

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.

ENHANCING THE SALES POTENTIAL OF MONTBLANC IN PORTUGAL & THE
NEW MONTBLANC FRANCHISE BOUTIQUE IN COLOMBO SHOPPING MALL

—

WHICH COMMUNICATION STRATEGY SHOULD MONTBLANC & ITS RESPECTIVE
FRANCHISEES IMPLEMENT TO REACH A YOUNGER & FEMALE TARGET IN
PORTUGAL?

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Abstract

This field lab aims to provide recommendations to Montblanc, a leading manufacturer of luxury writing instruments and more, and Grupo Tempus' Montblanc franchise boutique at Colombo Shopping Mall to enhance their sales potential in Portugal. Due to traditionally targeting executive men, Montblanc is challenged by a male brand perception among Portuguese consumers. To tackle the objective of reaching a younger and female target, qualitative interviews were conducted, and the findings complemented by secondary research. The presented multi-channel communication strategy addresses B2B and B2C recommendations, that aim to establish Montblanc as a Success Marker for new generations and independent of gender.

Key Words

Luxury, Luxury Retail, Young Portuguese Consumers, Communication Strategy

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List of Abbreviations

B2B	Business to Business
B2C	Business to Consumer
CDJ	Consumer Decision Journey
DTC	Direct to Consumer
DOS	Directly Operated Stores
HQ	Headquarters
KOL	Key Opinion Leader
POS	Point of Sale
SEM	Search Engine Marketing

1. Introduction

In today's world, where the trend of digitalization is constantly growing, brands face continuous challenges to keep up and adapt to the market. This problematic affects especially categories that digitalization has made mostly obsolete, as it is the case for writing instruments. Montblanc, a luxury brand of German origin, that is now part of the Richemont Group and operating globally, built its company and success on precisely these. The brand is among the leaders in this market and its product range has been extended to other categories like stationery, bags and leather goods, accessories, and watches. As most luxury companies, the Richemont Group suffered from the Covid-19 pandemic but is now facing new opportunities with the progressive economic recovery (Richemont 2021).

In summer 2021 Grupo Tempus, a well-established watches and jewellery retailer and distributor, based in Lisbon, became franchisee of the Montblanc boutique in Colombo Shopping Mall; a boutique that was previously operated by a different franchisee. The location offers an attractive consumer mix including executives as well as wealthy tourists, who both represent the brand's usual clientele.

This work project aims to provide recommendations to Montblanc Portugal and franchisee Grupo Tempus to enhance their sales potential answering the following leading questions: Which communication strategy should Montblanc and its respective franchisees implement to reach a younger and female target in Portugal? How can Montblanc potentialize the product portfolio in Portugal? With which marketing strategy can Grupo Tempus develop its new franchise boutique in Colombo Shopping Mall?

1.1 The Montblanc Brand

The origin of Montblanc goes back to 1906, when August Eberstein, a designer from Berlin, partnered with Alfred Nehemias and stationery trader Claus-Johannes Voss and agreed on

producing fountain pens in Hamburg. In 1908, the company, named “Simplo Filler Pen Co. GmbH” launched its first high-quality pen (Fondation Haute Horlogerie 2021). The first fountain pen was launched in 1909 under the name of Montblanc, the highest European mountain, to symbolize the peak of technical features and highest European craftsmanship. In 1913 the six-point white star Montblanc trademark was registered. In 1924 the Meisterstück writing instrument line was launched, became a timeless icon and nowadays the company’s best seller and most emblematic model. By the end of the 1920s, as a result of revolutionary advertising methods, Montblanc had become an international brand. After WWII, Montblanc began producing leather goods such as pen pouches and notebooks, emphasising innovative designs and technology processes. They expanded to men’s jewellery in 1996 and a year later, established Montblanc Montre S.A. in Switzerland, a place known for watchmaking. Throughout the years, the company has been diversifying its portfolio into other areas of luxury goods (fragrances, eyewear collections, and limited-edition high jewellery female collections), while keeping the white star logo on each item to ensure a strong identification. More recently, in 2007, Montblanc’s watch-making expertise was enhanced by the establishment of the Institut Minerva for Haute Horlogerie. Today, Montblanc is owned by the Richemont Group and has been establishing other initiatives of diverse backgrounds such as the “Montblanc de La Culture Arts Patronage Award”, which honours excellent patrons and immense contributors of the arts. Also engaging into philanthropy topics, Montblanc partnered with UNICEF in 2004 to promote the importance of the written word and quality education for the world’s children, working with many celebrities (The Pen Shop 2019).

1.2 Brand Portfolio

Montblanc’s product portfolio includes six main categories: writing instruments, leather goods, travel, new tech, watches, and accessories. The brand’s staple and original category of writing instruments offers pens in three different modes – Ballpoint, Fountain, and Rollerball. There

are various collections available such as the Meisterstück, Great Characters, Writers Edition, and Patrons of the Art, which are often complemented by limited editions. Leather goods include writing instrument pouches, wallets, and cardholders, covers and cases, belts, and bags. Travel presents a line of bags, backpacks, trolleys, and briefcases. New tech is the most recent betting category including smartwatches and headphones options. Regarding watches, there is a wide array of options that can be distinguished by their different movements and complications - Automatic, Quartz, and Chronograph. To conclude, the accessories category encompasses cufflinks, bracelets, money clips, tie bars, sunglasses, and fragrances. Generally, the brand does not create high gender differentiation in its designs, opting for unisex items and neutral colours such as black, blue, and more recently, a line of a black and blue colour mix pattern. Nevertheless, there are products exclusively for men as well as a smaller variety only for women.

1.3 Brand Identity

A brand's identity is what a company aspires the brand to be, its values and points of difference (Da Silveira 2020). A common model to display the brand identity is Kapferer's brand identity prism. It serves as a summary backed up by a deeper analysis of each brand facet – Physical (most salient features), Relationship (counterpart given by the brand to its consumers/users), Customer Reflection (brand's projected/desired consumer type), Personality (if the brand was a person, who/how would it be), Culture (set of values feeding the brand's inspirations) and Self-image (brand's aspired target internal feelings) (Kapferer 2012). In Portugal, Montblanc's brand identity reflects the global one and is displayed in Figure 1. The content is based on information from Montblanc's homepage and observations of stores, articles, as well as marketing campaigns.

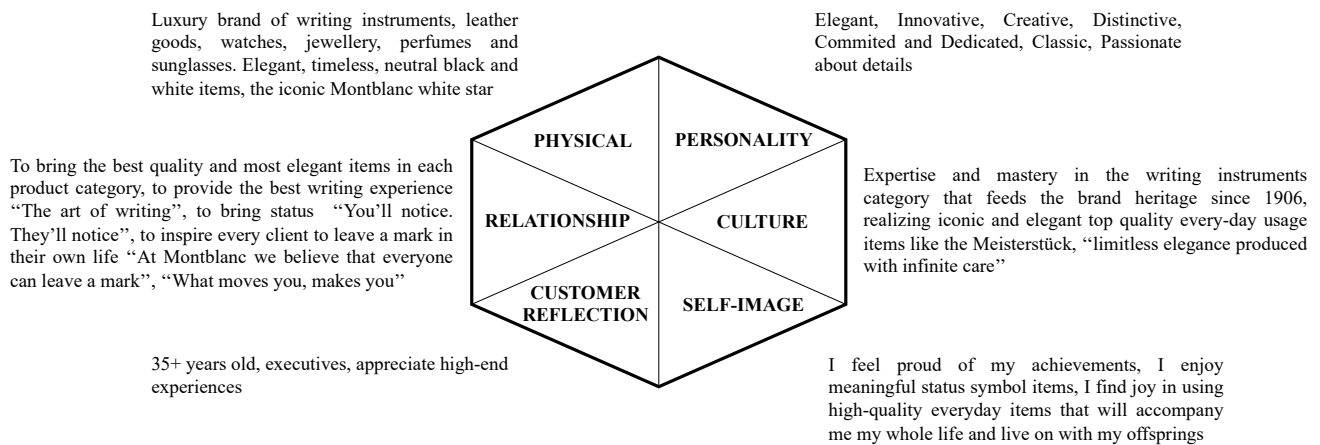


Figure 1 Montblanc's Brand Identity Prism

Source: Montblanc Field Lab Group, based on Kapferer 2012

1.4 Montblanc's Approach to the Concept of Luxury

There are different approaches to define luxury, which can be summarized as six concepts: The Original Definition of Luxury, the Traditional Definition, Luxury as a Distance, Luxury as the Creator's Light, Luxury as a Social Marker, and the New Luxury Paradigm (Da Silveira 2021). Regarding Montblanc's product portfolio and communication, the brand qualifies as luxury by meeting mainly three of these approaches, which are presented in the following.

Following the Traditional Definition approach, a brand can express the luxury status delivering rarity in its offer, multisensory elements, and strong human content. The first aspect is created by the usage of rare, precious materials and qualified artisans. The multisensory sensations must be delivered at the same time through the brand's products, and a strong human content is part of the production process. Montblanc delivers rarity of offer, multisensory elements, and strong human content. An example for rarity is the presence of specially trained artisans (Fondation Haute Horlogerie 2021) who, by combining modern production techniques with traditional craftsmanship, produce numerous elements of the brand's products (e.g., the nib of the fountain pens). Furthermore, the usage of rare materials like gold or platinum concurs with the rarity of the offer. Secondly, Montblanc takes advantage of multi-sensory features, as e.g., the beauty of

its pens and the sound of the nib when used on paper (which is a quality assessment method used by the brands' artisans as well) (Montblanc 2021). Lastly, a strong human content is embedded in numerous products such as the hand-assembled pens and the Haute Horlogerie hand-made watches from the Montblanc's Movement & Innovation Excellence Centre (Montblanc 2021).

The luxury status can also be delivered as a Distance: By increasing the gap between the number of people who desire the products and the number of people that can access them, a brand creates desirability. To do so, companies can take advantage of limited editions, time constraints (e.g., waiting lists), high prices, exclusive distribution, or member lists. Montblanc meets these requirements despite limited control of its retail system that causes availability in numerous multi-brand stores. This approach is mainly argued for by the numerous limited editions of Montblanc's most famous items: Pens. An example is the Napoléon Bonaparte fountain pen collection that comprehends several limited editions such as "Le 8" (Montblanc 2021).

Lastly, the New Luxury Paradigm states that luxury must serve both Substance (tangible goods that are enjoyed physically) and Status. The latter is a social statement that can either be high-profile to be noticed by others or low-profile i.e., more personal, minimalistic, and intentionally modest. Accordingly, Montblanc is able to deliver a double dimension to its users at the same time. On the one hand, the brand delivers Substance through its very high-quality daily usable products, and on the other one it attributes Status to its consumers. The used high-quality materials such as its Italian leather as well as its craftsmanship heritage feed the brand's Substance. Simultaneously, Status is provided by the historic function as a brand for executives, marking someone's success and wealth and the white star logo on each item that ensures wide recognition.

Summing up, Montblanc qualifies as a luxury brand through different approaches to the luxury definition.

1.5 Distribution Channels in Portugal

Montblanc has three main distribution channels – boutiques, resellers, and online. Overall, there are 30 boutiques in Portugal selling Montblanc items (Montblanc 2021). The Montblanc mono-brand boutiques can be of two different systems: Directly Operated Stores (DOS) and Franchising. Moreover, there are reseller boutiques, usually jewelleries, that sell items from Montblanc's watches and accessories categories. In Portugal, there are seven Montblanc boutiques, five of them in Lisbon (Colombo Shopping Center, Airport, El Corte Inglés, Avenida da Liberdade and Amoreiras Shopping Center) and two in Porto (El Corte Inglés Gaia and Norte Shopping). Online, the brand is available in the resellers' owned online shops, Montblanc's own online shop on montblanc.com as well as at two authorized online retailers, Mr. Porter and Yoox (Montblanc 2021). Both of them are part of the Yoox Net-a-Porter Group which also belongs to the Richemont Group (Richemont 2021). In Portugal, for store decorations, models, campaigns, product launches and collection releases and marketing activations, both the DOS and franchise boutiques follow the HQ's lead and global guidelines. By doing that, the brand keeps its brand identity consistent throughout countries and its boutiques.

1.6 Colombo Montblanc Franchise Boutique

The focused Montblanc boutique at Colombo Shopping Mall will be further explored in this work project. Therefore, a brief introduction and background of the boutique, its establishment and switched management is presented. Despite the recent opening, it is not the first time a Montblanc boutique opens in the Colombo Shopping Mall. In June 2015, Montblanc's launch in Colombo was a result of a partnership between Montblanc and Canetas & Canetas. The boutique was located in a corner of Praça Central, floor 0, from its 60m². A wide range of items from watches to pens and accessories, the latest releases and collections were at one's disposal (Chronos do tempo, 2015). However, the boutique ended up closing a few years later.

In 2021, the Boutique was re-established in the same location of the shopping mall by a new franchisee, the Grupo Tempus (Christophe Maincourt, 2021). For the new try the 60m² came back refurbished by the different ownership. Grupo Tempus is the owner of the Colombo franchising boutique, meaning that besides following strict guidelines from the HQ in Hamburg and the Iberian subsidiary in Madrid, the store's superior management is done differently and independently from the Montblanc company. This allows Grupo Tempus to meet the demands of Montblanc consumers, while growing their own business and revenue. While managing Montblanc, Grupo Tempus is also the owner of Boutique dos Relógios Plus, an upgraded version of Boutique dos Relógios, with a wide brand assortment that includes Montblanc as well as several competing brands. Nonetheless, due to an agreement between those two boutiques (Montblanc and Boutique dos Relógios Plus), Boutique dos Relógios Plus does not exhibit any Montblanc items in their Colombo boutique. In accordance with Montblanc's many launches of new and highly innovative product lines, the new boutique includes an extensive product range of writing instruments, watches, jewellery, leather goods, parfums, and sunglasses, as well as tech products. In this specific boutique, there is a focus on writing instruments and watches.

2. Research Methodology

2.1 Objectives and Methodology Overview

As a prerequisite for formulating action recommendations, it is crucial to establish a knowledge base of the brand and boutique. Predetermined research objectives ought to ensure an organized empirical data collection and subsequent data analysis (Berekoven et al. 2009). Therefore, four objectives aligned to the work project's leading research question "How can Montblanc enhance its sales potential in the Portuguese market?" were defined:

1. Understand Montblanc's role in the Portuguese and Lisbon retail market
2. Understand Montblanc's competitive environment (in Colombo mall)

3. Understand the significance of each product category and demographic differences
4. Identify consumers' expectations and experiences in reference to Montblanc in Portugal

A multi-method approach was used for the research to answer the question and achieve the objectives. The following table in Figure 2 provides an overview of the methods:

METHOD	WHO/WHERE	HOW	GOAL
In-depth semi-structured interviews	14 interviewees	Online and in person	Understand brand perception, experience and all aspects interviewees consider relevant
Store checks, interviews and in-store observation	5 Montblanc boutique checks in Lisbon area, plus staff interviews, Colombo boutique in-store observations	In person boutique visits	Obtain a current and comprehensive profile of the brand in Portugal and of the Colombo boutique specifically
Social media listening	Social media, Google Maps, articles, brand website	Online	Gain further insights into Montblanc's online presence and its perception among consumers in Portugal
Competitor boutiques analysis	Torres, Gilles, and Boutique dos Relógios	Mystery shopper experiment at Colombo Shopping Mall	Understand competitors' service and product offering in Colombo
Quantitative questionnaire	302 respondents	Online	Assessing the developed hypotheses on the results from the previous methods

Figure 2 Methodology overview

Source: Montblanc Field Lab Group

2.2 Qualitative Interviews

As a first step, qualitative in-depth semi-structured interviews enabled a deep understanding of the brand Montblanc, its status quo in the Portuguese market and the perception and experiences of Portuguese consumers and thus added to the base for further research. Consistency with the research problem within the sample was ensured by a recruiting questionnaire that filtered respondents of three consumer groups: Group I – consumers who have purchased the brand Montblanc for their own use, Group II – consumers who have purchased the brand Montblanc as a gift and lastly Group III – consumers who have not purchased from Montblanc but like the brand and have purchased from other luxury brands in the past two years. All have lived in Portugal for at least five years. 14 interviewees were recruited, which makes the small sample of interviewees not statistically representative as $n < 30$; nine men and five women aged between 23 and 60 years. Of those, nine respondents belonged to Group I, four to Group II and three to

Group III. The sum of the distribution is larger than the total number of conducted interviews as some respondents belonged to both, Group I and Group II. The interviews were conducted in person or via video calls and the audio was recorded with the respondents' consent for later analysis. We followed an interview guide (Appendix A) with a warm-up to prepare the interviewee and an initial question aligned to each group's situation, that invited them to talk and dig deeper onto their experience.

After the initial question, the following topics were developed in the interviews: "Consumer Behaviour & Attitude", "Consumer Purchase Behaviour, Experience & Decision Journey", "Montblanc's Brand Image, Perception & Consumer Relationship with the Brand". Further, exemplary questions for each topic in the interview guide gave consistency and all interviews ended with documenting the respondent's profile; age, gender, occupation, as well as hobbies and interests to potentially discover linkages to areas that Montblanc collaborates with such as Formula One (Montblanc 2021). The interviews were analysed in an interview analysis grid which established comparisons and the identification of response patterns (Appendix B).

2.3 Store Checks and In-Store Observations

Simultaneously to the interview conduction, store checks were carried out. As the work project's focus lies on the new boutique at Colombo shopping mall in the city of Lisbon, boutiques in the same area were considered. There are five Montblanc boutiques in the wider Lisbon area. Montblanc has two DOS boutiques, one in Avenida da Liberdade (main and official store) and another one at El Corte Inglés and three Franchising ones, at the Airport, Colombo, and in Cascais. Additionally, there are nine multi-brand Resellers, such as jewelleries Ana Joalheiros, Espiral Amoreiras, Boutique dos Relógios Plus, and Torres Joalheiros (Montblanc 2021). To collect a maximum of information on Montblanc the focus was set on mono-brand boutiques. A store visit grid directed each visit and gave instructions on general observations and interviews with staff members to ensure useful data collection (Appendix C).

While the observations rendered comparisons among the boutiques e.g., in their offers, presentations, POS material and clientele, the staff interviews enabled inside information of the clientele's demographics and deeper behaviour, the boutique's peak times as well as product and category performances. The grid furthermore organizes this information which establishes a data overview that can be processed in further research. In addition to the physical store checks, Google Maps reviews allow insights into consumers' opinions and preferences regarding the boutiques as well as their perceptions of the service and staff behaviour.

Furthermore, in-store observations were performed at the Colombo Montblanc Franchise Boutique to generate insights on the boutique in question and to obtain a better understanding of the in-store dynamics and its consumer base. The prior store visits and staff interviews at Colombo revealed the boutique's hours with the most traffic. Thus, in-store observations took place on five days of the week (8th-12th of November) during lunch and after-work hours from 12.00 to 15.00 o'clock and from 16.00 to 19.00 o'clock as documented in Figure 3. During those time slots, in-store consumer behaviour, their decisions, and use of assistance as well as recognizable demographics were documented to identify consumption patterns and segments. Again, an in-store observation grid assured an organised data collection and consistency in the procedure and type of documented information (Appendix D).

Boutique	Data	Hours of Observations	Period	Number of Observations	Number of Items Purchased
Colombo	08.11 (Mon)	3h	12h-15h	6	3
	09.11 (Tue)	3h	12h-15h	8	5
	10.11 (Wed)	3h	12h-15h	9	4
	11.11 (Thu)	3h	16h-19h	7	3
	12.11 (Frid)	3h	12h-15h & 17h-20h	16	4

Figure 3 Colombo Montblanc Boutique Observations

Source: Montblanc Field Lab Group, data from Montblanc boutique

2.4 Social Media Listening and Online Research

Social media listening indicates analysing online conversations on social media. Hence, it represents another research tool to gather data and information about Montblanc's perception

in Portugal, as does general internet research about the brand in Portugal. Montblanc's official homepage montblanc.com functions as an informational website about the brand and company as well as a DTC online shop. The page, including the shop and customer service, is available for Portugal, however only in the English language. Montblanc is broadly present on social media and invites visitors of their homepage to follow them on Instagram, Facebook, Snapchat, Twitter, YouTube and Pinterest. Those accounts are kept as global accounts in English. However, Montblanc's social media presence in Portuguese accounts as well as their appearances in Portuguese magazines convey information. On Instagram, there is also a Portuguese account of Montblanc [@montblanc_pt](https://www.instagram.com/montblanc_pt) with more than 2500 followers (status as of 22nd November 2021) that documented the launch of the 1858 Watches Collection, hosted at a venue in Lisbon in 2018. For this occasion, they established the hashtag [#MontblancSpiritOfExploration](https://www.instagram.com/explore/tags/montblancspiritofexploration), which was supposed to be used in posts related to the event and collection. After three years 13 posts with that hashtag remain on Instagram, half of them posted by the [@montblanc_pt](https://www.instagram.com/montblanc_pt) account and all of them with an average of two endorsing comments (Instagram 2021a). The account was operated for one year between October 2017 and October 2018 and has not been active since. Apart from product images, it featured many pictures from local and international events, all with few comments which are neutral or positive towards the brand (Instagram 2021b).

Moreover, Montblanc has collaborations with Portuguese celebrities who were invited to international new collection release parties. Since 2016, Pedro Crispim, a fashion KOL in Portugal, has been an ambassador for the brand. His Instagram and Facebook profiles feature several posts tagging the brand (Instagram 2021c; Facebook 2021). Another Portuguese KOL that Montblanc occasionally collaborated with in 2018 was Ana Rita Clara, a well-known actress and TV presenter (Instagram 2021d). Both were invited to several events by Montblanc, of which they shared posts and stories on their social media afterwards. Followers merely

reacted to the celebrities' personality and appearance instead of the brand Montblanc or the presented products. Especially Crispim is repeatedly praised for his style and elegance in the comments, characteristics that match Montblanc's brand identity (Instagram 2021c).

2.5 Competitor Analysis

There is no other luxury brand with the exact same business model and product range as Montblanc and thus no direct competitor. This hypothesis was confirmed by the qualitative interviews and interviews with staff. When asked about competitors, comparable brands, or brands they also consider when purchasing Montblanc, the interviewees' answers were diverse and often given connected to only one product category. Patek Philippe and Louis Vuitton were mentioned four times, Rolex and TAG Heuer three times, Omega, Gucci, Hugo Boss twice and the following brands once each: Audemars Piguet, IWC, Ferrari, Hublot, Cartier, Rolls Royce, Caran d'Ache, Lacoste and Parker. The Montblanc staff also mentioned Rolex as an aspired competitor for watches and Dupont, Monte Grappa and Parker for pens. In the authorized reseller boutiques, Montblanc is sold among other luxurious watches, accessories and jewellery brands while authorized online resellers Yoox and Mr. Porter also sell clothing from premium and luxury brands.

Overall, Montblanc faces different premium and luxury competitors in each product segment and thus, different challenges in each category. Nonetheless, the qualitative interviews revealed that clients are very loyal to the brand. They then tend to return even when considering other items from different product categories.

Focusing on Colombo Shopping Mall and due to the shopping centre environment, the Colombo Montblanc franchise boutique competes with surrounding high-end stores and boutiques that offer the same and related product categories as well as the afore mentioned competing brands, namely Boutique dos Relógios Plus, Torres Joalheiros, and Gilles Joalheiros (Fine Jewellery). To assess the boutiques' points of similarity and points of difference, a

mystery shopper experiment was realized. The mystery shopper (MS) walked into each of the boutiques with the same storyline. MS sought assistance for a Gucci watch bracelet for women, which is not available anymore and then welcomed advice for other watches brands and models, specifying some wanted requirements.

2.6 Quantitative Questionnaire

2.6.1 Questionnaire Preparations

The previous research revealed insights about Montblanc in Portugal which serve as preliminary answers to the research objectives and allow the development of hypotheses. Those were then assessed through quantitative research in the shape of a questionnaire.

H1: Montblanc has a high brand recognition in Portugal (>90%).

H2: Montblanc is mainly associated with the product category of writing instruments.

H3: Montblanc's product category of watches is not well-known.

H4: The brand Montblanc is more popular among men than women.

H5: More men than women purchase Montblanc for themselves.

H6: Women who purchase Montblanc more often purchase it as a gift than for themselves.

The quantitative questionnaire consisted of twelve questions in the Portuguese language as it was directed at Portuguese people. The full questionnaire can be found in Appendix E. In order to avoid misunderstandings of the questions, a pilot test was run. Before publishing the questionnaire, ten subjects were asked to answer it and give feedback. A version with the feedback taken into account was then submitted to the work project's supervising Professor Catherine da Silveira for checking the types of questions and structure. After her approval the survey was spread in WhatsApp and Facebook groups, private messages, and Instagram Stories and public for eleven days from the 7th to the 17th of November. In the end, 302 answers were collected for following analysis.

2.6.2 Questionnaire Analysis

The survey tool Qualtrics allows the download of a raw data set for the data analysis tool SPSS. In SPSS the data set required curation, which for this set included adapting the measure method of questions two, three, four, ten, and twelve to an ordinal scale and all others to a nominal one. 63 incomplete answers and those of six participants, who have lived in Portugal for less than five years, were removed, as missing demographic data prevents a proper data analysis. SPSS enables the creation of tables, containing the absolute and relative frequencies of answers, to evaluate the survey. Since the survey answers were mainly collected in Nova SBE and other Lisbon networks, there is an imbalance in the demographic data on age groups and origin. 48 participants have not purchased a luxury product during the past two years. Of those, 85% belong to the age groups between 18 and 34 years. Those groups may not have the purchase power yet but still represent the future generation of luxury consumers (Millenials and Gen Z) (Bain & Company, Altagamma 2021). Thus, they revealed information on brand recognition and perceptions which is why the answers were not removed.

Hypotheses 1-3 were tested with a descriptive frequency distribution analysis in SPSS. Therefore, answer frequencies from the respective questions were regarded, which is Q1 (about brand recognition) for H1 and Q4 (about Montblanc's category associations) for H2 and H3. To test H4 to H6, it is necessary to look at the relations between two variables, which can be realized with the creation of crosstabs in SPSS. The tables contain the absolute frequencies of the variables and provide information about the correlation of the answers. First, the independent and the dependent variables must be defined: The dependent variable changes in relation to the independent variable (Janssen, Laatz 2016). The dependence or independence of variables can be tested with chi-square. To determine the chi-square, a null hypothesis H0 is formed, which always describes the opposite of what is being investigated and assumes no correlation (Berekoven et al. 2009) and is then compared with counterhypothesis H1. The

significance level determines the probability from which H1 should be accepted and is usually a 5% level for a significant result and a 1% and below level for a highly significant result. Thus, applying the chi-square test and the significance level determination enables statistical validation (Janssen, Laatz 2016).

The frequency statistics for the first question revealed Monte Grappa as the least known brand with a score of 23 out of 233. Audemars Piguet and IWC follow with scores below 80 (< 35%). This finding led to the removal of two outliers. Two participants only chose those three as brands they know at least the name of which implied a misunderstanding of the question and falsifies the whole answer. Overall, that left a final data set of 231 answers for further analysis. All SPSS analysis results can be found in Appendix F.

3. Research Insights

3.1 Montblanc in the Portuguese Market

3.1.1 Brand Awareness and Perception

The described research in section 2.0, including the testing of the hypotheses by the procedure described in section 2.6.2, generated insights for Montblanc in the Portuguese market.

The questionnaire results revealed a high brand awareness for Montblanc in Portugal. 93% of the questionnaire participants recognized the brand, which puts it on one level with Cartier (93%) and Rolls Royce (94%). Lacoste, Louis Vuitton, Gucci, Ferrari, Hugo Boss, and Rolex have a higher brand recognition than Montblanc and were recognized by more than 98% of the participants, while all remaining brands vary between 45% and 90%. Store checks and online research indicated a minimum of marketing communication in the Portuguese market. The still high brand recognition may be explained by Montblanc's brand heritage: many interviewees knew the brand because of a family member – mostly fathers or grandfathers – who use it. *"I know Montblanc since I was a kid due to my father"* (Potential client, manager, M, 24).

Writing instruments remain Montblanc's staple as 81.8% of the questionnaire participants who know Montblanc (n=214) associated the brand with the category. On the other hand, 36% did not associate Montblanc with the watches category, 19.6% chose the "neutro" answer and 44.4% did associate it with watches. This unbalanced perception does not imply a high awareness of Montblanc's watches category. However, leather goods, luggage and jewellery were even less associated with the brand than watches with 60.8%, 52.8% and 47.2% of the participants not associating the brand with the categories. Nevertheless, the interviews revealed that those who had purchased from Montblanc for themselves before were aware of most categories. *"I'm always updated with the new products and releases and special editions, so I could say pens, agendas, watches, belts, bracelets, suitcases, luggage, headphones..."* (Montblanc owner, commercialist, M, 55). Louis Vuitton, a company that started with luxurious luggage and boxes, serves as a comparison (Louis Vuitton 2021). The brand was recognized by almost all participants. Yet, despite the high recognition and more marketing activities, the questionnaire revealed bags & luggage and accessories as the categories that were most associated with the brand. Finally, those results show that despite strong efforts of changing a brand's positioning, its first successful product category remarkably determines its heritage, and people continue associating the brand with it the most.

In the questionnaire sample there is a gender gap concerning Montblanc's popularity. However, the chi-square test revealed no statistically significant correlation between gender and liking. According to the results, the brand is more popular among men since only women disliked it (2.5%) and 76.8% of men liked the brand, 48.4% of them a lot (compared to 32.8% women). Aligned to this finding, the questionnaire as well as the interviews' gender distribution (9x M, 5x F) exposed more men using Montblanc. 96% of men and only 55% of women who purchased Montblanc bought it for themselves. Additionally, the qualitative interviews revealed that Montblanc is perceived as a male brand. One exemplary description by an interviewee included

the following: *“it's much more masculine. Even the windows are much more focused on male items..., the bags, cufflinks, pen themselves... much more turned to men designs (...)”* (Montblanc owner, teacher, F, 50). Moreover, Montblanc is seen as iconic, an elite product conveying high standards, that is associated with executives and related to a business perspective. Interviewees mentioned that Montblanc gives status and transmits a sense of superiority because of its prestige. They recognized Montblanc as design-oriented and practical with simple, classic designs throughout the portfolio and highlighted the style, appearance, quality, and refinement of the items.

“(...) the quality, the design, the symbol, the brand, the status it gives to you... I would highlight the power, a brand with very high standards”
(Montblanc owner, banker, M, 57)

“I associate it with executives, business scenario (...) a brand for someone rounding 40/50 years (...) for men, even the designs”
(Montblanc owner, commercialist, M, 55)

“Montblanc is like sleek, design-oriented products (...) I associate the brand with a simple design and a nice leathering (...) a lot of refinement”
(Montblanc gifter, student, F, 23)

“(...) the brand reminds me luxury but at the same time simplicity. The pens are really beautiful, and they are super simple... it comes beauty, elegance, simplicity but something luxurious (...)”
(Montblanc owner, consultant, M, 23)

3.1.2 Purchase Behaviour

In order to better understand, how Montblanc clients behave in the Portuguese market, the research was split in three stages – Pre-purchase, Purchase and Post Purchase -, which is described in detail in the following.

Pre-purchase

Pre-purchase is where every decision starts. As previously described, the qualitative interviews revealed that Montblanc is often known due to family members or friends using the brand. Moreover, they often got personally in touch with it because of gifting. Eight out of eleven interviewees who own a Montblanc product received their first item as a gift and have been fond of the brand since. *“Once I saw that I enjoy (...) the style of the pen (...) that started the relation (...) and since then it's a question of just if I like it.”* (Montblanc owner, CEO, M, 53) For instance, by now, this interviewee owns writing instruments, leather goods, a watch, and some fragrances. Therefore, in the pre-purchase stage, there is often an existing desire to own more Montblanc products. Generally, according to staff interviews, the purchases are mostly

planned. Other purchase motivations that were observed in store and shared by interviewees are specific product needs, collection, complementary products, special occasions, and gifting. Additionally, pre-purchase, clients like to inform themselves in online channels such as websites and apps: *"I went to that new department (...) I had taken pictures of some of the wallets I saw (...). And then I continued that search online and I went to that app Net-a-porter (...) and then eventually (Montblanc) just popped into my head (...) and then when I went on the website"* (Montblanc gifter, student, F, 23).

Purchase

In-store observations revealed insights for the purchase stage. Almost all observed clients sought assistance straight away and already had a product in mind. Nevertheless, when looking for a present, they were usually less determined and tended to ask for advice. While most of the observed clients did not indicate a budget, the interviewees confirmed it and pointed out that *"you can't define budget in luxury"* (Montblanc owner, real estate developer, M, 33). Therefore, even when confronted with higher prices than expected (especially for gifts), clients favoured quality over price. Clients prefer in-store purchases rather than online ones since they value the assistance in store and furthermore, for very high-end items interviewees mentioned a need to touch, to try, and to feel the product. *"I wouldn't buy that kind of product online. First, they're not a common purchase... you have to be assured of the quality itself (...) touch it, feel it, see with your eyes is a completely different experience"* stated a 49-year-old area manager (M) and Montblanc owner. When buying a gift, they moreover enjoy the wrapping personalization service in-store and are prone to using the engraving service. *"I prefer going in-store, also if I want a gift then I want a nice package"* (Montblanc owner, professor, F, 55-60). Throughout the different research methods, gifting stood out as especially relevant for Montblanc. The questionnaire revealed that people of every age purchased from Montblanc for gifting purposes. Women purchased Montblanc more often as a gift (75%) than for themselves (55%). The

interviews provided more insights: gifts are most often meant for men - bosses, brothers, friends, partners, co-workers, uncles, or sons – and purchased by women, usually to celebrate a special occasion. Among the special occasions, interviewees and staff members mentioned e.g., anniversaries, new jobs, graduation or promotion celebrations, and birthdays.

"I don't have any kind of engagement with the brand. No private sales, no followings on social media, no newsletters..."

(Montblanc owner, area manager, M, 49)

"I receive newsletter once in a while... and I follow it on social media... As I told you, I like to keep updated with all the latest releases"

(Montblanc owner, commercialist, M, 55)

"(...) it's almost like having a Porsche (...) the way it writes, the way it draws, being in a meeting and having a pen, the way you grab it... it's super different (...) signing with a Montblanc pen, isn't only drawing a signature but an experience instead (...) it almost raises you up"

(Montblanc owner, banker, M, 57)

Post Purchase

For the post purchase stage, the research showed that clients are usually very satisfied with Montblanc's quality and its consequently usage experience. As revealed in the qualitative interviews and confirmed by staff members, many clients become brand loyals and return for regular repurchases (e.g., refills) and other product categories. The brand relationship portrays a fragmented reality: on the one hand, there are clients who care to always be up to date with new releases and actively follow brand news. On the other hand, others, including loyals, only have in-person relationships with Montblanc when coming by a boutique every now and then.

3.1.3 Consumer Segmentation

Based on the afore presented insights and conclusions, three main consumer segmentations were identified. The first segment comprehends people who have known and used the brand for a long time and tend to purchase items following a precise need or wish and are therefore named Reasoned Buyers. In the second segment people are driven by the willingness of buying Montblanc as a gift, mainly based on the certainty that the recipient will like it. They are called Gifters. Lastly, people, who do not plan to buy a product from the brand but are spontaneously driven to purchase when passing by a store, are part of the segment of the Impulsive Buyers.

To understand who the clients could be, it is useful to create a persona for each segment. A persona is a concept that portrays a fictional profile, representing a target audience. It was first

used by Alan Cooper in the late 90s and later described in his *The Inmates Are Running the Asylum* book in 1999. Figure 4 shows the persona concept applied on the above-mentioned Montblanc consumer segments.

			
Segment	REASONED BUYERS	GIFTERS	IMPULSIVE BUYERS
Name	Afonso	Sofia	António
Gender	Male	Female	Male
Age	50	27	38
Nationality	Portuguese	Portuguese	Angolan
Profession	Lawyer	Marketing Manager	Sales Manager
Motivation	Afonso saw his colleague with the latest Sartorial bag, searched it on the internet and then went to the boutique asking for the specific bag. Alongside the bag, he bought a refill for his pen and after long consideration, he finally decided to buy the pen pouch to protect his pen.	Sofia knows Montblanc because of her dad who used to have and love this brand. When looking for a precious present for her fiancé, who needed a wallet, she evaluated different brands. She trusted the quality and timeless design of Montblanc and her father's positive experience and went for a leather cardholder.	António is passionate about luxury products and enjoys shopping while traveling. When walking by a boutique window, he saw the new #MY4810 trolley. Liking it and knowing that he can get a tax refund back at the airport, he entered in the boutique, sought advice from a sales assistant and bought it.

Figure 4 Montblanc Consumer Personas

Source: Field Lab Group

The Consumer Decision Journey (CDJ) for each segment helps to describe these segments in detail. The CDJ is a model developed by McKinsey & Company that helps identifying touch points and understanding how consumers make purchase decisions (McKinsey & Company 2009). It divides the buying decision process in four main stages (Figure 5): The Consideration stage where the consumer first starts considering a product or service; the Evaluation stage where the product is compared to other alternatives; the Buying stage where the purchase occurs; and post purchase stage when the consumer experiences the product and might eventually enter the loyalty loop. Furthermore, by looking at each persona's CDJ it is possible

to identify the more targetable stages to tackle the potential touch points and the consumer experience.



Figure 5 McKinsey Consumer Decision Journey Model

Source: McKinsey & Company 2009.

Reasoned Buyers

Reasoned Buyers are people who have more knowledge of Montblanc's product portfolio because they already own or got in touch with certain products. Seven out of 14 interviewees from the qualitative interviews belong to this segment and have become loyalists of less and more heavy users. All information about this segment in this paragraph is extracted from the interviews. Since the Reasoned Buyers already experienced the brand in a positive way, they trust it and previously know what to expect. Reasoned Buyers are therefore often in the loyalty loop and skip the consideration stage. Instead, they start with a precise item they need to complement their collection (e.g., a pen pouch to protect their pen), a refill or something they saw and developed an interest for. The consumer may search for information online but in general this target helps itself with assistance in store. This is sought primarily to assess whether the boutique has the wanted product in stock and then for the less informed people, to discover all features and possible better alternatives. The purchase stage is normally reached easily by this target since their strong relationship and specific wish accelerate the evaluation stage and lead to an almost immediate purchase. Concluding, the most important stage to target the Reasoned Buyers segment is the post purchase stage: if kept informed, personally contacted,

and targeted with ads of new items, also due to the affection for the brand, the Reasoned Buyer sprints through the CDJ right to Purchase.

Gifters

Two out of 14 interviewees belong to this segment and revealed insights that were complemented by information from Montblanc sales assistants and in-store observations. The questionnaire results, as presented in section 3.2.1, indicated a larger size of this segment of more women than men. In the consideration stage the Gifters are driven by the desire of gifting something special to an important person. Whether the giftee is a co-worker, family or a beloved one, there is the certainty that the present will be appreciated. People from this segment are somewhat familiar with the brand and are aware of Montblanc's reliable high quality. The evaluation stage is the most important stage for these consumers since despite already knowing what category they are looking for; they carefully need to choose the item to be sure it suits the likings and standards of the giftee. They may search online and compare Montblanc to different brands in the first place, but once they made a choice and go to the boutique, they usually seek assistance to be introduced to different alternatives and options within the category. This stage is sometimes protracted outside the store when Gifters prefer to give the purchase more thought to be sure or at times call/videocall the giftee (if the present is not a surprise) or other co-Gifters to consult with them. The purchase stage is usually facilitated by the fact that Gifters were already positive about spending a certain amount and by the careful evaluation stage they went through.

Impulsive Buyers

The segment of Impulsive Buyers, people who undergo impulse purchases, is assumedly the smallest. According to store checks and staff interviews the target size depends on the boutique's location, such as the highly touristic area of Avenida da Liberdade. The segment's CDJ is shorter, and the different stages tend to blur. Impulsive Buyers may have been exposed

to Montblanc at previous touch points and the brand may have already been in the consideration and evaluation stages before. As Montblanc is a luxury brand that offers everyday usable items, this segment may also be driven by practicality, but the journey starts with an irrational feeling of attraction at the POS. The evaluation stage occurs directly in store (apart from rare cases of showrooming especially among younger consumers) and sales assistants play a big role in informing them of the brand and desired item. The Purchase stage could be delicate only in rare cases as e.g., the unavailability of a certain payment method, since every little hitch could play against the fragile impulsive motivations that are driving the purchase.

3.2 The Colombo Montblanc Franchise Boutique

3.2.1 Boutique Insights

The stores checks and staff interviews generated more insights regarding the Montblanc boutiques. The store visits confirmed aligned designs in equipment, furniture, and decorations, as well as aligned product offer that include all of Montblanc's product categories in all the visited Montblanc boutiques. The Montblanc staff explained that resellers and multi-brand stores usually have less product choices. Moreover, Montblanc's staple, writing instruments, remains the most sold category, followed closely by leather goods, then watches, then other accessories. At the boutique at El Corte Inglés, for instance, the proportions are as followed: Between 38% to 40% for writing instruments, between 33% and 34% for leather goods, 10% watches and other accessories account for 5% to 10% (Appendix C). Shoppers in all boutiques are mainly locals which were enhanced by the Covid-19 pandemic and related travel restrictions. Tourists are most often Brazilians or Angolans, and the Avenida da Liberdade boutique also specifically mentions Chinese shoppers. Staff professed that the Montblanc watches category requires background explanation and emphasis of the company's handcrafting skills due to the lack of heritage compared to other brands like Rolex, TAG Heuer or Philip Patek. They further revealed insights about the communication with customers that

are left for each boutique to handle independently only with recommendations from the HQ. With newsletters and personalized emails, they keep in touch with loyalists, with tourists who like to return to the boutique each time when traveling back, they inform collectors about new releases and also check in with customers who have not been back at the boutique in a while.

Compared to the other boutiques in Lisbon and surroundings, the Colombo boutique notes a high request for pen refills and repair services. This was observed in in-store observations and confirmed by sales assistants in the boutique. According to Sofia Macedo the consumer base at Colombo is very diverse in age and financial background. However, in the mall's surroundings there are many large companies, and executives tend to stop by the Montblanc boutique during lunchtime and after-work hours. Staff members recognized many brand loyalists from the surrounding companies and reported about managers who buy presents for their employees. According to the in-store observations, clients in this boutique include men, women, and couples with a domination of men. Most clients were assumed to be between 30- and 50-years old and are mainly locals. Since pandemic restrictions have been lifted and smoothed, the sales assistants confirmed a slight increase in tourists again, mostly Brazilians, Angolans, and Indians, who represent the most common nationalities in the boutique despite the Portuguese one.

In terms of communication, the Colombo franchise boutique has the advantage of an established franchisee in the Portuguese market. Grupo Tempus maintains an Instagram account for Boutique dos Relógios Plus that is called @boutiquedossrelogiosplus with more than 20,000 followers (status as of 22nd November 2021). The account promotes the brand for all Portugal and refers to all their boutiques in the country (Instagram 2021e). According to Sofia Macedo they also used this account to advertise Montblanc (Appendix G). From August to September three posts of Montblanc pens were published to increase awareness and inform followers about

the (re-)opening of the Montblanc boutique at Colombo in their Instagram story, which remains public in one of their story highlights (status as of 22nd November 2021).

3.2.2 Competitive Environment at Colombo

Sofia Macedo stated: *“the mall should’ve limited more. There are all the competitors, so we have to differentiate. Boutique dos Relógios doesn’t sell Montblanc here. (...) Boutiques differentiate by brand or by segment.”* Montblanc’s competitive environment at Colombo Shopping Mall consists of surrounding high-end multi-brand boutiques Boutique dos Relógios Plus, Torres Joalheiros, and Gilles Joalheiros (Fine Jewellery). All boutiques are located on the same floor as Montblanc. Hence, they share similar prestigious locations, and some of the same neighbours. The detailed competitor analysis is attached in Appendix H. The boutiques have some overlapping offers but also differentiating brands. As previously mentioned, Boutique dos Relógios Plus does not offer Montblanc for strategic reasons. Torres offers Montblanc but does not endorse it and sets focus on Rolex as Rolex’ official reseller in Portugal. Gilles does not include Montblanc in its portfolio. An overview of the boutiques is presented in Table 1:

	Boutique dos Relógios Plus	Torres Joalheiros	Gilles Joalheiros
Endorsed Brands in the Colombo boutique	Baume & Mercier, Breitling, Bvlgari, Cartier, Creed, Gucci, Hublot, IWC, Longines, and OMEGA	Franck Muller, Tag Heuer, TUDOR, Chaumet, Chopard, Rolex, Versace, Raymond Weil, Bell & Ross, and St DuPont, Montblanc (one dedicated window but not focused)	Oris, Dunhill, Longines, Tag Heuer, Hugo Boss, Michael Kors, Gucci, Seiko, Raymond Weil, Victorinox Swiss Army, Emporio Armani, St DuPont, and Pequignet
Focus	Watches, Jewellery, and Accessories	Rolex and Watches	Jewellery, followed by Watches
Services	private appointments, possibility to sit down with a coffee or other beverage, basic items’ repairs in store, gift wrapping service	private appointment, gift wrapping service	no information

Figure 6 Colombo Competitor Comparison

Source: Montblanc Field Lab Group, based on boutique visits.

The environment of the boutiques is luxurious. Although Gilles leaves a lower-profile impression when compared to its competitors due to their less luxurious and fancy decorations. The mystery shopper experiment revealed a friendly service in all boutiques. At Boutique dos Relógios Plus the sales assistant used the conversation with the alleged client to introduce the boutique's client account program as well as a payment model of monthly instalments. At Torres, the approach was calmer and less insistent, addressing the clients only when they communicated interest or asked a specific question. Overall, it is more distinguished when compared to Boutique dos Relógios Plus. At Gilles, the sales assistants were more resistant and only gave suggestions after being asked many times. In the end, all sales assistants provided a phone number to keep in touch and offered to provide more information and offers via personalized text messages (WhatsApp).

Like Montblanc, the competitor boutiques have their own website including an online shop but in contrary, they offer it in Portuguese. All three companies moreover have Portuguese Instagram accounts on which they are active and responsive and work with Portuguese key opinion leaders (KOLs). Boutique dos Relógios Plus worked with Raquel Strada to promote Valentine's Day 2021, and Maria João Bastos in a partnership with Piaget. Moreover, they engaged in several events and activations in 2021. Torres sets a special focus on Rolex also on Instagram. They collaborated with KOLs such as Andreia Rodrigues and Sara Matos integrating Torres' jewels in their outfits for *Globos de Ouro*, a major Portuguese event. Moreover in 2021, they celebrated the exclusive event of the Pomellato Nudo Collection 20th Birthday Party. Gilles provided KOL Clara de Sousa with jewels for the *Globos de Ouro* event to share a post on Instagram. In 2021, Gilles sponsored an event from *Revista F* which was a luxury lunch in Hotel Tivoli Avenida with different Portuguese personalities focusing on woman empowerment while promoting their Utopia jewellery collection.

4. Final Note

The presented research revealed information for all priorly defined objectives in section 2.1 and generated insights about Montblanc's role in the Portuguese and Lisbon retail market landscape, the competitive environment (at Colombo), the significance of each product category and demographic differences as well as consumers' expectations and experiences in reference to the Montblanc brand in Portugal. Furthermore, based on the questionnaire results the hypotheses could be tested and accepted or declined. In summary, Montblanc has a high brand recognition in Portugal above 90% with 93%, thus H1 can be accepted. Montblanc was moreover mainly associated with the product category of writing instruments, so H2 is also accepted. Since Montblanc was not highly associated with the watches category H3 is validated. Despite a higher popularity of Montblanc among the men of the sample, the chi-square test revealed a statistically insignificant correlation between the variables gender and popularity, which is why H4 was rejected. In contrary, the variables gender and purchase for oneself showed a highly significant correlation. Therefore, H5 can be accepted. Lastly, women who purchased Montblanc more often purchased it as a gift than for themselves, so H6 is also confirmed. The mentioned data is attached in Appendix F and the generated insights form the base for the following recommendations.

5. Recommendations

The recommendations can be found in the field lab group members' individual parts.

5.1 Introduction

Montblanc's brand history and success go back to the early 20th century, a time when most women stayed home as housewives and men were responsible for the family's income (Dunn, Skaggs 2006; Lopata 2006). Those circumstances explain why the male sex was overrepresented in labour and especially in work fields that require higher education. Hence, as

a high-priced writing instrument manufacturer, Montblanc's target group naturally became executive men. Over time, society changed, and the number of employed women increased heavily in the second half of the 20th century (McLanahan 2006). Therefore, Montblanc's target group extended, and female product offers were added to its portfolio. However, nowadays hierarchies are flattening, style is not a question of money anymore and the movement towards more casualty in clothing - in both society and business - is emphasized by the working from home circumstances of the Covid-19 pandemic (BOF, McKinsey & Company 2021). Hence, Montblanc's traditional target is shrinking. Additionally, the company artificially downsizes its consumer base even more by neglecting a female target focus, even though women in offices are the new norm, also supported by minimum quotas for female managers and executives in countries including Portugal (Froehlicher et al. 2021). Our research revealed still a current dominating male brand perception in Portugal. To tackle this challenge, this field lab part is led by the question "Which Communication Strategy Should Montblanc & Its Respective Franchisees Implement to Reach a Younger & Female Target in Portugal?".

5.2 The Target Group

5.2.1 Research Methodology

The "younger and female target" is defined as women between the age of 18 and 34 years, i.e., students and young professionals or pre-executives and executives, who belong to the generations of Millennials and Gen Z. The research findings about Montblanc and its consumer base in Portugal reported in the previous sections constitute the foundation for insights on this segment, its awareness and relationship to Montblanc. Secondary research revealed information about the segment size and other statistics in Portugal. In order to better understand the segment, additional qualitative interviews were conducted. For this purpose, 13 women between 18 and 34 living in Portugal were recruited. To ensure valuable answers, they all know and do not reject the brand Montblanc. Moreover, they all either pursue Management studies or work in

the corporate world and thus are or will become part of the brand's executive target. The interviews are summarized and analysed in a grid in Appendix I. Overall, no significant difference between the two age groups of 18-24 and 25-34 could be detected from the interviews, despite the different status as students and young professionals. Therefore, the findings are presented for a united segment in the following.

5.2.2 Insights

Target Size

Portugal has a population of 10,3 million as of 2020, of which 15.4% are women between 20 and 34 years (The World Bank 2021). As this represents roughly 85% of the target's age group, the total age group's projected count is 17,7% of the population i.e., 1,8 million women. In 2020, 49% of 25–34-year-old women had a tertiary education qualification (OECD 2021). Assuming, that only tertiary education graduates consider themselves pre-executives, the percentage is applied to the whole segment, which results in a target size of 882,000 women.

Awareness and Perception

Montblanc's brand awareness is evenly high among generations and does not differ in gender. However, aligned with the overall gender gap, less women than men of the regarded age groups have purchased Montblanc and 79% of them purchased it for gifting purposes. Writing instruments is the segment's top of mind category and they are not much aware of Montblanc's other product categories. 65.6% do not associate the brand with the categories of luggage and leather goods. They like the brand or look at it neutrally but do not dislike it (Appendix J). These results are reconfirmed by all 13 interviewees. Young women often know of one of their family members or a friend's - a father or grandfather - who owns a Montblanc pen. Most of them also state they have known the brand for years as *"It's a brand that you heard the name (of), and you certainly recognize"* (Student, F, 23). They think of it as a brand for men due to the products, designs and dark colour schemes, and restated this perception when visiting

Montblanc's homepage: *"I think it's more of a masculine brand, it's not very feminine (...) and I know they have pens"* (Young professional, F, 28). Apart from writing instruments and men, the interviewees mentioned associations with businesspeople, executives, and high-level management as well as adjectives such as premium, luxury, classic, high-quality, sleek, elegant and expensive, and they describe it as the perfect gift for men.

Desire and Purchase Intention

Five out of 13 would like to own a product of the brand because they admire the classic designs and craftsmanship in combination with high-end writing instruments. The others did not aspire owning something from Montblanc due to the price barrier, the needlessness of an expensive pen, as well as its perception as a men's brand that is not meant for them. The question about what could make the brand and products more appealing for themselves produced various answers: more feminine designs i.e., other colours such as beige or bicolour patterns and finer, sleeker shapes. Some interviewees also pointed out that the issue was not about the products and that they liked black as well as the simple and elegant designs, but they felt the communication was not directed at them:

The interviewees tried to remember brand communications they saw from Montblanc when sharing their associations with the brand but could not remember any. They are part of the digital generation in which online shopping rocketed (Chen 2021). However, when asked about their preferred channel for shopping luxury goods, they tended to first say online, but switched to *"it depends"* after giving it some thought. Luxury goods are a high involvement category for this

"I mean I like to wear black and that wouldn't be a problem but maybe to understand the product as suitable for men and women I would say different colours. Also, a wider variety of models, not just men." (Student, F, 22)

target group. They like to get information, evaluate and compare online, but prefer to shop the product in-store, which results in an important offline shopping experience: *"I think I would search online (to) be well informed. But to buy it, I think I would go to the shop because it's an*

expensive product and I'll be more confident if I talked to someone." (Young professional, F, 28). The interviewees expressed a joy for gifting and provided insights on gifting occasions in Portugal for which many mentioned the 18th birthday and graduations as important celebrations. They liked the idea of celebrating achievements such as the first job contract or a promotion and some considered a Montblanc gift suitable for those events:

Social Media Usage

The interviewees are most active on Instagram while Facebook is only used occasionally and TikTok only by some. LinkedIn is used for professional purposes and Pinterest serves as an inspirational source for outfits or gifting ideas. On Instagram, 12 out of 13 interviewees follow brands and influencers. The brands are usually small, Portuguese fashion brands they aim to keep up with. Others create content the interviewees consider fun and entertaining or especially

"When you sign the first contract that maybe would be an occasion to offer." (Student, F, 23)

"When you got promoted (...) inside a lawyer firm or something, it makes a lot of sense to treat them (...) with Montblanc." (Student, F, 23)

artsy. Despite influence usually happening unconsciously, all interviewees admit they get influenced on social media to purchased products they saw on ads or influencers and have gotten to know new brands because of it. Instagram works as a source of information about (new) brands, and the interviewees frequently check out brand accounts or ads: *"I'm very visual. I rather search for brands on Instagram than Google. I prefer information in pictures."* (Young Professional, F, 29). However, none of them has shopped via social media yet.

The interviewees shared their idea of female Portuguese influencers who they consider a fit for the brand. While the explanations were similar, the mentioned names varied. Interviewees chose influencers whose style suits Montblanc or who have an influential power that in their opinion would suit the brand. Some of the words used to describe those influencers were classy, elegant, educated, discreet, as well as habitual luxury client and existing luxury brand partnerships. Bruna Corby was the most mentioned influencer, followed by her sister Barbara

Corby, Joana Vaz, Anita da Costa, and Cristina Ferreira. A full list and brief description of the mentioned influencers can be found in Appendix K.

Overall, 18–34-year-old Portuguese women most likely fit the Gifters persona and turning them into Reasoned Buyers (cf. group section 3.1.3) remains the challenge. In summary, the reasons for this are little to no desire to own a Montblanc product due to lacking brand exposure, little knowledge of Montblanc's product categories apart from writing instruments, the thought of pens as insignificant and the perception of a communication directed only at men. However, all interviewees are in favour of the brand and its classic and elegant appearance, they like status or success symbols and can imagine influencers they like and follow on Instagram promoting the brand. These factors indicate potential in the aspired target group.

Montblanc's Product Portfolio

Montblanc's online shop does not group its products first into male and female, but into product categories. Of those, Bags & Leather Goods, Watches, Fragrances, Accessories and Gifts can be shopped by gender, all other categories are unisex. Overall, there are more product offers for men in each category. The products are black and dark blue and of rather practical designs (Montblanc 2021a). For instance, the Montblanc UltraBlack Backpack is part of both women and men sections. It was displayed on montblanc.com's homepage during the interviews and pointed out by interviewees as a product example they did not like. On the product page there are no model shots that would allow better imagination of the product in use by men and women (Appendix L). Concluding, based on the qualitative interview insights, Montblanc's writing instruments still show the most potential for advertising the brand to women, as the designs of other categories are not appealing enough at first sight. Other stationary products like notebooks exist in multiple colours and may go along well with the pens. The other categories may follow if adapted with a different visual presentation once the attitude towards Montblanc has changed.

5.3 Communication Strategy

5.3.1 Strategy Derivation

Montblanc's current communication strategy in Portugal is down to a minimum and takes place in-store only. As described in group part section 2.4., the Portuguese Instagram account @montblanc_pt has not been active since 2018 and only the partnership with 43-year-old Pedro Crispim has been continued. In the boutiques, decorations are changed aligned to the website and seasons, and clients can write postcards with a Montblanc pen and send them. All other offers, i.e., the customer service or newsletter lists are presented to clients by the sales assistants.

Internationally, Montblanc released the "What Moves You, Makes You" campaign in 2020. It involves several celebrities and plays with the brand slogan "Leave a Mark". It addresses "Mark Makers": *"enthusiastic doers who create their own definition of success by pursuing the things that move them"* (Montblanc 2021a) and therefore speaks to a target beyond executives. The campaign included *"a series of online films, print, digital, out-of-home and social content, conveying the message that Montblanc products are made to accompany you on your journey as you pursue what you love"* (Wieden + Kennedy 2021). In Portugal the effects of the campaign can be seen in store decorations and campaign related collections. Yet, there is no communication in the Portuguese market outside the boutiques. Due to the company's structure, Montblanc Portugal is limited in its actions and cannot change or create products. Therefore, they must work with what is given and complement it with localized strategies including local key opinion leaders (KOL), partnerships and events.

5.3.2 Communication Objectives

According to the interview insights shared above, the communication strategy objectives should concern the brand perception and desire of Montblanc. It is important to highlight that in luxury, marketing and communication aim to create a dream and desire that underlines the brand's status and leads to the purchase of those who can afford it (Kapferer 2017).

The strategy ought to ensure more brand exposure: women need to be addressed and introduced to all of Montblanc's product categories and their unisex and female products. Additionally, desire must be created to conquer the digitalized world that bears less need of writing instruments in the daily life. The research revealed a relation between pens in Montblanc's price segment and special life occasions or the status of successful businesspeople. The communication strategy is designed to create a desire for Montblanc among millennial and Gen Z women, appropriate occasions for the brand's products with the help of B2B strategies, as well as to create a new state of mind and establish Montblanc as a universal "Success Marker".

In the long-term, the communication strategy ought to add the newly acquired consumers to the loyalty loop and make them Montblanc loyalists, i.e., part of the Reasoned Buyers segment.

5.3.3 Recommendations

The research revealed a fit for Montblanc in the higher education and corporate world. Graduations represent a milestone in life, similarly to job-related achievements such as the first job contract and promotions. There is potential for Montblanc to leverage those life occasions, which the considered target as well as the interviewed Montblanc consumers associate with the brand's products. Therefore, two directions are considered, a B2B communication strategy for companies and universities and a B2C communication strategy on social media.

In the beginning of campaigning the focused product category should remain writing instruments since it is the category that is most associated with Montblanc and hence prevents confusion among consumers. The strategies should be led by Montblanc's brand slogan "Leave a Mark" (Montblanc 2021a). All in all, the communication should be focused on conveying a sense of excellence, enthusiasm to leave a mark in life and address "Mark Makers" who are about to make the next big steps of their life journey. Montblanc and especially their staple, writing instruments, convey a highly symbolic power for high-quality, elegance and achievements, making the brand especially suitable for special occasions and enabling its

function for status. Advertising helps spreading the symbolic meaning, so the general population understands the product's exclusivity (Sharp 2014). Moreover, marketers are convinced of the necessity of purpose brands (Reiman 2013). Purpose is especially relevant for young consumers who long for values, transparency, and engagement (BOF Studio 2021). Therefore, Montblanc should find a purpose in supporting "Mark Makers" on their way, with a communication strategy that includes KOLs with inspiring stories. A direct approach through trusted KOLs who share Montblanc's values conveys the brand purpose in a subtle and credible way. For the implementation and maintaining of this communication strategy, Montblanc should employ people part of the target to ensure good understanding and authenticity.

Chosen Communication Channels

Montblanc should be everywhere their target of executives and pre-executives is. This includes universities, companies, events, and various online marketing channels.

LinkedIn is a growing platform for professionals to connect and counts an audience size of 3.5 million people in Portugal (status as of January 2021) (LinkedIn 2021a; Kemp 2021). The network's importance for brand marketing is increasing and finds itself among the top three players in B2B advertising in 2021 (Rynne 2021). All 13 interviewees have LinkedIn accounts and confirmed its usage for business related topics. They also revealed Instagram as the most relevant platform for them. Instagram has an audience of 4.8 million people in Portugal as of January 2021 and more than 60% of users belong to the age group of 18 to 34-year-olds (Kemp 2021; Iqbal 2021). In the long-term, the brand should also investigate TikTok as it is a relevant platform in following generations where the short video format is "truly integrated into the customer journey", as Linkfluence's chief evangelist revealed in a BOF interview (BOF 2021). Additionally, other channels are regarded. Following the first expressed purchase interest, emails enable a direct and personalized contact to remind consumers of new offers. Furthermore, Pinterest has an 80.6% female audience in Portugal and represents a preferred

inspirational source e.g., for outfits and gift ideas (Kemp 2021). SEM enables exposure to non-Pinterest-users and POS activities complete the consumer experience.

B2B Strategy

Companies represent the first business target. Interviewees expressed their liking of the idea to receive a Montblanc pen from the company. Montblanc has an international company account on LinkedIn in English on which they posted some of the same contents as on Instagram (LinkedIn 2021b). With a Montblanc Portugal or respective (franchise) boutique account they could establish relevant connections on LinkedIn with businesspeople; especially employees in leadership positions, but also office assistants and secretaries who are ultimately responsible for gift shopping. The posts should differentiate from Instagram content and combine business topics with Montblanc's campaign messages and success marker function. More quality content could include inspirational quotes, brand ambassador stories and interesting glimpses into the craftsmanship and techniques of Montblanc's products while exposing Montblanc's diverse product portfolio. Moreover, to reach the objective of establishing the brand as a valuable office gift, gifting occasions and ideas should be shared with the LinkedIn community.

In addition to companies, Montblanc could form partnerships with top universities in Portugal. It is crucial for the brand to secure its aspired perception of exclusivity and excellence. In 2020 less than a fifth (16.2%) of the Portuguese population above 25 held a Master's degree, equivalent or higher, and more women than men (18.8% vs. 13.2%) (The World Bank 2021). Focusing on Master's students and higher fits Montblanc's executive target and represents an elitist selection. Thus, there are different options to work with universities:

1. Together with universities, Montblanc could hand out a Meisterstück engraved with the university and student's name and the graduation year to the top three students at the Master's graduation ceremony of each year.

2. Montblanc could form partnerships with selective university programs such as MBA programs and offer a graduation version of the Meisterstück for purchase, i.e., a Meisterstück engraved with the graduation year, university and student's name in their preferred colour and pen shape (fountain or ballpoint). Moreover, the package could include free ink or refills and be adapted to the celebration with a mortarboard sleeve. As an intermediary, the university would collect the orders, transmit them to Montblanc and hand out the packages with the certificates at the graduation ceremony.
3. Montblanc could feed its purpose and increase exposure to the young by establishing a fellowship sponsorship program for students in Portugal or become a benefactor of an existing one. For instance, Nova SBE's Fellowship For Excellence believes "*gifted individuals can have a great impact on society*", addresses "*the most talented students in the school and empowers them to change the world*" (Nova SBE 2021). The description goes well with the previously described "What Moves You, Makes You" campaign.

After establishing these partnerships, the new sales channel can be further exploited by targeted advertising on the graduates' environment. Once friends and family members are aware of the graduation Meisterstück gift, they should be reminded of suitable accompanying gift options such as agendas, notebooks, diaries, and pen pouches via social media marketing and SEM.

Next to companies and universities, Montblanc should cooperate with associations and programs and be present at events that support and honour (young and female) creatives and entrepreneurs in manifesting their passion. Portugal's culture is highly impacted by literature and poetry and there is a long list of literature prizes that can be found in Appendix M. The Prémio Camões and Prémio LeYa represent the most important awards for works in the Portuguese language. A new prize called Prémio Manuel Alegre was initiated in 2021, honouring works from new authors who are enrolled in any higher education in Portugal (= a young target). The recent establishment indicates a potential welcoming of partners and hence

an opportunity for Montblanc to get involved. In the business context Montblanc should be present where passion is turned into profession and join events and award ceremonies that honour innovation and entrepreneurship among the (young and female) Portuguese. Important ones are the Web Summit and Beta-i events. For a female focus, Montblanc should join events organised by Executiva and WomenWinWin, two organisations focused on women in business. More business-related events in Portugal can be found in Appendix N.

As an event partner, Montblanc Portugal could be present at prize ceremonies and join the presenter on stage to hand over a symbolic success-marking Meisterstück along with the award.

B2C

Looking at the consumer decision journey (CDJ), in the B2C environment the recognition part of brand awareness is present, however there is a lack of desire and (purchase) action. KOLs, which include commonly known celebrities and influencers, can encourage the development of a personal connection with the brand and boost likeability. As the target's preferred social media channel, Montblanc should use Instagram to let "Mark Makers" share their personal story and experience, thus allowing a connection with the brand on a more emotional level. Social media ads can increase Montblanc's exposure and allow specific targeting. The shared content should inspire viewers to thrive for their own goals while mentally connecting it to Montblanc. KOLs reach an audience beyond the focused segment because according to Kapferer and Bastien (2009) *"it is essential to spread brand (...) awareness far beyond the target group. This is the only way to build the distinctive facet of the brand (creating desire in the eyes of others)"*.

Instagram offers a variety of advertising options and precise targeting (Instagram 2021h). It is thus a helpful channel to introduce women to Montblanc's female products and other product categories. For example, after checking out other stationary brands on Instagram, those users could be faced with Montblanc's notebook and diary offers. From the list of Portuguese influencers who the interviewees consider suitable for Montblanc, Anita da Costa, Bruna

Corby, and Sara do Ó would be the chosen ones to become brand ambassadors. Anita da Costa introduces her Instagram account like this: *“I went to drama school but I'm not an actress, got a Law degree and I'm not a lawyer. I'm just a storyteller at (her blog)”* (Instagram 2021i). She is educated and decided to follow her passion well aligned to the “What Moves You, Makes You” campaign. Bruna Corby also has a Master’s degree and likes to share book recommendations with her followers, which also fits well with Montblanc’s stationary products. Both moreover maintain a stylish, minimalistic, neutrally coloured Instagram feed that features other luxury brands and overall matches Montblanc’s design and colour patterns. Sara do Ó is an entrepreneur, founder, and CEO, who founded a company at 24 years old. At 40 she is above the target’s group age but a role model for young entrepreneurs, who cooperates with organisations such as Web Summit, WomenWinWin, and Executiva. On her LinkedIn she describes herself, aligned to Montblanc’s values, as a *“Proud mother of 1 daughter, avid-dream, globetrotter and purpose-driven. (...) Always in search for inspiration.”*. (LinkedIn 2021c)

Montblanc can establish lasting partnerships with those KOLs, include them in campaigns and let them share their success story. They should be treated as part of team Montblanc and be equipped with all product categories, to use them in their daily life and show the most authentic content possible to their followers. Montblanc should invite them to events and make use of their networks by e.g., getting Sara do Ó to bring her Montblanc products to the business events she attends. With the KOLs’ help Montblanc could convey the story behind products and brand and establish the “Success Marker” image to create desire.

On online pinboard Pinterest users can browse the pictural content and search for inspiration, using specific keywords and pin the posts they want to remember on their virtual pin boards (Pinterest Business 2021). Montblanc’s international account is focused on gifting with mostly product shot posts on a festive red background (Pinterest 2021). They could make better use of the platform by also communicating their values and vision. “What Moves You, Makes You”

is supposed to “*inspire future generations of creatives to leave their mark*” (Montblanc 2021a). Pictures of products in use – by women especially –, motivational quotes, and anecdotes about passion that was turned into profession would feed the inspirational and creativity purpose. Since the same content is a fit for Instagram, the maintaining work of Pinterest can be kept low. Montblanc’s online appearance must be appealing where potential consumers look for information. After touch points on Instagram or Pinterest, consumers may look for more information on Montblanc’s website before proceeding to offline stores, the preferred purchase channel. It is important to implement the inclusive approach on the website and in store as well and add female products to the highlighted sections, windows, and vitrines. Moreover, sales assistants should be convinced of the brand’s suitability for women. Store checks and interviews had revealed they also think of Montblanc as a male brand. Furthermore, Montblanc’s brand values embracing should not stop in store. To attract consumers, Montblanc could work with geofencing methods around the stores: Instagram users who follow collaborating KOLs and are in the area could be targeted with ads that include a call-to-action such as “Leave Your Mark and Inspire Others!” inviting them to write what they are enthusiastic about on a paper board in store and with that leave their mark to inspire others.

Other Strategies

In addition to the focused B2B and B2C marketing activities, Montblanc Portugal should organize events on a regular basis, to which they invite the KOLs, award winners, partners from companies and universities as well as loyal private clients. The events can be of different backgrounds such as new collection launches or occasions like Christmas to broach the issue of gifting. The events should convey exclusivity and make those who were not part of it feel like they missed out, to build a desire to be at the next event. Kapferer summarizes: “*A key role of social media is to make widely known who was present at selective events organized by the luxury brand – and who was not. This information is how prestige, glamour, and eliteness can*

be conveyed to the brand” (2017, 35-36). Having special guests present, like an international celebrity ambassador of Montblanc or a popular musical act, facilitates creating the desire to be part of the event. Yet, keeping the circle of invitees narrow and sharing a lot of content about it on social media can also have this effect. This strategy supports both the B2B and B2C communication strategies since content is created to be shared on LinkedIn and Instagram.

5.4 Conclusion

All in all, there are many opportunities for Montblanc to expand to a larger audience and target future executives at an earlier stage. While many recommendations ultimately aim not exclusively at women from 18 to 34, social media marketing as well as the selection of specific women-focused events allow a stronger focus on them. However, Montblanc is for both women and men, therefore a more inclusive approach on all channels would be the most beneficial. While product extension may make the brand more appealing to women, the available products have potential when presented differently as a fit for all genders. Montblanc’s top-of-mind category writing instruments shows a high symbolism potential and is the most suitable to convey the brand’s values and vision, and thus should be used for targeting new segments. An aligned strategy in KOL, events and advertising channel choices is a chance for Montblanc to establish itself as a Success Marker for new generations, independently of gender.

Limitations: Further quantitative research is recommended validating the qualitative interviews results. A bias cannot be ruled out due to similar backgrounds of the interviewees.

6. Limitations

For the length of the field lab, several limitations influenced the quality and quantity of the final results. Initially, the project was intended to be realized in partnership with Grupo Tempus and focused only on the Montblanc franchise boutique at Colombo Shopping Mall, that is owned

by the latter referred group. Due to illness of the contact person at the company, the project begin was postponed to the end of September. Following unforeseeable events, we were not able to receive the endorsement by Grupo Tempus and the scope of the work project had to be shifted to Montblanc in Portugal overall. The partnership with Grupo Tempus originally ought to enable reliable information on Montblanc in Portugal, the Colombo franchise boutique, as well as inside information of the shopping mall and its environment for a more profound and databased analysis of the project. Subsequently, there was a time in which the study did not proceed well, as the new scope and steps required time to be defined. Initial research was accompanied by uncertainty and rather directionless. Due to the initial loss in time, the intermediate deliveries and respective feedback sessions were postponed closer to the final deadline. This fact led to reduced time to improve and upgrade the work.

Apart from the time and partnership constraints, another limitation influencing the overall work was that two out of three group members do not speak Portuguese nor have a Portuguese network. With the study based and focused on the Portuguese Montblanc consumers, primary research was limited for the two members. Qualitative interviews, especially among Montblanc's main consumer groups above 35 years and in-store observations were most of the time required to be performed in Portuguese. This led on the one hand to additional time dilation when many of these in-person research had to be performed by one person only and on the other hand, to limited quality insights. The limited network moreover led to an imbalanced distribution of age groups and origin among the sample and a subsequent potential bias, which may harm the representativeness of the interviews and survey results.

Lastly, the unexpected absence of one group member during the final project days and feedback meeting due to severe health issues may have compromised the final work alterations. The remaining group members were still able to complete the work, taking the received

recommendations into account. However, the double burden and working on someone else's part caused additional time restraints and pressure

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Appendix A – Qualitative Interview Guide

-Attached in separate Excel File-

Appendix B – Interview Analysis Grid

-Attached in separate Excel File-

Appendix C – Store Visit Grid

-Attached in separate Excel File-

Appendix D – In-Store Observations Grid

-Attached in separate Excel File-

Appendix E – Questionnaire

▼ Preferências e Conhecimento sobre Marcas de Luxo ...

Olá!

Somos um grupo de 3 estudantes da Nova School of Business and Economics e estamos atualmente a desenvolver a nossa dissertação final de Mestrado, na área de Luxury.

Este questionário tem como objetivo principal ajudar-nos a compreender a sua perceção, preferências e conhecimento sobre diversas marcas dentro da área de Luxury. O mesmo deverá ter uma duração de cerca de 3 a 5 minutos e, ao responder estará a ajudar-nos a completar o nosso trabalho. A resposta será anónima e será meramente utilizada no âmbito do projeto.

Agradecemos desde já pelo seu tempo e disponibilidade

----- Page Break -----

Q1

★ ✂

Da seguinte lista apresentada, por favor, indique todas as marcas que conhece pelo menos o nome.

- ☐ Montblanc
- ☐ Louis Vuitton
- ☐ Patek Philippe
- ☐ Rolex
- ☐ TAG Heuer
- ☐ Omega
- ☐ Gucci
- ☐ Hugo Boss
- ☐ Lacoste
- ☐ Audemars Piguet
- ☐ IWC
- ☐ Cartier
- ☐ Parker
- ☐ Caran d'Ache
- ☐ Hublot
- ☐ Ferrari
- ☐ Rolls Royce
- ☐ Dupont
- ☐ Monte Grappa

Q2

iQ ★ ✕

Carry forward statements

from Da seguinte lista apresentada, por favor, indique... that are Selected Choices

Numa escala de 1 a 5, onde 1 representa 'Não gosto nada' e 5 representa 'Gosto muito', por favor assinale o quão gosta de cada uma destas marcas.

	Não gosto nada	Não gosto	Não gosto nem disgosto	Gosto	Gosto muito
↳ Montblanc	☐	☐	☐	☐	☐
↳ Louis Vuitton	☐	☐	☐	☐	☐
↳ Patek Philippe	☐	☐	☐	☐	☐
↳ Rolex	☐	☐	☐	☐	☐
↳ TAG Heuer	☐	☐	☐	☐	☐
↳ Omega	☐	☐	☐	☐	☐
↳ Gucci	☐	☐	☐	☐	☐
↳ Hugo Boss	☐	☐	☐	☐	☐
↳ Lacoste	☐	☐	☐	☐	☐
↳ Audemars Piguet	☐	☐	☐	☐	☐
↳ IWC	☐	☐	☐	☐	☐
↳ Cartier	☐	☐	☐	☐	☐
↳ Parker	☐	☐	☐	☐	☐
↳ Caran d'Ache	☐	☐	☐	☐	☐
↳ Ferrari	☐	☐	☐	☐	☐
↳ Rolls Royce	☐	☐	☐	☐	☐
↳ Dupont	☐	☐	☐	☐	☐
↳ Monte Grappa	☐	☐	☐	☐	☐

Q3

iQ ★ ...

Display this question

If Da seguinte lista apresentada, por favor, indique todas as marcas que conhece pelo menos o nome. Louis Vuitton Is Selected

Até que ponto associa a marca **Louis Vuitton** com as seguintes categorias?

	Discordo fortemente	Discordo	Neutro	Concordo	Concordo plenamente
	1	2	3	4	5
Bagagem	☐	☐	☐	☐	☐
Instrumentos de escrita	☐	☐	☐	☐	☐
Joalharia	☐	☐	☐	☐	☐
Relógios	☐	☐	☐	☐	☐
Acessórios	☐	☐	☐	☐	☐
Marroquinaria	☐	☐	☐	☐	☐

Q4

iQ ☆ ...

Display this question

If Da seguinte lista apresentada, por favor, indique todas as marcas que conhece pelo menos o nome. Montblanc Is Selected

Até que ponto associa a marca **Montblanc** com as seguintes categorias?

	Discordo fortemente	Discordo	Neutro	Concordo	Concordo plenamente
	1	2	3	4	5
Bagagem	<input type="range"/>				
Instrumentos de escrita	<input type="range"/>				
Joalheria	<input type="range"/>				
Relógios	<input type="range"/>				
Acessórios	<input checked="" type="range"/>				
Marroquinaria	<input type="range"/>				

Q5

☆ ...

Carry forward choices

from Da seguinte lista apresentada, por favor, indiqu... that are Selected Choices

Das marcas que selecionou previamente, por favor, indique quais já comprou **com o propósito de as oferecer**.

- ☐ Nenhuma
- ☐ Montblanc
- ☐ Louis Vuitton
- ☐ Patek Philippe
- ☐ Rolex
- ☐ TAG Heuer
- ☐ Omega
- ☐ Gucci
- ☐ Hugo Boss
- ☐ Lacoste
- ☐ Audemars Piguet
- ☐ IWC
- ☐ Cartier
- ☐ Parker
- ☐ Caran d'Ache
- ☐ Hublot
- ☐ Ferrari
- ☐ Rolls Royce
- ☐ Dupont
- ☐ Monte Grappa

Page Break



Q6



Carry forward choices

from Da seguinte lista apresentada, por favor, indique quais já adquiriu that are Selected Choices

Das marcas que selecionou previamente, por favor, indique quais já adquiriu para si mesmo.

- ☐ Nenhuma
- ☐ Montblanc
- ☐ Louis Vuitton
- ☐ Patek Philippe
- ☐ Rolex
- ☐ TAG Heuer
- ☐ Omega
- ☐ Gucci
- ☐ Hugo Boss
- ☐ Lacoste
- ☐ Audemars Piguet
- ☐ IWC
- ☐ Cartier
- ☐ Parker
- ☐ Caran d'Ache
- ☐ Hublot
- ☐ Ferrari
- ☐ Rolls Royce
- ☐ Dupont
- ☐ Monte Grappa

Page Break

Q7



Comprou algum produto de luxo (por exemplo: perfume, roupa, sapatos, acessório tipo mala ou carteira, caneta, carro, decoração) nos últimos 2 anos?

- ☐ Sim
- ☐ Não

Page Break

Q8



Vive em Portugal há pelo menos 5 anos?

- ☐ Sim
- ☐ Não

☐ Q9 ★

▼  Display this question

If Vive em Portugal há pelo menos 5 anos? Sim Is Selected

Selecione a região em que reside.

- ☐ Porto e Norte
- ☐ Centro
- ☐ Alentejo
- ☐ Lisboa e Vale do Tejo
- ☐ Algarve
- ☐ Madeira
- ☐ Açores

Q10

Por favor, indique a sua idade.

- ☐ Menos de 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ 75-84
- ☐ Mais de 84

Q11

★

Por favor, indique o seu sexo.

- ☐ Masculino
- ☐ Feminino
- ☐ Outro
- ☐ Prefiro não revelar.

Q12

★

Assinale o nível de educação que possui.

- ☐ Sem grau
- ☐ Ensino secundário
- ☐ Curso tecnológico/profissional
- ☐ Licenciatura
- ☐ Mestrado ou comparável (Pós-Graduação, por exemplo)
- ☐ Doutoramento

Appendix F – Questionnaire Results

Sample Descriptions: Gender and Age Groups Distribution

		Por favor, indique o seu sexo.					
		Masculino		Feminino		Subtotal	
		Row N %	Column N %	Row N %	Column N %	Row N %	Column N %
Por favor, indique a sua idade.	Menos de 18	0.0%	0.0%	100.0%	0.8%	100.0%	0.4%
	18-24	37.2%	46.6%	62.8%	63.3%	100.0%	55.8%
	25-34	50.0%	17.5%	50.0%	14.1%	100.0%	15.6%
	35-44	41.2%	6.8%	58.8%	7.8%	100.0%	7.4%
	45-54	61.5%	15.5%	38.5%	7.8%	100.0%	11.3%
	55-64	63.6%	13.6%	36.4%	6.3%	100.0%	9.5%
	65-74	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	75-84	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Mais de 84	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Subtotal	44.6%	100.0%	55.4%	100.0%	100.0%	100.0%

Sample Descriptions: Origin Distribution

		Column N %
Selecione a região em que reside.	Porto e Norte	1.8%
	Centro	4.4%
	Alentejo	1.8%
	Lisboa e Vale do Tejo	89.3%
	Algarve	1.8%
	Madeira	0.9%
	Açores	0.0%

48 who have not purchased a luxury product in the past 2 years in age groups

		Comprou algum produto de luxo (por exemplo: perfume, roupa, sapatos, acessório tipo mala ou carteira, caneta, carro, decoração) nos últimos 2 anos?	
		Não	
		Count	Column N %
Por favor, indique a sua idade.	Menos de 18	0	0.0%
	18-24	30	62.5%
	25-34	11	22.9%
	35-44	5	10.4%
	45-54	2	4.2%
	55-64	0	0.0%
	65-74	0	0.0%
	75-84	0	0.0%
	Mais de 84	0	0.0%
	Subtotal	48	100.0%

Outliers (who only chose few brands with low brand recognition to answer the first question)

(Numbers 1 to 19 represent brands in always the same order from Montblanc to Monte Grappa, 1 = selected answer)

Q2_1	Q2_2	Q2_3	Q2_4	Q2_5	Q2_6	Q2_7	Q2_8	Q2_9	Q2_10	Q2_11	Q2_12	Q2_13	Q2_14	Q2_15	Q2_16	Q2_17	Q2_18	Q2_19
.	.	.	.	1	.	.	.	.	.	.	.	.	.	.	.	.	.	.
.	.	.	.	.	.	.	.	.	1	1	.	.	.	1	.	.	.	.

Brand Recognition (0=not recognized; 1=recognized)

		Count	Column N %
Montblanc_Recognition	.00	17	7.4%
	1.00	214	92.6%
Louis_Vuitton_Recognition	.00	1	0.4%
	1.00	230	99.6%
Patek_Philippe_Recognition	.00	119	51.5%
	1.00	112	48.5%
Rolex_Recognition	.00	3	1.3%
	1.00	228	98.7%
TAG_Heuer_Recognition	.00	62	26.8%
	1.00	169	73.2%
Omega_Recognition	.00	27	11.7%
	1.00	204	88.3%
Gucci_Recognition	.00	1	0.4%
	1.00	230	99.6%
Hugo_Boss_Recognition	.00	2	0.9%
	1.00	229	99.1%
Lacoste_Recognition	1.00	231	100.0%
Audemars_Piguet_Recognition	.00	152	65.8%
	1.00	79	34.2%
IWC_Recognition	.00	158	68.4%
	1.00	73	31.6%
CARTIER_Recognition	.00	17	7.4%
	1.00	214	92.6%
PARKER_Recognition	.00	105	45.5%
	1.00	126	54.5%
CARAN_DACHE_Recognition	.00	101	43.7%
	1.00	130	56.3%
HUBLOT_Recognition	.00	127	55.0%
	1.00	104	45.0%
FERRARI_Recognition	.00	1	0.4%
	1.00	230	99.6%
ROLLS_ROYCE_Recognition	.00	13	5.6%
	1.00	218	94.4%
DUPONT_Recognition	.00	112	48.5%
	1.00	119	51.5%
MONTE_GRAPPA_Recognition	.00	208	90.0%
	1.00	23	10.0%

Montblanc Liking among Gender

Por favor, indique o seu sexo.					
		Masculino		Feminino	
		Count	Column N %	Count	Column N %
Numa escala de 1 a 5, onde 1 representa 'Não gosto nada' e 5 representa 'Gosto muito', por favor assinale o quão gosta de cada uma destas marcas. – Montblanc	Não gosto nada	0	0.0%	1	0.8%
	Não gosto	0	0.0%	2	1.7%
	Não gosto nem disgosto	22	23.2%	34	28.6%
	Gosto	27	28.4%	43	36.1%
	Gosto muito	46	48.4%	39	32.8%

Montblanc Liking among Age Groups and Gender

Por favor, indique o seu sexo.													
Masculino													
Por favor, indique a sua idade.													
		Menos de 18		18-24		25-34		35-44		45-54		55-64	
		Column N %	Row N %	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %
Numa escala de 1 a 5, onde 1 representa 'Não gosto nada' e 5 representa 'Gosto muito', por favor assinale o quão gosta de cada uma destas marcas. - Montblanc	Não gosto nada	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Não gosto	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Não gosto nem disgosto	0.0%	0.0%	23.8%	45.5%	18.8%	13.6%	0.0%	0.0%	12.5%	9.1%	50.0%	31.8%
	Gosto	0.0%	0.0%	23.8%	37.0%	68.8%	40.7%	28.6%	7.4%	25.0%	14.8%	0.0%	0.0%
	Gosto muito	0.0%	0.0%	52.4%	47.8%	12.5%	4.3%	71.4%	10.9%	62.5%	21.7%	50.0%	15.2%

Feminino											
Por favor, indique a sua idade.											
		Menos de 18		18-24		25-34		35-44		45-54	
		Column N %	Row N %	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %
		0.0%	0.0%	1.4%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	50.0%	0.0%	0.0%
		0.0%	0.0%	43.1%	91.2%	16.7%	8.8%	0.0%	0.0%	0.0%	0.0%
		100.0%	2.3%	33.3%	55.8%	38.9%	16.3%	60.0%	14.0%	40.0%	9.3%
		0.0%	0.0%	22.2%	41.0%	44.4%	20.5%	30.0%	7.7%	50.0%	12.8%

Associations with Louis Vuitton

(1=strongly disagree to 5=strongly agree)

Por favor, indique o seu sexo.				
		Masculino	Feminino	Subtotal
		Column N %	Column N %	Column N %
Até que ponto associa a marca Louis Vuitton com as seguintes categorias? - Bagagem	1.00	1.0%	2.4%	1.7%
	2.00	4.9%	0.0%	2.2%
	3.00	9.7%	9.4%	9.6%
	4.00	41.7%	33.9%	37.4%
	5.00	42.7%	54.3%	49.1%
Até que ponto associa a marca Louis Vuitton com as seguintes categorias? - Instrumentos de escrita	1.00	58.3%	56.7%	57.4%
	2.00	19.4%	29.9%	25.2%
	3.00	21.4%	11.8%	16.1%
	4.00	0.0%	1.6%	0.9%
	5.00	1.0%	0.0%	0.4%
Até que ponto associa a marca Louis Vuitton com as seguintes categorias? - Joalharia	1.00	38.8%	33.9%	36.1%
	2.00	19.4%	22.0%	20.9%
	3.00	24.3%	22.0%	23.0%
	4.00	11.7%	15.0%	13.5%
	5.00	5.8%	7.1%	6.5%
Até que ponto associa a marca Louis Vuitton com as seguintes categorias? - Relógios	1.00	44.7%	39.4%	41.7%
	2.00	24.3%	26.0%	25.2%
	3.00	23.3%	21.3%	22.2%
	4.00	6.8%	11.8%	9.6%
	5.00	1.0%	1.6%	1.3%
Até que ponto associa a marca Louis Vuitton com as seguintes categorias? - Marroquinaria	1.00	33.0%	29.9%	31.3%
	2.00	19.4%	11.8%	15.2%
	3.00	15.5%	12.6%	13.9%
	4.00	15.5%	14.2%	14.8%
	5.00	16.5%	31.5%	24.8%
Até que ponto associa a marca Louis Vuitton com as seguintes categorias? - Acessórios	1.00	5.8%	6.3%	6.1%
	2.00	1.9%	5.5%	3.9%
	3.00	4.9%	14.2%	10.0%
	4.00	47.6%	29.1%	37.4%
	5.00	39.8%	44.9%	42.6%

Associations with Montblanc

Por favor, indique o seu sexo.				
		Masculino	Feminino	Subtotal
		Column N %	Column N %	Column N %
Até que ponto associa a marca Montblanc com as seguintes categorias? - Bagagem	1.00	37.9%	39.5%	38.8%
	2.00	7.4%	19.3%	14.0%
	3.00	23.2%	19.3%	21.0%
	4.00	26.3%	15.1%	20.1%
	5.00	5.3%	6.7%	6.1%
Até que ponto associa a marca Montblanc com as seguintes categorias? - Instrumentos de escrita	1.00	7.4%	5.9%	6.5%
	2.00	3.2%	4.2%	3.7%
	3.00	3.2%	11.8%	7.9%
	4.00	21.1%	10.1%	15.0%
	5.00	65.3%	68.1%	66.8%
Até que ponto associa a marca Montblanc com as seguintes categorias? - Joalharia	1.00	30.5%	34.5%	32.7%
	2.00	7.4%	20.2%	14.5%
	3.00	34.7%	17.6%	25.2%
	4.00	23.2%	16.0%	19.2%
	5.00	4.2%	11.8%	8.4%
Até que ponto associa a marca Montblanc com as seguintes categorias? - Relógios	1.00	21.1%	18.5%	19.6%
	2.00	13.7%	18.5%	16.4%
	3.00	20.0%	19.3%	19.6%
	4.00	27.4%	22.7%	24.8%
	5.00	17.9%	21.0%	19.6%
Até que ponto associa a marca Montblanc com as seguintes categorias? - Acessórios	1.00	12.6%	19.3%	16.4%
	2.00	11.6%	10.9%	11.2%
	3.00	16.8%	21.0%	19.2%
	4.00	42.1%	27.7%	34.1%
	5.00	16.8%	21.0%	19.2%
Até que ponto associa a marca Montblanc com as seguintes categorias? - Marroquinaria	1.00	50.5%	45.4%	47.7%
	2.00	11.6%	14.3%	13.1%
	3.00	24.2%	21.0%	22.4%
	4.00	7.4%	7.6%	7.5%
	5.00	6.3%	11.8%	9.3%

Montblanc Clients (incl. Bought for Themselves and Gifting) Gender and Total

(0=not selected, 1=selected)

Montblanc_Client = % of respondents who recognized Montblanc and purchased it

Gifted_Montblanc = % of Montblanc clients who bought it as a gift

Bought_for_onself_Montblanc = % of Montblanc clients who bought for themselves

Note: The sum of Gifted_Montblanc and Bought_for_onself_Montblanc can be >100% because clients can have purchased the brand for both reasons.

Por favor, indique o seu sexo.				
		Masculino	Feminino	Subtotal
		Column N %	Column N %	Column N %
Bought_for_onself_Montblanc	.00	49.5%	81.5%	67.3%
	1.00	50.5%	18.5%	32.7%
Gifted_Montblanc	.00	51.6%	74.8%	64.5%
	1.00	48.4%	25.2%	35.5%
Montblanc_Client	.00	47.4%	66.4%	57.9%
	1.00	52.6%	33.6%	42.1%

Montblanc Gifting among Age Groups

Gifted_Montblanc					
		.00		1.00	
		Row N %	Column N %	Row N %	Column N %
Por favor, indique a sua idade.	Menos de 18	100.0%	0.7%	0.0%	0.0%
	18-24	77.2%	63.8%	22.8%	34.2%
	25-34	67.6%	16.7%	32.4%	14.5%
	35-44	41.2%	5.1%	58.8%	13.2%
	45-54	38.5%	7.2%	61.5%	21.1%
	55-64	40.9%	6.5%	59.1%	17.1%
	65-74	0.0%	0.0%	0.0%	0.0%
	75-84	0.0%	0.0%	0.0%	0.0%
	Mais de 84	0.0%	0.0%	0.0%	0.0%

Crosstab Bought Montblanc for Oneself and Gender

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Bought_for_onself_Montblanc * Por favor, indique o seu sexo.	214	92.6%	17	7.4%	231	100.0%

Bought_for_onself_Montblanc * Por favor, indique o seu sexo. Crosstabulation

			Por favor, indique o seu sexo.		Total
			Masculino	Feminino	
Bought_for_onself_Montblanc	.00	Count	47 ^a	97 ^b	144
		% within Por favor, indique o seu sexo.	49.5%	81.5%	67.3%
	1.00	Count	48 ^a	22 ^b	70
		% within Por favor, indique o seu sexo.	50.5%	18.5%	32.7%
Total	Count		95	119	214
	% within Por favor, indique o seu sexo.		100.0%	100.0%	100.0%

Each subscript letter denotes a subset of Por favor, indique o seu sexo. categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	24.637 ^a	1	.000		
Continuity Correction ^b	23.202	1	.000		
Likelihood Ratio	24.923	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	24.521	1	.000		
N of Valid Cases	214				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 31.07.

b. Computed only for a 2x2 table

Crosstab Montblanc Liking and Gender

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Numa escala de 1 a 5, onde 1 representa 'Não gosto nada' e 5 representa 'Gosto muito', por favor assinale o quão gosta de cada uma destas marcas. – Montblanc * Por favor, indique o seu sexo.	214	92.6%	17	7.4%	231	100.0%

Numa escala de 1 a 5, onde 1 representa 'Não gosto nada' e 5 representa 'Gosto muito', por favor assinale o quão gosta de cada uma destas marcas. – Montblanc * Por favor, indique o seu sexo. Crosstabulation

			Por favor, indique o seu sexo.		Total
			Masculino	Feminino	
Numa escala de 1 a 5, onde 1 representa 'Não gosto nada' e 5 representa 'Gosto muito', por favor assinale o quão gosta de cada uma destas marcas. – Montblanc	Não gosto nada	Count	0a	1a	1
		% within Por favor, indique o seu sexo.	0.0%	0.8%	0.5%
	Não gosto	Count	0a	2a	2
		% within Por favor, indique o seu sexo.	0.0%	1.7%	0.9%
	Não gosto nem disgosto	Count	22a	34a	56
		% within Por favor, indique o seu sexo.	23.2%	28.6%	26.2%
	Gosto	Count	27a	43a	70
		% within Por favor, indique o seu sexo.	28.4%	36.1%	32.7%
	Gosto muito	Count	46a	39b	85
		% within Por favor, indique o seu sexo.	48.4%	32.8%	39.7%
	Total	Count	95	119	214
		% within Por favor, indique o seu sexo.	100.0%	100.0%	100.0%

Each subscript letter denotes a subset of Por favor, indique o seu sexo. categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.204 ^a	4	.125
Likelihood Ratio	8.320	4	.081
Linear-by-Linear Association	5.245	1	.022
N of Valid Cases	214		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .44.

Appendix G – Interview with Sofia Macedo

Notes from the Interview with Sofia Macedo, Marketing Director at Boutique dos Relógios, on 15.10.2021 at 16.00 at Colombo Shopping Mall

WP = Work Project Interviewer

S = Sofia Macedo

(Introductory small talk)

S: We reopened the boutique in summer. We worked with the brand before but only in a multi-brand store. Boutique dos Relógios is a family company and started as wholesale first, now it's retail. We also did franchise in between but franchisees did as they liked and wanted to make themselves a name so (David's father) bought all boutiques back.

WP: Who are you clients here, more locals or more tourists?

S: Colombo is mixed shoppings, with covid it is less, we work with all customers we can and don't discriminate. Right now, there are much more Portuguese, only some tourists. Montblanc is more focused on Portuguese customers. You have very high income and very low-income people in Colombo and Colombo covers a large area: People from a large area are coming. And the mall is a mess, but we are very lucky with our location here, it is very quiet, and we have some high-end stores around and also above us. At Amoreiras mall it is very bad because there is McDonalds in front of the door (of the Boutique dos Relógios Boutique). So, there we are talking to the managers because something has to change...

WP: How is the competitive situation at Colombo?

S: The mall should've limited more. There are all the competitors, so we have to differentiate. Boutique dos Relógios doesn't sell Montblanc here. We work together to avoid having discounts. Boutiques differentiate by brand or by segment (Torres, plus different brands e.g., Rolex only at Torres). Because if you start with discounts it ends in a vicious circle.

WP: What brands do you consider as Montblanc's competitors?

S: Montblanc is very strong, Dupont is in the same price segment - or even higher – they used to be strong but are disappearing, Papelataria (store at Colombo) still has it. Parker and Monte Grappa maybe, but they are way lower. Pierre Cardin (*after interviewer asked about it*) is even lower than them. Some brands have watches and start having pens, like Bugatti and Cartier. So, competition comes from watch makers, they do it the other way around than Montblanc.

WP: And concerning watches in specific?

S: We want to compete with Rolex. At Montblanc you get excellent quality, good value for money. But Montblanc is not the first brand they think of, we need to explain a lot about the product and present it, not like Rolex or Omega. Credibility is also an issue about Montblanc watches! Usually, people who buy are very happy with it. Montblanc has only 20 years of knowledge compared to 100 of years from other brands.

WP: As you are the marketing director, could you tell me more about your marketing actions for the reopening?

S: So, the store reopening was in June/July, and we are still working on the activation plan. At first, CRM contacted all clients that were Montblanc clients before, data from the old owner and also to Boutique dos Relógios data base as it is huge, and we told them about the new opening.

In general, it's better to know the client! We send personalized cards for birthdays and ask about their children, family. We do that for loyal clients, really good ones and also for silent ones to bring them back.

Then, we used social media. We advertised Montblanc on Boutique dos Relógios' Instagram page.

WP: Also, on the one from Colombo?

S: No, not on Colombo mall page because they post everything, and we are luxury. We don't want to be mixed with for example Continente offers. And lastly, we did a digital campaign. As we're here at Colombo, we geo localized for this area of Lisbon. And in 2 weeks we start with events. Because you need a hook to get people. In two weeks, we have an artist who engraves in leather, and you can watch it. And the second event we might have a graphologist (you write a sentence, and he makes assumptions about your character), we have a meeting with him today after this. It's still a secret!

At the events clients come to the store to have an experience, have a drink, present products. Now (due to Covid) it happens in slots, individual slot over 2-3 days like from 10 to 11. So, it's more individualized.

Prospects: how to get? Hardest part! Social media and digital can help here, social media posts are always linked to the website so they can register there, and we can collect the data.

We also work with POS of course to get people's attention. Next will be for example Christmas windows to catch the attention.

Appendix H – Competitor Analysis & Mystery Shopper

-Attached in separate Excel File-

Appendix I – Interview Analysis Grid

-Attached in separate Excel File-

Appendix J – Questionnaire Results about the Target Segment

(Extracted from SPSS)

Evenly high brand recognition among age groups and gender:

				Montblanc_Recognition			
				.00		1.00	
				Column N %	Row N %	Column N %	Row N %
Por favor, indique o seu sexo.	Masculino	Por favor, indique a sua idade.	Menos de 18	0.0%	0.0%	0.0%	0.0%
			18-24	75.0%	12.5%	44.2%	87.5%
			25-34	25.0%	11.1%	16.8%	88.9%
			35-44	0.0%	0.0%	7.4%	100.0%
			45-54	0.0%	0.0%	16.8%	100.0%
			55-64	0.0%	0.0%	14.7%	100.0%
	Feminino	Por favor, indique a sua idade.	Menos de 18	0.0%	0.0%	0.8%	100.0%
			18-24	100.0%	11.1%	60.5%	88.9%
			25-34	0.0%	0.0%	15.1%	100.0%
			35-44	0.0%	0.0%	8.4%	100.0%
			45-54	0.0%	0.0%	8.4%	100.0%
			55-64	0.0%	0.0%	6.7%	100.0%

Gender gap in Montblanc purchases:

		Por favor, indique o seu sexo.					
		Masculino			Feminino		
		Por favor, indique a sua idade.			Por favor, indique a sua idade.		
		18-24	25-34	Subtotal	18-24	25-34	Subtotal
		Column N %	Column N %	Column N %	Column N %	Column N %	Column N %
Montblanc_Client	.00	57.1%	75.0%	62.1%	76.4%	61.1%	73.3%
	1.00	42.9%	25.0%	37.9%	23.6%	38.9%	26.7%
Bought_for_oneself_Montblanc	.00	57.1%	81.3%	63.8%	88.9%	88.9%	88.9%
	1.00	42.9%	18.8%	36.2%	11.1%	11.1%	11.1%
Gifted_Montblanc	.00	66.7%	75.0%	69.0%	83.3%	61.1%	78.9%
	1.00	33.3%	25.0%	31.0%	16.7%	38.9%	21.1%

→ 21.1% gifting divided by 26.7% clients = 79%

Montblanc associations of the regarded target group:

Por favor, indique o seu sexo.				
Feminino				
Por favor, indique a sua idade.				
		18-24	25-34	Subtotal
		Column N %	Column N %	Column N %
Até que ponto associa a marca Montblanc com as seguintes categorias? – Bagagem	1.00	43.1%	33.3%	41.1%
	2.00	22.2%	22.2%	22.2%
	3.00	18.1%	22.2%	18.9%
	4.00	13.9%	16.7%	14.4%
	5.00	2.8%	5.6%	3.3%
Até que ponto associa a marca Montblanc com as seguintes categorias? – Instrumentos de escrita	1.00	5.6%	11.1%	6.7%
	2.00	6.9%	0.0%	5.6%
	3.00	16.7%	5.6%	14.4%
	4.00	12.5%	5.6%	11.1%
	5.00	58.3%	77.8%	62.2%
Até que ponto associa a marca Montblanc com as seguintes categorias? – Joalharia	1.00	38.9%	27.8%	36.7%
	2.00	18.1%	44.4%	23.3%
	3.00	16.7%	16.7%	16.7%
	4.00	13.9%	5.6%	12.2%
	5.00	12.5%	5.6%	11.1%
Até que ponto associa a marca Montblanc com as seguintes categorias? – Relógios	1.00	20.8%	16.7%	20.0%
	2.00	15.3%	38.9%	20.0%
	3.00	19.4%	11.1%	17.8%
	4.00	26.4%	11.1%	23.3%
	5.00	18.1%	22.2%	18.9%
Até que ponto associa a marca Montblanc com as seguintes categorias? – Acessórios	1.00	19.4%	11.1%	17.8%
	2.00	11.1%	11.1%	11.1%
	3.00	22.2%	33.3%	24.4%
	4.00	26.4%	33.3%	27.8%
	5.00	20.8%	11.1%	18.9%
Até que ponto associa a marca Montblanc com as seguintes categorias? – Marroquinaria	1.00	48.6%	44.4%	47.8%
	2.00	16.7%	22.2%	17.8%
	3.00	23.6%	16.7%	22.2%
	4.00	6.9%	5.6%	6.7%
	5.00	4.2%	11.1%	5.6%

Liking of Montblanc:

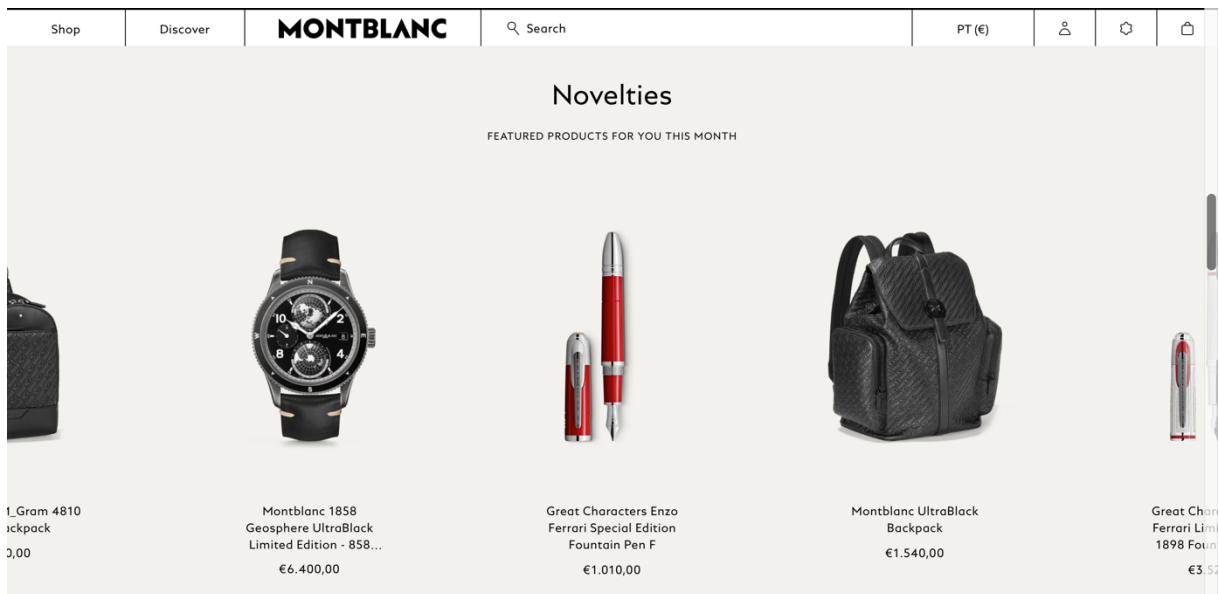
Por favor, indique o seu sexo.				
Feminino				
Por favor, indique a sua idade.				
		18-24	25-34	Subtotal
		Column N %	Column N %	Column N %
Numa escala de 1 a 5, onde 1 representa 'Não gosto nada' e 5 representa 'Gosto muito', por favor assinale o quão gosta de cada uma destas marcas. – Montblanc	Não gosto nada	1.4%	0.0%	1.1%
	Não gosto	0.0%	0.0%	0.0%
	Não gosto nem disgosto	43.1%	16.7%	37.8%
	Gosto	33.3%	38.9%	34.4%
	Gosto muito	22.2%	44.4%	26.7%

Appendix K – Portuguese Influencer List from Qualitative Interview

Mentions	Name	Description by Interviewees	Description by Author	Followers (08.12.21)	Link to Instagram Profile	Link to LinkedIn Profile
	exploresssauros		Travelling, Couple	1.3 million	https://www.instagram.com/exploresssauros/	
	Catarina Gouveia	Portuguese Actress, shares her healthy living, recipes and so forth, has a partnership with Omega	food	554k	https://www.instagram.com/catarinagouveia/	
	Senus Saudáveis	lost a lot of weight and now it's like a healthy living "guru"	Mafalda Sena, Entrepreneur, founder of s.u.p.e.r.e (lounge and workout clothes), food, travelling, workouts	120k	https://www.instagram.com/senusaudaveis/	
	Raquel Strada	former actress, has partnerships with luxury brands	high-end, part of QSP Summit (Management and Marketing Conference)	415k	https://www.instagram.com/raquelstrada/	
	Alice Trewinnard	fashion instagrammer, super genuine	beauty, fashion, healthy living, mother	189k	https://www.instagram.com/aliceetwinnard/	
	Ana Maria Garcia Martins	known because of her blog, appears a lot on TV, kinda aggressive humor	blogeer, fitness, lifestyle, more artsy, luxury brands, beauty, beige colour scheme	37k	https://www.instagram.com/antitegamar/	
2	Debra Rosa		fashion brand consultant, simple colours (black, grey, blue...), minimalist style	457k	https://www.instagram.com/deborabrosa/	
2	Anita da Costa	31 years old, classy, elegant, into fashion, works with luxury brands like Prada	low degree and drama school, simple colours, artsy, luxury accessories	264k	https://www.instagram.com/aniadacosta/	
2	Joana Vaz	different status because she lives in NYC, well known internationally	high-end fashion, lifestyle	368k	https://www.instagram.com/joanavaz/	
	Magie Poseiro	very influential model for young generations	GenZ	9.579	https://www.instagram.com/magie_poseiro/	
	Catarina Maia	very influential model for young generations	fashion, model	193k	https://www.instagram.com/catarinamaia/	
	Camila Coelho		beauty and fashion brand founder, luxury brands	9.3 million	https://www.instagram.com/camilacoelho/	
	Claudia Vieira	serious, discrete partnerships, minimalist	Mom of 2, fashion and lifestyle, Boutique dos Relógios Plus collaboration	1.1 million	https://www.instagram.com/claudiavieiraoficial/	
	Catarina Furado	serious, discrete partnerships, minimalist	Mom of 2, actress, TV host, fashion, book author, NGO ambassador, web summit speaker	680k	https://www.instagram.com/catarinafuradooficial/	
3	Bruna Corby	style inspiration, stylish way of communicating, influential, many partnerships with other brands	Master's degree, into books, fashion, minimalist and simply coloured feed, luxury brands	151k	https://www.instagram.com/brunacorbyoficial/	
	Maria Guedes	better style, sense of aesthetics, polite, educated, serene, not super pop Instagram influencers, quiet people, tasteful, not attention-seeking	fashion store founder and designer, winter market host	102k	https://www.instagram.com/stylistamg/	
	Barbara Tobar	better style, sense of aesthetics, polite, educated, serene, not super pop Instagram influencers, quiet people, tasteful, not attention-seeking	fashion designer, page for the brand	2.170	https://www.instagram.com/moda.barbaratobar/	
	Joana Freitas	better style, sense of aesthetics, polite, educated, serene, not super pop Instagram influencers, quiet people, tasteful, not attention-seeking	mom, fashion, lifestyle, model, aesthetic	145k	https://www.instagram.com/joanafreitas/	
	Filipa Coretz Faria		winter market host, phd student, founder of diet consultancy, mom, lifestyle	24.3k	https://www.instagram.com/filipacortezfaria/	
	Helen Isabel		mature, beauty, acting	74.5k	https://www.instagram.com/helenisabeloficial/	
	Helen Coelho		beauty, TV host, mom, lifestyle	629k	https://www.instagram.com/helencoelhooficial/	
2	Barbara Corby	stylish way of communicating, influential, many partnerships with other brands, luxury consumer	fashion label founder, lifestyle, travel, fashion, mom, high-end, aesthetic feed	334k	https://www.instagram.com/barbaracorby/	
	Mariana Machado		fashion, founder of 2 fashion brands	221k	https://www.instagram.com/marianamachado/	
	Paula Amorim					
2	Cristina Ferreira		TV host, fashion	1.5 million	https://www.instagram.com/dalycristina/	
	Sara do Ó		work hard attitude, into books, entrepreneur	7.779	https://www.instagram.com/sara_do_o/	https://www.linkedin.com/in/saradoo/
	Fátima Lopes					https://www.linkedin.com/in/fatima-lopes-34a65a30/

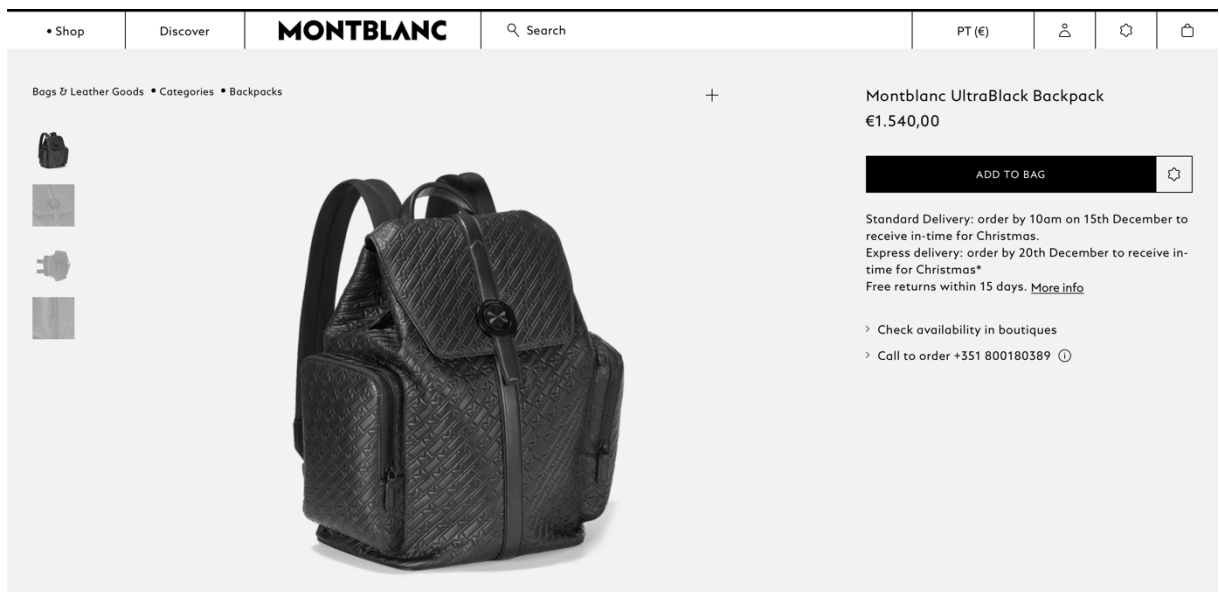
Appendix L – Extract from Montblanc's Initial Homepage

Source: <https://www.montblanc.com/en-pt;>



Product Details Page of the Montblanc UltraBlack Backpack

Source: https://www.montblanc.com/en-pt/backpacks_cod27086482323746089.html



Appendix M – List of Literature and Poetry Awards in Portugal

	<u>Prémio Camões</u> The most important prize for literature in the Portuguese language. Awarded annually by the Portuguese Direção-Geral do Livro, dos Arquivos e das Bibliotecas and the Brazilian Fundação Biblioteca Nacional to the author of an outstanding oeuvre of work written in Portuguese. http://www.gepac.gov.pt/premios/premio-camoes.aspx
	<u>Prémio LeYa</u> Intended for original works by Portuguese-speaking writers. Award granted to unpublished works of literary fiction, in the area of romance. https://www.leya.com/pt/gca/areas-de-actividade/premio-leya/
	<u>Novos Talentos FNAC Escrita</u> It is intended to award original short stories in Portuguese in order to promote authors. https://www.fnac.pt/novostalentos
	<u>Prémio Branquinho da Fonseca</u> For young writers, between 15 and 30 years old, in the area of children's and youth literature. https://gulbenkian.pt/fundacao/premios/premio-branquinho-da-fonseca/
	<u>Grande Prémio de...</u> Awards for the categories of short story, chronicle, essay, biographical and travel literature, poetry, novel and novel, and revelation. http://www.apescritores.pt
	<u>Antologia de contos</u> Contests organized by Editorial Divergência in the form of short story, in the genre dieselpunk, hopepunk and urban fantasy. (not regularly) https://divergencia.pt/concursos-literarios/
	<u>Prémio Ataegina</u> Speculative fiction (a term that includes genres such as fantasy, science fiction, horror and weird) in the area of the tale. https://imaginauta.net/premio-ataegina-2022/
	<u>Prémio de Literatura Infantojuvenil Ilídio Sardoeira</u> Two prizes for unpublished writers of 18+ years and 15-18 year-old students in the Municipality of Amarante for children's and youth literature.

	https://amarantemagazine.sapo.pt/sociedade-e-cultura/ii-premio-de-literatura-infantojuvenil-ilidio-sardoeira-entrega-de-originais-termina-a-15-de-marco/
	<u>Prémio Vergílio Ferreira</u> Awarded by the University of Évora, it annually distinguishes the categories of Unpublished Romance, Literary Essay. https://www.uevora.pt/viver/Merito/premio-vergilio-ferreira
	<u>Prémio António Macedo</u> Open application to unpublished writers or winners of awards by Editorial Divergência. Unpublished works in speculative fiction. https://divergencia.pt/premio-antonio-de-macedo-edicao-2020/
	<u>Prémio Literário UCCLA</u> New Works in Portuguese, in the fields of fiction prose (novel, novel and short story) and poetry, in Portuguese, by new talent writers. https://www.uccla.pt/premio-literario-uccla
	<u>Prémio Literário Casino da Póvoa</u> Several awards, especially awards in the short story category with special attention to competitors from the 4th grade to the age of 18. https://www.cm-pvarzim.pt/territorio/povoa-cultural/pelouro-cultural/areas-de-accao/correntes-d-escritas/correntes-descritas-2020/concursos-literarios/regulamentos/premio-literario-casino-da-povoa-2020/
	<u>Prémio Literário Carlos de Oliveira</u> Biennially, it is open to the participation of authors from any of the Portuguese-speaking countries. Work, unpublished and unedited, in narrative prose (short story or novel). https://www.cm-cantanhede.pt/mcsite/noticia/5727/vi-edicao-do-premio-literario-carlos-de-oliveira-esta-a-decorrer
	<u>Prémio Literário João José Cochofel</u> Best work in Portuguese (poetry, fiction or essay), preferably related to Coimbra. https://www.cm-coimbra.pt/areas/viver/municipio/premios-municipais-de-coimbra
	<u>Prémio Literário Miguel Torga</u> Award for unpublished Portuguese work in narrative category by the City of Coimbra. https://www.cm-coimbra.pt/areas/viver/municipio/premios-municipais-de-coimbra

	<u>Prémio Literário António Celestino</u> Awarded by the Municipality of Póvoa de Lanhoso, but open to the participation of all Portuguese citizens over 18 years of age. Unpublished works. https://www.povoadelanhoso.pt/eventos/premio-literario-antonio-celestino-2021/
	<u>Prémio Literário Mafra Municipality</u> The Prize will be awarded, alternately, to unpublished works of poetry and prose fiction. Its first edition took place in 2019/2020. https://www.cm-mafra.pt/pages/1324
	<u>Prémio Literário João Gaspar Simões</u> Encourage literary creation and make known new works and authors, as well as contribute to the valorization and promotion of quality literature. https://www.cm-figoz.pt/pages/1010?news_id=1144
	<u>Literatura Juvenil Ferreira de Castro</u> This literary prize, in the form of prose, is intended to reveal and disseminate literary values of young people, thus being a stimulus to their creative capacity. https://premioferreiradecastro.wordpress.com
	<u>Prémio Nacional de Literatura</u> Unpublished works that have never been published excerpts or parts of the work on paper, online, or audio, in novel and novel genres. https://www.lionsclubes.pt/premio-de-literatura-lions-portugal/
	<u>Prémio Oceanos</u> Prize for literature in the Portuguese language. https://associacaoceanos.pt/premio-oceanos-2021/#
	<u>Concurso de Poesia e Ficção Narrativa</u> Annual contest for Portuguese poetry and narrative fiction for new talents who reside in Portugal and are between 15 and 35 years old. https://www.mun-montijo.pt/viver/juventude/cultura-e-lazer
	<u>Prémio Literário Manuel Alegre</u> Writing contest open to all students of Portuguese Higher Education, an initiative by the Academic Association of Coimbra. https://premiomanuelalegre.academica.pt

	<u>Prémio Literário Aldónio Gomes</u> Award by the Universidade de Aveiro for unpublished Portuguese author or Portuguese-speaking country, in the categories of novel, novel, short story, poetry, theater or essay https://www.ua.pt/pt/dlc/page/17820
	<u>Prémio Literário Fundação Eça de Queiroz / Fundação Millennium bcp</u> Prize for a fictional work (novel or novel) by a Portuguese author who is no older than 40 years. https://feq.pt/premio-literario-edicao-2021/

Appendix N – List of Business Events in Portugal

	<u>Web Summit</u> Annual technology conference in Lisbon. Often considered the most important tech event in the world with topics around internet technology, emerging technologies, and venture capitalism. Facts & Figures: 700+ speakers, 1,500+ startups, 850+ investors, 200+ partners, 128 Countries, 50.5% women attendees. In 2020 speakers included Sara do Ó and Cristina Ferreira. Source and information: https://websummit.com
	<u>Beta-i</u> Beta-i has been working on behalf of the private equity expansion in Portugal. They are the organizers of many projects and events such as the Lisbon Investment Summit (est. 2014) or the Singularity Portugal Summit (est. 2018). Beta-I brings together startups, investors, entrepreneurs, and executives. Source and information: https://beta-i.com/our-story/
 EXECUTIVA	<u>Executiva</u> Page by two journalists for female „entrepreneurs, managers, organizational staff, liberal professionals, scientists, artists, basically, all women for whom career is a very important part of their lives.“ Executiva regularly hosts conferences for and with leading women and awards the Prémio as Mulheres Mais Influentes de Portugal. Source and information: https://executiva.pt
	<u>WomenWinWin</u> Connecting women and business in Portugal including mentoring, networking, workshops, training and more for female entrepreneurs. Organizers of the WE TALK conferences about women entrepreneurs. Source and information: http://www.womenwinwin.com/pt/
	<u>Startup Lisboa</u> Supports entrepreneurs in founding and the first years of their company including mentoring, strategic partnerships and perks, access to investment, networking activities and more. Established events and programs such as Women4Climate Lisboa and Entrepreneur of the Year. Source and information: https://www.startuplisboa.com