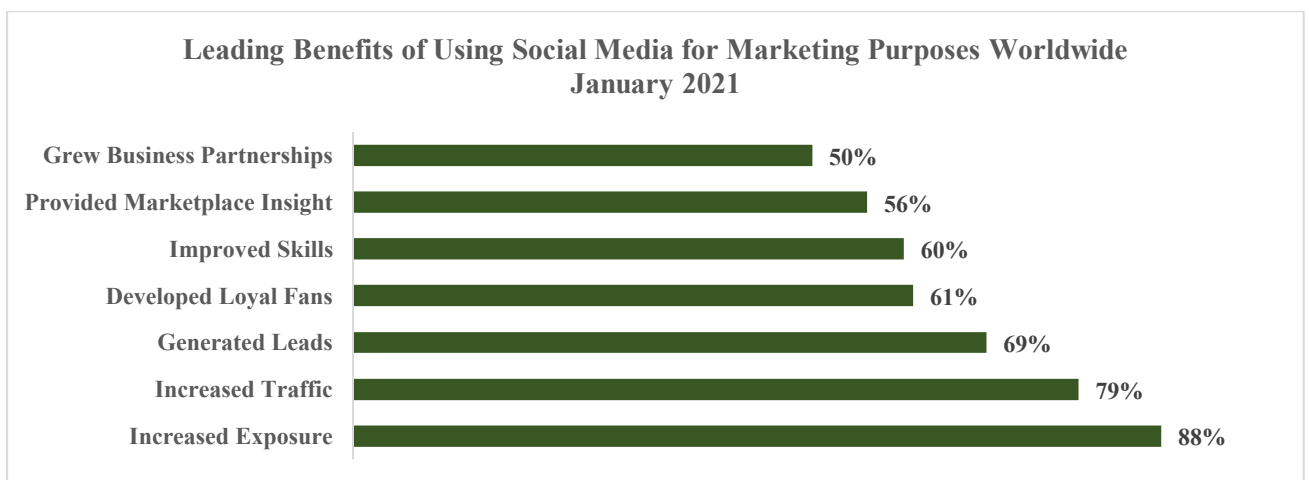
Appendix

Appendix 1: Consumer Decision Journey; source: McKinsey & Company

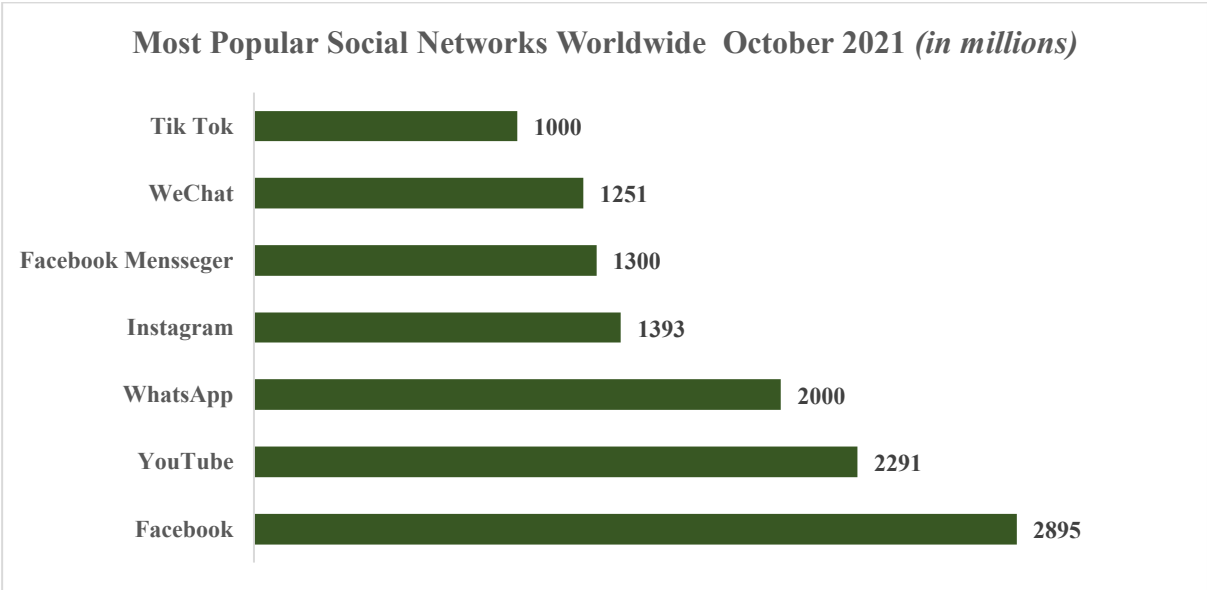
The consumer decision journey



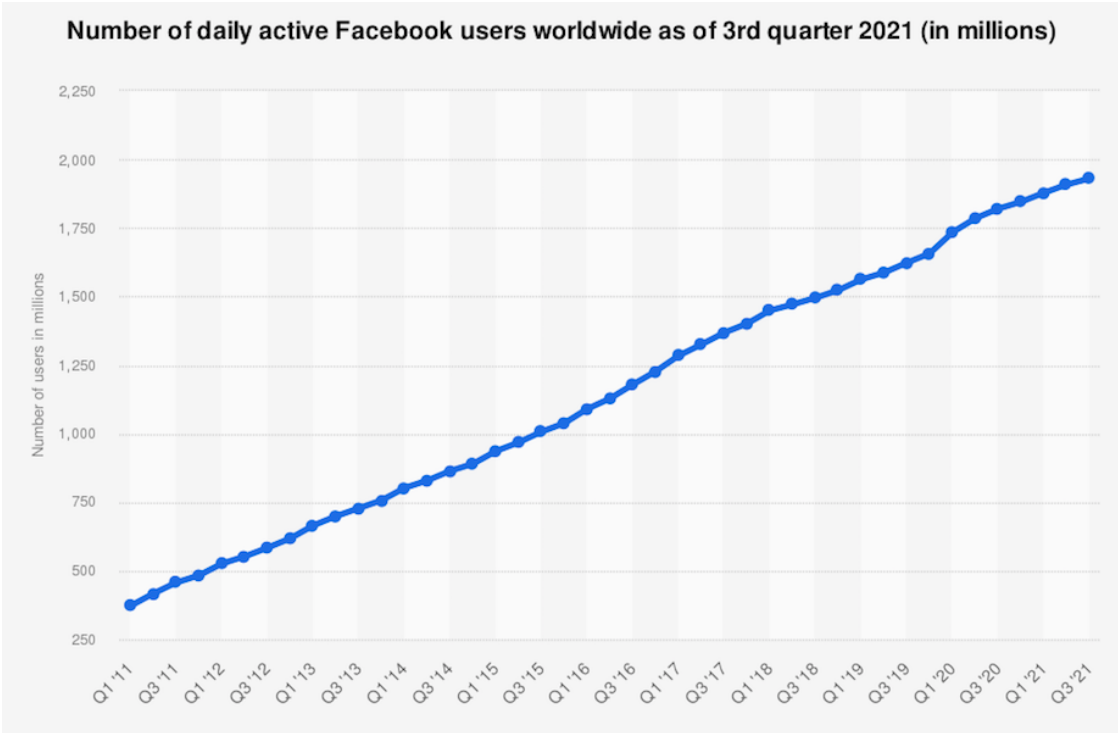
Appendix 2: Leading benefits of using social media for marketing purposes worldwide; source: Statista



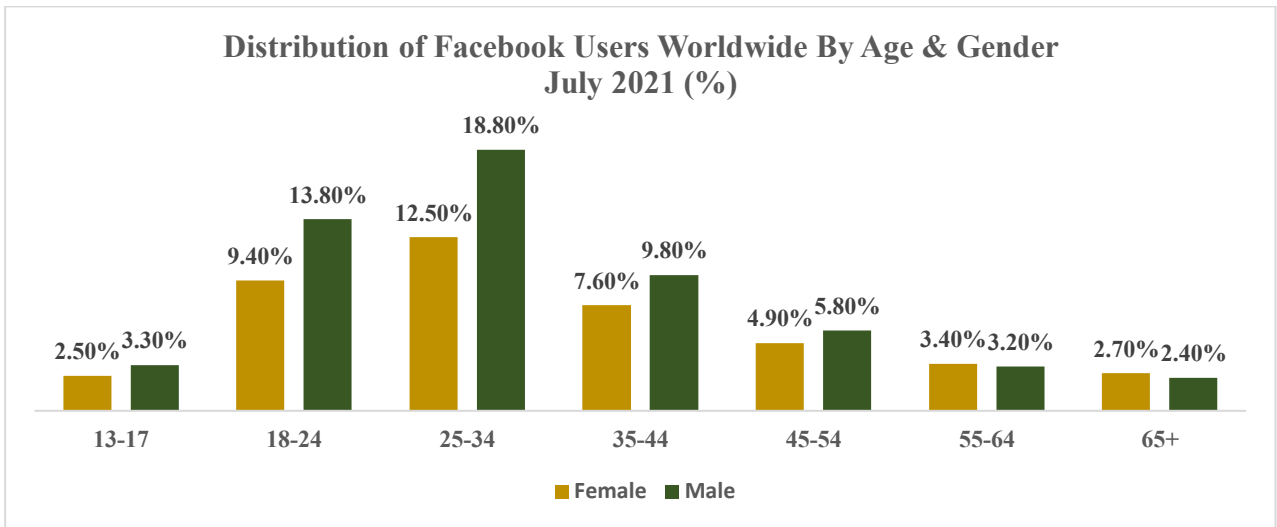
Appendix 3: Most popular social networks worldwide; source: Statista



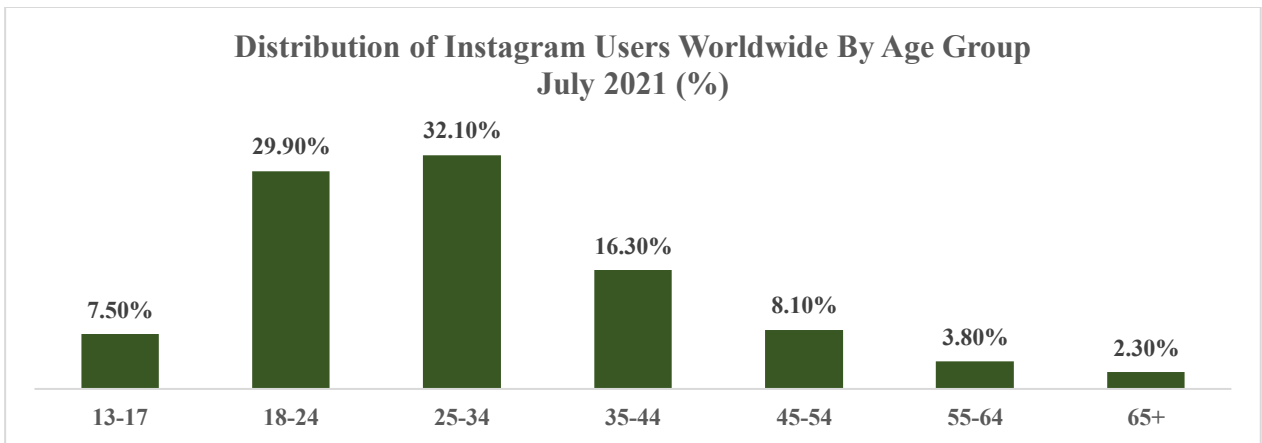
Appendix 4: Number of daily active Facebook users worldwide as of 3rd quarter 2021 (in millions); source: Statista





Appendix 5: Distribution of Facebook users worldwide by age and gender (%); source: Statista











Appendix 6: Distribution of Instagram users worldwide by age group (%); source: Statista



Appendix 7: Instagram Analysis - Scoop 'n Dough


Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote a new limited-edition doughnut to celebrate Diwali (Indian festival). Description of the ingredients used.	913	62	4%	High
	Promote the come back of the pumpkin spice ice cream	263	4	1%	Average

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote Halloween limited-edition doughnuts	543	3	2%	High
	Promote Halloween limited-edition doughnuts, inspired by Squid Game	741	7	3%	High
	Promote limited-edition doughnut inspired by Squid Game. Warning saying it should be consumed fresh	755	24	3%	High
 Aqui não há travessura: prove estes doces de Halloween em Lisboa	Thanking TimeOut for featuring SD in their cover photo for Halloween treats	415	5	2%	High
	Promote limited-edition doughnut inspired by Squid Game. Encourage people to buy it and share it online by rewarding those who do that with a free doughnut and ice cream	946	19	4%	High
	Teaser of SD's Squid Game encouraging people to participate and tag friends	768	111	4%	High
	Promote new schedule: opening on Mondays	572	9	2%	High
	Promote doughnuts, encouraging people to go to the shop before they are sold out	329	2	1%	Average



Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote its products and incentive people to go to the shop	231	3	1%	Average
	Promote new doughnut - autumn season. Description of the ingredients	765	18	3%	High
	Promote new stracciatella ice cream, clearly emphasizing that it is vegan. Description of main ingredients used	585	11	2%	High
	Promote new doughnut inspired by Portuguese culture of coverts. Description of main ingredients used	278	5	1%	Average
	Promote doughnuts encouraging people to go to the store because it's a holiday	412	7	2%	High
	Promote cheesecake ice cream. Description of main ingredients used	273	3	1%	Average
	Promote new schedule: opening on tuesdays	581	3	2%	High
	Promote doughnut waffle	662	10	3%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote wedding catering	1 008	9	4%	High
	Video promoting the fact that everyting is made by hand	764	5	3%	High
	Promote new doughnut inspired by Portuguese culture of couvert. Description of main ingredients used	549	23	2%	High
	Promote wine and figs doughnut	553	2	2%	High
	Promote Scoop on tv (TVI)	976	19	4%	High
	Promote doughnuts	731	5	3%	High
	Promote new ice cream flavours without nuts	276	1	1%	Average
	Promote opening of new store on ECI	1 684	89	7%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote chocolate hazelnut doughnut. Description of the main ingredients used	715	5	3%	High
	Promote ice cream making process, with years of research and emphasize its plant-based attribute	425	8	2%	High
	Promote milkshakes, emphasize plant-based ingredients and the handmade attribute	292	4	1%	Average
	Promote ice cream	329	3	1%	Average
	Promote Affogato	730	14	3%	High
	Promote SD's products as a treat after dinner - new summer schedule	361	6	2%	High
	Promote doughnuts	353	2	1%	Average
	Promote SD on tv (SIC)	1 001	32	4%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote new limited-edition doughnut wine and figgs. Description of the main ingredients used	418	8	2%	High
	Teaser of new doughnuts coming back - asking people to guess the flavour	1 295	61	6%	High
	Promote ice cream sandwich	299	1	1%	Average
	Promoting ice cream	170	6	1%	Average
	Promote ice cream and emphasize its inclusive attribute (vegan, dairy free, gluten free, cane sugar free, nut free, soy free)	436	15	2%	High
	Promote doughnuts	863	2	4%	High

Appendix 8: Instagram Analysis – CD

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote doughnuts and cappucinos	456	1	1%	Average
	Promote doughnuts and cappucinos	416	1	1%	Average

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote crème brûlée doughnut	915	31	2%	High
	Promote Halloween doughnuts	493	1	1%	Average
	Promote Halloween doughnuts	1 495	27	3%	High
	Promote crème brûlée doughnut	1 726	29	3%	High
	Promote Halloween doughnuts	1 904	15	3%	High
	Promote new seasonal doughnuts and Halloween doughnuts	3 182	60	5%	High
	Promote doughnuts and emphasize store locations	779	3	1%	Average
	Promote doughnuts and emphasize store locations	1 397	28	2%	High



Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote crème brûlée doughnut	578	10	1%	Average
	Promote doughnuts and delivery option	763	3	1%	Average
	Description with a quote from a happy customer	1 051	7	2%	High
	Promote store schedules	1 122	2	2%	High
	Promote doughnuts and stores	956	16	2%	High
	Promote bestseller doughnut	871	12	1%	Average
	Promote store locations and delivery option	771	6	1%	Average
	Promote tiramissu doughnut	932	33	2%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote store schedules	649	8	1%	Average
	Promote doughnuts and beverages	813	6	1%	Average
	Promote catering service	299	1	0%	Low
	Promote doughnuts and stores	1 633	11	3%	High
	Emphasize store schedules	923	4	2%	High
	Encourage people to go to the store	599	7	1%	Average
	Teaser asking people if they would like a special doughnut with eggs benedict	3 143	241	6%	High
	Promote crush as a nice place to have a date	1 141	9	2%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote store and products	2 250	12	4%	High
	Promote crush as a nice place to have a date	746	3	1%	Average
	Teasing people asking if they can take the redvelvet flavour out of the menu	535	21	1%	Average
	Promote store schedules	256	0	0%	Low
	Promote doughnut and store schedule	488	3	1%	Average
	Promote Crush Cake	2 776	27	5%	High
	Promote doughnuts	311	1	1%	Average
	Promote crush as a nice place to have a date	891	6	1%	Average

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Video promoting crush on tv (TVI)	164	0	0%	Low
	Promote doughnut and store schedule	1 319	7	2%	High
	Promote doughnuts	637	17	1%	Average
	Promoting crush cake	2 172	16	4%	High
	Description with a quote from a happy customer	382	0	1%	Average
	Promote crème brûlée doughnut	757	20	1%	Average

Appendix 9: Instagram Analysis - Amorino

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote Altura Luz Supremo ice cream	971	5	1%	Average
	Promote new ice cream flavour	396	7	0%	Low

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Macarrons special promotion	469	2	1%	Average
	Promote ice cream boxes, delivery and takeout options	444	5	1%	Average
	Promote Halloween - buy signature cup or cone and get one bat for free	1 239	14	1%	Average
	Promote ice cream	858	3	1%	Average
	Promote ice cream as comfort food	639	9	1%	Average
	Promote Halloween decorated ice cream cones and cups	2 607	20	3%	High
	Promote waffle sticks and hot chocolate	1 540	22	2%	High
	Promote macarrons	367	6	0%	Low

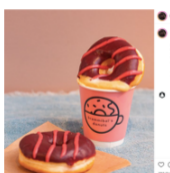
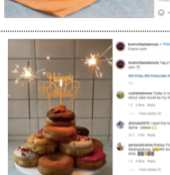
Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote ice cream toppings	474	2	1%	Average
	Promote flavour diversity	1 149	12	1%	Average
	Promote Amorino as a nice place to hang out with friends	435	4	1%	Average
	Promote Latte Macchiato	415	6	0%	Low
	Promote flavour diversity - 3 different chocolate flavours	1 074	6	1%	Average
	Promote new store opening in Brussels, emphasizing international presence	1 648	27	2%	High
	Promote caramel and vanilla cup	1 566	23	2%	High
	Promote Amorino as a nice place to share with friends and family, emphasizing international presence	2 442	26	3%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote crepe with ice cream and topping, emphasize flavour diversity	580	5	1%	Average
	Promote ice cream and macaron combination	486	8	1%	Average
	Promoting pistachio and cheesecake ice cream	878	10	1%	Average
	Promote Amorino as a nice place to go to relax after work	289	2	0%	Low
	Promote macarons	421	4	0%	Low
	Promote sorbet	181	0	0%	Low
	Back to school campaign: offer one macaron for every ice cream purchased	1 582	13	2%	High
	Promote ice cream as comfort food	439	3	1%	Average








Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote macarons	327	9	0%	Low
	Promote ice cream	1 205	21	1%	Average
	Promote macarons' variety of flavours	747	6	1%	Average
	Promote ice cream and associate them with happiness	450	2	1%	Average
	Promote ice cream and encourage people to share them on their stories	851	1	1%	Average
	Promote ice cream and toppings	509	12	1%	Average
	Promote sorbets	1 368	18	2%	High
	Promote ice cream	505	9	1%	Average




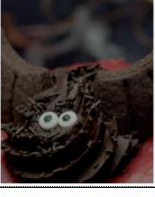

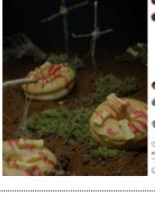


Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote ice cream flavour diversity	1 031	10	1%	Average
	Promote ice cream as a pleasurable moment	215	3	0%	Low
	Promote ice cream	934	11	1%	Average
	Promote Amorino as a nice place to hang out with friends	281	1	0%	Low
	Promote summer drink with Spritz flavour. Description of recipe	348	3	0%	Low
	Promote Amorino as a treat	440	12	1%	Average

Appendix 10: Instagram Analysis - Brammibals

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote doughnut and emphasize ingredients source	782	1	1%	Average
	Promote doughnut cake	1 312	44	2%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote limited-edition doughnuts. Description of the main ingredients used	1 315	4	2%	High
	Promote coffee and close customer relationship	422	1	1%	Average
	Promote doughnut making process	1 228	3	2%	High
	Promote their Tik Tok account	1 242	8	2%	High
	Promote charity action	992	5	2%	High
	Recruiting people. Promoting high quality of the coffee	349	1	1%	Average
	Promote flavour diversity	1 358	8	2%	High
	Promote new store decoration	859	6	1%	Average

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote limited-edition latte	587	3	1%	Average
	Promote new limited-edition product	1 659	26	3%	High
	Promote special products of the month. Description of ingredients source	2 606	63	5%	High
	Promote limited-edition Halloween doughnuts	3 118	29	5%	High
	Promote limited-edition Halloween doughnuts	580	3	1%	Average
	Promote new store decoration. Giveaway of one doughnut and free coffee for everyone who goes there	1 171	31	2%	High
	Promote new limited-edition Halloween beverage. Description of the ingredients used and emphasize vegan aspect	689	4	1%	average
	Promote doughnut making process	915	16	2%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote limited-edition Halloween doughnuts. Emphasize ingredients source	582	5	1%	Average
	Promote new store decoration. Giveaway of one doughnut and free coffee for everyone who goes there	1 294	36	2%	High
	Promote limited-edition Halloween doughnuts	1 660	44	3%	High
	Promote Halloween doughnut. Description of the main ingredients used	597	5	1%	Average
	Promote special doughnuts of the month.	1 403	32	2%	High
	Promote limited-edition Halloween doughnuts. Emphasize ingredients source	803	6	1%	Average
	Behind the scenes of Halloween photo shooting	2 341	25	4%	High
	Promote new limited-edition product (Halloween)	1 752	21	3%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote limited-edition Halloween doughnuts	810	8	1%	Average
	Promote doughnuts	743	5	1%	Average
	Promote limited-edition latte	611	5	1%	Average
	Promote special doughnut. Description of main ingredients used	1 849	29	3%	High
	Promote limited-edition Halloween doughnuts	696	27	1%	Average
	Promote doughnut and close customer relationship	696	7	1%	Average
	Promote limited-edition Halloween doughnuts	719	13	1%	Average
	Promote limited-edition Halloween doughnuts	1 317	18	2%	High

Post	Main Message	#Likes	#Comments	Engagement Rate	Engagement
	Promote doughnuts, emphasize the baking process, the fresh attribute and the vegan nature	873	11	2%	High
	Promote doughnuts and engage with target audience	1 049	7	2%	High
	Promote limited-edition Halloween doughnuts	1 080	20	2%	High
	Promote doughnuts and emphasize vegan aspect	1 823	21	3%	High
	Promote new limited-edition product. Description of ingredients and baking process	1 952	45	3%	High
	Promote white chocolate doughnut	821	21	1%	Average


Appendix 11: Summary of engagement performance per brand; source: Instagram Analysis

Brand	#Posts with high engagement	#Posts with average engagement	#Posts with low engagement	Average Engagement Rate
Scoop 'n Dough	29	11	0	3%
Crush Doughnuts	18	19	3	2%
Amorino	7	23	10	1%
Brammibals	23	17	0	2%

Appendix 12: Number of Instagram followers per brand as of 6th November 2021; source: Instagram Analysis

Brand	#Followers
Scoop 'n Dough	24200
Crush Doughnuts	60600
Amorino	86300
Brammibals	58700

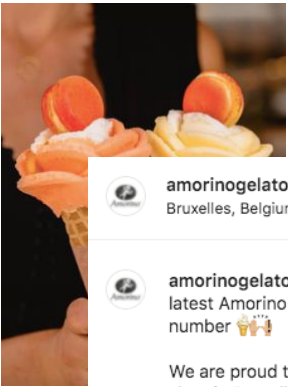
Appendix 13: Example of competitors emphasizing their positioning and PODs; source: Instagram



crushdoughnuts • Follow
Crush Doughnuts

crushdoughnuts A onde será o vosso "date" de hoje?... 🤔🍷 Estamos à vossa espera das 9h às 21h, com muitos fofinhos, cappucinos e sumos naturais lindos e deliciosos! 🍷💕
#CrushDoughnuts #ShareTheLove #Lisboa
Fotos: @crushdoughnuts @pedro.gomez

12 w



amorinogelato • Follow
Bruxelles, Belgium

amorinogelato Double gelato to celebrate the latest Amorino opening with 200 being the magic number 🍷🍷

We are proud to have opened the first Amorino shop in Bruxelles Belgium and to be now present in 16 countries with 200 shops.

Swipe ➡️ to discover this new shop!

Tell us in which country or city you would like us to open our next shops?



brammibalsdonuts • Follow

brammibalsdonuts It's a bloody good day when you are walking around the city with our spooky latte! 🍷

Since real blood is not vegan and doesn't go well with our coffee blend we've decided to use strawberry syrup instead. Together with a shot of espresso, some chocolate syrup and oat milk our baristas happily will create this cursed beverage for you.

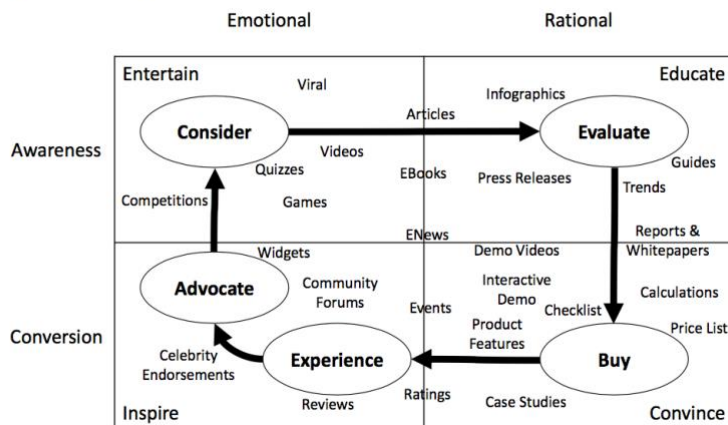
Only from October 29th until the 31st so make sure to visit us this weekend! 🍷

#brammibalsdonuts #berlinvegan #halloween #veganhalloween #halloweendrink

6 w

Appendix 14: Fitting content type to CDJ stage; Source: Dubois 2016

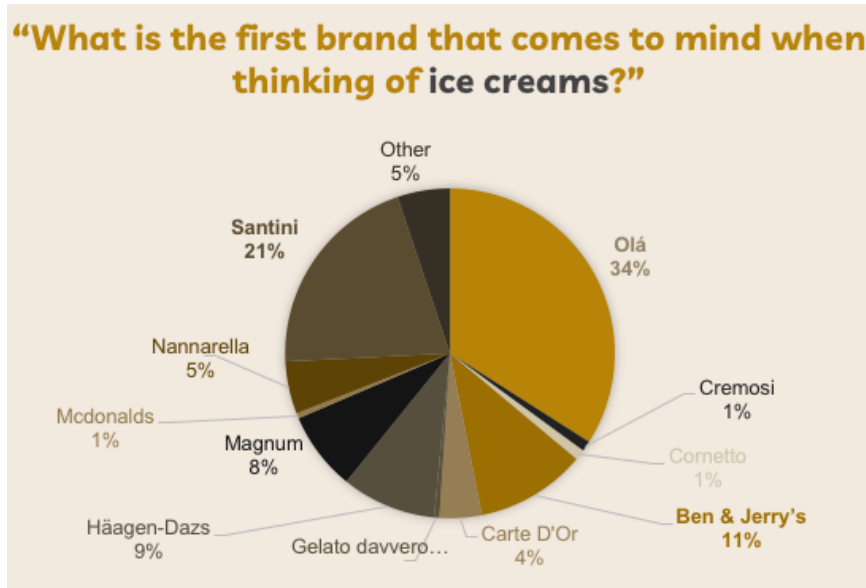
Fitting content type to CDJ stage



Appendix 15: Table that summarizes target audience

Personas	Where to find them	Messages they value
Foodie Connoisseur	Websites & food pages	High-quality ingredients
Foodie Photographer	Social media	Innovation
Foodie Explorer	Websites & food pages	Vegan lifestyle and high-quality ingredients
Foodie Socialite	Social media	Inclusivity

Appendix 16: Most recalled ice-cream brands; source: group survey



Appendix 17: Example of Communication Plan Timeline

Month	Permanent Products	Origin/High-quality of ingredients	Sustainability	Vegan lifestyle	Ice creams	Special Occasions	Games/Contests/Giveaways	Influencers
JAN								
FEB						Valentine's Day		
MAR						Fathers' Day		
APR						Easter		
MAY						Mothers' Day		
JUN					Ice-cream of the month	Santos Populares		
JUL					Ice-cream of the month			
AUG					Ice-cream of the month			
SEP					Ice-cream of the month			
OCT						Halloween		
NOV						Vegan Day		
DEC						Christmas		