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

STRENGTHENING THE POSITIONING OF SCOOP 'N DOUGH – CREATING AND RETAINING LOYAL CUSTOMERS TO FOSTER A SCOOP 'N DOUGH COMMUNITY

MARIANA NAVES FIDALGO BARGADO

Work project carried out under the supervision of:

Professor Sofia Kousi

17-12-2021

Abstract

Scoop ‘n Dough, a Portuguese brand of handmade vegan doughnuts and ice cream, is currently experiencing exceptional growth, despite an unclear target market and brand strategy. Secondary and Primary Research was conducted to understand consumer insights and the competitive set to establish an ideal brand positioning and identity. Results show that the brand ought to position as a vegan brand focusing on high-quality handmade offerings, promoting itself as friendly and inclusive. Given its growth, it has become important for Scoop ‘n Dough to strengthen its brand loyalty, more specifically, its brand community. Following Keller’s Brand Resonance brand-building block, primary and secondary research were conducted with the purpose of providing six recommendations.

Keywords: Brand Management, Brand positioning, Brand personality, Vegan, Communication strategy, Brand Loyalty; Brand Community; Brand Resonance; Behavioural Loyalty; Attitudinal Attachment; Sense of Community; Active Engagement.

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

PART I

GROUP COMPONENT

Table of Contents

List of Illustrations

List of Abbreviations

CBBE... .... Customer-Based Brand Equity

POP(s) ....Point(s) of Parity

POD(s).. .... Point(s) of Difference

1. Introduction

1.1 Background of the company and Project objectives

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

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

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

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

1.2 About Scoop ‘n Dough

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

1.3 Management Problem

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

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

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

2. Literature review

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

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

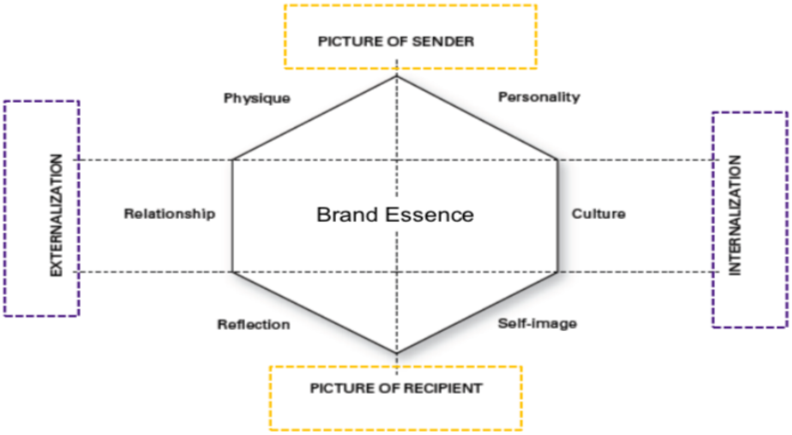


Illustration 1: Brand Identity Prism

Source: Kapferer (2012)

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

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

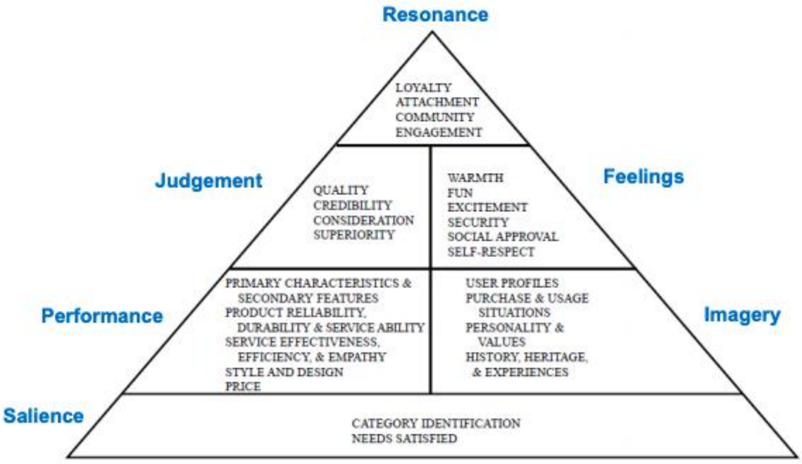


Illustration 2: CBBE Model

Source: Keller (2013)

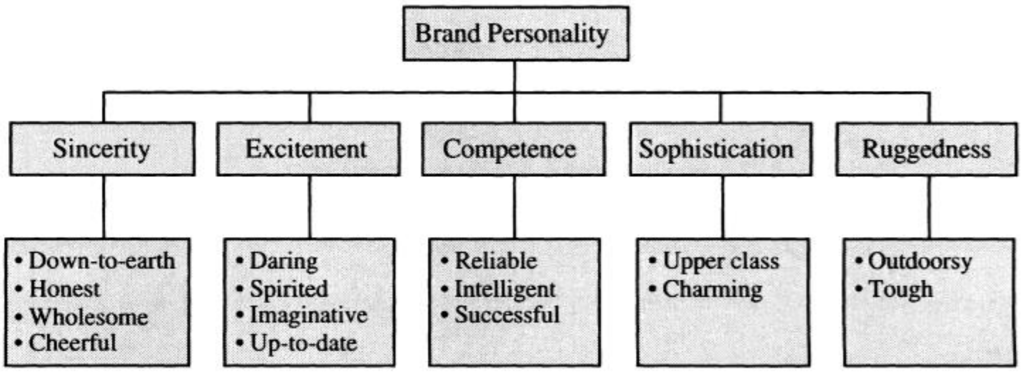


Illustration 3: Aaker’s Brand Personality Framework

Source: Aaker (1997)

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

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

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

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

3. Methodology

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

To address our research question, a research plan was elaborated as a basis for our methodology, covering research sub-questions and objectives designed to touch upon different topics to help select the most appropriate research methods. Each research method used had specific objectives in mind, looking to answer other sub-questions.

3.1 Research Plan

3.1.1 Research sub-questions

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

3.1.2 Research objectives

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

3.2. Secondary data

An analysis of the overview of the Portuguese market on frozen desserts, as well as trends on veganism and plant-based food was developed to understand the current and future growth of the doughnut and ice cream categories, consumption trends in Portugal and specific consumer behaviours concerning vegan food, meat consumption habits and accessibility of vegan restaurants. Overall, the market research had the goal to understand how and to what extent Scoop ‘n Dough could embrace and communicate its unique value claim – being a vegan brand.

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

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

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

3.3 Primary research methodology

3.3.1 Management Interview

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

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

3.3.2 Consumer Interviews

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

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

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

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

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

3.3.3 Consumer Survey

The survey (Appendix 5) forms part of the quantitative research as it intends to confirm frequent answers that interviewees have been responding to. This serves the purpose of writing a scientifically sound paper with a representative amount of study participants to confirm answers that were given in the interview and identify if results can possibly be inferred to a larger audience of a similar age range or similar openness towards an alternative nutrition lifestyle.

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

For respondents not familiar with Scoop ‘n Dough, an introduction with images and Instagram posts and their history was provided so that every respondent would be able to answer all questions. The next section targeted the ideal positioning of Scoop ‘n Dough with the help of a projective method, where respondents were asked to project the brand to a person and choose between different descriptions of this person. For this purpose, the four most common answers of the interviews were chosen. Lastly, demographics such as age, nationality, gender, occupation, openness to vegan food and knowledge about Scoop ‘n Dough were also asked.

4. Secondary Research Findings

4.1 Brand Inventory

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

4.1.1 Brand elements

4.1.1.1 Brand name

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

4.1.1.2 Brand logo

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

Illustration 4: Scoop 'n Dough logo evolution

Source: Scoop 'n Dough

4.1.1.3 Brand slogan

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

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

4.1.1.4 Brand symbols

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

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

Lastly, the layout is, in general, simple, minimalistic, and aesthetic. The brand name alone fills the space of the logo without any other special elements or details. This minimalistic aspect is also evident on the website's layout, distinguished by a white background with text boxes and images appearing alternately while scrolling down, showcasing Scoop ‘n Dough as a somehow sophisticated brand. On social media, there is a great focus on high-quality pictures of the products with small and colourful details well positioned to capture the viewer’s attention. The aesthetics presented give a sense of Scoop ‘n Dough as a charming brand that cares about looking good.

4.1.2 Marketing programs

4.1.2.1 Product

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

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

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

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

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

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

Illustration 5: Scoop ‘n Dough corporate packaging

Source: Scoop ‘n Dough

4.1.2.2 Price

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

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

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

4.1.2.3 Promotion

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

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

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

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

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

4.1.2.4 Place

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

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

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

4.1.2.5 People

One of the main focuses of Scoop 'n Dough is providing a great customer experience. As stated on the company's website, "At Scoop 'n Dough, sympathy and affection prevail and that is why we prefer to have more than just customers - we have a community" (Scoop 'n Dough 2021). Accordingly, the entire team contributes to providing a nice and welcoming atmosphere, consecrating time to introduce the products and concept to each customer. Besides, as it is the case for the management team, the staff is young and dresses in a casual and informal outfit, using green aprons, and speak both English and Portuguese fluently.

4.1.2.6 Physical evidence

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

Illustration 6: Scoop 'n Dough Store

Source: Scoop 'n Dough

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

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

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

4.1.2.7 Process

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

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

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

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

4.2. Conclusions from Brand Inventory

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

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

4.3 Market analysis

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

4.3.1 Ice cream consumption in Europe

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

Illustration 7 shows us that between 2016 and 2018, the revenue of dairy-free frozen desserts in Europe increased from 123.02 million US dollars in 2016 to 143.93 million US dollars in 2018, and in the near future, growth is expected to continue (Statista 2019). It is forecasted that the dairy-free frozen dessert market is expected to increase roughly at 8% every year post-2021, thus showing that there will be a steady increase in demand for frozen desserts which is one of Scoop ‘n Dough’s main product offerings.

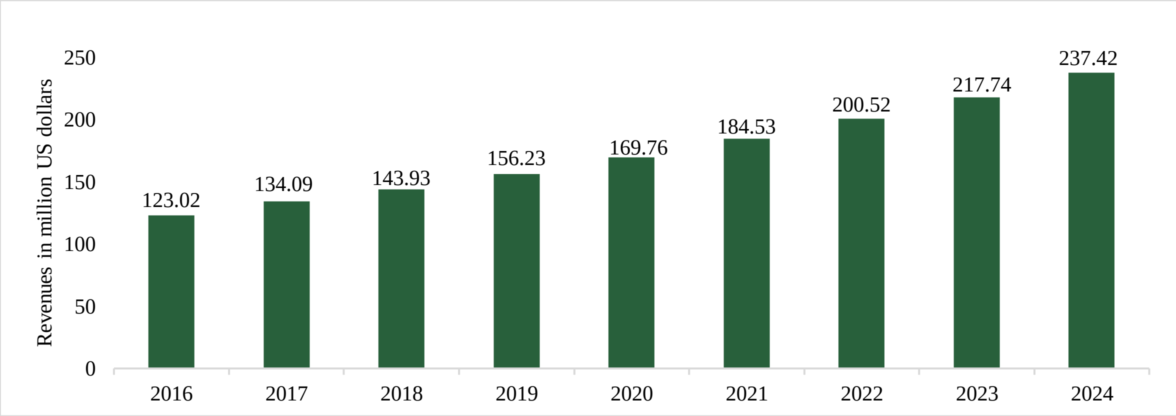


Illustration 7: Revenue of dairy-free frozen desserts in Europe until 2018 with a forecast from 2019 to 2024

Source: Statista

4.3.2 Meat-free food market analysis

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

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

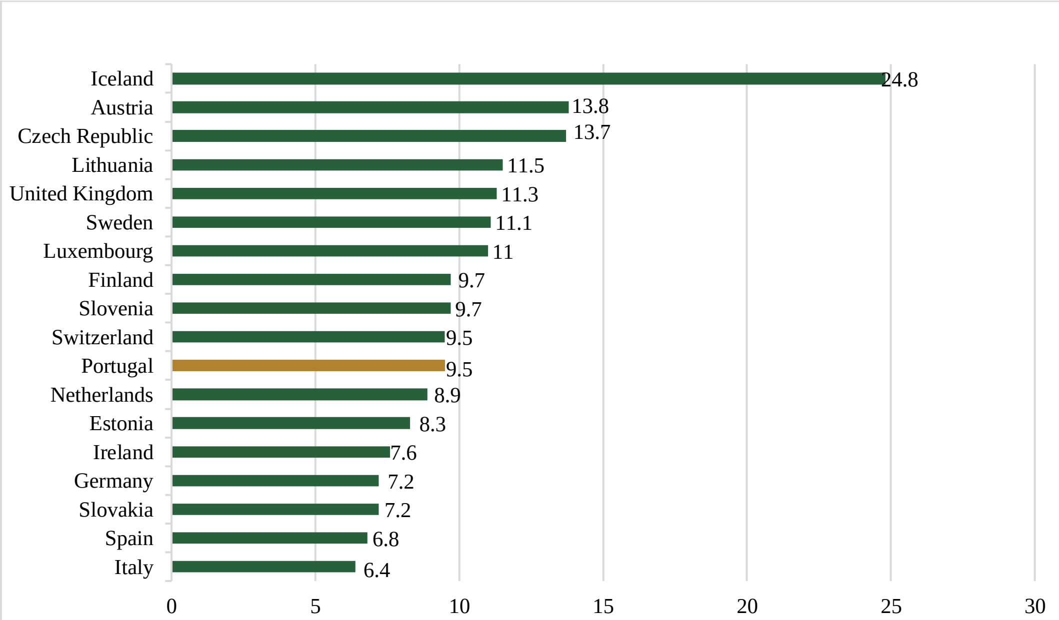


Illustration 8: Number of vegetarian restaurants per million inhabitants in 2016

Source: Statista

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

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

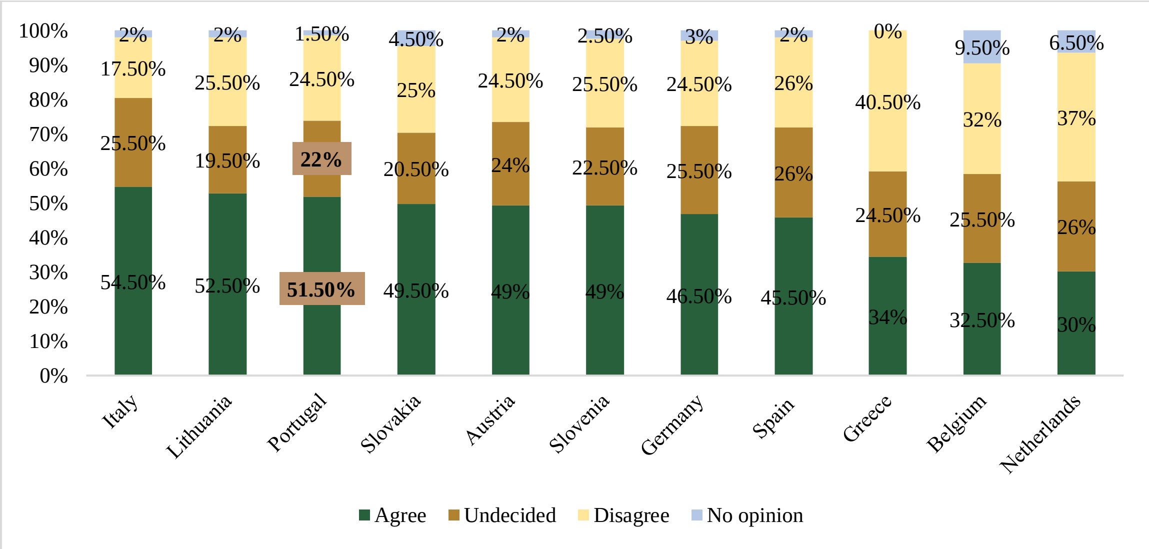


Illustration 9: To what extent do you agree with the sentence, "I'm willing to eat more vegetables/plant-based food".

Source: Statista

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

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

The number of vegetarian establishments, whether restaurants or shops, increased by 323% in the period between 2008 and 2018, while the number of vegan establishments increased by around 3000% (AVP 2018). This is further justified by the growth rate of the words “Vegan” and “Vegetarian” by the Portuguese population on the internet between 2013 and 2018, with Faro paving the way closely followed by Lisbon (Appendix 9).

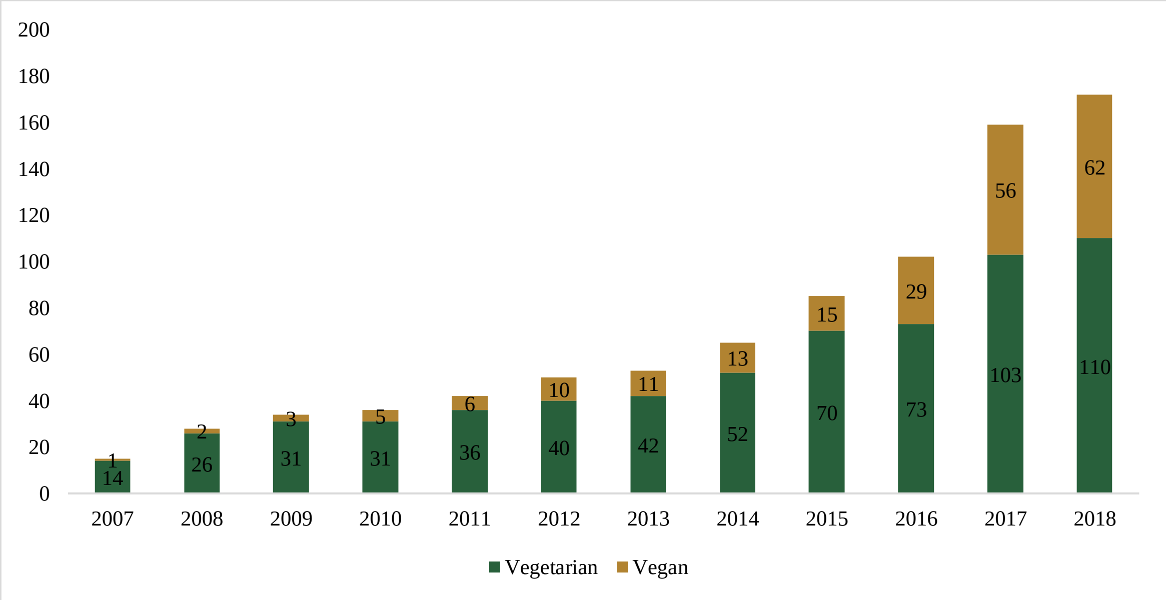


Illustration 10: Variation of number of vegetarian and vegan restaurants in Portugal

Source: AVP report (2018)

4.4. Competition Analysis

4.4.1 Competitive landscape Lisbon

Competitors can be divided into the two subcategories of ice cream and doughnuts. Starting with the doughnut category, it can be noted that there is no physical competitor that provides its customers with vegan doughnuts yet (Appendix 10). However, Damn Doughnuts is the only brand that delivers vegan doughnuts on request across the country. They solely communicate through Instagram with constantly changing doughnut flavours and have a fun communication through memes and behind the scenes videos (Appendix 11). Crush Doughnuts, an artisanal doughnut and specialty store has been in the market since 2018 and is already well established among the Portuguese audience due to their resell strategy through Ground Burger, a well-known burger restaurant. They are targeting the premium segment with a minimalistic but elegant store decoration and premium pricing. Besides, they communicate through Instagram and Facebook. A more detailed breakdown of their Marketing Mix can be found below (see 5.2.1). The Coffee Library is another shop specialised in doughnuts, first opening its doors in 2018 in Arroios. Their concept follows the more commercial one, with big trays of doughnuts and different flavours being presented in translucent windows. Another competitor is the brand Donuts which is available in supermarkets and offers two flavours, either chocolate covered or classic glazed (Appendix 12). In addition, the Portuguese supermarket chain Continente offers in specific stores packs of 2 of the American fast food doughnut chain Dunkin' Donuts.

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

4.4.2 Cases of Excellence

4.4.2.1 National

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

On the one hand, Crush Doughnuts has very similar aesthetical doughnut offerings and even provides the same or similar flavours on the menu. However, they are targeting a different audience and have been in the market for a longer period, thus having a greater brand target audience that will be examined. Crush Doughnuts provides its customers with American doughnuts and specialty coffee, as well as other products such as artisanal beer or lemonades since 2018. They are located near the shopping mall El Corte Inglés, more precisely in front of the metro station "São Sebastião". They further are represented on the Timeout Market in Cais do Sodré and resell their doughnuts through cooperation with Ground Burger, a well-known Burger restaurant in Lisbon. Their tagline "Share the love" transmits a welcoming and intimate tone of voice with the goal of creating a community. Additionally, they are targeting the premium segment, which is represented in their prices, with most of their doughnuts being in an expensive price range (Appendix 14). The premium positioning is consistent with the service elements as well as the physical evidence of the store. When ordering a doughnut, the customer can have a seat in one of their outside seating tables and a server will shortly follow or, when available, even accompany the client with the tray of bought goods to the table. The store itself follows a very minimalistic colour code of pastel pink and white colour with some small details like dry small flower bouquets on the table and non-disposable cutlery served in a jar with the doughnuts and a dark brown wooden service counter (Appendix 15). The store itself is surrounded by a red VIP line that is another element contributing to the exclusive positioning. One can notice the relaxing French café vibe music playing in the background and the doughnuts are presented at the shop window in the metal tray as well as right in front of the cashier on a wooden tablet (Appendix 16). In addition, their packaging consists of a white cardboard package with the Crush logo on the front side as well as the tagline on one wing side and the doughnut emoji, which is part of their logo, on the other side (Appendix 17). It opens like a gift box by the sides and not entirely by the top side – this enables a better product presentation with customers being able to open the box only half, shedding light on the doughnut and the logo for pictures. Each doughnut, whether delivered or served, comes with a printed small round-shaped card that has the logo on it. This is used to spread the name of the store more easily when sharing it on any social media channel since it is part of the picture (Appendix 18). When ordering the doughnuts through a third-party channel like Glovo or Uber Eats, the box is wrapped in a translucent plastic bag, adding the small cards that have the Crush logo on them. Overall, Crush Doughnuts has a thought-through concept with a very open and minimalistic store, placing the attention on the doughnuts, which are visible even for the queues outside.

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

4.4.2.2 International

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

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

Ruby’s of London is London’s leading 100% plant-based patisserie supplying both independent and large-scale retailers. This case was selected given their vegan product portfolio. They have one big store at the Greenwich market and a counter at Harrods. The owner is a certified vegan patisserie chef, providing customers with premium-looking brownies, cupcakes, doughnuts, wedding cakes, cookies, and cakes. At Ruby’s, they value fresh deliveries, passion, innovation and being plant-based. In addition, the company offers promotions for students. Other than that, the simple but elegant and sophisticated product presentation is to be highlighted (Appendix 24). Additionally, it can be noted that Ruby's of London chose a more premium positioning supported through their tagline "Handmade exclusively for you" and managed to keep the local and welcoming touch of the store while still expanding. One can notice that it is highlighted that they are vegan and gluten-free on all communication channels, evidencing a clear position.

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

4.4.3 Strengths and Vulnerabilities of Scoop 'n Dough

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

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

4.4.4 Brand positioning/ image and identity

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

Illustration 11: Positioning Map

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

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

4.5 Social Listening

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

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

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

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

4.6. Store Observations

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

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

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

5. Primary data findings

5.1 Management Interview

When it comes to the doughnut market and industry, Darchite mentioned that Portuguese people are still not culturally prepared to eat doughnuts. Keeping that in mind, the founder focused on finding the perfect ice cream recipe while also getting inspired by local players such as Amorino.

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

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

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

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

5.2 Interviews

Needs and Motivations for Consumption

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

Brand Drivers

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

Moreover, interviews demonstrated that a common category attribute for both desserts is having a good flavour and texture. In addition to that, younger participants mentioned that the doughnuts must be fresh and that they value them when they are aesthetically pleasing. Within the older audience, they would prefer buying not too sweet doughnuts. Once more, Scoop ‘n Dough fulfils these prerequisites.

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

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

Vegan associations

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

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

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

Brand Recall

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

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

The aforementioned results suggest that customers consider rather doughnuts than ice cream at Scoop 'n Dough. Besides, it is evidenced that even the vegan audience, including customers, don't consider Scoop 'n Dough when it comes to the ice cream category. Also, findings show that the older audience tend to trust ice cream and doughnuts brands that have been around since their childhood.

Scoop ‘n Dough Associations

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

Brand personality

Furthermore, as part of the projective technique, interviewees had to visualise Scoop ‘n Dough as a person and describe it based on demographics, personality and lifestyle. Four different personas were common within the answers. First, “the hipster”: a young person around 27 years old, who follows a vegan diet, is extroverted, fun and free-spirited, and conscious about social issues. Besides, he would ride a bicycle, have an alternative style, wear Birkenstock and a tote bag. It would be someone that likes to hang out with friends and makes everyone feel welcomed. The second person is described as “the executive”: a woman who is 36 years old, that works in an office and has a good salary. She is elegant, classic, and organised. In addition, she likes to go out for dinner in nice gourmet restaurants with her friends. When cooking, she likes to use exquisite and selected ingredients. The third profile is “the trendsetter”: a young person in their 20's, who is extroverted and social but only spends time with people that have a similar mindset. Someone that wants to be involved in important and trendy topics. Besides, a fashionable person who likes to be on their phone and take pictures and loves going out for brunch. Finally, “the thinker”: a young person in their 20's, shy and calm but nice. Someone that is discreet and not very into going to parties but still likes to enjoy time with friends. A responsible and environmentally friendly person who likes to research products before consuming them to have maximum transparency about the source of all ingredients.

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

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

5.3 Survey
Brand Awareness

The survey revealed several findings. Firstly, the top brands that were named for the question “What is the first brand that comes to your mind when thinking about doughnuts?” were the supermarket brand Donuts with 40% and Dunkin Donuts with 42%, which in Portugal is only represented in the supermarket Continente. The biggest national doughnut competitor, Crush Doughnuts, was recalled by 6% of respondents, closely followed by Scoop ‘n Dough with 4% in the doughnut category (Appendix AI). In the ice cream category, the top brands that were recalled were the supermarket brand Olá with 34% and the well-known brand Santini with 21%. Amorino and Scoop ‘n Dough were not recalled by any respondent in the ice cream category. This suggests that Scoop ‘n Dough is more present in the consumers’ minds as a doughnut brand and that the ice cream category requires more awareness - even customers associate the brand more with doughnuts. The brand seems to suffer from overall lacking brand awareness as more than 57% of the respondents did not know neither heard about Scoop ‘n Dough before and 29% claimed to only have heard about the brand but never visited the store.

Logo recognition

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

Motivations for purchase

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

Vegan doughnut associations

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

Scoop ‘n Dough associations

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

Respondents were then asked to choose the slogan that is the most aligned with their image of Scoop ‘n Dough and the results showed that both customers and non-customers have the highest association with the emotional slogan “handmade with love” (μ = 4.9), being this association even stronger for customers. The slogan “Vegan doughnuts& ice creams” received similar results ($\mu = 4.6$) and strong associations as “handmade with love”. By contrast, the slogan “Family-owned business of doughnuts & ice creams” had the lowest associations ($\mu = 4.1$) among both customers and non-customers. This could be due to several reasons. To name one, it is possible that the story of the two brothers founding the business is not known enough to the public.

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

6. Recommendations & Conclusions

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

6.1 Brand Positioning

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

6.1.1 Target Market

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

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

Three segments were created:

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

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

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

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

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

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

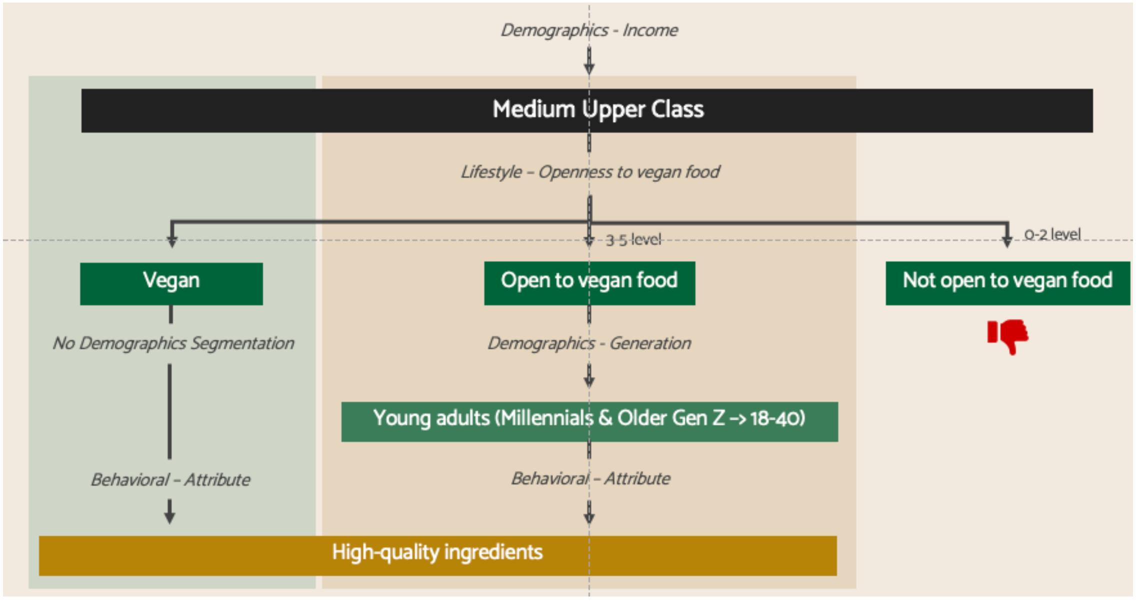


Illustration 12: Graphic representation of the Target Market for Scoop 'n Dough

6.1.2 *Target Audience - Communication plan/marketing plan*

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

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

However, Scoop 'n Dough should target and pay attention to the middle to upper class open to vegan Gen Z adults and Millennials who value the quality of the ingredients. Within this segment, four main consumer types (personas - "character made to represent a group of people with similar habits, needs and goals, perspectives and values to help create a good understanding of the "problem space" and the target group" (Southey, 2019)) were identified:

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

6.1.3 Competitive Set and Unique Value Claim

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

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

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

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

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

6.1.4 Reasons to Believe

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

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

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

6.2 Positioning Statement

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

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

7. Brand Identity Prism by Kapferer

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

Illustration 13: New Brand Identity Prism

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

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

Moving on to personality, Scoop 'n Dough should define itself as an innovative, inclusive, authentic and ethical brand. In fact, all these characteristics lead to the vegan attribute, which is one of the brand's major points of difference that sets it apart from competitors, hence, it should be reflected on the brand personality. However, being vegan does not necessarily mean being serious or concerned, thus the brand's personality should also be outgoing, open-minded, welcoming, and friendly to transmit to consumers the idea that vegan can also be fun and exciting – hence being aligned with its positioning. With that in mind, the brand personality archetype would be the "Jester", which suggests that Scoop 'n Dough should connect with consumers in an easy-going way, thus, belonging to the "belonging" category (Pearson 2001) and reinforcing its fun and exciting personality.

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

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

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

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

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

8. Gaps identified and Recommendations

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

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

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

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

9. Limitations

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

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

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

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

PART II

INDIVIDUAL COMPONENT

Introduction

Building a brand community can be very beneficial for the successful growth of a business. It is believed to be a powerful competitive advantage given that it reinforces brand loyalty, converting customers into brand advocates by generating positive word-of-mouth (Szilagyi 2021). However, according to Keller's (2001) Customer-Based Brand Equity Model (Appendix 1), to successfully reach a strong sense of community, it is important that the two levels of loyalty that come beforehand, behavioural loyalty and attitudinal attachment, are achieved.

This work project focuses on understanding what could be done for Scoop 'n Dough, a Portuguese brand of handmade vegan Doughnuts & Ice cream, to reinforce behavioural loyalty and attitudinal attachment while also strengthening the sense of community given its brand strategy (Bargado et al. 2021). In this way, the objective of this project will be to answer the research question: *How should Scoop 'n Dough create and retain loyal customers to foster a brand community?*

Literature Review

The literature of this thesis focuses on the brand-building block called Brand Resonance by Keller's Customer-Based Brand Equity Model (Appendix 1), which illustrates how to create the ultimate relationship and connection that customers have with a brand. In more detail, this model highlights four different dimensions of brand loyalty: behavioural loyalty, attitudinal attachment, sense of community and active engagement (Keller 2001). In parallel, this literature also shows how this model overlaps with a second approach of brand loyalty: Aaker's brand loyalty pyramid (Appendix 2), and with other studies from these topics.

Behavioural Loyalty

The notion of the construct of brand loyalty has evolved over time. Prior research defined it as the amount and frequency of repeated purchase (Cunningham 1956; Farley 1964). Keller (2001) later addressed this habit towards a brand as being solely behavioural loyalty. Therefore, the first dimension of the model, Brand Resonance, suggests that customers act loyally even if there is an absence of an emotional bond with the brand (ibid.). Comparably, Aaker (1991) addresses this behaviour in the second and third levels of the brand loyalty pyramid: satisfied/habitual buyer and satisfied buyer with switching costs (Appendix 2).

Attitudinal Attachment

Later, studies demonstrated that customers could develop emotional attachments to brands (Percy et al. 2004; Slater 2001; Keller 2001). In contrast with behavioural loyalty, attitudinal attachment suggests that there is a connection between the customer and the brand. With attitudinal attachment, the customer views the brand as something special (Keller 2001). Likewise, Aaker (1991) identifies this in the fourth level of the brand loyalty pyramid, suggesting that customers really like the brand demonstrating an emotional attachment and even identifying themselves with it. Besides, it is evidenced that attitudinal attachment nurtures a company's profitability as well as customer lifetime value (So et al. 2013; Thomson et al. 2005).

Sense of community

A deeper dimension of brand loyalty is the sense of community. By identifying themselves with a brand community, customers feel a connection with others who share a great interest in and affection for the same brand. These others can be other brand customers, but also employees or representatives of the company (Keller 2001). As stated by Carlson (2005), this connection results from shared values and beliefs between customers and in harmony with those revealed by the brand itself. Furthermore, having community-integrated customers is very beneficial for companies given that they behave as brand missionaries and can help the business reach favourable brand associations (McAlexander et al. 2002). Recently, the rise of social media enabled virtual brand communities, which have reshaped the way brands interact with their customer as well as how customers interact with each other (Berthon et al. 2008; Pitt et al. 2006). Studies have shown that being part of an online community positively influences customer commitment to the brand (Casaló et al. 2008).

Active engagement

Finally, active engagement is considered the highest degree of loyalty to a brand, and for that to occur, a strong attitudinal attachment or sense of community is generally necessary (Keller 2001). This happens when customers are willing to invest time, effort and money beyond the purchase and consumption of the brand (ibid.). This corresponds to the last level of Aaker's (1991) brand loyalty pyramid, the committed customers. For this type of customer, the brand is a demonstration of who they are. Besides, considering the way the brand resonates with them, the former is able to self-isolate itself from the competitive landscape (Oliver 1999; Keller 2001). Also, it is believed to promote retention, positive word-of-mouth, and enhancing loyalty (Verhoef et al. 2010).

Methodology

In order to address this individual work project topic, Keller's (2001) Customer-Based Brand Equity Model (Appendix 1) was used to deepen the four steps of Resonance as a qualitative study. Ultimately, using this framework shall help build strong recommendations given the data collected from both primary and secondary data sources.

Secondary data

In terms of secondary data, social listening was used to understand what Scoop 'n Dough customers say about the brand online. The channels used were especially social media ones such as Instagram and Facebook, and food-review platforms including TripAdvisor, HappyCow and Zomato. This is done to access sincere opinions about the brand, which can be used to understand what could be improved in terms of creating and retaining loyal customers, as well as assessing if there is a sense of community, and if yes, how to strengthen it.

Primary data

In-depth Interviews

Questions regarding brand loyalty were included in the discussion guide of the in-depth interviews carried out in the group work part. In this project, only interviews with Scoop 'n Dough customers between 18 to 40 years old, including five vegan and ten non-vegans that consider themselves open to vegan food (at least a three in a scale from one to five) were analysed, making it a total of fifteen interviews. This was done considering that this research only intends to analyse customers' opinions, specifically from those that fit the brand's recommended target in the group work (Bargado et al. 2021). However, the insights were limited given that only two questions addressed this topic, resulting in the need to do further research in this individual project.

Focus groups

Focus groups were conducted to get more in-depth information regarding the outcome of the interviews and to further explore the different dimensions of brand loyalty. This was executed to better understand why some customers are not loyal to the brand and what could have been done to change their behaviour. However, to also identify how to increase and strengthen the sense of community of customers who are already loyal. In this way, two online focus groups lasting one hour each were conducted through Microsoft Teams. One included Scoop 'n Dough non-loyal customers and the other loyal customers of the brand. Each group had five people in order to generate an in-depth conversation within the group (Krueger 2014). Besides, the non-loyal customers focus group did not include vegan customers whereas the loyal one included two.

The participants of both focus groups were chosen based on a pre-requirement questionnaire (Appendix 3). The requirement to participate in the focus group of non-loyal customers was that the customers have only been once to Scoop 'n Dough and did not return. Therefore, not having a behavioural loyalty nor attitudinal attachment to the brand. On the other hand, to be chosen for the focus group with loyal customers, participants had to have gone to Scoop 'n Dough more than five times and feel an attitudinal attachment towards the brand. In both groups, participants needed to follow the age range of the brand's target group, as outlined in Scoop 'n Dough's brand strategy (Bargado et al. 2021), 18 to 40 years old, and live in Portugal. Finally, a discussion guide (Appendix 4) was designed for both focus groups based on the dimensions of the brand-building block Brand Resonance of the Keller's model -

behavioural loyalty, attitudinal attachment, sense of community and active engagement (Keller 2001).

Findings

As mentioned above, the findings are based on the four levels of Brand Resonance. By using the different types of data that were gathered, several key insights were found and better explained in this section. It is important to note that the findings are especially driven by the focus groups and complemented by similar conclusions from the in-depth interviews and social listening.

Behavioural loyalty

Results from focus groups showed that non-loyal customers purchase more Scoop ‘n Dough doughnuts than ice cream, suggesting that doughnuts are the product they associate the most with the brand. Following this, it was evidenced that one of the main reasons why non-loyal customers did not repurchase Scoop ‘n Dough products was due to the lack of interest in this product category. Thus, suggesting that non-loyal customers have more of a problem with overall doughnut consumption rather than specifically with the brand. In this case, the main motivations that led them to go to Scoop ‘n Dough were simply curiosity from either hearing about it or joining someone who wanted to go already. However, going deeper into the product portfolio, it was suggested that Scoop ‘n Dough is quite limited and pricy for this audience. This was mentioned by them, but it was also found on Instagram posts’ comments and on food pages’ reviews (Appendix 5).

Another issue raised was regarding the location of the stores as non-loyal clients mentioned that accessibility seemed to be one of the main reasons to not return due to not being placed at a convenient location. In this view, findings from the focus group showed that non-loyal customers recommended Scoop ‘n Dough to open pop-up stores in different locations.

On the same note, findings from this focus group and social listening indicate that the main store, in Restauradores, is located in a touristic place that is not accessible to Lisbon residents (Appendix 6). When asked what could have changed for them to be more loyal to Scoop ‘n Dough, the answers were increasing the product portfolio, location and price reduction. Accordingly, in-depth interviews showed that the main factors that drive loyalty are tasty products, location and reasonable pricing.

When it came to Scoop ‘n Dough loyal customers, the location did not seem to stop them from often visiting the stores. Besides in-store purchasing, this audience would also pre-order from platforms such as Uber Eats. Lastly, findings from this focus group and social listening revealed that a motivation to return was precisely to try out new doughnut flavours that spiked their curiosity, but also due to the great customer service in-store (Appendix 7).

Attitudinal attachment

Regarding attitudinal attachment, non-loyal participants stated that they did not feel comfortable in the store, given that it is small and there is no inside space, often generating long lines. These long lines can quickly result in a takeaway purchase which is inconvenient for this audience since they would like to have a seat to consume a doughnut. Indeed, results from interviews evidenced that a nice store environment generates loyalty, and findings from focus groups revealed that a pleasant and welcoming physical space is very important for them to feel a connection and personal attachment with the brand.

On a different note, non-loyal customers mentioned that Scoop ‘n Dough did not have enough impact for them to think about it when going to areas where the stores are located. This demonstrates that besides practical reasons, there are also more emotional ones that make non-loyal customers not repurchase the brand. However, it was agreed that if they recognised it on the street, the likelihood of purchasing it would increase. Therefore, to become more loyal, the participants of the non-loyal focus group highlighted that they needed to be remembered more often about the brand and their message to be more often in these customers’ consideration set. When asked if non-loyal customers knew about Scoop ‘n Dough values, everyone agreed that those were not emphasised and communicated enough.

On the other hand, the main reason why customers are loyal to Scoop ‘n Dough is that they identify themselves with the brand’s values such as the vegan and sustainable lifestyle, social responsibility, the familiar atmosphere, and the friendly and fun personality. Therefore, sharing the same values is what makes them feel connected with the brand and perceive the brand as special. In accordance, results from social listening and the loyal customers focus group suggest that customers perceive Scoop ‘n Dough as a little pleasure they look forward to going, describing it as their favourite place to satisfy sweet cravings (Appendix 8).

However, loyal customers also felt that the values are not communicated enough, especially on the website, which is believed to be impersonal and inconsistent with the brand’s image. In this way, they suggested that the online experience should be more personalised in order to be aligned with the in-store service. Besides, contradictions regarding Scoop ‘n Dough values were also pointed out during the focus group such as using disposable dishes instead of non-disposable.

Sense of community

When it comes to sense of community, on a scale from one to ten, all loyal participants agreed that a four is how much they felt part of Scoop ‘n Dough’s community. Additionally, participants agreed that they feel a connection with other Scoop ‘n Dough customers because they believe that they also identify themselves with the brand’s values, thus, making it the main purpose of their visit.

However, findings showed that this audience also felt that there was not much interaction between customers but also between them and the brand, reducing their level of belonging to a community. Apart from in-store interaction, customers can currently interact through social media platforms. When analysing Scoop ‘n Dough’s Instagram page, one can notice that users often interact with the brand through comments on posts. However, as mentioned during the focus group, participants felt that the fact that anyone can access the general website makes them lose the sense of having an exclusive space for a community.

Ultimately, this is the reason why they feel that their opinion and feedback did not make much impact and that there was a lack of involvement from the brand.

In contrast to social media and website, results showed that for loyal customers, in person interaction is very important to increase the sense of belonging to a community. According to them, none of Scoop ‘n Dough’s physical stores is designed in a way that welcomes a community. First, the Restauradores store has a small inside space with no seating places, only with a few tables in the outside area. Likewise, El Corte Inglés’ store is a counter located in the sub-basement of the shopping mall, with only one high table and no chairs. Therefore, one can say that both stores work mainly on a takeaway basis, and as mentioned by this audience, spending little time in-store makes it difficult for them to feel that they belong to a community.

For these reasons, to improve in person interaction, participants agreed that a physical space that expresses the brand essence is crucial. From this idea, and in order to strengthen the sense of community, loyal customers suggested that they would like to feel that their opinions are heard and, ultimately, valuable. Additionally, on several comments from Scoop ‘n Dough Instagram’s posts, it seems that followers are disappointed because they noticed that their favourite flavour is discontinued without considering their opinion (Appendix 9).

Although loyal customers have a bigger impact in this section, it is also important to note non-loyal customers’ opinions. When it was asked to them if they believed that Scoop ‘n Dough has what it takes to make them one day feel part of its community, they responded that it was a premature question, but if one day they would ever feel it, it would make sense to be focused on the brand’s values and points of difference. Again, we see that the brand’s values are extremely important for both loyal and non-loyal customers to identify themselves with it.

Active engagement

Finally, questions about the last step of Brand Resonance, which is also the strongest affirmation of brand loyalty, were only asked to loyal customers since it only made sense to explore their opinions. From this, findings revealed that loyal customers would be willing to invest more time and energy in the brand, but they would be less prone to spend more money with Scoop ‘n Dough unless the money supported a social cause. Finally, focus groups findings show that loyal customers like to spread the word about Scoop ‘n Dough, recommending and encouraging friends and family to try its products.

Recommendations

Given the findings, six recommendations will be proposed explaining which steps of Brand Resonance are addressed and which issues from the findings could be tackled. Accordingly, aside from intensifying the sense of community, it is important to focus on strengthening the two first dimensions of brand loyalty that come before: behavioural loyalty and attitudinal attachment.

Increase product portfolio breadth

Given that one of the main reasons for non-loyal customers to not repurchase Scoop ‘n Dough is due to the lack of interest in overall doughnuts, increasing the brand’s product portfolio would be beneficial for a wider audience to feel that their needs can be satisfied. By doing this, customers who are not fans of doughnuts or ice cream could have more consumption choices and, consequently, visit the store more often, intensifying *behavioural loyalty*. While it is relevant to mention this recommendation in this project, it is explored in the individual work “Strengthening the positioning of Scoop ‘n Dough - Evaluating the product portfolio and product extensions opportunities” (Diniz 2021).

Pop-up food truck

Another important issue from the findings was Scoop ‘n Dough’s location as well as the brand’s ineffective communication of its PODs. For this reason, an idea explored in the group work was for the brand to open pop-up stores in different locations (Bargado et al. 2021), which was also a suggestion highlighted by non-loyal customers. However, in this individual part, a good suggestion would be to turn these pop-up stores into displaceable food trucks having thus more flexibility on the location and potentially attracting more customers. A successful example of a brand that implemented this was Santini with its “vantinis” (Appendix 10).

A good strategy could be to target events that are aligned with Scoop ‘n Dough’s values reinforcing its identity and message. There are several suggestions for this case. First, the vegan street food festival, Veggie Vibes, occurs in Mercado de Santa Clara and offers several vegan and vegetarian street food options (Nit 2021). Another example is at LX Market, which is happening every Sunday, counting with unique, handmade, vintage and second-hand products, but also some food stands and trucks (LX Market 2021). Overall, this recommendation would reinforce *behavioural loyalty* given that Scoop ‘n Dough products would be accessible in more places, but also *attitudinal attachment* since customers would be reminded of the brand’s values by associating it with these events.

Scoop ‘n Dough App

The market for mobile applications has increasingly risen over the last decade (Taylor et al. 2011). For this reason, the creation of an application could also address several issues presented in the findings. This suggestion involves a Scoop ‘n Dough app as a multi-faceted platform exclusively for customers. To access it, individuals would have to create an account with their login credentials. Therewith, customers could have access to different features provided in the app. One of them is that it could be possible to directly order products as it is already done through the company’s website. However, in this case, users would only have to fill up once the requested information for the ordering by automatically saving it. With this feature, the mentioned feeling of an impersonal online experience would be addressed.

Additionally, the platform could also work as a blog, communicating and emphasising the brand’s values and PODs. In line with this, several topics could be addressed to embrace the vegan and sustainable lifestyle, such as giving tips for a more environmentally conscious approach to cooking. To accentuate the familiar feeling, another topic could be introducing Scoop ‘n Dough’s employees and suppliers. This would increase the customer’s *attitudinal attachment* and connection with the brand. Put differently, loyal customers claimed the need to have a space where they could communicate with others, and the app could provide a forum, incentivising users to interact and build a connection, strengthening the *sense of community*.

Following the *sense of community,* an app could also be a way for customers to have an active voice in making decisions, such as by voting for upcoming flavours, resulting in Scoop ‘n Dough producing the most wanted ones. In contrast, when it comes to the discontinuation of specific products, the company could also ask customers’ opinions to avoid suspending the audience’s favourites. Overall, customers would feel that their opinions matter and feel rewarded for their loyal relationship with the brand. At the same time, Scoop ‘n Dough would be aware of what is most demanded in the market from its customers.

On a deeper level, this platform could also enable customers to accumulate points in every purchase to receive future exclusive offers. The logistics could work such as “one euro equals one point”, and when users reach twenty points, these can be exchanged for offers, which could be Scoop ‘n Dough products. This could help reinforce *behavioural loyalty,* given that customers might want to come back to accumulate points and receive the award.

Partnership with other brands

Regarding the pricing issue, it is recommended that Scoop ‘n Dough create more partnerships with other brands. By doing this, exclusive members from other brands would enjoy specific promotions when purchasing Scoop ‘n Dough products, thus increasing the perceived brand value.

An example of this is Nova Students’ Union, which has around twenty partnerships with brands such as Moche, Futah and Capricciosa (SU Associate Discounts 2021), in which students are indeed able to benefit from these promotions. In this sense, a partnership between

Scoop ‘n Dough and Nova SU could be suggested following the same idea of accumulating points in the Scoop ‘n Dough app. In this way, when purchasing Scoop ‘n Dough products, Nova SU’s members would be able to enjoy not only “one euro equals one point” as mentioned above for a regular purchase, but one euro could be worth three points instead of one thanks to the partnership. A good argument is that Nova students’ age range fit the recommended target for Scoop ‘n Dough tackled in the group work (18-40 years old). From Nova’s side, it is well known that it is currently striving to create a Sustainable Development Goal’s journey (Nova SBE 2021), which could be valuable to be associated with a vegan and sustainable brand such as Scoop ‘n Dough. Although the possibility of a partnership with Nova was more explored, the same can be replicated with other universities from Lisbon. Overall, this marketing strategy would enable Scoop ‘n Dough to increase *behavioural loyalty*.

Improve store experience

As mentioned during both focus groups, a pleasant and welcoming physical store is essential for customers to feel connected with the brand and feel welcome to a community. For this, the store atmosphere should be improved. First, the main store should have more tables and inside seating space. From this, furniture should be pleasant and comfortable in order to invite customers to stay longer. Additionally, details could be implemented in-store for it to be more aligned with the suggested brand essence in the group work and to be prepared to welcome a community. In order to express more the sustainable and vegan lifestyle, Scoop ‘n Dough should invest in non-disposable dishes. Going deeper, the company could also provide a discount to customers that bring in their own reusable mugs and boxes for takeaway products. In terms of transmitting a familiar feeling, the creation of a Spotify playlist to play in-store could be a good recommendation. For this, Scoop ‘n Dough could ask its community suggestions of favourite songs on the above-mentioned app. With this, the *attitudinal attachment* and *sense of community* would be reinforced.

Volunteer activity

The last recommendation suggests implementing an activity that is aligned with the brand's values and that would bring the community together. Given the partnership with Refood mentioned during the management interview (Appendix XI), this type of activity could be to distribute leftover doughnuts to homeless people at the end of the day. This could occur on a monthly basis with customers who would like to participate. By doing this, they would invest more time and energy into the brand beyond their purchasing and consumption time. Therefore, this would enhance the last step of brand resonance, *active engagement*, while also strengthening the *sense of community* and *attitudinal attachment*.

Work Project Limitations

This work project has some limitations that should be acknowledged. First, due to time constraints to gather data, the sample size only included two focus groups covering only non-loyal and loyal customers opinions. However, to have a full picture, covering more segments could have led to interesting discussions and valuable output. In addition, due to the same matter, the participants were from the same age range, between 21 to 24 years old, which resulted from selecting individuals fitting the research criteria through a convenience sampling method. Thus, future research should include an extended age range encompassing the recommended target age in the positioning statement (Bargado et al. 2021). Besides, the sample only represented Portuguese residents and, to get a full picture, other nationalities should have been considered given that tourists are also part of Scoop 'n Dough customers.

Following this, focus groups were conducted online, which could have potentially incited less interaction from some participants, influencing the quality of the findings. Going deeper on the participants, they could have also been biased given the pre-questionnaire that was given before conducting the focus groups (Appendix 3). This could again influence their behaviour towards the brand. Similarly, another limitation was the fact that it was not possible to measure the level of brand loyalty that the participants already had with Scoop 'n Dough.

Finally, it is important to mention that it is a limitation to envision the creation of a brand community when the brand itself has awareness issues and that many steps still need improvement before.

References from Group Component

Aaker, Jennifer L. 1997. “Dimensions of brand personality.” *Journal of marketing research* 34(3): 347-356.

Amorino. “Amorino.” November 11, 2021. https://www.amorino.com

Associação Vegetariana Portuguesa.“Estudo: Uma análise da evolução do comércio vegetariano e vegano em Portugal, entre o período de 2008 e 2018.” November 11, 2021. https://avp.org.pt/wp-content/uploads/2018/05/AVP_Estudo-da-evolu%C3%A7%C3%A3o-do-com%C3%A9rcio-vegetariano-e-vegano-em-Portugal-entre-2008-e-2018.pdf.

Barriball, K. Louise, and Alison While. 1994. “Collecting data using a semi-structured interview: a discussion paper.” *Journal of Advanced Nursing-Institutional Subscription* 19(2): 328–335.

Brammibal's Donuts. 2021. “Brammibal's Donuts.” November 11, 2021. https://www.brammibalsdonuts.com/.

Ciesielska, Malgorzata and Wolanik Boström, Katarzyna and Öhlander, Magnus. 2018. “Observation Methods.” In *Qualitative Methodologies in Organization Studies*, 33-62. London: Palgrave Macmillan.

Clarabridge. 2021. “CX Dictionary: What is Social Listening?” October 16, 2021, https://www.clarabridge.com/customer-experience-dictionary/social-listening

Nielsen. 2021. “Consumer Trust in Online, Social and Mobile Advertising Grows.” Nielsen, October 16, 2021. https://www.nielsen.com/us/en/insights/article/2012/consumer-trust-in-online-social-and-mobile-advertising-grows/

Costa, João F. 2011. “Market Driving or Market Driven? A Case-Study in The Portuguese IceCream Industry.” *Revista Portuguesa de Marketing* 26: 5–14

Coughlan, Ryan, F and Cronin, P. 2009. “Interviewing in qualitative research: The one-to-one interview.” *International Journal of Therapy and Rehabilitation*, 16(6): 309–314.

Crosstown. 2021. “Crosstown.” November 11, 2021. https://www.crosstown.co.uk/.

Johnson, Timothy. 2014. “Snowball Sampling: Introduction.” *Wiley StatsRef: Statistics Reference Online*.

Kapferer, Jean-Noël. 2012.*The New Strategic Brand Management.* London: Kogan Page.

Keller, K. L. 2013. *Strategic Brand Management*. New York: Pearson.

Keller, Kevin L. and Apéria, Tony and Georgson, Mats. 2011. *Strategic Brand Management.* Prentice Hall: Financial Times.

Mark, Margaret and Pearson, Carol S. 2001. *The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes.* New York: McGrawHill Professional Publishing.

Pollington, Max. 2021. "The Importance Of A Brand Personality". Klood, November 11, 2021. https://www.klood.com/blog/video/the-importance-of-a-brand-personality.

Porter, M. E. 1985. Competitive Advantage*: Creating and sustaining superior performance*. New York: The Free Press.

Ruby's of London. “Ruby’s of London”. November 11, 2021, https://rubysoflondon.com/.

Scoop ‘n Dough. 2021. “Scoop ‘n Dough.” November 11, 2021. https://www.scoopndough.pt/.

Southey, F. (2019, December 13). Hipster, athlete, or vegan activist? 'Personas' developed in Norway to help food brands think like consumers. Food Navigator.

Statista. 2016. “Number of vegetarian restaurants per million inhabitants in Europe in 2016.” Statista, November 11, 2021. https://www.statista.com/statistics/722175/vegetarian-gastronomy-europe/

Statista. 2019. “Revenue of dairy-free frozen desserts in Europe from 2016 to 2018, with a forecast from 2019 to 2024 (in million U.S. dollars).” Statista, November 11, 2021. https://www.statista.com/statistics/1065478/revenue-of-dairy-free-frozen-desserts-in-europe/

Statista. 2021a. “Global social networks ranked by number of users 2021.” Statista, October 18, 2021. https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/

Statista. 2021b. “Market revenue of plant-based meat worldwide from 2016 to 2026 (in billion U.S. dollars).” Statista, November 11, 2021. https://www.statista.com/forecasts/877369/global-meat-substitutes-market-value

Statista. 2021c. “To what extent do you agree with the following statement? - "I’m willing to eat more vegetables/plant-based food"?” Statista, November 11, 2021. https://www.statista.com/statistics/1258969/willingness-to-eat-more-vegetables-plant-based-food/

Statista. 2021d. “Have you reduced (or do you intend to reduce) your red meat (beef, lamb and pork) consumption due to environmental reasons?” Statista, November 11, 2021. https://www.statista.com/statistics/1258822/consumers-attitudes-to-reducing-red-meat-intake-due-to-environmental-reasons/

What is Marketing? — The Definition of Marketing — AMA. American Marketing Association. (2021). Retrieved 17 November 2021, from https://www.ama.org/the-definition-of-marketing-what-is-marketing/.

References from Individual Component

Aaaker, David A. 1991. *Managing Brand Equity - Capitalizing on the value of a brand name*. New York: Free Press.

Bargado, Mariana, José G. Diniz, Bárbara Gomes, Eric Malachi, Sana Mohammad, and Marta Pardal. 2021. *Strengthening the positioning of Scoop 'n Dough.* Master Thesis, Lisboa: Nova School of Business & Economics.

Berthon, Pierre, Leyland Pitt and Colin Campbell. 2008. "Ad Lib: When consumers create the ad." *California Management Review* 50(4): 6-30. http://dx.doi.org/10.2307/41166454.

Carlson, Bradley D. 2005. *Brand Based Community: The Role of Identification in Developing a Sense of Community among Brand Users*. Doctoral dissertation: Oklahoma State University).

Casaló, Luis V., Carlos Flavián, and Miguel Guinalíu. 2008. "Promoting consumer's participation in virtual brand communities: A new paradigm in branding strategy." *Journal of Marketing Communications* 14(1): 19-36.

Cunningham, Ross M. 1956. "Brand loyalty - what, where, how much?" *Harvard Business Review* 34: 116-128.

Diniz, José G. 2021. *Strengthening the positioning of Scoop 'n Dough - Evaluating the product portfolio and product extensions opportunities.* Master Thesis, Lisboa: Nova School of Business & Economics.

Farley, John U. 1964. "Why does "brand loyalty" vary over products?" *Journal of Marketing Research* 1(4): 9-14.

Keller, Kevin L. 2001. "Building Customer-Based Brand Equity: A Blueprint for Creating Strong Brands." *Marketing Science Institute*. 3-27

Krueger, Richard A. 2014. *Focus groups: A practical guide for applied research (5th ed.)*. Sage publications

McAlexander, James H., John Schouten W., and Harold F. Koenig. 2002. “Building brand community.” *Journal of Marketing* 66(1): 38-54.

Nit. 2021. “Veggie Vibes: o festival de street food vegan vai mesmo regressar a Lisboa.” Accessed November 14, 2021, from https://www.nit.pt/comida/restaurantes/o-festival-de-street-food-vegan-esteve-parado-em-2020-mas-ja-tem-datas-para-voltar

Nova SBE. 2021. “Our Commitment - Nova SBE Road to Impact Report 2019-2020.” Accessed November 13, 2021, from https://novasbe.maglr.com/nova-sbe-road-to-impact-report-2019-2020/our-commitment

Oliver, Richard L. 1999. “Whence Consumer Loyalty?” *Journal of Marketing* 63(4_suppl1): 33-44. https://doi.org/10.2307/1252099

Percy, Larry, Flemming Hansen, and Rolf Randrup. 2004. “How to measure brand emotion.” *Admap* 39(455): 32-34.

Pitt, Leyland F., Richard T. Watson, Pierre Berthon, Donald Wynn, and George Zinkhan. 2006. “The Penguin’s Window: Corporate Brands from an Open-Source Perspective.” *Journal of the Academy of Marketing Science* 34(2): 115-127. http://dx.doi.org/10.1177/0092070305284972.

Slater, Jan S. 2001. “Collecting brand loyalty: a comparative analysis of how coca cola and hallmark use collecting behavior to enhance brand loyalty.” *ACR North American Advances* 28: 362-369.

So, Jing T, Andew G. Parsons, and Sheau F. Yap. 2013. “Corporate branding, emotional attachment and brand loyalty: The case of luxury fashion branding.” *Journal of Fashion Marketing and Management: An International Journal* 17(4): 403-423.

Nova SU. 2021. “SU Associate Discounts.” Accessed November 11, 2021, from https://novasu.pt/associate-discounts/

Szilagyi, Madison. 2021. “Brand Community Building: The Ultimate Guide for 2021 - SocialLadder.” Accessed November 18, 2021, from https://socialladderapp.com/2021/01/25/brand-community/

Taylor, David G., Troy A. Voelker, and Iryna Pentina. 2011. “Mobile application adoption by young adults: A social network perspective.” *WCOB Faculty Publications*

Thomson, Matthew, Deborah J. MacInnis, and C, Whan Park. 2005. “The ties that bind: Measuring the strength of consumers’ emotional attachments to brands.” *Journal of Consumer Psychology* 15(1): 77-91.

Verhoef, Peter C., Werner J. Reinartz, and Manfred Krafft. 2010. “Customer Engagement as a New Perspective in Customer Management.” *Journal of Service Research* 13(3): 247–252. doi:10.1177/1094670510375461

Appendices from Group Component

Appendix 1: Management Interview

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

Krispy Kreme doughnut was the best I ever had before. But when I went to the US again and tasted artisanal doughnuts, vegan ones which has lots of offer and I started getting an idea of what a good doughnut is. Krispy Kreme is too sweet, and artisanal doughnuts doesn't make you feel sick. In London the store "Doughnut time" was horrible, too dry. In general, from the image and the experience we would like to lean more towards "Amorino" because of their experience culture that allows them to charge more and better margins.
Q5: What do you think your strengths and weaknesses are?
Darchite: For strength I would say the product, service, our mentality of only providing the best products and ingredients, not caring about margins and the company we own EverVegan: competitors don't have the logistics Scoop has. We are not very scared of local competition because we know the logistics we have, we have an entire warehouse where we keep our products, we order containers of each product every month. Our weakness are no emphasis on drinks in our portfolio, no budget for marketing, unbranded ice cream cups, Email for MKT and how to follow up, "Raw materials" are super expensive, because we use the best of the best, for example, 100% coconut milk, which is why we are able to provide products at the quality of the animal-based ones. We have small margins; we don't make money out of the pistachio ice cream for example.
Q6: What do you think about the traditional Portuguese ice cream industry and how would you compare it globally?
Darchite: Portugal is not a doughnut friendly country, with our research before starting the project we understood that many doughnut places went bankrupt, because Portuguese market is not ready for doughnuts, nor does it really lie in their DNA. Therefore, we even confess we were only self-sustainable after 1,5 years. People are not culturally prepared to eat doughnuts.
Target and Positioning
Q7: what is your positioning? (Focus on vegan or is vegan just a plus?)
Darchite: During the first 3 months we had a signed saying "vegan", people would come in stop and leave. Especially families. So, we decided to remove the vegan label and added only ice cream and doughnuts. Ever since we removed the word "vegan", many more people came in. Ideally, we would like to target everyone that wants to try our products. Vegans are a strong community; they will always find out about our store without advertisement needed. However, we won the won the award for best vegan doughnut in the world by HappyCow, so we need to mention that award. It's still a bit tricky how to do this. Later we also won a TripAdvisor award for fourth best vegan spot in the world in the category "Best of the best." This helps a lot to spread the word. I don't want to call our doughnuts gourmet, because we still want the fun side of it. We want a balance of quality and fun and want people to see it as an experience. I am more open minded now than I was in the beginning to the vegan notion. We wanted to share with people that they didn't want to give up their habits to become vegan, regarding desserts. Don't worry about it Scoop 'n Dough got you – you can reduce animal-based food and help the environment without losing your habits. People are becoming more familiar with the word, especially young people. Old people and tourists I still wouldn't risk it in Portugal. Our goal is showing how good vegan can be.
Q8: Who are your customers?
Darchite: In the beginning were 100% vegan customers. Now, around 20% vegans, more tourists that try the ice cream, but this usually happens in summer only. Our ideal customer is medium/ high income, that want to find a gift and an experience. People that come here for special occasions.
Product portfolio and production
Q9: How do you come up with new flavours?
Darchite: Before opening the shop, I did a lot of market research. I travelled around the world, USA, UK, Germany to see what they have in the category to understand what a good vegan doughnut is and get inspired and find the freshest and most seasonal products. Besides, he is checking out the American competition. My brother Jimite is the one coming up with doughnuts ideas, I focus on the ice creams.

Also, it is a long process to get to the perfect recipe. I could buy already made things but I don't, we make them here for the best quality product.
Q10: Are you planning on extending the product portfolio?
Darchite: I am but I can't tell what. During winter ice cream sells go down drastically and I need to produce something. But not under Scoop 'n Dough brand, another project. We found a gap in the market. I spent my whole money on it. Also, for Scoop 'n Dough we want to invest on indoor seating to have a higher end looking and provide a better experience.
Q11: How much do customers value your coffee brand? Do you get any feedback on that?
Darchite: We don't emphasise coffee, coffee is still irrelevant for us we just have it because it's important and people want it. Drinks are their weakness, such as coffee and milkshakes, they not very emphasised – we have an American style milkshake price at 6€, but we need to extend milkshakes portfolio. Illy coffee is supposed to be the best in the market that's why we have it.
Q12: How many doughnuts of each flavour do you make per day?
Darchite: Around 100 doughnuts.
Q13: Are vegan doughnuts and ice cream healthier?
Darchite: In our own live we practice a very healthy lifestyle, so this product is solely to enjoy, product experience over everything, but not very healthy, ice cream with coconut sugar is the only healthier option. Too expensive for alternative sugars. I try healthier recipes, but it just doesn't work the same level. People kept asking for a healthier alternative, saying they would pay double for it. But it's just not that great and serving the best possible product is the most important. This is only possible in ice creams. Compared to regular ice cream it is healthier.
Packaging
Q14: Why don't you have anything else written in the packaging? Why not point it out it is vegan? (May be answered by their whole brand objective)
Darchite: Right now, it does not say vegan, because negative connotation with it, so we removed it from the outside and kept away from packaging. Our boxes were a game changer because people shared more on social media due to the aesthetic and appealing.
Pricing
Q15: What is Scoop 'n Dough pricing strategy?
Darchite: Our goal is to serve something great, so to be honest we don't care about that much about the price. Considering that we want to provide the best product possible, our ingredients are more expensive and also vegan products tend to be more expensive. So, our margins suffer a lot because we have to adapt to the countries' buying power, otherwise Portuguese customers would be super upset with higher prices. Amorino is an inspiration for us to guide our prices from – but they are not using vegan products that are more expensive, they have more margin. For example, our coconut milk comes from Thailand and costs 16x more than normal one, and we sell Illy coffee that costs 3 or 4 times more than regular coffee. Also, there is no money earned from pistachio ice cream but even costs, because how expensive the pistachio is, but it has good quality and comes from Italy. But people have told me is the best I want to provide the best experience. Also, we have no sales promotions because we want to provide an exclusive experience. Instead of having sales promotions we prefer to partner with associations for charity as it is the case with refood.
Sales and distribution
Q16: Main Sales channels and ratio of sales? (Store & Online)
Darchite: During the pandemic it was almost 100% online, then when things started reopening it started decreasing. We also are on Uber Eats but we don't make money out of it we just are there to gain visibility.
Q17: Sales split between Ice Cream, Doughnuts and Coffee?

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

Darchite: To increase brand value, to get visibility and become more popular. We wanted to take the next step and grow. Also, because of our growth strategy: open a store in Cascais. We know that clients there are more "medium/high-end" customers and a lot come from Cascais. This is a way to create a name there to get to them. However, it's been 2 weeks so far that we are there, and we are struggling, people don't know us, we are a new player. El Corte Inglés will take time, but they believe it will be successful, people will spread the word around. It will be a big brand value.
Q29: Are you planning on opening more stores? Are you planning on expanding outside Lisbon?
Darchite: Yes, our plan is to open a store in Cascais, Estoril, ideally next year. And that's a reason why we are at el Corte Inglés. We know that a lot of el Corte inglés customers are from Cascais, so we want to create a name there to get awareness from these clients.
Present and future perspectives
Q30: What are your goals with this project? What do you want to achieve?
Darchite: Our initial mission is to show people vegan can also taste great, does not need to be sorbet only. To people to try and get amazed that it is vegan. Our big goal is our product to be an ultimate dessert experience. A gift. Valentine's day is a lot of pressure, we focus on a doughnut creation worth gifting. High price doughnut, unique and exclusive, people don't want to gift 2 euros doughnuts. For next achievements, if we earn enough money, we want to make indoor seating space. This is also done to get what we want, meaning to increase the experience. Based on ice cream and doughnuts we want to service exclusive products inside the shop that people would like to come for. Dessert experience. By getting indoor seating we can increase the portfolio of products we sell at the shop, and it will bring more value – finance and brand wise.
Q31: Where do you see Scoop 'n Dough in the future?
Darchite: In one-year, local expansion, in 5 years maybe in another country. But it's hard because we need to invest so much money to open one store. We are not opening in Porto still because we would need to have a second factory there, and that's what costs more money.
Q32: What are your biggest concerns?
Darchite: I wish I had higher margins to work on marketing.

Appendix 2: Observation grid

OBSERVATIONS

Premium positioning of doughnuts in an elegant, minimalistic environment

CRUSH DOUGHNUTS

OBSERVATION GRID	+	−
Shop location	• In front of metro "São Sebastião" • Very close to "el corte ingles" • In a busy street	• No sunlight and next to street • Noisy
Atmosphere	• Minimalistic and elegant decoration • French café vibe music in the background • Red VIP line around the store	• No place inside • Windy and cold • No pleasant furniture to stay long time
Service elements	• Table service after ordering in-store • Water for pets available • Take time to explain product offerings • Older team	• Long waiting time • Not very friendly service
Product portfolio& packaging/ presentation	• Very aesthetically appealing lemonades • Open and nice doughnut presentation on trays at door and display in front of the cashier	• Lots of plastic involved in the packaging, especially for delivery
Offers/ specials	• Different delivery packaging	
Miscellaneous	• Customers eat doughnuts with fork and knife • Branded cups and branded small paper element served with doughnut for brand visibility	• Premium pricing

OBSERVATIONS

Rose-shaped ice cream is an experience attracting many tourists

AMORINO

OBSERVATION GRID	+	−
Shop location	• Busy shopping streets and centre of Lisbon • Tourist spots	• Big competitor such as Santini just around the corner
Atmosphere	• Ancient Italian look • Very elegant and premium	• No place inside • Loud pop music
Service elements	• Staff speaks several languages	• Rushed and busy service • Franchise vibe • Concept not well explained in-store
Product portfolio& packaging/ presentation	• Eye catching rose shaped ice cream and branded packaging • Premium look with ice macarons that they offer	• Usual packaging
Offers/ specials	• Seasonal offers	
Miscellaneous	• Customers leaving the store immediately take a picture • The flower shaped ice cream poster in front of the store draws a lot of attention on the store	

Appendix 3: Discussion guide

Discussion guide - Scoop 'n Dough

TARGET:

WHO: non-consumers, non-vegan
AGE RANGE: 18-35 years old
WHERE: who live in Portugal

Pre-questionnaire (screening)

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

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

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

Introduction:

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

Interview:

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

This isn't supposed to be a script, the interview doesn't need to follow the sections in a specific order. Examples of questions aren't for the interviewer to make those questions directly but are some examples they can use for follow-up questions if they think that it makes sense within the conversation flow. Nevertheless, you can ask direct questions if they do not come up with the insights you want them to.

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

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

Section 1: Doughnuts and ice creams' categories: needs, habits, drivers
(try for the interviewee to answer the following specific topics. If they didn't mention it by themselves, the questions can be asked directly)

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

The WHY they bought that specific doughnut or ice cream? à Drivers for brand choice
Examples of follow-up questions (the answer to these questions should come up naturally with the first big question. If not, we can try to understand these specific topics:

VII. Why did you go and buy an ice cream/doughnut in the first place? (about the category). What are your motivations? (Listen for: to treat myself, as a present (more for the doughnut), recommendations, because it's good weather and I want to refresh myself, just want a simple treat and take out, was passing by and noticed it)

VIII. Why did you choose that brand? What influences you when choosing a brand that you believe is important in these categories? Why? (Listen for: price, promotions, store availability, recommendations, large portfolio options, value for money, quality, brand recognition and reputation, brand familiarity and trust, flavour and texture, raw materials' quality, diet restrictions (vegan, gluten free, nut free), for the experience, store design and environment, popularity, takeaway options)

IX. What are the qualities/attributes you look for in an ice cream/doughnut? (make the interviewee prioritize them if possible) -- if the interviewee has difficulty naming any, follow with: "*some people have mentioned the following attributes as being important when deciding to buy an ice cream/doughnut. As I read each one, please tell me what it means to you - if it is important and why or why not and if you could rank them in order of importance*"

a. Product quality
b. Price
c. Flavour
d. Sweetness
e. Texture
f. Colour
g. Aesthetic

h. Diet restrictions? (gluten-free, vegan, nuts-free, lactose-free)
i. Brand Name - recognition/popularity
j. Other reasons?

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

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

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

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

IV. **Performance:**
a. Are you satisfied with these brands?
b. What do you consider to be their limitations?
c. What do you consider to be their strengths?

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

<u>Section 3: Scoop n’ Dough Brand Image and familiarity (brand insights)</u>

I. **Salience (brand recognition - aided)**

a. Do you know Scoop ‘n Dough?

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

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

II. **Imagery:**

a. After witnessing some brand elements of Scoop ‘n Dough and general aesthetic, what comes to your mind when you think about the brand? Why?

b. Say 3 adjectives that would describe Scoop ‘n Dough. Why did you choose them?

c. How would you describe Scoop n’ Dough as a person? What kind of person would it be (Introvert or Extrovert, stylish, trend-setter or disengaged, elegant or sporty? Personality and looks; Age, income, Popularity, what job would they have, what do they do on their free time, what car would they drive, how is their family like?

d. Ask the same question but for the brands they have mentioned during the interview. (Or the interviewee preferred/purchased brand)

III. **Feelings:**

a. What feelings do you associate with Scoop n’ Dough? (Listen for: coziness, playfulness, excitement, happiness, safeness)

b. How would you feel if the product is advertised as vegan? Would it make you feel more connected/excited/safe to the brand?

<u>Section 4: Brand Loyalty</u>

IV. **Resonance:**

a. What makes you loyal to an ice cream/doughnuts brand?

b. What makes you repeat the purchase? **(**Listen for: favourite flavour, aesthetic or texture, store environment, customer service,**)**

<u>Section 5: Additional questions</u>

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

I. What kind of products would you associate to have next to ice cream and doughnuts? (Product extensions)

II. Do you think having ice cream and doughnuts in the same store matters to you? Would you be more inclined to consume Scoop n’ Dough products knowing that they sell both products in the same physical space?

III. Is there anything you would recommend for Scoop ‘n Dough?

IV. How do you think they should promote themselves? (Look for Channels/ Positioning/ Offers)

<u>Section 6: Positioning preferences</u>

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

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

PREMIUM QUALITY DOUGHNUTS AND ICE CREAMS

FAMILY-OWNED BUSINESS OF DOUGHNUTS AND ICE CREAMS

THERE IS NOTHING LIKE BEING TREATED AS FAMILY

HANDMADE WITH LOVE E SEMRPE COM INGREDIENTES FRESCOS

ARTISANAL VEGAN DOUGHNUTS AND ICE CREAMS

PLANT-BASED DOUGHNUTS AND ICE CREAMS

ARTISANAL DOUGHNUTS AND ICE CREAMS

Appendix 4: Pre-questionnaire questions

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

Appendix 5: Survey

Brand Management Field Lab

Welcome and thank you in advance for your participation!

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

Thank you for your participation!

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

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

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

- I agree
- I disagree

Are you currently residing in Portugal? *

- Yes
- No

Brand Associations

Beschreibung (optional)

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

Kurzantwort-Text

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

Kurzantwort-Text

Brand Recognition

Beschreibung (optional)

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

- [ ] Option 1
- [ ] Option 2
- [ ] Option 3
- [ ] Option 4
- [ ] Option 5
- [ ] Option 6

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

- [ ] Option 1
- [ ] Option 2
- [ ] Option 3
- [ ] Option 4
- [ ] Option 5
- [ ] Option 6
- [ ] Option 7
- [ ] Option 8
- [ ] Option 9

Consumption Habits

Beschreibung (optional)

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

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

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

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

Vegan perceptions

Beschreibung (optional)

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

	1 - Not at all	2	3	4	5	6	7 - Very m...
Expensive	○	○	○	○	○	○	○
Interesting	○	○	○	○	○	○	○
Healthy	○	○	○	○	○	○	○
Trendy	○	○	○	○	○	○	○
Sustainable	○	○	○	○	○	○	○
Accessible	○	○	○	○	○	○	○
Tasty	○	○	○	○	○	○	○

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

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

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

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

Scoop 'n Dough

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

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

Scoop 'n Dough products

Scoop 'n Dough stores

Scoop 'n Dough social media

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

	1 - Not at all	2	3	4	5	6	7 - Very m...
Fun	○	○	○	○	○	○	○
Cozy	○	○	○	○	○	○	○
Trendy	○	○	○	○	○	○	○
Premium	○	○	○	○	○	○	○
Friendly	○	○	○	○	○	○	○
Welcoming	○	○	○	○	○	○	○
Gourmet	○	○	○	○	○	○	○
Innovative	○	○	○	○	○	○	○
Aesthetica...	○	○	○	○	○	○	○

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

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

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

	1- Not at all	2	3	4	5	6	7 - Very m...
Excitement	○	○	○	○	○	○	○
Happiness	○	○	○	○	○	○	○
Curiosity	○	○	○	○	○	○	○
Warmth	○	○	○	○	○	○	○

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

	1 - Not at all	2	3	4	5	6	7 - Very m...
Handmade...	○	○	○	○	○	○	○
Vegan dou...	○	○	○	○	○	○	○
Artisanal d...	○	○	○	○	○	○	○
Premium q...	○	○	○	○	○	○	○
Family-ow...	○	○	○	○	○	○	○

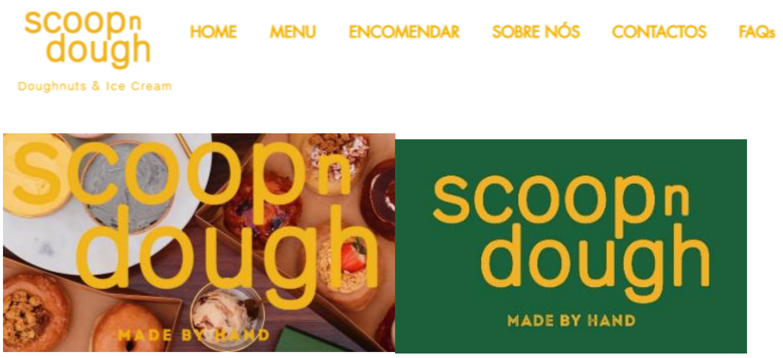
The following statements describe Scoop 'n Dough if the brand was a person. Select the one that you feel is the most accurate. *

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

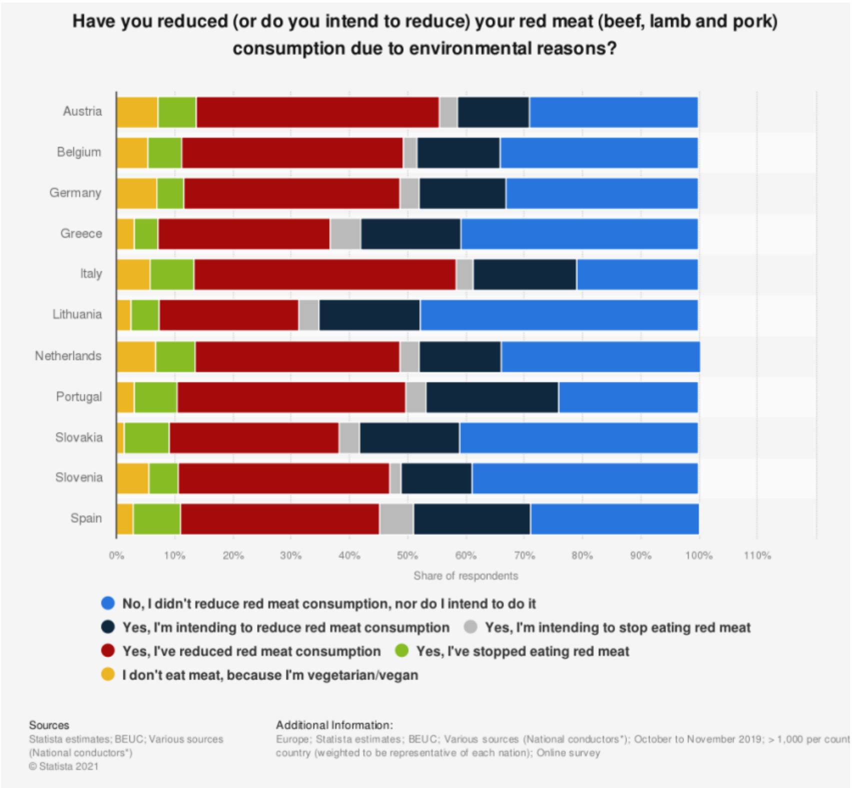
- ○ Young person around 27 years old, vegan, extrovert, and fun with a free spirit. Rides a bicycle. Would have ...
- ○ Woman, 36 years old, works in an office and has a good salary. She's elegant, classic, and organized. Likes...
- ○ Young person in their 20's. Extrovert and social but only hangs out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

Appendix 6: Colour palette

Appendix 7: Brand slogan



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



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

Appendix 10: Competitive landscape

Appendix 11: Damn doughnuts fun communication

Appendix 12: Donut's competitor

Appendix 13: Santini ice cream trucks

Appendix 14: Crush menu

Appendix 15: Crush interior

Appendix 16: Crush product presentation

Appendix 17: Crush Box

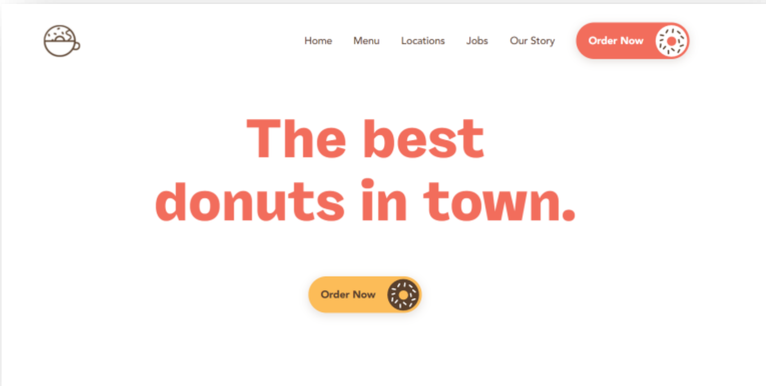
Appendix 18: Crush card

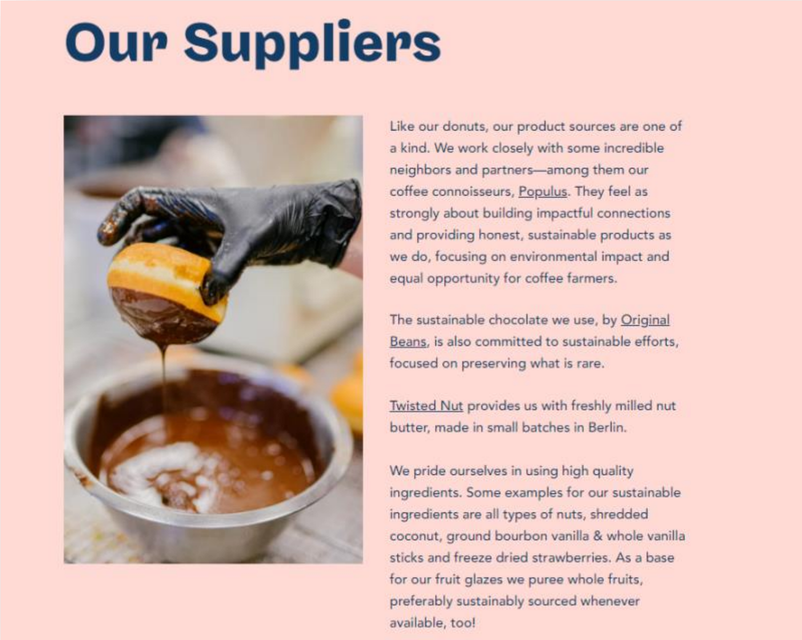
Appendix 19: Amorino prices

Appendix 20: Amorino product

Appendix 21: Brammibals charity doughnut

Appendix 22: Brammibals webpage





Appendix 23: Brammibals communication and products

Appendix 24: Ruby’s Product presentation

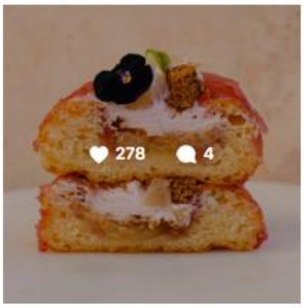
Appendix 25: Benchmark Analysis

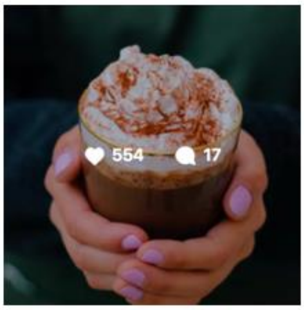
MARKETING MIX	SCOOP ‘N DOUGH	CRUSH DOUGHNUTS	AMORINO
PRODUCT			
PRICE	2.5€-6.5€; 3.6€ /scoop; 1.1€-5€; 6€	3€-7€; 2€-4.90€; 3€-6€	3.6€-9.9€; 2.5€-5€; 6.5€
PLACE	2 physical spaces + Ubereats	2 physical spaces + delivery + **Ground Burger resell**	3 physical spaces + delivery
PROMOTION	Press coverage, earned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

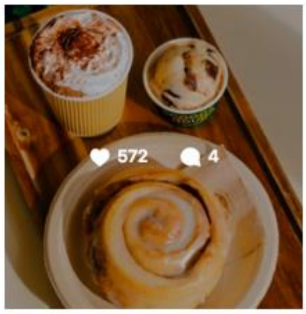
Appendix 26: Social Listening – Engagement on Facebook vs Instagram

Facebook Posts

Instagram Posts

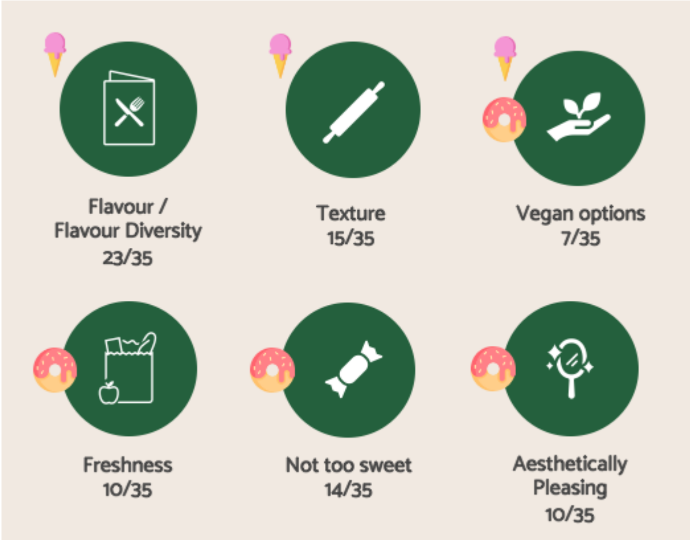


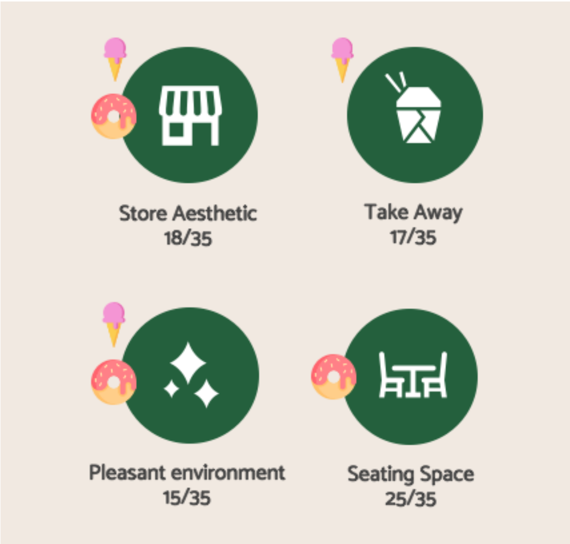


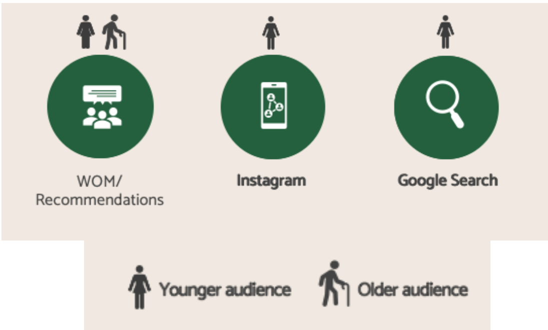


Appendix 27: Needs and motivations – quantitative information

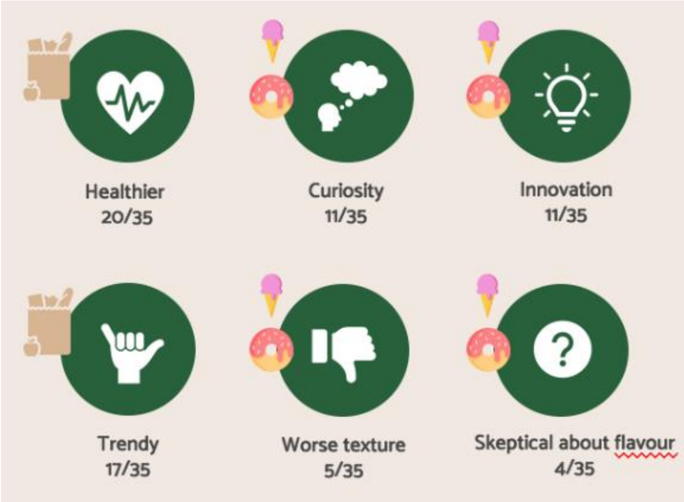
Appendix 28: Brand drivers – quantitative information

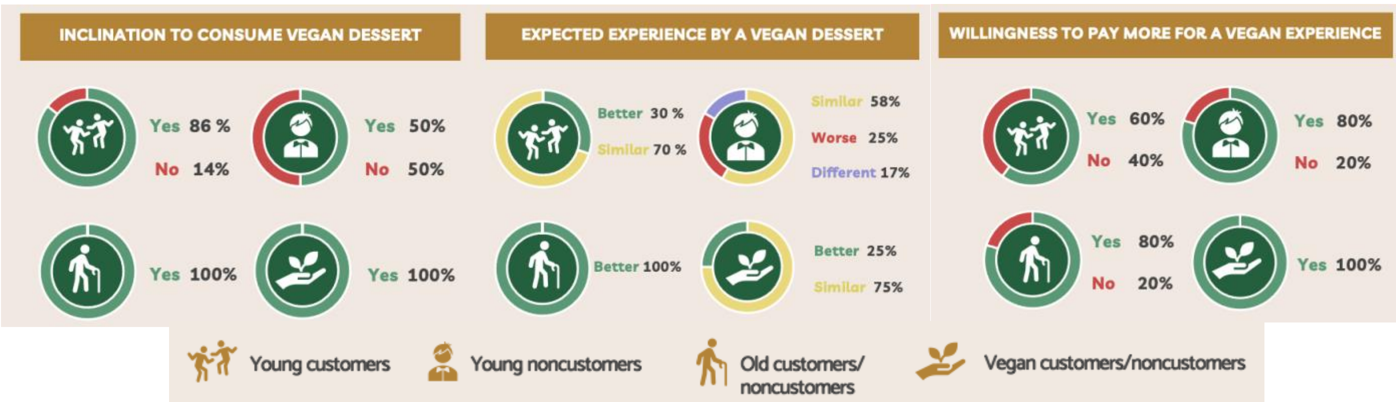






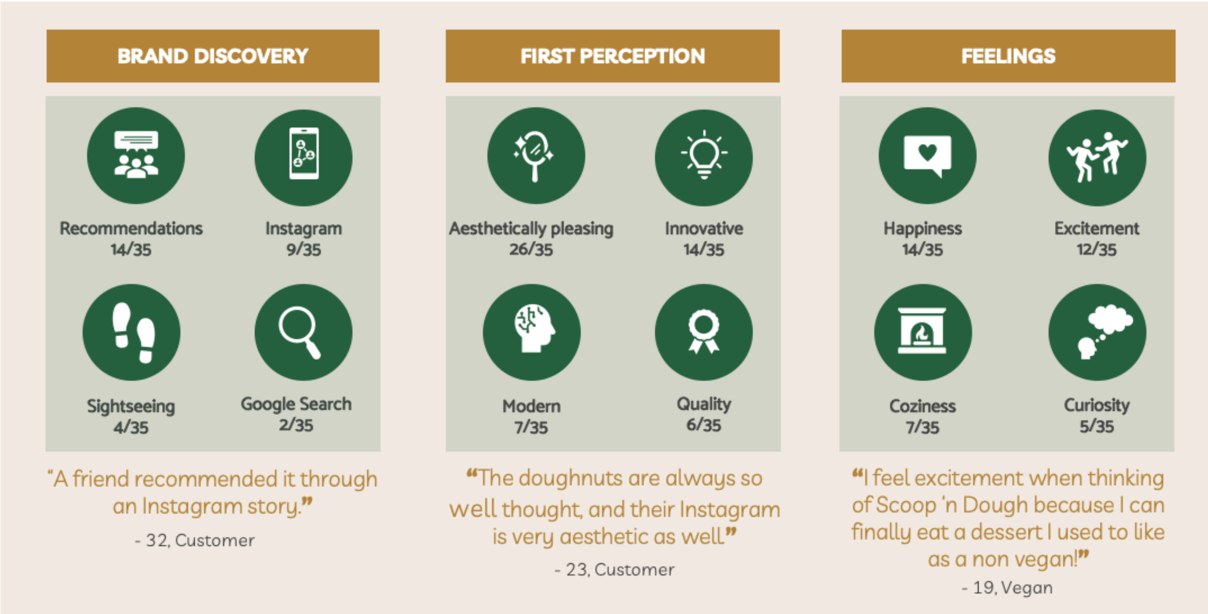
Appendix 29: Vegan associations – quantitative information





Appendix 30: Top ice cream and doughnut brands

Appendix 31: Scoop 'n Dough associations – quantitative information



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

Scoop 'n Dough

- "An alternative boy with free spirit, creative, extrovert, but not a very popular person. A person with random thoughts. Does not drive a very trendy or expensive car. Middle range income. Not very money ambitious, more linked with the cause behind the job." (Customer, 22 years old)

- "An elegant woman, in her 40s. She likes to wear dresses and is an executive. She doesn't drive a car and wears sneakers to change to walk. In her free time, she likes to read, work out and go out with friends, but also inviting friends over twice a month." (Customer, 48 years old)

- “A young millennial girl, extrovert, between 20-30 years old. Someone that is concerned about the environment. She belongs to an upper-middle class. She likes to wear fun and colourful clothes. A girl that is not afraid to have fun with friends.” (Non-customer, 21 years old)

- “A responsible person that is watchful to have impact in the world. Someone that is not very extrovert, that is low-key and does not like to open to other people (ashamed to show who he/she is). Someone that is shy, calm and less party oriented. However, open minded and flexible.” (Customer, 22 years old)

Santini

- “Someone older but creative, that is rich. A lovable and popular man. Would drive a normal seated in car, a small car that goes in the city. In his free time, he goes to the countryside and sips on wine.” (Non-customer, 24 years old)

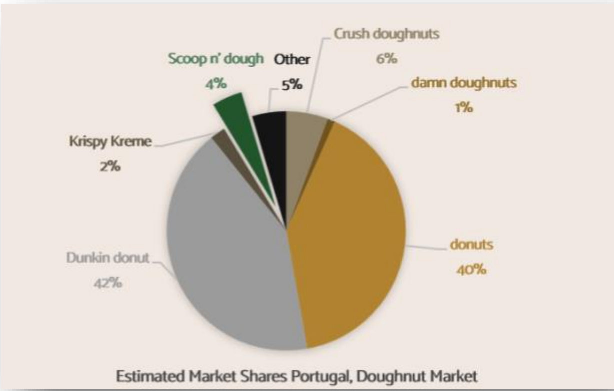
- “Someone older than Scoop ‘n Dough, around 30-40 years old. Probably a man that is classic, traditional, businessman, snob.” (Customer, 52 years old)

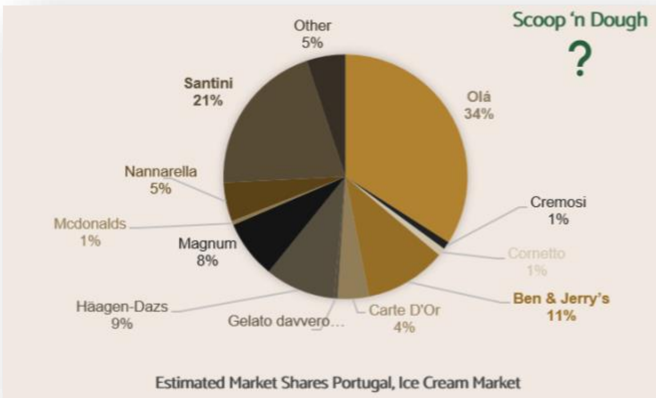
Crush Doughnuts

- “A millennial, around 30 years old. Someone more refined and classic, although still chilled. Would have a better salary than Scoop ‘n Dough persona. A person with a boho chic style. Would drive a big Volvo.” (Non-customer, 22 years old)

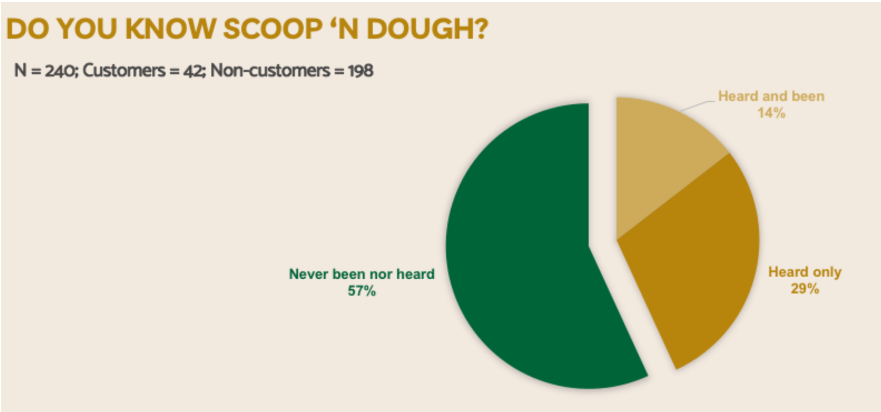
- "Someone that would drive a Porsche and has an elite lifestyle. Someone that has a house in a great location. A risk taker who thinks making doughnuts is a risk because they can only stay fresh for a day." (Non-customer, 28 years old)

Appendix 33: Survey Result Unaided Brand Recall





Appendix 34: Survey Results Brand Awareness



Appendices from Individual Component

Appendix 1: Brand-building blocks of the Keller's Customer-Based Brand Equity Model (Keller, 2001)

Appendix 2: The Brand Loyalty Pyramid by Aaker (1991)

Appendix 3: Pre-requirement questionnaire for focus groups

1. Do you live in Portugal?
2. Is your age range between 18 to 40 years old (Adults Gen Z and Millennials)?
3. How many times have you been to Scoop 'n Dough?
4. Do you feel a connection with Scoop 'n Dough?

Appendix 4: Discussion guides for focus groups

Discussion guide for focus group with Scoop ‘n Dough non-loyal customers

Introduction

- Can you think of a brand that you are loyal to? Why are you loyal to that brand?

Behavioural loyalty

- How many times have you been to Scoop ‘n Dough?
- What did you purchase when you were there?
- What was the reason or main reasons why you went to Scoop ‘n Dough?
- Is there a specific reason why you did not repurchase?
- How likely are you to recommend Scoop ‘n Dough to your family and friends? From a 1 to 10 scale.
- How can the experience with Scoop n dough be improved for you to purchase more? What would make you a loyal customer of Scoop ‘n Dough?

Attitudinal attachment

- Do you feel like you know Scoop ‘n Dough’s values? Do you relate to those values? Do you think they are well communicated?
- Do you think that getting to know more about Scoop ‘n Dough would make you want to be loyal?
- What do you think is missing for you to consider this brand special and more than just the product they sell?
- Do you value a personalised experience?

Sense of community

- Do you think the brand has what it takes to make you one day feel part of its community? What is missing?

Discussion guide for focus group with Scoop 'n Dough loyal customers

Introduction

- Can you think of a brand that you feel party of its community? Why?

Behavioural loyalty

- What are the reasons why you are loyal to Scoop 'n Dough? What makes you choose Scoop 'n dough rather than another brand if they were both sold in the same location?
- What product(s) do you usually buy there?

Attitudinal attachment

- Do you consider this brand to be special for you? Why?
- Is scoop n dough more than a product for you? Explain.
- Do you feel like you know Scoop 'n Dough's values? Do you relate to those values? Do you think they are well communicated?
- Do you value a personalised experience?

Sense of community

- Are you or would you like to be part of a Scoop 'n Dough community?
- Do you identify with other Scoop 'n Dough customers? Do you feel a deep connection with others who use this brand?
- What do you think is missing for you to feel part of Scoop 'n Dough community? What kind of things should be done by Scoop 'n Dough for you to feel welcome in a community?

Active engagement

- Do you feel like Scoop 'n Dough is a brand you would be willing to invest time, energy, money or other resources beyond purchasing and consumption?

- What would you see yourself doing for/with Scoop 'n Dough?

Appendix 5: Social listening - comments about Scoop 'n Dough prices

- Scoop 'n Dough's Instagram page:

tiago.photo.video 5 euros cada doughnut está a ficar um pouco caro, eu compreendo o trabalho investido, mas pagar o preço de uma refeição por um bolo

2 w 1 like Reply

Hide replies

scoopndough @tiago.photo.video o preço reflete o custo dos ingredientes (mais caros de origem vegetal) e todo o trabalho manual envolvido em cada sabor e por isto mesmo temos um menu bastante amplo a nível de preços. Ainda assim, e mesmo com os preços dos ingredientes a subir exponencialmente desde a pandemia e a inflação que se tem vindo a agravar, temos mantido os preços estáveis durante estes tempos e tem sido complicado aguentar estes preços mínimos para manter a viabilidade do nosso negócio

2 w 9 likes Reply

- Scoop 'n Dough's review on Happy Cow:

BudVeg
Points +104
Vegan

08 Nov 2021

Expensive

Ok, the doughnuts are good. And vegan. But paying 6,50€ for a doughnut is ridiculous.

Pros: All vegan, Nice presentation , Many different options

Cons: Expensive , Very expensive , Ridiculously expensive

scoopndough 09 Nov 2021

Thanks for visiting our store! We are really happy that you enjoy our doughnuts. It takes a team of more than 19 people to make these handmade doughnuts and turn them into the taste experience and visuals we want to create, taking the concept of vegan pastry to other levels. We are sorry that missed this opportunity to leave a mark here on you.

As the owner, I can assure you that we use high quality ingredients only, some of which, we have to import in pallets or containers to meet our standards. The doughnut which you refer to is in that dessert category, the Tiramisu. We have to import vegan mascarpone in huge quantities to guarantee production and it's one of most demanded items at our shop. Nevertheless, we do have a range of doughnuts starting at 2.5-3.8€ - the price is reflected on the complexity of each doughnut and our simple ones maybe a great choice for your next visit. At Scoop n Dough, we wish to accommodate all preferences. If there's any more information on our operations you'd like to know or improvements we can make you'd like to discuss, please feel free to e-mail scoopndough@gmail.com Thank you

Appendix 6: Social listening - comment about Scoop 'n Dough location

- Scoop 'n Dough's review on Zomato:

Isa Reis
233 opiniões • 227 Seguidores
Seguir

5★ DINING Há 10 meses

Para mim é um erro a localização. Demasiado turística, o que a torna não acessível ao comum Lisboeta. Os produtos são tao bons! E vegans!!! Felizmente abriram no ECI.

0 Votes for helpful, 0 Comentários

Helpful Comentar Partilhar

Appendix 7: Social listening - comments about trying different flavours and customer service

- Scoop 'n Dough reviews on Zomato:

Juan Rachadell
86 opiniões • 200 Seguidores
Seguir

5★ DINING Oct 24, 2020

POSITIVO

amazing decor | coffee and doughnuts | presentation | totally worth it | friendly staff | donuts | service is great | quality | good prices | concept

Melhores donughts de sempre! Vale a pena visitar para provar todo o menu. Tanto os donughts como os gelados são espectaculares. O local é super agradável e o staff é impecável.

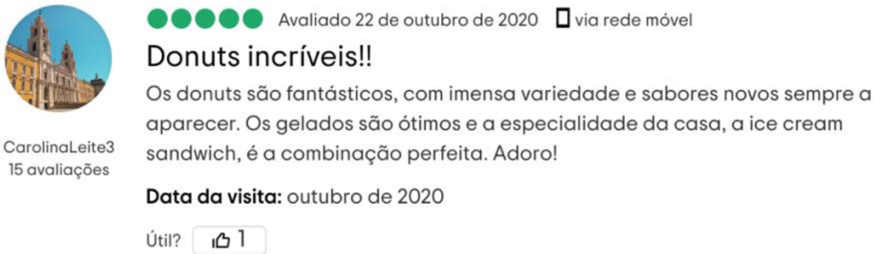
Verónica Belo
73 opiniões • 74 Seguidores
Seguir

5★ DINING Oct 19, 2020

As expectativas eram elevadíssimas, sobretudo porque sigo a página da Scoopndough no Instagram. A primeira impressão foi espetacular. Nunca fui tão bem atendida pelo staff. O colaborador que nos atendeu foi mesmo muito atencioso e simpático connosco e só por isso ficámos com vontade de voltar. Em relação aos donuts pedimos o original, o Raspberry and vannila e o de creme brulé. Todos aprovados! A massa é muito fofa e saborosa e nunca diria que são vegan. Uma experiência para repetir e provar os restantes sabores!

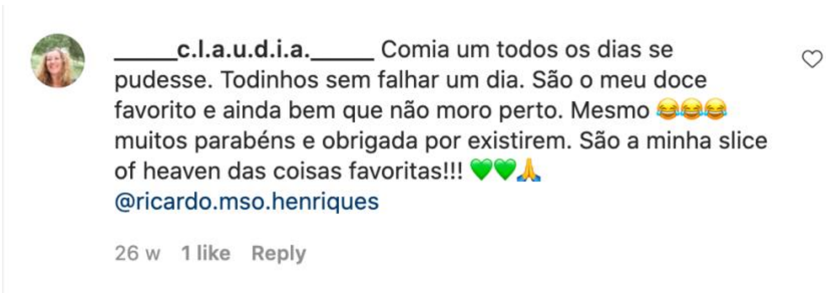

Ana Antunes
169 opiniões • 143 Seguidores
Seguir
4★ DINING Sep 21, 2020
Uma pequena loja com esplanada e com uns donuts deliciosos. O de creme brulé é divinal, o de sementes de papoila e limão também é bom. Falta provar os restantes e estou muito curiosa com a sandes de gelado. O Staff é muito simpático e prestável. Um dos Colaboradores explicou detalhadamente cada um dos produtos. A voltar várias vezes.

- Scoop 'n Dough reviews on Trip Advisor:


CarolinaLeite3
15 avaliações
Avaliado 22 de outubro de 2020 via rede móvel
Donuts incríveis!!
Os donuts são fantásticos, com imensa variedade e sabores novos sempre a aparecer. Os gelados são ótimos e a especialidade da casa, a ice cream sandwich, é a combinação perfeita. Adoro!
Data da visita: outubro de 2020
Útil? 1

Appendix 8: Social listening - comments describing Scoop 'n Dough as individuals' favourite place

- Scoop 'n Dough's Instagram page:


_____c.l.a.u.d.i.a._____ Comia um todos os dias se pudesse. Todinhos sem falhar um dia. São o meu doce favorito e ainda bem que não moro perto. Mesmo 😂😂😂 muitos parabéns e obrigada por existirem. São a minha slice of heaven das coisas favoritas!!! 💚💚🙏 @ricardo.mso.henriques
26 w 1 like Reply

- Scoop 'n Dough reviews on Zomato:

A André Monteiro
1 opiniões • 0 Seguidores
Seguir

5★ DINING Nov 12, 2020

Best doughnuts in Lisbon! I go there whenever I can! The staff is super nice and attentive, and really want you to have the best experience they can offer! The doughnuts are just amazing! The dough is light, the fillings and toppings are delicious and very well balanced and good ratio. They have a great variety of flavours and the textures on top of some of them really enhances the experience! Drop by if you can

0 Votes for helpful, 0 Comentários

Binal A.
1 opiniões • 1 Seguidores
Seguir

5★ DINING Jul 26, 2020

POSITIVO

the best vegan doughnuts · the best vegan icecream

The best of the best VEGAN doughnuts and ice-cream in the city! 🙌 Anytime I get the opportunity to go to town I always try to go there!!🤗💚

NvanDoorn
3 opiniões • 48 Seguidores
Seguir

5★ DINING Jun 25, 2020

POSITIVO

ice cream · vegan · doughnuts · service is awesome

Amazing vegan doughnuts and ice cream... I mean AMAZING!!! And everyone who works there is so cool and nice, even gave me ice cream samples to try out in reusable spoons so yeahhhh it's now MY FAVOURITE SPOT for sweet cravings ! VEGAN + Waste Conscious 🧡

- Scoop 'n Dough reviews on Trip Advisor:

JessicaBaldini
3

●●●●● Avaliado 1 de julho de 2020

The best!

Tradução do Google

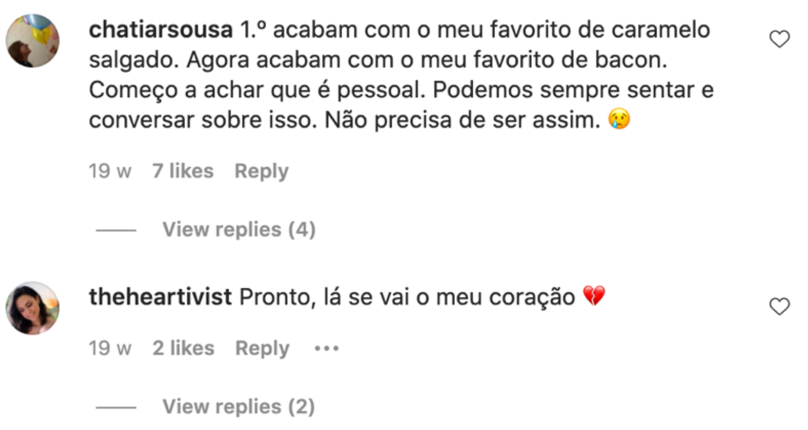
The best doughnuts and ice creams ever! The staff is super nice and the service is fast. Best place in Lisbon

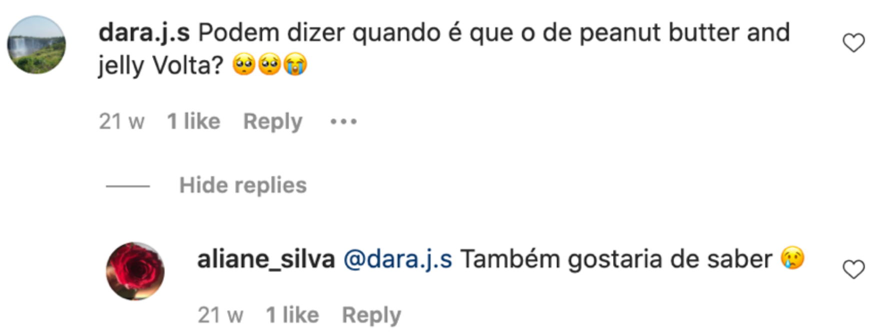
Mostrar menos

Data da visita: julho de 2020

Appendix 9: Social listening - comments about followers asking when flavours will return

- Scoop 'n Dough's Instagram page:





Appendix 10: Santini's "vantinis"

Appendix 11: Management interview

Company concept
Q1: How did Scoop n Dough come into life. What was the inspiration behind it?
Darchite: The growth of Scoop 'n Dough can be divided in three different stages. The first stage consisted of the opening of the store, my dad helped by investing and I was managing everything by myself, and the team was very small, only counting with five people. The focus was on the ice creams and not on the doughnuts. Ice creams were the big seller of the shop, sold for tourists. The doughnuts were very simple. Also, ice cream takes only one person to do, doughnuts presently take nineteen. The time and budget were very restricted to only producing a quality product, which was the top one priority. There was no time or budget to focus on other matters such as marketing, branding and a good store experience. During the first moments, the store was mainly working in a family model, having help from close family, such as my brother and dad during the weekends. Another big focus was and still is customer experience. I was working in the counter at that time and had full control on how the clients were being served. One of the main priorities is for clients to feel welcome as if they were at home, avoiding a commercial service typical from big retail companies. I want to create an experience. The second stage was during the pandemic when we had to close our shop. It was a time to rethink everything. In order to survive during the pandemic, we had to rebrand ourselves, no more amateur business, we had to focus on things rather than trying. It's when the boxes came in. We wanted to transmit their values through the packaging: being sustainability, environmentally friendly. The box is made in recycled paper. It also represents artisanal since the colour is craft. The logo also changed. We had a white and black logo. Then we changed the logo with the help of a friend designer, new colours and more minimalistic logo. Also, since we won the award, and our doughnuts were very simple we had to evolve. The raspberry vanilla doughnut was the first proper doughnut that was different, and clients were amazed.

The third stage it's where we are now. We focused on personalised almost all our objects, besides ice cream cups and milkshake. We still don't have budget to do it. Our focus is on the doughnuts now: we are increasing doughnut production and not ice cream due to costs (and winter is coming).
Q2: What do customers say about your brand? How do they perceive it?
Darchite: Since we made some changes, such as removing the vegan notion and improving the store environment, we lost customers but gained much more. And some customers said that they are happy with our change because they, especially vegans, say that we have reached another level. They continue to support us as much as they can. Vegan people are happy that there is finally a vegan dessert place in town. People expect us to deliver something good.
Industry and Market
Q3: Who are your competitors?
Darchite: Crush and coffee library. Regarding Crush doughnuts, they have a lot of financial backing and in general more budget for Marketing, which is the slight advantage they have. They started as pop up store integrated in the ground burger restaurant, which was smart due to little costs, easy for them to sustain themselves. But crush is making a mistake which is that they bake their doughnuts at 11pm, which means that the next day doughnuts are not super fresh. And they have to be fresh. We don't consider vegan brands as competitors because we are not in the vegan segment but in the general one: both ice cream shops and doughnuts shops.
Q4: Is there any company you use as a benchmark?
Darchite: Krispy Kreme doughnut was the best I ever had before. But when I went to the US again and tasted artisanal doughnuts, vegan ones which has lots of offer and I started getting an idea of what a good doughnut is. Krispy Kreme is too sweet, and artisanal doughnuts doesn't make you feel sick. In London the store "Doughnut time" was horrible, too dry. In general, from the image and the experience we would like to lean more towards "Amorino" because of their experience culture that allows them to charge more and better margins.
Q5: What do you think your strengths and weaknesses are?
Darchite: For strength I would say the product, service, our mentality of only providing the best products and ingredients, not caring about margins and the company we own EverVegan: competitors don't have the logistics Scoop has. We are not very scared of local competition because we know the logistics we have, we have an entire warehouse where we keep our products, we order containers of each product every month. Our weakness are no emphasis on drinks in our portfolio, no budget for marketing, unbranded ice cream cups, Email for MKT and how to follow up, "Raw materials" are super expensive, because we use the best of the best, for example, 100% coconut milk, which is why we are able to provide products at the quality of the animal-based ones. We have small margins; we don't make money out of the pistachio ice cream for example.
Q6: What do you think about the traditional Portuguese ice cream industry and how would you compare it globally?
Darchite: Portugal is not a doughnut friendly country, with our research before starting the project we understood that many doughnut places went bankrupt, because Portuguese market is not ready for doughnuts, nor does it really lie in their DNA. Therefore, we even confess we were only self-sustainable after 1,5 years. People are not culturally prepared to eat doughnuts.
Target and Positioning
Q7: what is your positioning? (Focus on vegan or is vegan just a plus?)
Darchite: During the first 3 months we had a signed saying "vegan", people would come in stop and leave. Especially families. So, we decided to remove the vegan label and added only ice cream and doughnuts. Ever since we removed the word "vegan", many more people came in. Ideally, we would like to target everyone that wants to try our products. Vegans are a strong

community; they will always find out about our store without advertisement needed. However, we won the won the award for best vegan doughnut in the world by Happy Cow, so we need to mention that award. It's still a bit tricky how to do this. Later we also won a TripAdvisor award for fourth best vegan spot in the world in the category "Best of the best." This helps a lot to spread the word. I don't want to call our doughnuts gourmet, because we still want the fun side of it. We want a balance of quality and fun and want people to see it as an experience. I am more open minded now than I was in the beginning to the vegan notion. We wanted to share with people that they did not want to give up their habits to become vegan, regarding desserts. Don't worry about it scoop n dough got you – you can reduce animal-based food and help the environment without losing your habits. People are becoming more familiar with the word, especially young people. Old people and tourists I still wouldn't risk it in Portugal. Our goal is showing how good vegan can be.
Q8: Who are your customers?
Darchite: In the beginning were 100% vegan customers. Now, around 20% vegans, more tourists that try the ice cream, but this usually happens in summer only. Our ideal customer is medium/ high income, that want to find a gift and an experience. People that come here for special occasions.
Product portfolio and production
Q9: How do you come up with new flavours?
Darchite: Before opening the shop, I did a lot of market research. I travelled around the world, USA, UK, Germany to see what they have in the category to understand what a good vegan doughnut is and get inspired and find the freshest and most seasonal products. Besides, he is checking out the American competition. My brother Jimite is the one coming up with doughnuts ideas, I focus on the ice creams. Also, it is a long process to get to the perfect recipe. I could buy already made things but I don't, we make them here for the best quality product.
Q10: Are you planning on extending the product portfolio?
Darchite: I am but I can't tell what. During winter ice cream sells go down drastically and I need to produce something. But not under Scoop 'n Dough brand, another project. We found a gap in the market. I spent my whole money on it. Also, for Scoop 'n Dough we want to invest on indoor seating to have a higher end looking and provide a better experience.
Q11: How much do customers value your coffee brand? Do you get any feedback on that?
Darchite: We don't emphasise coffee, coffee is still irrelevant for us we just have it because it's important and people want it. Drinks are their weakness, such as coffee and milkshakes, they not very emphasised – we have an American style milkshake price at 6€, but we need to extend milkshakes portfolio. Illy coffee is supposed to be the best in the market that's why we have it.
Q12: How many doughnuts of each flavor do you make per day?
Darchite: Around 100 doughnuts.
Q13: Are vegan doughnuts and ice cream healthier?
Darchite: In our own live we practice a very healthy lifestyle, so this product is solely to enjoy, product experience over everything, but not very healthy, ice cream with coconut sugar is the only healthier option. Too expensive for alternative sugars. I try healthier recipes, but it just doesn't work the same level. People kept asking for a healthier alternative, saying they would pay double for it. But it's just not that great and serving the best possible product is the most important. This is only possible in ice creams. Compared to regular ice cream it is healthier.
Packaging

Q14: Why don't you have anything else written in the packaging? Why not point it out it is vegan? (May be answered by their whole brand objective)	
Darchite: Right now, it does not say vegan, because negative connotation with it, so we removed it from the outside and kept away from packaging. Our boxes were a game changer because people shared more on social media due to the aesthetic and appealing	
Pricing	
Q15: What is Scoop 'n Dough pricing strategy?	
Darchite: Our goal is to serve something great, so to be honest we don't care about that much about the price. Considering that we want to provide the best product possible, our ingredients are more expensive and also vegan products tend to be more expensive. So, our margins suffer a lot because we have to adapt to the countries' buying power, otherwise Portuguese customers would be super upset with higher prices. Amorino is an inspiration for us to guide our prices from – but they are not using vegan products that are more expensive, they have more margin. For example, our coconut milk comes from Thailand and costs 16x more than normal one, and we sell Illy coffee that costs 3 or 4 times more than regular coffee. Also, there is no money earned from pistachio ice cream but even costs, because how expensive the pistachio is, but it has good quality and comes from Italy. But people have told me is the best I want to provide the best experience. Also, we have no sales promotions because we want to provide an exclusive experience. Instead of having sales promotions we prefer to partner with associations for charity as it is the case with Refood.	
Sales and distribution	
Q16: Main Sales channels and ratio of sales? (Store & Online)	
Darchite: During the pandemic it was almost 100% online, then when things started reopening it started decreasing. We also are on Uber Eats but we don't make money out of it we just are there to gain visibility.	
Q17: Sales split between Ice Cream, Doughnuts and Coffee?	
Darchite: In the beginning 90% ice cream, now it is very different also seasonal.	
Q18: Why do you think tourists go for ice cream?	
Darchite: In their countries they have doughnuts, so they rather eat ice cream.	
Q19: How do you work with EverVegan? Why did you create it?	
Darchite: It took me 3 years to reach ice cream level, and the secret was on finding the best coconut milk needed for ice cream, it was a big game changer. But on Portuguese market we can only find 50% coconut and 50% milk. So we did a research and find the best coconut milk that is from Thailand and that is why they created this business, to help in the logistic of import, in that case that distributes coconut milk from Thailand to Portugal. But also, other products. But we also work with Portuguese companies such as Schlagfix and nature charms. We have the logistics but also a warehouse where we keep the ordered containers. We want it to keep it a secret to keep competition away. For plant-based milk we work with Okja, Portuguese company.	
Communication	
Q20: What channels do you use to communicate? Main channels used? (Online and offline)	
Darchite: Our main channel is Instagram, we also have a Facebook account, but it is not active nor entertained at all. Unfortunately, emails barely answered, we only have a system for automatic delivery.	
Q21: How does your advertising work? Paid, earned advertising?	
Darchite: We stopped investing money on Instagram because we needed to buy machines. We did marketing campaigns in the past, paid ones, through PR agencies and for TV Shows. The	

agency was finding some Portuguese celebrities such as Manzarra and Isabel Silva and we sent them doughnuts. Now we are doing it organically, not spending one single euro on marketing. Also, our clients are very supportive, they spread the word a lot and comment and share our posts.
Promotions
Q22: Do you work with public relations? Influencers?
Darchite: We just invite influencers and offer the product. Some influences start liking a lot of our pictures and we understand they want to be invited to our store. Or they send us a message. It happens sometimes, such as with the influencer Bruno Mota, that made a YouTube video.
Q23: Are you doing partnerships with other brands?
Darchite: No, only with associations that have a charity going on that they potentially might join, like with our mango bubble tea doughnut for example. We also had a partnership with too good to go in the beginning, but we noticed they were too commercial and profit oriented and we switched to refood. We give them food almost every day. They give it to the right people like children and homeless people. Better than discounts is doing this for us. We want to create a business that also serves the community.
Q24: How do people find Scoop n Dough?
Darchite: Vegans find it very fast on happy cow, the other through the awards and the locals mainly through instil
Q25: Do you sometimes have sales promotions?
Darchite: No would not align with our exclusive experience product that we want to achieve. We looked at other restaurants that deliver the same type of experience and they also don’t do that, we try to follow them. But we do sometimes create initiatives for non-profit.
Q26: Do you contact people that ordered donuts online afterwards? email marketing/ direct marketing?
Darchite: We have no capacity for that, lost data and don’t contact them further
Stores
Q27: Why did you choose Restauradores as a location?
Darchite: Amorino is in a better location than us, but more expensive.
Q28: Why did you chose El Corte Ingles as a location?
Darchite: To increase brand value, to get visibility and become more popular. We wanted to take the next step and grow. Also, because of our growth strategy: open a store in Cascais. We know that clients there are more “medium/high-end” customers and a lot come from Cascais. This is a way to create a name there to get to them. However, it’s been 2 weeks so far that we are there, and we are struggling, people don’t know us, we are a new player. El Corte Ingles will take time, but they believe it will be successful, people will spread the word around. It will be a big brand value.
Q29: Are you planning on opening more stores? Are you planning on expanding outside Lisbon?
Darchite: Yes, our plan is to open a store in Cascais, Estoril, ideally next year. And that’s a reason why we are at el Corte Ingles. We know that a lot of el Corte ingles customers are from Cascais, so we want to create a name there to get awareness from these clients.
Present and future perspectives
Q30: What are your goals with this project? What do you want to achieve?
Darchite: Our initial mission is to show people vegan can also taste great, does not need to be sorbet only. To people to try and get amazed that it is vegan. Our big goal is our product to be an ultimate dessert experience. A gift. Valentine’s day is a lot of pressure, we focus on a doughnut creation worth gifting. High price doughnut, unique and exclusive, people don’t want to gift 2 euros doughnuts.

For next achievements, if we earn enough money, we want to make indoor seating space. This is also done to get what we want, meaning to increase the experience. Based on ice cream and doughnuts we want to service exclusive products inside the shop that people would like to come for. Dessert experience. By getting indoor seating we can increase the portfolio of products we sell at the shop, and it will bring more value – finance and brand wise.
Q31: Where do you see Scoop N Dough in the future?
Darchite: In one-year, local expansion, in 5 years maybe in another country. But it's hard because we need to invest so much money to open one store. We are not opening in Porto still because we would need to have a second factory there, and that's what costs more money.
Q32: What are your biggest concerns?
Darchite: I wish I had higher margins to work on marketing.