

A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA – School of Business and Economics.

**How to expand a vintage men's grooming brand worldwide?
The case of *Musgo Real* from *Claus Porto/Ach Brito*.**

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0. Abstract

Nowadays, wearing a beard and/or moustache is common and it is considered trendy – we are actually facing a “peak beard”. Bearded men adopt specific products for functional reasons. Additionally, men are increasingly involved in the purchasing decision process, looking for a store experience around their interests in sync with their styling interests, and then buying their own men’s grooming products.

Within this context, the present work project aims to study how to expand the vintage men’s grooming brand *Musgo Real* worldwide. In order to address the above mentioned objective, an exploratory research was conducted (qualitative interviews) followed by a quantitative survey to test the hypothesis inferred from the qualitative research.

The main findings are: 1) *Musgo Real* is considered a high-quality, aesthetic and premium grooming brand exclusively for men; 2) However, the brand is lacking awareness. 3) Bearded men do not feel that the brand is targeting them. 4) On the other hand, we consider that *Musgo Real* has the potential to enter successfully into the beard care segment. Specific recommendations to achieve this goal are presented in this work project.

Keywords: Musgo Real; Grooming; Beard; Male Consumption

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1. Project's Purpose and General Overview

Nowadays, the men's grooming sector is a growing multi-billion-dollar worldwide market that is forecasted to grow even more in the next 5 years. According to *Euromonitor*, the men's grooming market can be defined as the aggregation of men's shaving products, men's toiletries and men's fragrances.

Musgo Real is a daughter brand of the commercial brand *Claus Porto* managed by the Portuguese company *Ach Brito*. It is an 80-year-old Portuguese men's grooming brand that has retained its masculine aesthetic and heritage since its foundation. In 2015, the family-owned company *Ach Brito* was acquired by a private equity company. As a consequence, in 2016, *Claus Porto* started a rebranding process which involved the relaunching of *Musgo Real* with a new packaging and some changes in its product range.

Considering the potential of the brand *Musgo Real* and the expansion of the men's grooming market, the main objective of this work project is to explore how to expand the brand *Musgo Real* globally, taking into account the new trends of the market. One major trend is the growing number of consumers with beards and/or moustaches, who increasingly search for specific products for men's facial hair. We analyze the brand *Musgo Real*, the men's grooming market, the decision making and consumer trends in grooming. We also explore the literature review to support the project. Afterward, we present the marketing research conducted to address the objective. Lastly, we present the main findings in order to reach specific recommendations for the brand.

2. Context

i. The brand *Musgo Real*

Musgo Real is a daughter brand of the brand *Claus Porto* - managed by the corporate brand *Ach Brito*.

The company *Ach Brito* was founded in 1918, by Afonso and Achilles de Brito. Its main activity was manufacturing soaps. *Ach Brito* currently manages three brands in the personal and home care sector: *Ach Brito*, *Claus Porto* and *Confiança*. In 2015, the family-owned company *Ach Brito* was acquired by the private equity company Menlo Capital SCR, SA.

The brand *Claus Porto* was created by two German gentlemen, in 1887, in Oporto, Portugal (see Appendix 1). Since its launch, *Claus Porto* has remained genuine, expanding its know-how and a unique crafting philosophy through its vast set of personal and home care products. The pillars of *Claus Porto* have been kept all these years: scents, design and old-world-craftsmanship. Nowadays the brand is present in more than 60 countries through 4 collections - *Deco*, *Musgo Real*, *Agua de Colonia* and *Classico* – and mainly 4 categories - soaps, colognes, men's care and candles.

Musgo Real from *Claus Porto* started in the 1930's as a men's shaving product line. Since its creation, it has remained a classic and traditional Portuguese brand preserving its masculine aesthetic. *Musgo Real* is known for its natural ingredients, enriched formulas, timeless fragrances and vintage packaging. According to the information provided by the brand managers, *Musgo Real* is now a brand for men aged between 25 and 45 years old who "shave or do not shave". Classics or hipsters, these men seek high-quality products. *Musgo Real*, like other *Claus Porto*'s lines, is sold in the selective distribution channel such as renowned concept stores around the world. One of the first decisions taken by the new investors after the acquisition of *Ach Brito* was the rebranding of *Musgo Real*. During the rebranding process, two fragrances, the shower gel/shampoo and the body moisturizer were discontinued. However, this adjustment did not have significant effect on sales. Additionally, a new packaging was created taking into account the brand's roots and authenticity. Today, *Musgo Real* offers 4 distinctive fragrances (Classic Scent, Oak Moss, Orange Amber and Spiced Citrus) in a broad product range (e.g. soaps, shaving creams, shave shaving soap, after-shave, pre-shave oil, after-shave

balsam, and colognes) (see Appendix 2). *Musgo Real* is considered a reference amongst the shaving community worldwide (e.g., Wet Shave Community, Men’s Biz) and retailer’s webpages (e.g., West Coast Shaving, Amazon) because of its ingredients that allow a smooth wet shaving routine.

Based on the information provided by the brand managers, we purpose the following current brand identity and brand positioning for the brand *Musgo Real*. For the brand identity, the model used is a Kapferer’s Identity Prism, please see the detailed information in Appendix 3 (Kapferer, 2004).



Figure 1: Current Brand Identity Prism for the brand Musgo Real

For the brand positioning, the Kevin L. Keller approach was used. Please, see the detailed information in Appendix 4 (Keller, 2008), which portrays this.

For classic men, aged between 25 and 45 years old, who shave and seek irrefutable quality.
 He is faithful to products that he trusts. (Target)
Musgo Real is a men’s grooming brand (Frame of Reference)
 Which ensure its users a scented and smooth wet shaving traditional experience with masculine and timeless fragrances (Points of Difference)

Because of its unique natural ingredients and 130 years of expertise in the manufacturing of beauty and cosmetics. (Reason to Believe)

Figure 2: Current Positioning Statement for the brand Musgo Real

ii. The men's grooming market

In 1901, *Gillette* revolutionized the men's grooming market and the art of shaving forever when launched the first safety razor that was made for home-use. It was easier to control, which resulted in fewer wounds (see Appendix 5). In the 1960's, the first men's fragrances and toiletries began to emerge in the market. However, those products for men were presented as after-shaves in order to give them a more masculine status. A decade later, men's grooming products and fragrances became more socially "accepted". As a consequence, in the beginning of the 1990's, men's grooming sales doubled their volume and are still currently booming.

In 2015, the market size, according to *Euromonitor*, reached a total of 47.2 billion dollars. However, it is forecasted that it will grow even more in the next 5 years. Approximately 18%, as it is estimated to achieve 55.5 billion dollars in 2020 (see Appendix 6).

Despite the fact that men and women remain equal in terms of population globally, men's superiority in terms of income across both developed and emerging markets has identified them a lucrative, although demanding consumer group. Men consume less than women in absolute terms. However, in terms of growth, men's grooming products are growing at a faster rate.

The competitive landscape of this multi-billion-dollar worldwide sector keeps strongly dominated across all categories with mass market brands such as *Gillette*, *Axe*, *Nivea*, *Schick* and *Rexona* owning almost half of the market. For this reason, it remains arduous for upcoming brands to gain male consumers' trust and challenge the well-established players for market share. Regarding competition, and bearing in mind the current positioning of *Musgo Real*, brands such as *Floris London*, *Dr. Harris*, *Murdock London*, *Truefitt & Hill*, *The Art of Shaving* and *L'Occitane* are considered the main competitors because of their premium price, product

offer - from shaving creams to after-shaves, soaps and colognes -, brand heritage, packaging and their focus on traditional wet shaving.

According to *Euromonitor*, the main distribution channels are hypermarkets/supermarkets (about 29% worldwide in 2015), beauty specialist retailers (about 17% worldwide in 2015) and drugstores (about 13% worldwide in 2015). Department stores still hold a small part of the market (around 8% worldwide). Internet retailing represented only 4.8% worldwide in 2015, but is growing and has almost doubled since 2010. This phenomenon is essentially due to the expansion of many traditional retailers online; the rise of male exclusive online retailers adding grooming products and the online subscription platforms.

iii. Decision making and consumer trends in grooming

The expression Metrosexual emerged in 1994 by Mark Simpson. According to Simpson, *“The typical metrosexual is a young man with money to spend, living in or within easy reach of a metropolis – because that’s where all the best shops, clubs, gyms and hairdressers are”* (Salzman, Matathia, & O’Reilly, 2005, p. 53). It is irrelevant if the metrosexuals are gay, straight or bisexual because they are *“dupes of consumerism”* (Salzman, et al., 2005, p. 54). This new group of men is confident enough to spend time and money on their own appearances. Men are not shy about spending money on their grooming routine and fashion style. *“Today there is a new level of expectation: No matter what type of man you might be, it’s smart, not narcissistic, to take care of yourself, to take pride in your appearance, and to be mindful about your grooming”* (Salgado, 2015).

However, overall, when compared with women, men remain low-key in their grooming habits, spending on average 28 minutes daily on their appearance compared to 42 minutes taken by women because they do not feel the need to adopt a multi-step grooming routine. Only in the USA and the UK men and women spend almost the same time and effort in their appearance (Euromonitor International, 2016).

As men become more aware about their appearance, they are genuinely interested about men's grooming products and increasingly involved in the decision making process. As a result, their purchase routes begin to imitate women's in terms of complexity. These days, male consumers begin to see a purchase as an investment in themselves instead of a single act. They are not only focused on price, they are looking for high-quality products and brands that they know, trust and offer a unique store-experience. Thus, a high level of awareness is crucial to capture the male consumer. According to *Euromonitor*, men from UK and USA remain the most branded-oriented consumers and 40% trust more in brands with high levels of awareness: 1) Brands with strong awareness and beauty heritage, such as *Gillette* (#1), *Axe* (#2) and *Nivea* (#3), are leading the purchases; 2) Several female beauty brands with strong awareness have stretched into men's grooming market; and 3) Brands such as *Gillette* expanded into other categories exploiting their brand notoriety. On the other hand, some consumers are gradually valuing niche brands and recognizing their value.

Regarding trends, beards are back and we are currently facing a "peak beard". This phenomenon occurs when wearing a beard is so popular that it becomes a mainstream trend. For many men, the beard has turned into a social choice more than a stylish accessory. It is considered an essential element of self-expression (Godart, 2012). A beard is a way to stand out from the crowd helping distinguish a group of individuals from another. Consequently, it is adopted by some subcultures, such as hipsters. On the other hand, a beard can be seen as an attitude to reaffirm masculinity since the capability to grow a beard is a symbol of physical maturity in men. "*Masculine figures in epic and Biblical stories, from the Greek and Roman gods, to Hercules, Samson, and Odysseus, are often described by, and sometimes defined by, the quality of their hair and beard*" (Green, 2015). In current society, people are setting frontiers on masculinity and in what way it can be expressed (Salzman, et al., 2005) and in an attempt to recapture the essence of their masculinity and to get away from the "metrosexual"

era, men grow a beard. A research conducted by the University of New South Wales, in 2014, suggests that the attraction for facial hair declines when facial hair becomes too frequent. As Robert Brooks said, *“it appears that beards gain an advantage when rare, but when they are in fashion and common, they are declared trendy and that attractiveness is over”* (Milman, 2014). Although, the “peak beard” seems a lasting trend, one should take into account the eventual risk of a future beard’s unattractiveness.

3. Literature Review: Theoretical support for the project

i. Brand growth strategies

The Ansoff Matrix is a useful management tool to study different growing strategies available to an organization. This framework considers two product growth alternatives (existing or new products) and two market growth alternatives (existing or new markets), designing four potential growing strategies entailed in the matrix presented below (Ansoff, 1957):

	Current Products	New Products
Current Markets	Market Penetration Strategy	Product Development Strategy
New Markets	Market Development Strategy	Diversification Strategy

Figure 3: Product-Market Strategies for Business Growth Alternatives (Ansoff, 1957)

According to this framework, the market penetration strategy is the less risky strategy and at the same time the most conservative option, since markets and products are previously known by the organization. In contrast, product development and market development strategies carry a moderate risk. Using the product development strategy, the brand remains in its current markets, but offers new products. In opposition, the market development strategy involves entering into new markets (e.g. new targets, new channels, or new geographical areas) with current products. The growth strategy that carries the highest risk and is the hardest to achieve

is the diversification strategy because both products and market are unfamiliar to the organization.

ii. Development of a brand extension

In the course of time, it is crucial that a brand keeps itself up-to-date and attractive for its target customer. Additionally, it also has to be reached by new customers and satisfy the changing needs and desires of the current ones. Therefore, innovation is imperative and brand extensions are a form of innovating (Kapferer, 2004). A brand extension “occurs when a firm uses an established brand to introduce a new product” (Keller, 2008, p. 491). According to Keller, brand extensions fall into two general categories: line extensions or category extensions. Line extension occurs when the parent brand is applied to a new product that belongs to a category where the brand is already present (e.g. *Musgo Real* launching a new shaving gel). Category extension occurs when the parent brand is used to enter a different product category from the one it currently serves (e.g. *Musgo Real* launching a facial mask). Line extensions are less risky when compared with category extensions due to lower introduction costs and the know-how of the target and the product (Stegemann, 2006). To recommend brand extensions for a brand, it is essential to understand which are the opportunities, taking into account the advantages and negative effects for the brand as well as understanding how consumers may perceive the new extensions. A successful brand extension occurs when consumers perceive a fit between the parent brand and the new brand extension (Aaker & Keller, 1990). Lastly, when creating a brand extension, it is important to understand if it brings some advantage for the parent brand (Aaker, 1991).

iii. Entering into a new distribution channel

As mentioned before, there are several options of distribution channels in the men’s grooming market (e.g. supermarkets, department stores, online retailers, barber shops). Despite the fact

that men's purchase routes begin to imitate women's, men's remain unique in their consumption demands.

The men's grooming market is growing day by day, but few stores are exclusively for men and focused around their interests (Woods, 2005). However, some new multi brands retailers are concentrating the entire shopping experience around men's interests, offering additional services such as barber shops, gyms and salons in order to access the male customer in a non-traditional way (Meunier, 2004). For men, it is important to create an attractive and enjoyable store experience that allows them to feel more relaxed and consequently facilitate their purchase (Meunier, 2004).

4. Marketing Research

i. Research Objectives

The research problem is "to understand men's shaving and trimming routine and their perception about men's grooming". This research aims at bringing useful insights regarding the following objectives: to understand the consumer behaviour; to describe the purchase behaviour and the decision making process; to understand the importance of the beard for men; to access the attitude and perception towards men's grooming products; and to collect feedback when men are faced with *Musgo Real* brand.

ii. Methodology

After performing the literature review, a primary research was conducted through: 20 in-depth semi-structured interviews (see Figure 2) and an online quantitative questionnaire.

We have first conducted an exploratory research which allowed us to find several insights on consumers behaviour, experiences and feelings concerning grooming products strengthened by an expressive projective technique (i.e., respondents were asked about what would be the perfect men's grooming product) (Malhotra & Birks, 2007).

Interviewees	N° of Men	Nationality	Sampling Criteria
Bearded Men	10	American (1) English (1) Italian (1) Portuguese (7)	1. Older than 25 years old; 2. Uses shaving/beard care products; 3. Had bought at least one grooming product during the last year; 4. Recognises at least one men's grooming premium brand (see Appendix 7).
Clean Shaven Men	5	Portuguese (5)	
Barbers	5	Portuguese (5)	To work for a well-known Portuguese barber shop (see Appendix 8).

Figure 4: Sampling Design (20 in-depth semi-structured interviews)

During the interviews, respondents were asked to explore topics such as their grooming routine, product preferences, purchase drivers, the relationship between brands and products; potential substitutes and the importance of the beard. Interview guidelines (see Appendix 9) were designed in advance in order to reach the research objectives. Additionally, respondents were faced with *Musgo Real* brand and asked to comment. The interviews lasted between 45 minutes and 1 hour, were made on a one-to-one basis, recorded and transcribed afterwards. The in-depth semi-structured interviews were conducted in Portuguese for Portuguese respondents and in English for foreigners.¹

Additionally, we have conducted an online survey with closed-ended questions (see Appendix 10) to test the hypothesis found through the qualitative research.

Respondents (n= 159)	Sampling Technique	Sampling Criteria
Who have beard and/or moustache or had beard and/or moustache in the last 5 years (see Appendix 11)	Non-probability sampling technique. Snowball sampling through social networks	Who have a beard and/or moustache or had a beard and/or moustache in the last 5 year in order to highlight who could provide relevant insights about this topic (see Appendix 12)

¹ The interviewees' quotes were also kept in the language in which the interview was conducted as, in qualitative research, this approach permits lowering the bias (Weiss, 1994).

Figure 5: Online Survey Sampling Design

In order to complement my own analysis, we also exploited some secondary data, provided by *Claus Porto*, by *Euromonitor* and other studies dedicated to producing substantive insights on the men's grooming behaviour and trends.

iii. Major Findings

This section presents the insights from our qualitative and quantitative research.

To present the major findings, we allocated interviewees into three groups: 1) Clean shaven Men, 2) Bearded men, and 3) Barbers.

A. Understand consumer behaviour in the men's grooming market:

Both clean shaven and bearded men use shaving cream and after-shave. However, the majority of bearded interviewees use, additionally, beard oil and beard wax for take care of the beard.

- Qualitative Outputs:

“Uso uma Gillette e um creme da Avène. Depois, uso um after-shave da Avène.” (Clean shaven man, 61)

“I apply some beard oil from Proraso. My barber uses a shaving cream, an electric trimmer and finally some oil or wax.” (Bearded man, 25)

“(...) uso shaving cream. Depois faço o tratamento final com óleo para a barba e uma espuma para a barba. E, claro, after-shave ou bálsamos. (Barber, 26)

- Quantitative Output:

Which of the following products do you include on your grooming routine?

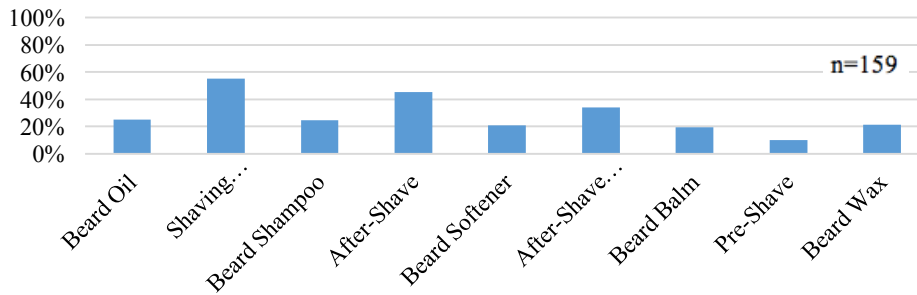


Figure 6: Percentage of men's grooming products that men included on their routine

Users of men's grooming products look for products that are efficient and easy-to-use.

- Qualitative Output:

"(...) procuro soluções que satisfaçam as minhas necessidades mas, ao mesmo tempo, que não ocupem grande parte do meu dia-a-dia." (Bearded man, 25)

"Ser de fácil aplicação é essencial. Para o homem tem de ser fácil perceber a função do produto que está a comprar e como se aplica." (Barber, 26)

Most bearded men trim their beards once a week or twice a month. And, according to the qualitative research, clean shaven men shaving, in average, their facial hair three times a week.

- Qualitative Output:

"De 3 em 3 dias faço a barba antes do banho. Uso Gillette e uma espuma da Biotherm." (Clean shaven man, 38)

"Hoje em dia vou à minha barber shop de 2 em 2 semanas." (Bearded man, 26)

- Quantitative Output:

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

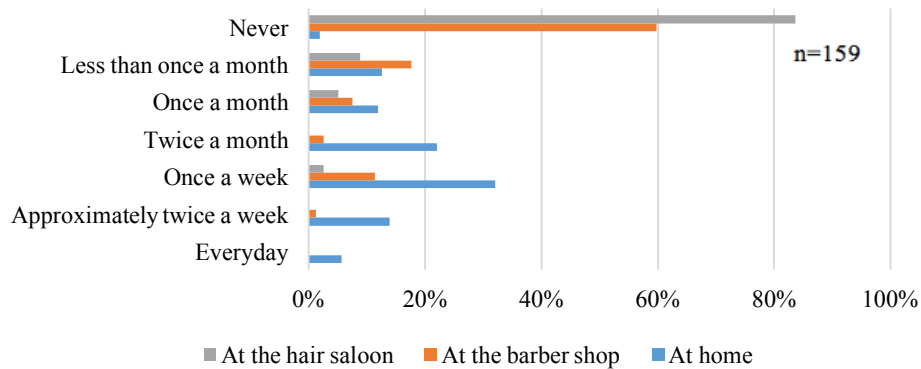


Figure 7: Frequency of times that men shave/trim their beard

Bearded men that take care of their beards at home, do it with an electric trimmer and who visit barber shops look for a more traditional grooming experience. Most of them use beard care products at home in order to take care of the beard between visits to the barber.

- Qualitative Output:

“I always trim my beard at home before I shower! It's much easier! (...) I trim my beard, I use a beard trimmer. Sometimes I use scissors for the hard-to-reach spots.” (Bearded man, 32)

“Todas as semanas vou ao barbeiro. (...) ele coloca pre-shave hidratante. Em casa lavo a barba com um shampoo (...). E todos os dias à noite uso óleo (...).” (Bearded man, 30)

B. Understand the purchase behaviour on men's grooming products:

Men are responsible to buy their own grooming products and they feel comfortable and proud assuming this.

- Qualitative Output:

“Sou eu que compro os produtos para fazer a barba. Aliás, a minha mulher nem sabe o que uso.” (Clean shaven man, 61)

“Neste caso, são sempre os homens que vêm comprar os próprios produtos. Ao contrário de outros produtos que, por vezes, são as mulheres que compram.” (Barber, 40)

Men state quality and scent as the main purchase drivers for buying men's grooming products.

- Qualitative Output:

“Quality and results are my purchase drivers! I don't care about marketing campaigns!”

(Bearded man, 32)

“O que me leva a comprar o produto é, sem dúvida, a qualidade e a necessidade do mesmo.”

(Bearded man, 26)

Most interviewees consider 1) previous personal experience, 2) opinion from friends and family and 3) counselling from a barber or an expert the 3 main factors that influence their decision on men's grooming products.

- Qualitative Output:

“Se os meus amigos me disserem que devia experimentar um produto específico, experimento.

Mas os que uso, por acaso, fui eu que comprei, experimentei e gostei.” (Clean shaven man, 25)

“Fui experimentando e usando os que mais gostava. Só o óleo para a barba e a escova é que (...) foram recomendados pelo meu barbeiro.” (Bearded man, 26)

- Quantitative Output:

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

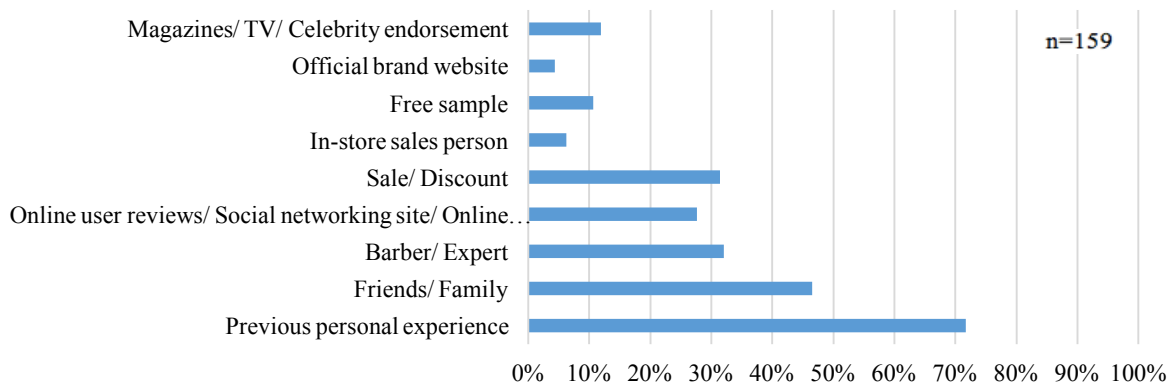


Figure 8: Factors that most influence the decision on men's grooming products

Barber shops and department stores are the most mentioned places to buy men's grooming products.

- Qualitative Output:

"(...) o bálsamo hidratante e o after-shave que uso só se encontram nas perfumarias."

(Bearded man, 26)

"Compro sempre (...) no barbeiro pois, acho importante obter conselhos e feedback dos produtos." (Bearded man, 30)

"Como viajo muito, compro sempre em aeroportos, nos duty free" (Clean Shaven, 38)

Most interviewees consider that the price behind the products reveal its quality. The price is very important when deciding because they do not want to buy either too expensive, or too cheap products as if the price is too low they tend to distrust the product.

- Qualitative Output:

"Comprei há muitos anos e gostei e desde aí não parei de usar. Sei que há produtos mais baratos do que aqueles que uso mas não sei se são tão bons." (Clean shaven man, 61)

“These products are expensive but when I’m looking for quality and when I find the product that I like, I keep purchasing it.” (Bearded man, 32)

- Quantitative Output:

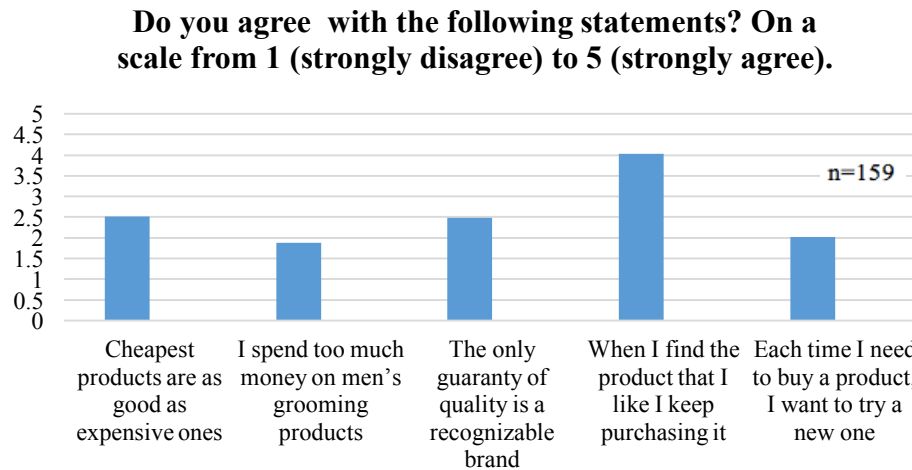


Figure 9: The influence of price, brand and new products on decision making

In average men buy grooming products 4 times a year. Most of them buy when the product ends.

- Qualitative Output:

“Costumo comprar de 2 em 2 meses.” (Clean shaven man, 61)

“Maybe one oil each 3 months.” (Bearded man, 32)

“Depende do tamanho das embalagens, mas cerca de 4 vezes por ano.” (Barber, 28)

The majority of the interviewees state that they are loyal to their grooming routine. However, they consider themselves loyal to more than one brand, their decision will depend on the specific product they are looking for.

- Qualitative Output:

“Não tenho qualquer problema em trocar por outro produto com a mesma função, desde que me garantam a mesma eficácia e hidratação.” (Clean shaven man, 30)

“Se não houver o que costume usar exactamente, volto noutra dia ou procuro noutra sítio. Sou mesmo fiel à marca e ao tipo de produto que utilizo.” (Bearded man, 25)

C. Understand the main reasons to have a beard:

Beard is a strong part of men’s identity.

- Qualitative Output:

“I love having a beard. I feel confident when I have one and sometimes it starts a conversation.”

(Bearded man, 32)

“A barba faz parte de mim e, também, dá menos trabalho.” (Bearded man, 30)

“Há pessoas em que a barba é a imagem de marca. É quase como um cartão de visita! É um elemento físico que diz muito sobre a pessoa.” (Barber, 31)

- Quantitative Output:

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

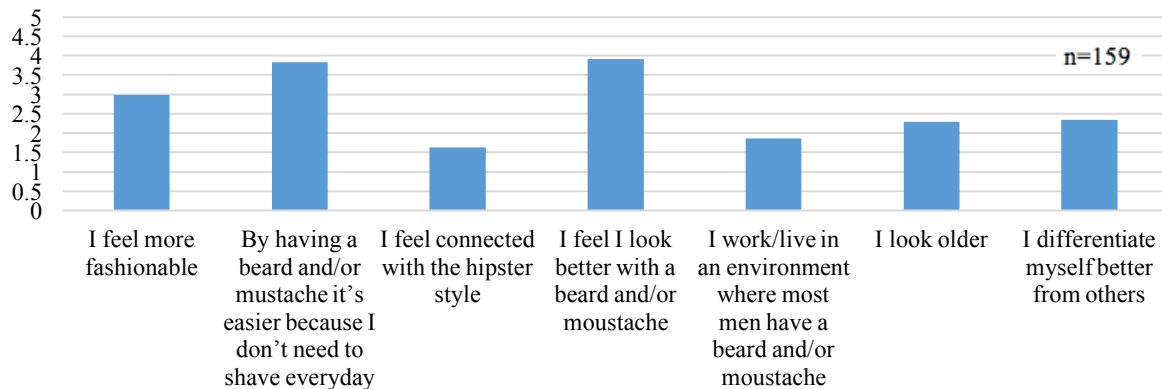


Figure 10: The main reasons to have a beard and/or moustache

D. Understand how the brand Musgo Real is perceived:

Some interviewees know the brand *Claus Porto* but *Musgo Real* does not have a strong awareness. The little awareness among *Claus Porto* and *Musgo Real* is mainly due to be a niche brand and its selective distribution.

- Qualitative Output:

“*Claus Porto é me familiar, mas a linha Musgo Real não conheço.*” (Clean shaven man, 38)

“*I don't know that brand. Is it a well-known brand?*” (Bearded man, 32)

Musgo Real is considered to be an aesthetic and vintage brand with strong heritage. This brand is also considered to be premium because of its packaging, and this idea of higher prices also leads to a higher perceived quality.

- Qualitative Output:

“*(...) it looks trendy*” (Bearded man, 32)

“*A embalagem está bastante masculina e elegante. Parece uma marca cara.*” (Bearded man, 26)

“*A marca faz-me lembrar uma marca mais antiga com história e tradição.*” (Barber, 28)

E. Explore possible brand extensions:

Despite men seem to look for a more complex grooming routine, men look for innovative, efficient and easy-to-use products that solve their problems in an easy way such as a spray.

- Qualitative Output:

“*An oil that moisturizes and fix the beard.*” (Bearded man, 32)

“*Um spray com o efeito da cera para a barba. Isto é, dar o efeito de "penteadada" mas também hidratada e, claro, sem sujar as mãos.*” (Bearded man, 32)

“*Uma espuma ou spray que desse brilho à barba pois, uma barba brilhante aparenta ter mais densidade, cria a ilusão de mais pêlo e também mais tratada e hidratada.*” (Barber, 26)

Interviewees believe that *Musgo Real*, besides selling most shaving related products, could extend its product range to beard care products, such as beard oil, beard wax and beard shampoo.

- Qualitative Output:

“This line doesn't have beard oil?! It would be my suggestion.” (Bearded man, 25)

“As marcas têm de se adaptar perceber que a nova geração já não apostar no clean shaving, nem os locais de trabalho o exigem. Não é desleixo, é diferente. Porque continuamos a usar produtos mas são outros.” (Bearded man, 32)

“Falta um pente ou escova para a barba, um óleo e uma cera: são os produtos essenciais!”
(Barber, 28)

5. Implications for *Musgo Real* and Recommendations

The main conclusions of this project are:

- Today, many men are wearing a beard and/or moustache. It is a trend and we are facing a “peak beard”. Bearded men use specific products such as beard balm, beard oil and beard wax for functional reasons in order to take care of their beard.
- Men are gradually more involved in the decision making process, are more demanding on grooming products and buy it themselves. However, they are not loners during this process. All interviewees mentioned the influence of a friend/familiar or barber/expert in their grooming routines. Moreover, bearded interviewees claimed to have tried new products due to the insistence of their barbers and if their barbers believed that a product would make him look good then they use it.
- Despite the weak awareness, interviewees perceived *Musgo Real* as high-quality, aesthetic and premium grooming brand exclusively for men. The little awareness among

Claus Porto and *Musgo Real* is mainly due to be a niche brand and its selective distribution.

- The majority of the bearded interviews feel that the brand *Musgo Real* is not directed to them and do not recognize themselves in this brand because the brand does not have any specific product for the beard. They feel that the brand is only for clean shaven men. Besides all shaving related products, the bearded interviewees believe that *Musgo Real* could expand the line into beard care products such as beard oil, beard wax and beard shampoo.
- Since niche brands are starting playing an active role in the men's grooming market, *Musgo Real* is considered a brand with potential in this market by its high-quality products and premium positioning.
- According to the interviewees, barber shops are the best place to buy grooming products specifically for beards. Nowadays, men are looking for store experience around their interests and where they feel relaxed and shameless when buying grooming products. They do not want to buy any men's grooming product in the female section, they want to feel that this product is targeted exclusively to them. Barber shops are a relaxed place where most men go in order to cut their hair, or shave/trim their facial hair and at the same time they can buy related products (for example, hair care, beard care, etc.).

Regarding these conclusions, my recommendations for the brand *Musgo Real* are the following:

- Expand the line: Since the object of my study aims to expand the brand *Musgo Real* worldwide, firstly, because it is less risky, we have considered that *Musgo Real* from *Claus Porto* should follow a product development strategy. The brand should expand its product range to beard care products specifically dedicated to bearded men and offers new products such as beard oil, beard wax and beard shampoo.

- Enter into barber shops: Afterwards, with more risk, *Musgo Real* should follow a diversification strategy – associated with a market development strategy. The brand should consider enter into to a new channel - barber shops - with its line in order to capture this trend and create an attractive experience exclusively for men. Barber shops are a way for the brand to be closer to the male consumer and increases awareness among the growing group of bearded men. Additionally, in barber shops, barbers could explain the products’ features, advice consumers and test the products.

We actually recommend to enter into barber shops not only with the new products for beards, but also with the remaining line. As explained along this project, *Musgo Real* is a brand with a strong identity and heritage, the entire range is appealed to project this identity. A few products only will not do the job.

- Invest in point of sales: *Musgo Real* is currently sold mainly in concept stores together with the whole *Claus Porto* collection. The brand should convince its retailers to create a dedicated area in their point of sales with a cleaner, organized and attractive environment for men. Additionally, it would be useful to have some specific information in the point of sales that explain the men line, products’ features and functionality.
- Recommended positioning for the brand *Musgo Real*:

For classic or hipster men, aged between 25 and 45 years old, who shave and do not shave and seek irrefutable quality in men’s grooming products. Their facial hair routine is an important part of their days. (Target)

Musgo Real is a men’s grooming brand (Frame of Reference)

Which ensure its users a scented and smooth care of their facial hairs through a wide range of functional products with masculine and timeless fragrances. (Points of Difference)

Because of its unique natural ingredients and 130 years of expertise in the manufacturing of beauty and cosmetics. (Reason to Believe)

Figure 11: Recommended Positioning Statement for the brand Musgo Real

6. Limitations

One of the challenges faced in this project, regarding the literature review, was to find relevant information about the topic, more precisely, the men's grooming sector. Additionally, since the beard care category is recent, there is not information about this specific category and some sources of information tend to be out of date. In particular, an estimative of the number of men with beard and/or moustache would be useful. Regarding the qualitative research, geographic and time restrictions make it not possible to inquire more men from different countries in order to cover a "worldwide" sample. Lastly, the qualitative research does not have statistical significance, however the online survey tried to mitigate this weakness.

Despite limitations, this study has given some crucial insight on the men's grooming market which we could not have found anywhere else.

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