

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.

Applying Tate's Conscious Marketing Plan to a Hybrid Organization:

Movimento Transformers search for Identity-Image Fit

PROMOTION STRATEGIES FOR *T-ACADEMY*

VERA FRAGA DE ANDRADE

Work project carried out under the supervision of:

Prof. Carmen Lages

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Abstract

This work project consisted of developing a Marketing Plan for Movimento Transformers, a Hybrid Organization with the mission of increasing civic and social participation in the Portuguese youth. To do so, a strategic analysis of the market was performed, and the results displayed a misalignment between the organizational Brand Identity and Brand Image. Consequently, a Conscious Marketing Plan was implemented to correct the gap found. People, the third stage of the Plan, was considered with a focus on two of the stakeholders, consumers and community, so that recommendations on engaging a brand community arise to help narrow the identified misalignment.

Keywords

Conscious Marketing Plan, Movimento Transformers, Organizational Brand Identity, Brand Image, Hybrid Organization, Civic Participation, Volunteering, Social Awareness, Youth Associative Movement, Promotion, Brand Community

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Abbreviations

B2B – Business to Business

B2C – Business to Consumer

B2G – Business to Government

YAM – Youth Associative Movement

TF – Movimento Transformers

1. Introduction: Study Background

This work project was developed in the context of Nova School of Business and Economics Marketing Field Lab, presented as part of the requirements for the Award of a Master's Degree in Management. The project consisted of developing a Marketing Plan for Movimento Transformers (TF), a social organization with the societal mission of increasing civic and social participation. In order to approach the organizational challenge identified closely with the organization, a literature review of relevant concepts, a strategic diagnosis of the organization, and an analysis of the market were performed. Finally, a set of recommendations were drawn.

1.1. Study Motivations, Objectives, and Scope

Motivations for this study were that marketing is an area of personal interest to all group members and the Field Lab format promoted contact with a real organization, allowing practical *hands-on* learning. Therefore, by working closely with a mission-driven organization, the group faced an enriching challenge in the third sector. Accordingly, the group chose a social organization to be able to contribute with its marketing expertise to a bigger cause, in this case, to aid TF to expand its reach and increase civic and social participation. Moreover, the group was also motivated by the possibility of making a positive impact at the organizational level, by developing a study and recommendations to help the organization pursue its social mission. This study has as its main research objective to understand how to successfully communicate the organizational change of TF – transitioning from a non-profit to a social enterprise – to external stakeholders and analyze what the consequent communication of the new positioning should be. To do so, the starting point was to verify if TF has a Brand Identity-Brand Image fit, namely, if the Brand Image perceived by the stakeholders is aligned with the defined Organizational Identity of TF. Ultimately, the project aims to suggest an improved approach to the marketing of the organization, by proposing a long-term approach based on a Conscious Marketing Plan (Tate 2015).

The scope of the project includes a study about the Internal Organizational Identity (with internal stakeholders) and main external stakeholders' perceptions (beneficiaries, volunteers, clients, and people who follow closely TF's activities) about TF and its current image, which in turn will inform the positioning (Aaker 1998). To that purpose, the study methodology included the collection of secondary data (desk research), qualitative and quantitative primary data collection, and analysis (interviews with TF managers and online questionnaires with remaining stakeholders). Based on the study's findings and literature frameworks and concepts, the group developed a set of recommendations to improve the marketing strategy of the organization. All the activities were supported by adequate frameworks and concepts.

1.2. The organization: Movimento Transformers – Mission, Vision and Values

TF is a Portuguese social enterprise operating in the non-formal education sector. Officially founded in 2010, TF's social mission is to increase the civic and social participation of citizens in their communities. The slogan of the organization is "*Transform your society*" (Movimento Transformers 2021).

According to TF, civic participation is one of the central pillars of a democratic society (Movimento Transformers 2021). Civic engagement can be broadly defined as "*any activity, individual or collective, devoted to influencing the collective life of the community*" (Macedo 2005) and it requires citizens to participate in activities such as volunteering, or organized associations in order to impact their community (Ehrlich 2000). The various forms of engaging in civic organizations/associations – from volunteering to syndicalism – strengthen social trust, political involvement, and the exercise of democracy (Putnam, et al. 1983).

To accomplish its mission, TF believes that the work developed should have a systemic impact and consequently, the organization has three areas of intervention – promoting volunteering, encouraging and supporting the Youth Associative Movement (YAM), and raising awareness of active citizenship (Movimento Transformers 2021).

Furthermore, the vision of TF is a more active, inclusive, and involved society's youth, where everyone realizes they have something to share with their communities and makes a difference in their peers' lives (and consequently, in the world). Regarding the core values, the organization advocates “*gratitude, informality, joy, freshness, integrity*” (Movimento Transformers 2021).

Service Portfolio

Currently, TF is offering three educational training services, using non-formal education methodologies, with the objective of enhancing the civic and social participation of citizens in their communities. Apart from these services, the organization also offers customized training actions (workshops based on non-formal education) about social topics (namely, civic, and social participation, social responsibility, active citizenship, democratic participation, etc.).

A service is any work or activity in a transaction that one party can offer another, furthermore, these are essentially intangible in nature and provide intangible benefits, and do not result in the ownership of something with a physical existence (Keller and Kotler 2016). Given the specific characteristics of a service (intangibility, inseparability, variability, and perishability), the design of the marketing programs for services differs from the ones promoting tangible goods. First, in comparison to goods, service consumers rely heavily on word-of-mouth rather than advertising in their decision-making process. Second, they are focused more on price, provider, and visual cues to judge quality. Third, customers of services tend to be more loyal to service providers who satisfy them. Finally, because switching costs are higher, consumer disinterest in the case of low-involvement services can make it challenging to tempt consumers away from a competitor (Keller and Kotler 2016).

During its first years of life, TF only had one volunteering project – *Escola de Superpoderes* (“Superpowers' School” in English). Consequently, the organization was then a non-profit Organization, and all its operating expenses were covered by the government and by donations.

Escola de Superpoderes, included in the volunteering intervention area, consists of a space where volunteer mentors share their gift or superpower – a talent or activity they enjoy doing – with groups of apprentices who might be children and young people at risk of social exclusion or school failure (beneficiaries). Later, TF expanded this program to also benefit senior people (isolated seniors) and named it *Reformers*. Both projects are supported by the government, and it is offered mainly to Municipalities (the main target customer), as well as to schools and retirement centers. These services are aligned with TF's mission of increasing civic participation rates (by offering to mentor volunteers the possibility of being involved in their communities) and they contribute to the decrease of school failure rates and senior isolation.

Two years ago, the organization started offering *XLead*, in the context of the Youth Associative Movement (YAM) intervention area. *XLead* training service is a workshop with an intensive online program, that guides leaders of youth associative organizations on creating, managing, and growing their associations. It is offered in two different formats - business to clients (B2C) (associative leaders) and business to business (B2B) (municipalities). In the second case, municipalities benefit from the learning the associative leaders (beneficiaries) acquire with *XLead* given that it is expected that the respective organizations will generate further impact on municipalities' communities. The main intangible benefits of this service include the development of youth leadership skills, belonging to a network of "irreverent" people, and that it provides key resources that help associative leaders to reinvent or professionalize their organizations, increasing consequently the reach and impact in their communities.

Finally, during the COVID-19 pandemic, *T-Academy* was created, to raise social awareness about active citizenship. Since the organization was not able to continue its mission in person, the answer was an online learning platform that emerged from the concept of democratizing and sharing knowledge about social issues (citizenship, social participation, environmental sustainability, gender inequalities, etc.). It includes audiovisual and written content, such as

talks, live workshops, and several materials (Movimento Transformers 2021). The idea of the *T-Academy* service is to include people who neither volunteer nor belong to an association but want to discover their superpower or simply aim to know more and to be involved in their communities. Consequently, *T-Academy* 's main intangible benefits are raising awareness on social topics and empowering the target audience to play a role in their resolution, promoting critical civic thinking, and belonging to a community of involved and socially aware people. In the case of the *T-Academy* service, it is a B2C offering, nevertheless, TF suggests that it can be used by organizations and schools as well (CEO, Interview 5).

The organization created these two new paid services (*XLead* and *T-Academy*) not only to expand its intervention areas but to financially sustain its mission as well. Consequently, the new offering impacted TF's organizational structure, resulting in profit generation that is reinvested in TF's social activity, which differs from a for-profit company, that redistributes profit among shareholders. Even though the new services also serve a social purpose, both have a cost associated from the side of the customers. Therefore, it resulted in a change in classification of the organization from a non-profit organization (NGO) to a hybrid organization, specifically a social enterprise (Alter 2007).

1.3. Study Focus – The organizational challenge to be addressed

The Organizational Challenge to be addressed by this project is the following:

How can TF communicate its new Brand Identity as a hybrid organization to stakeholders, by ensuring the alignment of organizational brand identity with the perceived brand image?

The presented organizational challenge derived from exploring TF's current situation through desk research (organization's website and internal documents) and preliminary meetings with the Communications' Director of the organization.

The organizational change TF went through– from non-profit to hybrid organization (Alter 2007) – brought very substantial transformations, such as new stakeholders to manage

(customers), and some internal tensions as both worldviews – social mission and profit orientation – suggest different priorities that must be conciliated (Mair and Marti 2006). In other words, the organization is still focused on accomplishing a social mission, but now it also needs to be financially sustainable (by generating a profit). All in all, the objective is not profit maximization, but value creation for the communities while ensuring the financial sustainability of the organization.

Furthermore, this fundamental structural change in the organization typology also impacted the organization's internal identity and consequently, the intended external positioning. As the new business activities scaled, the organization's managerial team considered that TF did not manage to communicate efficiently the new areas of intervention and the corresponding new services/brands in an integrated manner (and the corresponding services) (Preliminary meeting– TF Communication's Director).

This led to unintended inconsistency in communication (Communication's Director) and it is expected to have confused the target audience' associations of the brand's positioning, who possibly are still perceiving TF as an organization solely intervening in the volunteering dimension and only recognizing the volunteering programs offered, as pointed out in preliminary meetings with TF's Communication's Director.

The target audience - people who want to increase their social impact in the respective communities (Movimento Transformers 2021) – not considering TF as a player in the new intervention areas – Youth Associative Movement (YAM) and social awareness of active citizenship – nor acknowledging the respective associated products (*XLead* and *T-Academy*) since the awareness of those is assumed to be low, means there is a risk they might be misunderstanding the brand's desired identity, which harms the social and commercial performance of the organization. Consequently, it is crucial to communicate the organization's

new positioning in order to ensure the alignment of the organizational brand identity and the external consumer perceptions.

In conclusion, the organizational challenge TF is facing is how to communicate to stakeholders its new identity as a hybrid organization through the added commercial activity, ensuring the alignment of organizational brand identity with the external stakeholders' perception. Having in mind the marketing strategy to be implemented differs from the one pursued by traditional commercial firms as TF does not embrace profit maximization as the main goal but instead, only pursues financial autonomy and that the profit is reinvested on its societal mission's sustainability, a Conscious Marketing Plan (Tate 2015) (and not a traditional Marketing Plan) will be implemented.

2. Literature Review

In order to conduct the research on TF's Brand identity and Brand image, and the relationship between them, it is essential to define the key concepts associated with the organizational challenge. Consequently, the literature review will provide a deeper insight into hybrid organizations (specifically for social enterprises), organizational change, and challenges related. In addition, this part will introduce the concepts of organizational Brand Identity and Brand Image, and Conscious Marketing Plan (Tate 2015).

2.1. The Hybrid Organization

In general, there are different types of organizations that follow different approaches and strategies for their business activities (Alter 2007). When placed on a spectrum, it is possible to find, respectively, in one extreme for-profit companies whose main goal is to create economic value and in the other extreme, nonprofit organizations that seek to create social value (Alter 2007) – typically, they have a different worldview and are differently organized. However, some entities strive simultaneously for both social and economic value creation and are referred to as hybrid organizations (Battilana and Lee 2014). Consequently, hybrid organizations have

mixed motives (Alter 2007), as they do not pursue exclusively financial goals and their main mission goes beyond promoting shareholder interests. Hybrids are known to be balanced in such a way that both financial sustainability and community engagement orientations, i.e., social sustainability mission - can coexist (Battilana and Lee 2014).

Compared to traditional for-profit companies, hybrids do not operate out of a competitive mindset but thrive on cooperation. Their interest is to bring others on board to follow their innovative approach, and thus, hoping to create an even bigger impact in society (Hockerts 2015).

A social enterprise is considered a hybrid organization due to its blended value creation (financial, social, and environmental value) together with other organization forms, such as Nonprofit with Income Generating Activities, Socially Responsible Business, and Corporation Practicing Social Responsibility (Alter 2007).

Battilana and Lee (2014) refer to social enterprises as *the ideal form of hybrid*. Even though the business model is not designed to generate profits for shareholder returns, it still must generate enough income to cover expenses and ensure the financial sustainability (and autonomy) of the organization and its social mission. This also includes the ability to cover employees and operational costs, that are necessary for social value creation (Battilana and Lee 2014). Consequently, as a hybrid, their sustainability depends not only on their efforts and progress towards their social mission but also on their commercial performance (Battilana and Lee 2014). According to Yunus, Moinegon, and Lehmann-Ortega (2010), the underlying permission of a social enterprise is to “*create a social benefit for those whose lives it touches*” and thus, live by a specific purpose that follows their mission.

TF was originally a non-profit organization founded as a youth associative organization. Due to the credibility gained and the impact successfully achieved (**Appendix 1** – Awards won) with its volunteer program *Escola de Superpoderes*, the organization decided to expand its

activities and introduce new fee-based services to support its goal (increasing civic and social engagement in the communities). Consequently, TF introduced two new fee-based services (*T-Academy* and *XLead*). Because of these commercial services, the organization is now classified as a social enterprise (Alter 2007).

2.1.1. Organizational Change and Challenges Related

There is an organizational change whenever a business opts to make major alterations in their organization, for instance in organizational culture, or organizational processes (Stobierski 2020). These changes can be more or less substantial in the change spectrum, having the adaptive change in one extremity of the spectrum (minor changes) and transformative change in the other extremity (major changes), when more significant changes are pursued as represented in figure 1.

Figure 1. Change Spectrum Representation



Source: own elaboration

In the case of TF, it is considered a transformative change (Stobierski 2020), because there was a structural change (legal and organizational format change), which implies a different organizational philosophy that now involves the concern to sell its products, that significantly impacted the way the organization is structured and operates – they still have a social and civic purpose, as the original focus of the organization but must accommodate the changes required by commercial operations as well.

Whenever there is a big organizational change, the probability of failure to achieve the intended result is potentially high (Boonstra 2004). There is a need to understand the dynamics of change (Boonstra 2004) and to have clear internal communication and trust with all the employees, thus positively influencing their commitment and motivation (Fay and Lührmann 2004).

Change is important to avoid irrelevance and stability is needed for an organization to function efficiently (Junginger 2008). Stability and change are both crucial for the survival of an organization, therefore they cannot be seen as alternatives and the organization must ensure they coexist, even if that is challenging (Jansson 2013, Sturdy and Grey 2003).

Hybrid organizations can have unique challenges, given that they combine multiple organizational forms – by doing so, this type of organization can be seen as having contradictory organization pillars, showing inconsistencies especially regarding the duality of their missions (Paolo Boccardelli 2018). It is common for hybrid organizations to experience internal conflicting pressures to implement the social mission and to create profit, as well as to be seen as confusing from external audiences (Economist 2009). It can be challenging for the organization to manage the impact of hybridity on stakeholders' perception of the organization – including consumers - as the target audience can have different images of the brand in their minds depending on their specific needs and past experiences. Looking more closely at the TF's situation, it faces the challenge of reconciling its newly acquired profit mission with its social mission. This also affects attention, procedures, and the allocation of resources internally and externally, resulting in an inconsistent image and identity.

2.2. Identity-Based Brand Management

A brand can be defined as a "*bundle of functional and non-functional benefits that sustainably differentiate a brand from competing offerings*" (Burmam et al. 2017). According to the authors, this definition integrates an internal and an external perspective of the brand. The organization communicates the internal perspective to the external audience via various brand touchpoints, allowing the external audience to perceive and process certain brand-associated benefits, and, consequently, the external perspective of the brand is defined.

This approach follows an *inside-out perspective* and is part of the concept of Identity-Based Brand Management. Respectively, the self-image of a brand is defined by the internal

organization and therefore represents the Brand Identity of the organization itself, and the organization's external audience's perception is the Brand Image (Burmam, et al. 2017).

Hence, to solve the organizational challenge by ensuring the alignment between the Organizational Brand Identity and Organizational Brand Image, it is important to first explore the concepts of Organizational Brand Identity and Brand Image.

2.2.1. Organizational Brand Identity

According to Kapferer (2012), Brand Identity consists of the unique facets and the particular value the organization would like the brand to have and the external stakeholders to perceive, which provides direction, purpose, and meaning for the brand. For the author, defining a Brand Identity is the first step before projecting an image to the public, given the company needs to know exactly what is desired to be projected.

Moreover, Brand Identity, from an organizational level can be described as a unique set of brand associations that represent what the brand stands for and it establishes a connection between the brand and the customer by generating a value proposition involving functional, emotional, or self-expressive benefits (Aaker 1998).

A well-established Brand Identity not only helps customers organize information about the brand, but it also creates value by providing a value proposition, credibility to other brands, meaning and focus to the organization, guidance to the brand strategy, extension options, and by improving brand memorability (Aaker 1998).

Brand-Identity Prism Model by Kapferer (2012)

The Identity Prism Model is composed of six facets, all interrelated, and is based on the idea that any brand can communicate with its target audience (Kapferer 2012). Like any other form of communication, the model covers the picture of the sender and the receiver. The picture of the sender includes the *Physique* and *Personality* of the brand, both referring to the way the

brand presents itself to consumers. *Physique* is about the most noticeable brand characteristics (e.g., logo, colors, website) and *Personality* corresponds to the brand's emotional traits, namely, what kind of person would the brand be. Moreover, the picture of the receiver refers to the type of audience the brand communication is addressing and encompasses *Reflection* and *Self-image*. *Customer Reflection* is the brand's desired target, reflecting how the brand's customers wish to be seen because of using it and the *Self-Image* relates to what the desired target should feel when using the brand. Finally, the remaining dimensions - *Relationship* and *Culture* - bridge the gap between the sender and the recipient. The *Relationship* component includes the counterpart offered by the brand to the consumers, from tangible/functional benefits to intangible/emotional ones, and the *Culture* is the brand's vision of the world - the set of values that guide it - considering that brands are not only product benefits, but they also have an associated ideology as well that attracts people to gather around it, creating a community (Kapferer, 2012).

Moreover, the Identity Prism can also be interpreted vertically through the externalization and internalization perspectives. The externalization, taking an external perspective of the output the brand makes visible to consumers, includes the *Physique*, *Relationship*, and *Reflection*, and the internalization, which encompasses the brand's intrinsic features and values, comprises *Personality*, *Culture*, and *Self-image* (Kapferer 2012) (**Appendix 2** – Kapferer's Brand Identity Prism Theoretical explanation).

Accordingly, the Brand Identity Prism Model will be applied to TF at an organizational level, given that, for organizational brands, the definition of brand identity is “*largely influenced by the organizational values, culture, personality, and know-how*”, expressing what the organization stands for (Kapferer 2012). The described model will sustain the group's research on the organizational brand identity, given that the data in the internal dimensions of the model will be compared to its external perception (brand image).

Moreover, Brand Positioning for TF will be later developed based on the organization's Brand Identity defined with the model. According to Kapferer (2012), positioning is about emphasizing the distinctive dimensions of the Brand Identity that make it different from its competitors and appealing to the public (Kapferer 2012). It is the part of the brand identity and value proposition that should be actively communicated to a target audience (Aaker 1998) to develop the strategic positioning, it is necessary to have clear all the dimensions of the TF's Brand Identity.

2.2.2. Brand Image

Various formal definitions of Brand Image were thought by distinct authors, however, most of them coincide with the notion that Brand Image reflects the current perceptions of the Organizational Identity in the mind of consumers or other external stakeholders. For example, Park and colleagues suggested that Brand Image develops as the perception consumers get from the total set of brand-related activities projected by the organization (Park, Jaworski and J. Macinnis 1986). Brand Image is provided by a set of brand associations that are related to organizational dimensions such as “*context, user imagery, organizational associations, brand personality, brand-customer relationships, and emotional and self-expressive benefits*” (Aaker 1994). It is important that the activities projected by the organization are all consistently connected and coordinated, to ease the process of strengthening the brand's intended meaning (Aaker 1994).

Brand Awareness is the first step to building a Brand Image in the mind of the external audience, according to Identity-Based Brand Management. *Brand Awareness* measures a person's ability to recall or recognize a brand's symbol, given that only consumers who are aware of a brand will associate it with a certain image. With this in mind, Brand Image is mainly composed of two types of brand associations: “*subjectively perceived brand attributes*” – characteristics that consumers know about the brand - and, consequently, “*functional and non-functional brand*

benefits” – the extent to which the brand can satisfy the consumers’ needs (Keller 1993).

Therefore, in the research moment, the external audience that will be approached to gather information about TF’s Brand Image will be chosen in accordance with the approach presented above, meaning that only respondents who are aware and recognize TF will be fit to answer the questionnaire survey about their perception of the brand. The questionnaire will assess knowledge of characteristics about the brand and the extent to which the brand satisfies stakeholders at an organizational level.

2.2.3. Comparing Brand Image and Organizational Brand Identity

Brand Image is a result of consumers’ *perception* of Brand Identity (Rosson and Brooks 2004). While Brand Image represents how a brand is perceived by external stakeholders, Brand Identity is how the brand aspires to be perceived by them. Due to the strong connection between the two concepts, when managing a brand at an organizational level, it is important to verify whether identity and image are aligned with each other or whether there is a gap between them. Regarding TF, the organizational change to a hybrid organization reflected itself in a change of the Organizational Brand Identity. Even though this change was conveyed on social media, consumers’ perception of the organization – Brand Image – may not have changed (insights based on preliminary meeting with TF’s Communications’ Director). This implies that TF’s identity is not perceived externally as intended by the organization, as consumers recognize it mostly based on its volunteering component. The Organizational Brand Identity should reflect the social mission behind the organization and not only one of the organization’s intervention dimensions. In this sense, the potential misperception of the Brand Identity will be explored.

2.3. Conscious Marketing Plan

In general, conducting a marketing plan is essential for organizations as it outlines an effective and efficient way to market any product or service (Cohen 2005). William A. Cohen (2005) refers to it as the navigation system to guide the direction. Thus, the marketing plan will

illustrate clearly where the company is going and what they want to achieve along the way. Moreover, a set plan will allow allocating resources such as money, time, and effort needed to reach the strategic objective. As a conceptual framework, a so-called “marketing-mix” is used to structure given factors (Baker 1992). McCarthy (1960) first proposed four pillars of this framework and refers to it as the 4 ‘Ps’ – “Product”, “Price”, “Place” (or “Distribution”), “Promotion” - of marketing. Although these are the most common components of the marketing mix, the literature shows that there is a wide range of opinions among marketers about the key elements of this concept. Eventually, all these different approaches with their components are valid but must be adapted to the specific needs of the marketplace (Baker 1992).

Given the current conscious market and consumer trends - consumers are increasingly demanding socially driven brands (Accenture 2018) - and TF's social mission orientation, a "conventional" market plan seems not aligned with the organization’s identity.

Consequently, a Conscious Marketing Plan by Carolyn Tate (2015), is proposed in order to improve the communication of TF’s positioning as a mission-driven social enterprise. According to the author (Tate 2015), conscious marketing is applied when the company’s purpose is made central to its mission. While traditional marketing is more focused on following a commercial approach for relationship-building and profit (Cohen 2005), conscious marketing is acting in deep regard for the consumers, while taking care of stakeholders in the ecosystem. By rethinking the traditional components of a marketing plan, Tate (2015) developed a new framework (**Appendix 3** – Tate’s Conscious Marketing Elements) for a Conscious Marketing Plan, by focusing on *Personal*, *Purpose*, *Product/Service*, *People*, and *Promotion* as the main building blocks.

Starting with the *Personal*, the "you", Tate (2015) describes it as the heart of a good business and the main driver of commitment to making conscious business decisions every day.

Accordingly, to achieve sustainable and long-term success, personal learning and development must be prioritized (Tate 2015).

The second building, the *Purpose*, refers to the “why” and builds the core of what a business stands for and why it will make a difference in the world (Tate 2015). Thus, it is the fundamental and an underlying foundation when developing a marketing plan for a social enterprise, that the social cause is a priority rather than creating economic value (Alter 2007).

Regarding *Product* (or the Service, in TF’s case), it showcases the purpose of the organization and exists to convince people for the movement of social change. It is crucial to clearly understand the target audience and how the offered service matches their needs (Tate 2015).

Additionally, the *People* building block refers to who is involved in the product or service offered by an organization - a conscious marketing plan has into account every stakeholder such as consumers, community, suppliers, or employees (Tate 2015).

Finally, the *Promotion* building block regards the spread of the word and how the company gets people to acquire and talk about its services. Tate highlights that it is important to understand that building brand awareness must be approached slowly and patiently and comes through reputation and relation-building initiatives rather than mass marketing campaigns (Tate 2015).

3. Study Methodology

TF stated organizational challenge, was translated into the following Research Problem:

“To successfully communicate the organizational change of TF – transitioning from a non-profit to a hybrid organization – to external stakeholders, a Brand Identity-Brand Image fit should be verified.”

In other to solve the Research Problem, the following Research Questions should be answered:

RQ1: Is there a potential GAP between the Brand Identity of Movimento Transformers and Brand Image (consumer perceptions)?

RQ2: How can TF's Brand Identity be aligned with Purpose from a Conscious Marketing Plan perspective?

RQ3: How well established is TF's current product portfolio (3 services), and which product portfolio expansion opportunities can derive from the observed TF's organizational identity?

RQ4: How can a Brand Community be developed and engaged so that the community members understand the Organization's Brand Identity?

RQ5: What communication strategy and tactics should be implemented for the *T-Academy* service so that TF's image is consistent with TF's Brand Identity?

RQ6: What communication strategy and tactics should be implemented for the *XLead* service so that it contributes to aligning TF's image with TF's Organizational Brand Identity?

To solve the research problem and answer the research questions, this thesis will follow a literature review and data-driven approach (desk research and fieldwork).

Figure 2. Methodology Summary



Source: own elaboration

The previously presented literature review will serve as a basis for the report, allowing for a better grasp of the situation and giving an academic foundation. Data collection will occur through three different methods, firstly with desk research analyzing secondary data. Then, primary data will be collected through semi-structured interviews with TF's employees to understand their perception of TF's Brand Identity, and thirdly, an online questionnaire survey to TF's key external stakeholders (customers, volunteers, beneficiaries, donors, and people who know TF) to learn about TF's Brand Image. Moreover, these data will be analyzed and compared to gather insights on the potential gap between Identity and Image. These literature

review insights and fieldwork findings will inform the design of a Conscious Marketing Plan (Tate 2015) and respective recommendations for TF. It should yet be pointed out, that the possibility of not verifying a gap is also being considered. If there is indeed a gap, the suggested marketing recommendations will focus on narrowing it, and, if there is no evidence of the existence of the gap, recommendations on how to improve the organization's marketing performance will be suggested.

3.1 Secondary Data Collection (Desk Research)

Secondary data can be described as data already collected for other purposes by another researcher, that can be analyzed in this context (Saunders, Lewis and Thornhill 2009).

Data collection was done through desk research, using both internal sources for information on the organization and its services, external sources for the organizations' ecosystem, main competitors, and market trends. Based on the key findings, a SWOT and PEST analysis was developed to aggregate the results.

Internal sources included TF's Executive Summary Report, TF's guide on the services, TF's analysis on consumers' interviews, TF's impact analysis of the services, and documents with data from the Marketing and the Strategy team. External sources included market reports elaborated by Deloitte, GWI, Banco de Portugal, Trading Economics, Euromonitor International, RTP, and competitor and partner websites.

3.2 Primary Data Collection

Primary data means data collected by own research instruments specifically for the purpose of a study (Saunders, Lewis and Thornhill 2009). This results in recent first-hand information focused on the main issues that are going to be explored (Mooi, Sarstedt and Mooi-Reci 2018). Five individual semi-structured interviews were conducted with the Communications' Director, Manager of YAM Project in Chamusca, Multimedia and Social Media management Intern, COO, and CEO at TF. The respondents were interviewed according to the same interview

guideline (**Appendix 5** – Interview Guide). The online questionnaire (**Appendix 4** - Online Questionnaire Survey), was published and collected online.

3.2.1. Qualitative Study: Individual Semi-Structured Interviews

Semi-structured interviews (**Appendix 5** – Interview Guide) were chosen to study the internal perspective of the organization's identity by going deeper into employees' perceptions about the organization and their relationship with it. With this research technique, one-to-one conversations are held following a set of predetermined open-ended questions (DiCicco-Bloom and Crabtree 2006). This allows for a deeper understanding of the topic from the respondents' point of view and more flexibility in asking the questions as new insights emerge.

The semi-structured interview guide (**Appendix 5** – Interview Guide) explored two main topics by applying established frameworks. Initially, to better study Organizational Brand Identity, Kapferer's Brand Identity Prism (Kapferer 2012) model was used as a base, using questions related to the constituted elements such as Physique, Culture, Personality, and Relationship. To evaluate more on the personality, relationship, and customer reflection of the brand, a projective technique was applied. Moreover, the projective technique was used to get a deep understanding of what the respondents think and feel about TF, and thus, it allowed their subjective projection for the brand (Steinman 2009). Secondly, some questions about Brand Positioning were asked to understand the market, including target consumers, partners, and competitors. Moreover, the interview also includes warm-up and closing questions, that allow respondents to share more regarding their relationships and stories with TF.

Semi-Structured Interview Sampling Procedures

When choosing the interviewees, purposive sampling was followed, meaning the selection was made based on how useful each respondent would be for the information searched (Babbie 2020). The main requisite for interviewees was that they were knowledgeable of and highly involved with the internal aspects of the organization. Inês Alexandre (Interview 1) suggested

people that would have important and varied insights for this study. In total, the fieldwork included 5 interviews with relevant TF staff (Table 1 – Characterization of respondents), that due to the current COVID-19 situation were conducted online.

Table 1 - Characterization of respondents and interviews

	Interview 1	Interview 2	Interview 3	Interview 4	Interview 5
Interviewee	Inês Alexandre	David Mendes	Marta Rodrigues	Maria João Ferreira	Joana Moreira
Position	Communications' Director	Manager of YAM Project in Chamusca	Multimedia and Social Media Management Intern	COO	CEO
Time in TF	6 years	1 month	3 months	4 years	10 years
Age Range	25-35	25-35	18-24	25-35	25-35
Gender	Female	Male	Female	Female	Female
Nationality	Portuguese	Portuguese	Portuguese	Portuguese	Portuguese
City	Porto	Porto	Porto	Porto	Porto
Duration	45 minutes	45 minutes	60 minutes	60 minutes	60 minutes
Average Duration	54 minutes				

Source: own elaborated

3.2.2. Quantitative Study: Online Questionnaire with key stakeholders

Regarding quantitative data collection, an online questionnaire survey (**Appendix 4 – Online Questionnaire Survey**) was the chosen method. The objective was to gather information on how the brand and its different services are perceived by key external stakeholders (customers, volunteers, beneficiaries, donors, and people who know TF). Furthermore, it was explored whether these perceptions are in line with the identity that the organization wants to transmit (information collected from the semi-structured interviews with TF's employees (**Table 1**). In general, questionnaires allow for an easier way to study a large population, collecting data from a big sample where the researcher can count the frequency a certain thing is happening and study its proportion to the sample, along with possible patterns (Rowley 2014).

The questionnaire asked questions about the elements of Kapferer's Brand Identity Prism (Kapferer 2012) and probed into the different services the organization offers with the objective of understanding how the consumers perceive TF's brand image. Additionally, there is a group of questions regarding the respondents' characteristics, allowing for easier profiling.

Questionnaire Survey Sampling Procedures

Non-probability sampling – convenience sampling as the chosen technique (Babbie 2020) - was used as the goal to reach as many people that knew TF as possible. Nonetheless, it is crucial to mention this method is risky, as it does not allow for any control over the sample's representativeness, thus caution is needed when generalizing for the population (Babbie 2020). To disseminate the questionnaire, social media was the mean used to set the sample frame and thus, people following and interacting with TF's Instagram page were asked to answer. Since the organization agreed to share the survey link with their Instagram audience, the sample frame includes TF's 4682 Instagram followers, people who can be reached online and know the organization. Overall, using Instagram is a quick and efficient way to reach the target audience and ensures that only people who are somehow familiar with the brand and know about it to some degree, are reached.

To study the perceived image that stakeholders have of TF, brand awareness is key, thus only answers of people who answered "Yes" to "Do you know Movimento Transformers?" could be insightful and were considered valid. Of the 101 responses obtained, 92 were valid questionnaires.

3.2.3. Research Limitations

Several limitations must be considered when critically analyzing the data collected (Babbie 2020). In general, qualitative semi-structured interviews are time-consuming to conduct and may be influenced by the researcher's perceptions, so the interpretation of data may be subjective and biased. In addition, the data is not statistically representative, and the results

cannot be verified. There is also a risk that interviewees' (TF employee) responses are biased and in the organizations' favor (Babbie 2020).

The quantitative study (online questionnaire) has the weaknesses of being inflexible and more superficial. Moreover, given the distribution of the survey, it can lead to data bias because the samples are not representative (Mooi, Sarstedt and Mooi-Reci 2018). Regardless, it can be considered as a means of reaching a larger population due to its ease of dissemination and low sensitivity. Due to the sampling frame - only stakeholders who are aware of the TF are valid - there is a possibility that not all relevant stakeholders will be reached in a sufficient way.

Additionally, when using a secondary desk-research method, there is a risk of outdated data and uncertainties about its reliability (Saunders, Lewis and Thornhill 2009).

3.2.4. Data Analysis Techniques

For the qualitative interviews, the data must be converted without the use of a numerical format. Thus, a method to examine social research data had to be applied. In order not to omit any information, all interviews were recorded upon explicit authorization from all interviewees, and transcription was done immediately after each interview (Babbie 2020).

Once the interviews were transcribed, a content analysis was conducted. The objective was to identify relevant insights and individual quotes to get the opinion of each respondent on each relevant topic (Babbie 2020).

Quantitative analysis involves techniques in which researchers convert data into a numerical form and apply statistical analysis to it (Babbie 2020). To analyze the data collected through the questionnaire survey the group used a descriptive analysis technique to provide information about the distribution of the data, and frequency distributions were used to display and present the data (Denis 2020).

4. Main Findings

This section includes a diagnosis of the organization's internal and external situation as well as

the analysis of the research findings on Brand Identity, Brand Image, and the potential existence of a gap between both.

4.1. Secondary Data: Diagnosis

To better understand the business situation in which the organization is engaged, internal and external dimensions were assessed. Internally, a detailed analysis of TF's current communication was performed, and the strengths and weaknesses of the business were pointed out. Externally, the market in which TF operates was explored and respective environmental opportunities and threats were considered.

This is a relevant part of the study, as it is critical to comprehend the business environment to then situate the challenge the organization is facing and sustain further strategic solutions.

4.1.1. Analysis of Current Communication

To first understand the marketing communication developed by TF throughout the time, it is important to analyze different dimensions, namely, the presence in social media, the organization's website, the type of events organized for the community, and relevant marketing initiatives.

Social Media Description

TF's social media use is interactive and there is cross-posting across Facebook and Instagram. The language is fresh, joyful, and dynamic, and the creative posts and videos shared also follow this pattern. TF uses its social media pages to share information about its services and events, as well as educational content and calls to action for civic engagement (e.g., shares relative to elections), and participation in its volunteering activities/programs. There are multiple tools used to share the content, namely content marketing, storytelling techniques, and enthusiastic calls to action using creative elements (videos, role-play, "memes"). Social media is not used for business purposes (COO, Interview 4) since for those customers are more likely to go to the

website instead, it is used to build a brand community. The main target audience is the volunteers, the beneficiaries, and all people interested in the brand (COO, Interview 4). Moreover, TF uses festivities to create content related to the brand e.g.: post alluding to *São Martinho* as a Transformer (Facebook post for São Martinho s.d.). During quarantine, TF held lives on Instagram related to civic engagement – T-talks, workshops, and T-classes. Regarding the TikTok presence, until the moment, TF has shared 3 educational videos (Movimento Transformers n.d.). With this in mind, it is reasonable to conclude that the content is turned to their services and the execution of them, rather than on the organizational brand. The Instagram account is more focused on showing how the services work. It is also more focused on showing *Escola de Superpoderes*, and their activities, rather than the other two services.

Regarding TF's community, despite not having access to engagement rates, it is noticeable they are not too high, counting with an average of 77 likes and 7 comments per post in last year's posts (since the 15th of December 2021). Considering TF has 4844 followers, this indicates that on average 1.59% of their followers like their posts, and 0.14% comment on them – showing a low engagement rate.

Regarding LinkedIn, the posts are less frequent and more directed towards sharing articles and communicating TF is hiring, instead of talking about the services and the way it operates.

Website Description

TF's website (Movimento Transformers 2021) is the cover of the project and there it is possible to find almost every detail about the organization, the areas where it works, and the impact reached throughout the years. Furthermore, on the website, it is also possible to apply to participate in TF's programs and to donate to the organization. According to Interview 4 (COO), the website was developed with the main purpose of being informative for potential customers, namely, for municipalities. Despite having this more formal target in mind, and thus wanting

to be seen as respectable and responsible, the website still transmits TF's youthfulness and some informality through the organization's colors and its speech.

In the "about us" section, one can understand the story behind the creation of TF, its mission, vision, and values, awards, and recognitions, as well as partners. One example of a partnership is *Missão Continente*, and it is illustrated with a video from *Continente's* YouTube channel, with the title "Missão Continente apoia o Movimento Transformers".

In the "action areas", TF describes the three areas where the organization acts – Awareness, YAM, and Volunteering – and where in the country the organization is working. Each intervention area also has a specific page where it is described the program(s) offered with that scope along with the respective target audiences, objectives, and results.

Stand Up for something (YouTube Channel)

A series of ten episodes, speaking about 10 causes and organizations tackling them. The "Stand Up for Something" (Stand Up for something s.d.) was born from the desire to share with society how people can be more involved in their communities and make a difference, and above all which skills to acquire in these surroundings. On international volunteering day, TF launched a list of organizations with multiple volunteering opportunities. This is the TF's biggest payback to society.

Events

T-Conf was a conference that gave voice to young people about nowadays problems. Inspirational people with relevant backgrounds were invited as speakers. During the quarantine, it was held online.

Festival TNT is the final festival of TF, which closes the year of activities. At this one-day festival, apprentices demonstrate what they have learned throughout the year and participate in the available workshops. The entire TF community is invited to the event. In the last edition, to

promote the event every member of TF's team did a short inspirational video explaining what TNT means for them, and these were shared on Instagram (Instagram video s.d.)).

Conclusion of communication initiatives

All in all, one can conclude that TF's communication is informal, active, and dynamic, establishing a close relationship with the audience, who seems to be known. While social media are more visited by the community – volunteers and beneficiaries - the website is more used by the B2B clients such as municipalities. Both appear creative and consistent, but measures could be taken to turn the website more interactive and attractive to the community.

4.1.2. Organization's ecosystem, main players, partners, and trends

This analysis will focus on understanding where the organization is currently situated, exploring the main business players - customers, competitors, and partners – as well as competencies, resources, and market trends. To do so, an analysis of customer trends, competitors, and partners will be executed, concluded with a PEST and SWOT analysis.

The Organization Ecosystem

To define the Ecosystem of TF, it is relevant to understand in which market the organization operates, which consumers it is serving, and what type of organizations it is competing with.

TF operates in the market of “training of people” considering that its main function is to train mentors, beneficiaries and everyone enrolled in the projects, with the aim of improving its civic and social involvement in society (Internal document – *Sumário Executivo 2021*). However, within the market of “training of people”, the organization has different focuses in training depending on the project and age range, tackling the three dimensions already mentioned - YAM, volunteering, and social awareness about civic and social participation. The methodology used is non-formal education, through a close relation of proximity. Thus, the organization offers distinct services with distinct purposes to distinct consumers, having competitors in distinct areas accordingly.

Moreover, it is also possible to look for competitors that compete with the organization as a whole and not only with one of the services, namely, organizations that also focus on the training of people through diverse initiatives and are socially driven.

Nevertheless, it is important to point out that organizations of social and innovation entrepreneurship that strive to achieve a social mission do not consider alternatives to their products as “competitors” in the sense of corporations. Although acknowledging that consumers might choose alternative offers to satisfy needs instead of theirs, the fact that other organizations have their own solutions to tackle the same societal problem (low civic participation in communities) is seen as extremely positive as they are working towards the same mission of contributing to solving a core societal problem. Thus, other organizations of the same nature offering similar products are more seen as partners than competitors. Consequently, in this ecosystem - hereafter named as Non-formal Training of People – TF must find a balance between competition and collaboration with the other players while persuading consumers to choose their offers instead of other options.

Non-formal Training of People’s Main Players

Knowing that TF has different services, it is possible to identify different players offering similar solutions, according to the multiple dimensions of intervention (volunteering, social awareness, and YAM) so as to explore the organization’s main strengths and weaknesses (Smith 2020) (**Appendix 6** – Competitors’ Details).

Main Players in the Volunteering dimension

In the volunteering pillar of TF’s offer, it is possible to identify social organizations that are working towards the same goal of increasing civic participation and empowering people. These organizations can be understood as competitors from the point of view that they can be chosen by volunteers in alternative to TF.

Some organizations that also offer volunteering programs for young people in Portugal are

Instituto Português do Desporto e da Juventude (IPDJ) (in English, Portuguese Institute for Sports and Youth), *GasNova* or *AHEAD*, and, with a more educational purpose, *SPEAK*, *Skoola*, *Spot games*, *Wave by Wave*, and *Já T'Explico*. Also, services offering extracurricular activities or hobbies should be considered.

Regarding *Reformers* Program, examples of organizations engaging with elders are *Amigo Improvável*, *55+* and *A Avó Veio Trabalhar*. Retirement homes, senior centers, and senior activities should be regarded as well.

Main Players in the YAM dimension

Regarding the YAM program, *XLead*, associations that offer similar services can be identified such as IPDJ programs, Federação Nacional Associações Juvenis (FNAJ), Federação das Associações Juvenis do Distrito do Porto (FAJDP), and Conselho Nacional para a Juventude (CNJ). Other learning programs can also be seen as competitors as for example executive programs in universities, and *IES social business school* programs.

Main Players in the Social Awareness about civic participation dimension

When looking at competitors of TF in terms of raising social awareness about civic participation in solving social problems, potential ones are organizations that offer workshops and training on the topics of civic and social engagement, environmental sustainability, activism, YAM, SDGs, non-formal education, social and economic inequalities, and social responsibility. The *T-Academy*, in specific, since is an online learning platform, faces direct competition from other digital solutions such as *Udemy*, *Coursera*, *EDX*, *Masterclass*, and *Seekers Club*.

Main Players - Partners

Regarding the Main Players, it is also relevant to include the analysis of all the partnerships/cooperators to understand which work best, which are draining unnecessary resources (partners require resources e.g., clear communications to manage, measure, and nurture partner relationships, etc.) and which should be replicated (Peter R. Smith 2014).

TF, being a social organization, could not achieve its mission if it was not for the help and support of its partners (CEO, Interview 5). It partners with several organizations that are aligned with its mission and believe in its work (COO, Interview 4). These partnerships can fulfill different purposes, namely getting financial contributions (such is the case of BPI, Lidl, and Missão Continente), getting contacts, events' invitations, and visibility/recognition (Fundação Calouste Gulbenkian and IPDJ) or knowledge (LIPOR). LIPOR is responsible for the knowledge regarding residues and environmental sustainability (spread in workshops, classes of *Escola de Superpoderes*, etc.).

As it could be understood, IPDJ is a strong player in the sector of youth services. IPDJ is the public institute that oversees youth and sport governmental strategy, and its mission is to carry out an integrated and distributed policy between these two areas. The organization collaborates with public and private actors in the base synergy, namely with sports organizations, youth associations, students, and local authorities having a large political and reputation influence. IPDJ aims to support associations, volunteering, the promotion of citizenship, occupation of youth leisure time, non-formal education, social awareness, and geographic mobility of young people in Portugal and abroad. Therefore, the organization's offering includes different services that both compete and partner with TF's services in its three intervention areas.

Furthermore, TF has as partners different NGOs, as well as municipalities (**Appendix 7 – Partners' Details**).

Main Consumer Trends

The main consumer trends identified are the need for brands to fit the consumers' values (Westbrook and Angus 2021), to stand for a relevant purpose (Deloitte Insights 2019), and to behave ethically (GWI 2021).

A recent consumer trend study - "Top 10 Global Consumer Trends 2021" (Westbrook and Angus 2021) – highlighted the consumers' demand for companies that have an aim beyond

revenue, focus on sustainability, and lead the shift toward a value-based economy. As a result, social injustice and environmental degradation are more present than ever in consumers' minds, who are now actively looking for brands that match their values.

A recent consumer trend study - “Top 10 Global Consumer Trends 2021” (Westbrook and Angus 2021) – highlighted the consumers' demand for companies that have an aim beyond revenue, focus on sustainability, and lead the shift toward a value-based economy. As a result, social injustice and environmental degradation are more present than ever in consumers' minds, who are now actively looking for brands that match their values. Deloitte’s global market trend report evaluates the increasing importance of brand purpose for consumers, stating “*companies that lead with purpose and build around it can achieve continued loyalty, consistency, and relevance in the lives of consumer*” (Deloitte Insights 2019). Moreover, the purpose is referred to as the identity, the soul, and the “why” of an organization, creating deeper connections with the consumers. Consequently, consumers are becoming more aware of social responsibility, so brands need to show that they care. The study also claims that successful brand building is more closely linked to brand purpose than ever before (GWI 2021).

A report on future trends also predicts that consumers will expect ethical engagement from brands and that they should constantly evolve toward a more sustainable behavior, showing measurable, transparent, and consistent actions (GWI 2021).

TF’s consumers differ depending on the service in question, but all share a common characteristic. They deeply believe in the organization’s purpose and values, caring for the same causes of civic and social engagement (Movimento Transformers 2021).

4.1.3. Summary of Situation Analysis: SWOT Analysis

Pointed out as one of the most common and well-known techniques used to understand the situation an organization is facing, a SWOT analysis is defined as a framework used to evaluate

the Strengths, Weaknesses (internal analysis), Opportunities, and Threats (external analysis) (Ronald Quincy 2012).

The SWOT Analysis is useful to outline the organization’s situation, exploring which are the internal and external environmental factors that have the highest impact on TF’s performance. Moreover, besides providing new relevant insights, this analysis concludes the previous insights on the organization’s communication and market position.

Table 2. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Strong organizational culture, purpose, mission, and values, shared not only internally but also externally by the consumers and community. - Recognized work methodology by international awards such as INSEAD Entrepreneurship Awards. - Constant innovation and ambition to always do more and better in terms of learning programs, for example, T-Academy that was created during the Covid-19 pandemic. - Informality is a value that is present in every moment, building a trustful environment and close relationships, so that everyone in the community feels comfortable to resort to TF for help. 	<ul style="list-style-type: none"> - Low financial autonomy - being financially dependent on the state, donations, or sales of certain services, it is difficult to have the necessary resources to put every desired project into practice. - Weak communication of the new services and new intervention areas, resulting in low awareness of these services (<i>XLead</i> and <i>T-Academy</i>) across stakeholders. - Having services that differentiate a lot from each other results in a lack of certainty in defining the market of operation and main players. - A lot of time is spent thinking about possible project reconstructions but little validating them. TF lacks the definition of long-term consistent strategies that define the sales process, measurement of KPIs, and marketing objectives, to give consistency and solidity to the projects.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Due to the increasing use of online platforms to connect, work, learn or just 	<ul style="list-style-type: none"> - Pandemic context resulted in a decrease in social in-person activities, obligating the organization to

<p>spend time, TF can give an even greater focus on digital.</p> <ul style="list-style-type: none"> - Development of programs to sell to corporations for internal development as IES business school does. - Improve brand positioning and communication of the three distinct services for them to be recognized and consequently increase sales. - The pandemic increased people's need to connect with others, so TF can, for example, invest more in actions to bring people together. - Covid 19 resulted in a decrease in social conditions and an increase in isolated seniors, so TF could further develop its initiatives with seniors. 	<p>reinvent quickly and turn to digital, but now it faces the challenge of maintaining the results achieved with online programs.</p> <ul style="list-style-type: none"> - TF's programs, being perceived as volunteering, may be seen as unprofessional. Therefore, the services are not properly valued monetarily, meaning that the amount that consumers pay is less than the amount of impact generated. - Due to the pandemic, there is: political uncertainty related to lack of state budget and anticipated elections (RTP 2021), decrease in GDP (Trading Economics 2021), and increase in the unemployment rate (Trading Economics 2021), which may impact TF's financial resources negatively in a short/mid-term.
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Source: Own elaboration

Conclusion about internal analysis

From an internal perspective, TF communication initiatives are attractive and well-considered, however, it is missing consistency in transmitting the right message to the audience. The communication should be improved to make the distinction of the three services clear in the audience's minds. Moreover, the organization's culture is solid, being externally represented by the consumers that share the same principles as the organization, among which informality, digital presence, and social connections should be stressed.

Conclusion about external analysis

Externally, TF operates in the Non-Formal Training of People sector which incorporates different players and partners depending on the service. Overall, trends reveal that consumers tend to prefer purpose-driven, sustainable businesses, opening an opportunity for TF. As for the

Covid 19 pandemic, this generates opportunities for TF in terms of digital tendencies and focus on social connections as well. However, it is mainly threatening due to the resulting financial and political uncertainty.

4.2. Primary Data: Main Findings

The main findings were categorized based on the dimensions (Physical, Personality, Culture, Relationship, Reflection, and Self-Image) of Kapferer's Identity Prism Framework (Kapferer 2012) applied to TF. The coded qualitative data was summarized (after the interview transcription) in a table (**Appendix 8** – Interview responses (Insights Kapferer's Prism dimensions)).

The same framework – Kapferer's Brand Identity Prism - was used both for internal stakeholders (TF's managers) and external (customers, volunteer mentors, and beneficiary mentees) in order to understand if there was a misaligned between what TF's managers defined that the TF's Brand Identity should be and the Brand Image that the stakeholders perceive.

Furthermore, the group included in the questionnaire (**Appendix 4** – Online Questionnaire Survey) a set of questions based on the Customer-Based Brand Equity positioning model thought by Keller to develop TF's positioning later in the marketing strategy. On the other hand, a section with questions about TF's survey was included in the online survey, to further assess the perceptions of customers about TF's offerings.

4.2.1. Qualitative Interview Findings – Organizational Brand Identity

The coded qualitative data was summarized (after the interview transcription) in a table, which can be found in **Appendix 8** – Interview responses (Insights Kapferer's Prism dimensions). Therefore, only the most important findings and insights from the research, relevant to TF's brand identity, are presented in the following part:

Physical

The most prominent tangible features of TF are its logo and slogan. The logo represents the "T" and the "F" of Transformers, which is also the abbreviation of the team when the name is written. As for the colors of the logo, the most striking colors are yellow and purple, which were chosen to convey the energy, dynamism, and youth of the brand, according to the interviewees. Also, the logo is associated with moving 3D cubes. When viewed on digital devices, the cubes move and can adapt to different shapes. The idea is to convey movement, transformation, adaptability, and flexibility to the viewer. In addition, the 3D figures symbolize the different facets of TF's diverse services. Regarding the color palette of their corporate identity (e.g., on the website and in official documents), a color was assigned to each area of activity: Yellow for volunteering, a greener blue for awareness-raising, and purple for the spirit of the association. The slogan "*Transform your society*" is a strong representation of the brand, as it embodies TF's mission to raise the level of civic and social participation in society. In social media, the hashtags are also strongly associated with the brand (hashtags #movtrf #transformyoursociety).

In terms of intangible specificities, TF is highly recognized by its mission (as mentioned in the slogan), which is developed by working in three areas of intervention, namely volunteering, Youth Associative Movement, and social awareness. The brand is best known for its volunteer work (*Escola de Superpoderes* - it can be said that this is its flagship product), while the other two services (*XLead* and *T-Academy*) are fee-based and thus a newer addition to their service portfolio.

Personality

Respondents were very unanimous when asked about the characteristics of TF. When questioned what first comes to mind when they hear "Movimento Transformers," their

responses reflected the organization's mission. Specifically, "commitment," "volunteerism," "innovation," "transformation," "responsibility," and "social and civic engagement" were mentioned as characteristics. In terms of emotional characteristics (describing TF as a person), it was described as follows: *An old, very wise, but still energetic person. This person is non-binary and lives in a modest house with a dog, wears casual clothes, and is therefore unobtrusive. This person has a very positive attitude and shows a lot of empathy towards others. It spends most of the time with other people, where it can share talents and exchange knowledge. Also, this person has a hidden superpower and wants to use it to change the world for the better. Family, social engagement, and traditions are highly valued and lived.* Based on this description, it can be stated that the organization perceives itself as wise, unobtrusive, and social, with a young and dynamic spirit.

Culture

According to the employees, TF's main mission is to promote civic and social engagement in communities through "*what people like to do most*" (Multimedia and Social Media Management Intern, Interview 3). This stemmed from the problem that the organization's main target group, the youth, is not really engaged in our society. By emphasizing learning cycles, the organization aims to create more engagement within generations. TF's vision is based on the belief that it is possible to learn about what you enjoy most, anywhere, in an informal way, with people who share the same values. In addition, the employees agreed that their next big vision is to scale, to have an even bigger impact across borders. TF stands for five core values: Joy, Integrity, Responsibility, Informality, and Freshness. The respondents also emphasized the importance of commitment and innovation, as a driving force for their change. It can be drawn from the interviews, that the employees fully embody their culture and aspirations to make a difference in the world. Moreover, they not only want TF to make a difference, but they also want to be an active part of that mission themselves, which is why they dedicated their careers to it.

Relationship

Interviewees stated that TF wants to give its customers a feeling of closeness, informality, and open communication in an open environment. The idea that TF allows everyone to be part of a family where they are appreciated for their uniqueness, diversity, and dynamism is defended, being in accordance with the feelings previously mentioned. Moreover, with every service offered, the organization (beneficiaries, volunteers, and other clients) wants to make people feel that they can change society through active engagement. Thus, becoming “*like a big family where everyone is following the same mission*” (Manager of YAM Project in Chamusca, Interview 2). Once someone participates in the volunteer program, the organization fosters a long-term relationship and bond. In addition, TF aims to not only be a vehicle for their respective clients to contribute more, but also provide a space for mentors to step out of their comfort zone. This leads to an increase in consumers’ self-esteem, self-confidence, and self-development building on the organization's goal is to provide a space where anyone can discover their hidden talents, share them with others and become a role model for change. “*I use my talent for something bigger and I can directly see my impact every day (Escola de Superpoderes), work on different skills, practice skills (volunteering), learn something new (mentees), and learn about new realities*” (COO, Interview 4). Ultimately, TF does not only provide services, but also a sense of belonging, pride, and the feeling that with willingness, energy, and an open mind, anyone can change the world.

Customer Reflection

TF is an organization for everyone who wants to change society. On this topic, the team proudly mentions that one of their competitive advantages is inclusion because “*(...) everyone can participate, it doesn't matter the affiliation, the professional area, etc,(...)*” (CEO, Interview 5), they do not exclude anyone. This diversity brings a lot of variety and allows the community to have an even greater impact across generations, which includes the elderly. In addition, the organization mobilizes mentors from all sports, arts, and activity backgrounds. Transformers

include skaters, poets, musicians, dancers, soccer players, chefs, programmers, painters, wrestlers, chess players, actors, illustrators, cyclists, explorers, tennis players, inventors, and many more. And if someone who wants to participate does not have a clear idea of what their talent is yet, they can use the *T-Academy* to discover their destiny and what could move them. TF is thus aimed at people who want to change their community by actively participating and engaging in civic and social activities. It is for people who are willing to learn and discuss different ideas, who believe in the mission of Transformers, who are there for others, and who want to be an agent of change.

Self-Image

The organization wants to give volunteers and other external actors the feeling of being part of a community, giving them a sense of belonging. Furthermore, it also gives externals a sense of doing something meaningful and being part of a movement that allows them to contribute to something bigger. The goal is to create a place where people feel comfortable because they are surrounded by like-minded, caring people with good intentions and a good spirit. People feel that they can be role models in their communities with their talents, and so they get their space to do what they are good at and what they are passionate about. "*There are times when we don't think we have as much to give as we do. Everyone has talents that they can pass on and teach to others*" (Multimedia and Social Media Management Intern, Interview 3). In conclusion, people feel encouraged and proud to express their abilities. Most importantly, they feel like shapers of their community.

4.2.2. Quantitative Questionnaire Survey Findings – Brand Image

The answers to the questionnaire survey can be found in **Appendix 9 – Questionnaire Survey Answers**. The sample of the questionnaire was characterized by being mainly female (67.4%), while the male percentage was 31.5% (Figure 8.17: Respondents' gender). The sample is

characterized by respondents between 12 and 64 years old, 18.5% being younger than 18, 42.4% between 18 and 25, 37% between 26 and 49, and 2.2% older than 49 (Figure 8.16: Respondents' age). Looking at the place of residence, about 52.2% of respondents live in Porto and 25% in Lisbon. Around 73.9% of the sample has a college education and at least one university degree. Regarding occupation 43.5% of respondents are workers, 39.1% are students and 14.1% are working students (Figure 8.18: Respondents' occupation). Lastly, when asked their familiarity with TF, 9.8% said they only knew the name, 45.7% knew the brand and the way they operate, 31.6% are or have been TF volunteers, 13% currently benefit or have benefited from TF services (Figure 8.4: Respondents' familiarity with TF).

As stated in the methodology, due to the profile of the respondents, this questionnaire cannot be representative of all key stakeholders of the organization. As mentioned above, the majority of the sample is made up of young people and volunteers, so not all stakeholders - no B2B customers and only a small percentage (2.2%) older than 49 years - were reached. Moreover, the sample was biased since it is not representative, given the low number of responses. Nevertheless, most respondents were considered valid due to the used sample frame (TF's Facebook and Instagram followers) which ensured a high probability of valid answers.

The main findings relevant to TF's brand image, are presented in the following part:

Physical

Regarding Physical, respondents were asked questions about TF's logo and slogan. A big majority of the respondents (95.7%) were familiar with the logo and were able to identify it correctly, but less than half knew the slogan (Figure 8.4: Respondents' awareness of TF's logo and (Figure 8.7: Respondents' awareness of TF's slogan). A considerable portion of the respondents did not agree on the fact that the logo and slogan symbolized gratitude. Most respondents agreed that the logo symbolized joy, freshness, and integrity. When asked if they agreed with the statement "The logo 100% reflects the image I have of TF", 34.8% were neutral,

partially disagreed, or totally disagreed— showing that the logo might not be conveying 100% the identity of TF as its people understand it. On the other side, when asked if the slogan was aligned with the image of TF, 90% of the respondents were in total agreement. Finally, more than half of the respondents agreed that the logo motivates them to participate in TF’s activities (Table 8.5: Respondents’ perception of TF’s logo and Table 8.7: Respondents’ perception of TF’s logo).

Personality

In this section, the respondents were required to evaluate TF on several personality traits on a scale of 1 to 5 (being, for example, “very informal” level 1, and “very formal” level 5). As it can be seen in Table 8.9: Respondents’ perception of TF’s characteristics, the responses were mainly very consistent giving high punctuations and associating TF with professionalism, innovation, and accessibility. In the case of the consistency and formality traits, responses were more dispersed, showing that the respondents’ opinion is not clear on these topics even though they mainly associate it with being consistent and informal.

In this section, respondents were also required to define TF to a friend. This was an open question, and by doing so, a lot of different answers were given. The most common words used to describe TF were mainly related to “transformation” and “change”. “Volunteering” and “help” were also mentioned by many respondents, followed by “society”, “young people”, “knowledge”, and “learning”. Terms related to “people”, “group”, and “team” were also very much cited. Even though few times, the terms “association”, “activism”, “civism”, and “social participation” were also stated. With this question in mind, it can be proved that people are more likely to associate TF with their first service (*Escola de Superpoderes*), than with TF’s other areas of action.

Culture

When asked about which value was most reflected on TF, the responses presented a large

variation. The most chosen value was integrity (31.2%) and the least chosen were gratitude (15.1%), and freshness (8.6%) – see Figure 8.9: Respondents’ perception of TF’s values. Regarding TF’s message, this seems to be well transmitted. More than $\frac{3}{4}$ of the respondents answered that TF's main message was to “Transform and raise awareness to societies” – see Figure 8.9: Respondents’ perception of TF’s message. The following question was about what were the areas that characterize TF and although here respondents could choose more than one – between Awareness, Youth Associative Movement (YAM), and Volunteering – most of the responses were concentrated in volunteering (59.1%), 28% chose awareness, and only 17.2% YAM – Figure 8.9: Respondents’ perception of TF’s main area of operation. This dimension results show that, besides the fact that the message seems to be well perceived, there is a misperception on the audience about TF – firstly, they are not aware of some TF’s values; and secondly, they give more emphasis to the volunteering area of action, proving again the public’s association of TF with their first project, *Escola de Superpoderes*, and what it represents.

Self-Image & Relationship

The first question in this section was about the emotions the respondents felt with the most frequency about TF. There were similar results for three options: Empathy (with 36.6%), Trust (with 23.7%), and Pride (with 20.4%), however, informality, which highly defines TF was not that frequently chosen (Figure 8.10: Respondents’ emotions towards TF). When asked about the benefits associated with TF’s services, the respondents were aligned, the majority answering, “to feel that I have an impact in my society”. Another option - “the values are aligned with mine” – was expected to arise more often, since TF states that what represents their community is that customers share their values (Internal Document – *Sumário Executivo* 2021).

Customer Reflection

Regarding this topic, two questions were asked to understand stakeholders' perceptions. When asked which kind of people the respondents considered that TF was destined to, most of the respondents answered that it was for people with the intention of changing the world, which is a broad statement. The second most answered option was about "People who want to be involved in their societies", relating closer to TF's mission (Figure 8.12: Respondents' perception of TF's target). The second question asked respondents to attribute a scale (1 to 5, 5 being totally agree) to different sentences regarding the type of audience they believe is the target of TF. Respondents strongly agreed that TF is for young people and most of them believe that "TF is for people who enjoy volunteering", and who want to learn a superpower, emphasizing the strong presence of *Escola de Superpoderes* in their minds. When asked if "TF is for people who want to be civically involved", 63% strongly agreed, and if "TF is for people who care about social issues", 71% strongly or somehow agreed. Nevertheless, when presented with the statement "TF is for people who belong to an association", only 23% of the respondents strongly or somehow agreed and the majority had a neutral belief (66.3%). These results reveal that respondents are less aware of the YAM and social awareness about civic participation dimensions of TF. Finally, when facing the question "TF is for everyone", only 34.8% somehow agreed and 42.4% did not have an opinion (neutral) (Table 8.16. Respondents' perception of TF's target).

Different Services Questions

Questions to evaluate the audience's awareness about the distinct services were asked. First, the respondents were asked which of the three services – *Escola de Superpoderes*, *T-Academy*, and *XLead* - they knew, and, yet considering that some know more than one, it is apparent that the great majority (85.9%) knows *Escola de Superpoderes*, while only half know *T-Academy* and 29% *XLead* (Table 8.17: Respondents' awareness of TF's services). Further, it was asked

whether they already experienced some of the services. Although half of them never did, the remaining half almost only benefited from *Escola de Superpoderes*, and very few benefited from both *T-Academy* and *XLead*. Thus, it becomes clear that the greatest part of the respondents is more familiar with *Escola de Superpoderes*.

Regarding the respondents' motivations to use these services, even though some have never used them, the main motives, by order of frequency, are willingness to help people, concern about the society's future, and curiosity for learning. The remaining motives such as prestige, networking, socialization, and low costs were mentioned with insignificant frequency. Moreover, the respondents were asked whether they consider that the three services are aligned with the organization's purpose, and the great majority of the audience believes they are.

Overall, most of the respondents tend to be more aware of the *Escola de Superpoderes*, associating the organization with volunteering and helping people. However, they do not exclude the remaining projects from following the organization's social purpose.

4.2.3. Identity and Image: GAP Analysis

After collecting and analyzing the primary findings from the respective stakeholders of the company (key external stakeholders and TF employees), data was compared to examine a possible discrepancy between Brand Identity and Brand Image.

Physical

With the comparison related to the TF's physical attributes, the first thing that comes across is that some external stakeholders are not aware of the current logo, either associating the brand with an old one or with what used to be *Escola de Superpoderes'* logo. The idea of joy, informality, and freshness that the brand hoped to convey with its logo seems to resonate with most respondents, as they agreed that the logo conveys these values and that it is consistent with their image of TF. As for the slogan, external stakeholders felt that it was also consistent with their perception of the brand and relatively consistent with the brand values.

Personality

Focusing on the characteristics attributed to TF, the concepts most attributed by the survey respondents were also mentioned by the interviewees – “transformation” and “volunteering”. Regarding the social involvement, which was seen as central in the interviews, it was also successfully perceived by the respondents, in the sense that they associated TF with a lot of words related to society and people. The interviewees, however, gave the same emphasis to characteristics related to innovation, responsibilities, and civic involvement – something that, on the questionnaire surveys, was less or not even mentioned by anyone. However, despite not being mentioned a lot, the trait innovation was highly associated when the respondents were asked how they perceived TF regarding that trait. This could mean that even though it is not one of the first things that come to their mind when thinking about TF, they still connect that value with the brand.

When comparing the description of TF as a person from the interviewees with the survey insights on the perception of TF and its values the characteristics are more or less in line except regarding availability. TF as a person was described by interviewees as a super busy person who would always have a lot of things to do, however of all the characteristics asked to be classified on the survey, accessibility was the top-level one, with 93.5% of respondents ranking it with the level 5. This could either mean a different perception from internal and external stakeholders or that despite being involved in a lot of things the brand still manages to find time and to be open and approachable to external parties. Finally, the Informality and Professionalism concepts seem to be confusing terms in the respondents' minds, and not well worked and developed by the internals of the organization.

Culture

Comparing the internally and externally perceived brand culture, it is evident that all stakeholders agree on TF's main mission to change and raise awareness in society. However,

during the interview, the organization highlighted that it actively wants to increase civic and social participation to increase youth engagement. It can be concluded that the main message is being conveyed but is not very clear in the minds of consumers. Among consumers, Integrity (31.2%) and Informality (21.5%) are the most cited values of the organization. Surprisingly, the value of Freshness (8.6%) was mentioned the least, although this is one of the most important attributes for TF pointed out in interviews (Manager of YAM Project in Chamusca, Interview 2).

In addition, a considerable number of respondents stated that TF is a volunteering organization, which is also reflected in the answers regarding its characteristics. While "Volunteering" was mentioned more often than average, "Associativity" appeared least. It can be concluded that although the culture is well defined internally, in terms of areas of intervention it is not fully communicated to external stakeholders yet.

Relationship

As for the relationship between TF and its external stakeholders, it should be noted that the questionnaire's respondents feel strong emotions towards the brand, however, these do not completely align with the organization's values. In relation to the brand, respondents feel mostly empathy, trust, and pride, but not proximity and inspiration, whereas the organization believes to have a relationship of trust, and proximity with them and to inspire and empower them to transform the society. So, except for trust, the feelings that the organization considers that describe best its relationship with the stakeholders ended up being the ones less present in the survey responses.

Nevertheless, when respondents were asked about the perceived benefits of TF's services, the majority believes that it is the feeling of having a positive impact on society, which is closer to the organization's expectations of being a role model and transmitting the feeling that everyone can change the world. Moreover, TF believes that consumers are aware that they can resort to

TF for other motives besides volunteering, namely, to learn other ways of generating positive impact and getting out of their comfort zone (through *T-Academy* and *XLead*) however, a great part of respondents is only familiarized with *Escola de Superpoderes* (volunteering) and therefore associates the organization only with helping people.

Reflection

Regarding Customer Reflection, indeed, it is clear that stakeholders agree that TF is for people who want to change the world, who enjoy volunteering, and who have a superpower, as the organization intends. Moreover, most respondents also associate people involved with TF to a group civically involved and who cares about social issues. Nevertheless, contrary to the wishes of the organization, which assumes itself to be for everyone and wants to reflect that image, most respondents were neutral regarding this statement. In the same sense, TF is also mostly connected to young people, and when asked about associations to senior people, the stakeholders were not that confident in the relation (considerably fewer people agreed with the statement when compared to the previous sentence associating TF to the young public). Furthermore, when questioned if TF is for people who belong to an association, alluding to the work the organization is developing in the YAM area, only a small slice of the respondents agreed, and the big majority was neutral. This demonstrates that TF is neither strongly viewed as an organization for everyone, nor associated with its work in the YAM dimension.

Self-Image

Considering the way consumers see themselves, they see themselves as a person that has a meaningful impact on society, feeling proud and encouraged through engaging with TF. Some consider that they stand for the same values as the organization, and others believe they are sociable and communicative people. The organization regards the consumers in a similar way, namely, as “transformers” that feel good for contributing to something with a stronger meaning. However, the organization emphasizes more the aspect of feeling part of a community, which

is missing from the consumers' perspective. The organization wants everyone to feel part of the "family" and see themselves as role models for people in their communities, spreading the movement and the sense of belonging. Still, people are expected to feel secure and open to express their own skills about civic participation and the desire to learn more. However, as the focus is too much on the volunteering point of view, respondents associate the self-image more with feeling a sense of accomplishment for helping people in need.

Analysis Conclusion

All in all, it is clear that TF has a strong identity. However, as expected with the organizational changes, the perception of the brand in external stakeholders' minds seems to not correspond entirely to the Brand Image TF is aiming for. Several of the values, as well as the mission and vision of the organization are well-perceived but there is still some misalignment. Problems are arising probably from issues regarding communication focus and brand positioning, which entail more investment in divulging TF outside of *Escola de Superpoderes* and volunteering. Having drawn this conclusion, the challenge now is to communicate TF's position as a hybrid organization - one that not only offers voluntary associations but also considers other paid services - without losing the organization's brand identity, especially its mission-oriented character. Consequently, the aim is to align the external (from stakeholders) perceived brand image with TF's brand identity, through specifically thought communication initiatives.

5. Applying Tate's Conscious Marketing Plan Framework

The objective of this Conscious Marketing Plan is to align Brand Image with the organizational Brand Identity. Therefore, the collected insights from the research will be used to design and correct the identified GAP between internal and external stakeholders of TF. Consequently, first, a marketing strategy will be developed, and finally, a conscious marketing mix and possible implications will be presented.

5.1. Marketing Strategy: STP

The STP (segmentation, targeting, and positioning) process is the long-term approach to the marketplace, which involves dividing the market into customer groups with different characteristics, wants, and needs according to a criterion (segmentation), choosing on which of these customer groups to focus (targeting) and determining what the unique value the company has to offer to this customer groups relative to competition (positioning) (Keller and Kotler, 2013). STP is a strategic decision on the company direction that has an impact on the implementation options (Davis 1987), namely in the implementation of the Conscious Marketing Mix.

5.1.1. Segmentation

Market segmentation means “*dividing a market into distinct groups of buyers with different needs, characteristics or behaviors, who might require separate products or marketing mixed*” (Kotler and Armstrong 2018).

In order to segment the market, TF should not only consider customers but volunteers as well. TF as a not-for-profit service organization depends upon volunteers for the success of its programs. Consequently, considering volunteers as a customer instead of an employee is the correct strategy to efficiently attract and retain volunteers. If the volunteer is viewed as a customer, the service acquired is the volunteer experience, paid for in the currency of donated time and energy, and the organization can be seen as being in the business of designing, managing, communicating, and delivering a quality volunteer experience (Keaveney, Saltzman and Sullivan 1991).

The online questionnaire survey developed by the group was directed to key stakeholders (customers, volunteers, beneficiaries, donors, and people who follow TF’s activities). Therefore, only 46.6% (volunteers and b2c customers) of the sample can be considered for this market segmentation. Furthermore, TF has B2B customers who were not included in the

group's sample (Section 3.2.2 – Research limitations). Hence, the following segmentation was not only based on the questionnaire survey results as well as in internal documents analysis and TF's managers' interviews.

Having this in mind, to segment both customers and volunteers three groups were defined: B2B customers, B2C customers, and volunteers according to demographics, behavioral, and psychographics criteria (Keller and Kotler 2016). A visual representation is presented below (Table 3.).

Table 3. Segmenting “Customers”

	B2B customers	B2C customers	
	Municipalities Schools Retirement Centers	Associative Leaders T-Academy customers*	Volunteers (mentors)
Geograph.	Portugal (specifically Porto)	North of Portugal (specifically Porto)	Porto
Demograph.	30-50 Female or Male Higher Education Worker in the respective organization	18-29 Female Higher education Student	18-41 Female or Male Higher education Worker
Behavioral	Aim to be associated with a mission-driven organization, loyal organizations that make their buying/partner decisions based on emotional benefits rather than product benefits, believe in the power of associative organizations	-Aim to be associated with a mission-driven organization -People who believe they can “ <i>change the world</i> ” -They want to help other people and they are concerned with the future of the society (given society's low participatory involvement) -They buy products mission-driven because they fill fulfilled independently of the quality of the product - They believe in an inclusive community that receives everyone	- Willing to generate impact on his/her community - Enjoy learning -Aim to be associated with a mission-driven organization -People who believe they can “ <i>change the world</i> ” - They believe in an inclusive community that receives everyone
Psych.	Organizations that believe in the mission and vision of TF; see social innovation as a tool to community change; believe in non-formal education methods	Extracurricular activities, interests in social topics, civism, volunteering, youth associative movement, eagerness to learn and contribute Consider themselves as extroverts, focus on the future, guided by the heart (sentimental), and very responsible	Enjoy volunteering, have different curricular activities, are irreverent, are communicative, enjoy sharing their knowledge with others, are civically involved

* *T-Academy* customers who are not part of an association nor volunteering

Source: own elaboration based on Movimento Transformers internal documents, survey questionnaire, and interviews

In general, it can be stated that TF's customers (and volunteers) are people civically and socially involved and that want to impact their communities.

The first group, B2B customers, was not included in the questionnaire sample (Section 3.2.2 – Research limitations), and therefore, the analysis of these consumers was solely based on TF's internal document's insights. This group consists of institutions that according to TF's CEO (Interview 5), believe in TF's mission and values and in social innovation as a tool for a better society. In addition, the representatives of these organizations were themselves members of youth associations and knew the importance of the TF's community development efforts.

The second group, B2C customers, is constituted of people from 18 to 29 years old. The presence of this group in the questionnaire sample was relatively low (13% of the total stakeholder respondents). In this segment, it is included:

- The associative leaders, who belong to an association and want to learn with TF how to manage, grow and scale it (*XLead* customers).
- *T-Academy* customers, who are not part of an association nor volunteering but want to know more about TF's mission, care about social topics, and believe in non-formal methods to learn and generate impact. Some examples of individuals in this group are teachers who need strategies to work on citizenship education, municipal technicians that need to understand how to incorporate non-formal education strategies into the educational process, or parents who want to encourage their children's social participation.

According to the questionnaire, it was possible to understand that these people are mainly driven by helping others and impacting society. They care about social topics and are concerned about the future generations and the future of our society. They present themselves as mainly “young”, “focused on the future”, “guided by the heart” (sentimental), and very “responsible”.

Finally, in the third group, it is included the volunteers (mentors), named “transformers”, who are willing to share their gifts or superpowers. Even though the sample of the online questionnaire was not representative, around 30% of the respondents were volunteers or had been a volunteer in TF. The volunteers are people who have one skill to share (superpower), have an age between 18 and 41 years old (80% of the volunteer respondents), are from Porto (66% of volunteers) and who volunteer once per week. They enjoy sharing and guiding other people, community work, and are people very involved in their communities and that also have different extracurricular activities. According to the questionnaire, they consider themselves as young, extroverts and responsible people. For them, the main benefit of being associated with TF is the impact they can create on society.

5.1.2. Targeting

According to TF, the organization presents itself as an organization for everyone who wants to be civically and socially involved and to create an impact in their community. Nevertheless, even though inclusion is key and a point of difference when compared to competitors, this point of difference is only persuasive for the target consumer. Based on the previous segmentation, the target group for TF is the B2C customers (associative leaders, and *T-Academy* users).

The chosen target consumer for this conscious marketing plan is the B2C customers due to several reasons. The most important is that it is constituted by younger people, whom TF assumes to be the engine of change in societies (CEO, Interview 5). Starting by influencing young people, TF can expect a multiplying effect. Furthermore, it is related to the fact that is more efficient for TF to target this group (of younger people). First, this target group uses mostly Instagram (according to internal documents and corroborated by questionnaire survey findings). Consequently, TF can reach and activate this segment on social media channels, which is TF’s preferred tool for marketing and stakeholders’ interaction (Multimedia and Social Media Management Intern, Interview 3). Secondly, TF’s current Brand Identity is very youthful

(specifically having into account physical dimensions) which is more aligned with this target group for starting to correct the incomplete Brand Identity. Thirdly, given that TF wants to convey the dimension of Youth Associative Organizations as part of its Brand Identity, in order to correct the partial perception that TF is only a volunteering organization, it makes sense to approach the members of the YAM, which are mainly young people (18-29 years old). Finally, in the same sense, given the current Marketing Plan aims to align the current organizational Brand Identity with stakeholders' Brand Image, it seems reasonable to start near the individuals before tackling organizational stakeholders.

5.1.3. Positioning

Brand positioning is the *“act of designing the company’s offer and image so that it occupies a distinct and valued place in the target customer’s minds.”* (Keller 2013).

Through the right positioning, the organization is able to justify to its target audience the reason it should be the chosen one – while products increase customer choice, brands simplify it, and then, it is the organization’s responsibility to communicate its specificities and values in order to properly convey its difference to consumers. It impacts relevant consumer-based outcome variables such as higher consumer loyalty, higher brand equity, and value (Keller 2013), which are important determinants that could help TF fulfill its social mission. Thus, positioning decisions determine the path of a firm’s overall marketing strategy by clarifying the core idea of the brand, its uniqueness, and its similarities to other brands, as well as the frame of reference (target market and ecosystem players) (Keller 2013). Consequently, to implement the Conscious Marketing Plan, the positioning should first be defined.

To define TF’s current positioning, a model thought by Keller (2013) was employed, given it takes into consideration five key elements relevant for this study: target, the main ecosystem players, the points of difference (POD), the points of parity (POP) and the reason to believe in the mentioned points of difference and parity.

Having this in mind, the positioning of TF should be based on the organizational Brand Identity, clearly emphasizing the elements the previous analysis of the Brand Identity-Brand Image fit identified as being misaligned, so as to positively impact the brand knowledge, that is what customers have learned, felt, seen, and heard about TF (**Appendix 9** – model theoretical explanation and **Appendix 10** – Positioning dimensions in detail)

Applying the positioning framework (Keller, 2012) previously described, we have that the current Positioning is constituted by the frame of reference (market, target, and competitors), the points of parity and difference when compared to that frame of reference, the reason to believe and, finally, the positioning statement (**Table 4** – TF’s Positioning).

Table 4. TF’s recommended brand positioning

Frame of Reference	Points of Parity
TF is an organization operating in the sector of non-formal education that has the mission of increasing social and civic engagement in society	<ul style="list-style-type: none"> - <i>Escola de Superpoderes</i> service might be perceived as Curricular activity or hobby - <i>XLead</i> is a learning course online - <i>T-Academy</i> is an online learning platform - Answers to a societal problem
Point of Difference	Reasons to Believe
<ul style="list-style-type: none"> - Mission-driven organization tackling the low civic and social participation in society - The brand is innovative from the point of view that believes non-formal education can transform the society - Leverages volunteering work to achieve its social mission while tackling social isolation and exclusion - Organization promoting volunteering, youth associative organizations, and raising social awareness about active citizenship through a learning cycle aiming at systemic impact 	<ul style="list-style-type: none"> - Results achieved throughout the years - 464 volunteer mentors, 252 paybacks and Exchange activities, 6500 transformers involved (apprentices and team), 7897 hours of classes, 193 organizations involved, and 150 communities reached. - ONGD statute by Camões Institute (Non-governmental organization for development) (Appendix 11 - ONGD statute) - Methodology of reference by Calouste Gulbenkian Foundation.

<ul style="list-style-type: none"> - Advocates that everyone has a superpower with which can change the world - TF assumes itself as being for everyone (from 3 to 120) not leaving anyone left out 	<ul style="list-style-type: none"> - Several recognitions and awards (Appendix 1 – awards won)
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Source: Group developed analysis (**Appendix 10** – Positioning dimensions in detail)

The proposed positioning statement for TF is *“For youngsters [28-29] who want to be socially and civically engaged, Movimento Transformers is an organization operating in the sector of non-formal education that has the mission of increasing social and civic engagement in society and promoting volunteering, encouraging and supporting youth associative associations and raises social awareness about active citizenship through a learning cycle generating systemic impact, acknowledged by Calouste Gulbenkian Foundation and Camões Institute.”*

This positioning was strongly based on the brand identity insights learned from the interviews with the organization and on the target learned from the questionnaire survey and internal documents and will inform the Conscious Marketing Mix implementation.

5.2. Conclusion for the Conscious Marketing Mix

The Conscious Marketing Mix (Tate 2015) is going to be developed based on the findings of the fit between brand identity and brand image as well as the current positioning of TF. Further elaboration and conclusion for each dimension will be provided in the individual parts of the project. The building blocks of this concept are the following:

5.2.1. Personal

Since TF’s team presents a strong internal motivation, and the learning and growth of employees is high in the priorities and well anchored in terms of the organization's culture (assumption based on interviews with employees (**Appendix 8** – Interview responses (Insights Kapferer’s Prism dimensions))), the group did not provide any further advice in this regard.

5.2.2. Purpose

According to Tate (2015), a clearly defined organizational purpose will provide strategic guidance for the Brand Identity and the overall marketing activities. However, TF does not have a purpose defined that is appropriate for its hybrid nature - pursuing a social mission while promoting commercial activities to sustain its business. Therefore, a suitable organizational purpose and purpose-statement will be recommended. It will also be used to develop a new, purpose-driven brand identity for TF and a resulting brand positioning strategy.

5.2.3. Product

Products can have a big impact on the reach an organization has, hence the goal is to create the best products and learn with new tools and models to do so (Tate 2015).

On this topic, the services portfolio will be studied, so as to understand the services quality and the portfolio balance, as well as to find new opportunities to help TF fulfill its purpose and business objectives.

5.2.4. People

The People dimension consists of every stakeholder involved in the business, and, with special attention on two of the stakeholders listed by Tate (2015) - consumers and community -, the TF's current brand community will be analyzed according to the insights collected regarding the Transformers community. Then, areas of improvement will be identified to provide a set of strategic recommendations to engage and develop the community further. Improving the brand community around TF will bring People closer and facilitate the process of TF's transmitting its actual brand identity to the external audience.

5.2.5. Promotion

In order to implement the promotion pillar, the group decided to develop two communication plans for each of the new services created – *XLead* and *T-Academy*, given the distinct

characteristics and different target audiences. The focus on these two services is justified by the need of raising awareness about the less-acknowledged intervention dimensions that TF is approaching to fulfill its mission (that are part of its identity) – Youth Associative Movement promotion and raising of social awareness, by promoting the mission of the services. According to the survey the group developed, less than 40% of the respondents associated TF with the YAM. Plus, less than half of the respondents knew the *T-Academy* service. Consequently, communication plans will be developed for both services.

6. Conclusion

After a strategic data collection and analysis of TF's market, including primary and secondary data research, the group used the Brand Identity Prism (Kapferer 2012) to get insights from both TF's managers and TF's key stakeholders to assess the existence of a gap between the company's Brand Identity and the perceived external Brand Image. This challenge emerged from the mixed motives of a hybrid organization – using commercial activities to leverage their social mission - and the incoherent communication with external audiences.

The main findings after analyzing the insights of both the manager's interviews and stakeholder's answers to the surveys were that TF does not reflect its hybrid identity and that the new intervention dimensions in which TF is operating to fulfill its mission (promoting YAM and raising awareness of active citizenship) were not recognized nor acknowledged by the stakeholders. Moreover, the respective services that TF offers as a tool to intervene in these areas were also not known by the stakeholders. Consequently, a large group within the studied sample only recognized TF as a volunteering organization, having only one service – *Escola de Superpoderes*. Further interesting findings were related to the values associated with the brand TF – not all the values that TF assumes to have been associated with the organization, for instance, the informality. Finally, even though the company aims to be associated as an

“organization for everyone from 0 to 120 years old” (CEO, Interview 5), stakeholders mainly associate TF with youngsters.

Consequently, specific actions can now be taken to find a possible solution for realignment, next to target group B2C customers youngsters. In the individual parts of this project, some recommendations to be further developed are allocating more promotion directed for *XLead* and *T-Academy* in order to increase not only these services’ awareness next to the target audience but to correct the incomplete image that consumers have of TF (as only a volunteering organization). Furthermore, more promotion advocating TF as a company for everyone, through expansion opportunities involving different groups in society is advised. In the same line of thought, future activities should convey the informality value of TF. Finally, it is crucial to define a clear organizational purpose that is consistent with the TF's hybrid identity and thus can serve as a strategic guide for the undertaken actions and the brand positioning alignment.

7. Limitations and Critical Review

While this research was conducted in an as balanced and thoughtful manner as possible to assist the TF with its organizational challenge, there are still some influences that could not be considered in this research. As already stated, the group faced a challenging sampling procedure with the conducted quantitative survey. Questioning key external stakeholders about the organizations’ image, only B2C consumers were reached and thus B2B could not be representatively covered. Moreover, it would have been interesting to reach a larger audience with the survey – have above 100 responses and cover a broader age group – to gather even more insights and viewpoints from different perspectives. In addition, a deeper understanding and analysis of TF's financial situation (e.g., the profitability of the various services) was not possible, because the necessary resources were not available online nor provided by TF. Consequently, the group had to rely on information from incomplete as internal documents and qualitative interviews with employees which are likely to result in biased answers and insights.

Moreover, as the group started the project, TF was passing through a transformation in terms of the service portfolio. It is common in the social innovation sector that organizations experiment with their services to keep adapting to the constantly changing necessities. Before, the service *XLead* was named *ALead*, and this change of nomination happened earlier this year. However, while the group was working on the project, TF decided yet to include both *XLead* and *ALead* projects in its portfolio, both training associations but with different targets. Considering the advanced stage of the group's study at that moment, *ALead* had to be excluded from the study considerations.

Unfortunately, due to limited time and the limited number of pages, there were trade-offs that made it difficult to include a holistic picture while providing a detailed analysis and recommendations. Furthermore, the current COVID-19 pandemic forced the group to meet with each other, such as with TF's members, exclusively online.

In a future opportunity, more qualitative interviews should be conducted to understand consumers and gather even more insights to fully understand their willingness to pay for the services provided (*XLead* and *T-Academy*) and to define tailored KPIs for generated impact. Moreover, TF should be accompanied over time by a testing phase of the various implemented initiatives. The evaluation is based on an agile testing and deployment phase, allowing efficient adjustments. This is particularly important as there is no universal recommendation in the literature on how to communicate a hybrid identity to consumers, being dependent on organizations' individuality. Therefore, an agile implementation process must be followed and monitored frequently to observe the desired outcome.

Abstract

This work project consisted of developing a Marketing Plan for Movimento Transformers, a social organization with the mission of increasing civic participation in society. Therefore, a strategic analysis of the market was performed. Results displayed a misalignment between Brand Identity and Brand Image. Consequently, a Conscious Marketing Plan was implemented to correct the gap found and improve the overall marketing performance. This part was focused on Promotion of one of Movimento Transformers' service *T-Academy*. With the main goal of creating awareness, not only on this service but also in the area that it operates, a Communication Plan was elaborated.

Keywords

Conscious Marketing Plan, Movimento Transformers, Organizational Brand Identity, Brand Image, Hybrid Organization, Civic Participation, Volunteering, Social Awareness, Youth Associative Movement, Promotion

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1. Introduction to *T-Academy* service

Launched in the beginning of the pandemic, *T-Academy* service was born with the intention of furthering (from volunteering) Movimento Transformers' (TF) mission - to improve civic participation - through education. In the area of raising-awareness, *T-Academy* consists in an online platform of civic and social participation with the intention of democratizing knowledge. It offers courses and workshops about civic participation, social responsibility, active citizenship, and democratic participation (Movimento Transformers 2021).

Being specially created for the ones who don't intend to be volunteers, but still want to actively participate in their communities, TF believes that its mission can also be achieved by teaching people how to do participate actively in society.

T-Academy has four goals in mind: firstly, and the most obvious one, to stimulate the social and civic participation within their communities in which it operates. Secondly, to do display formative content available to all. The third goal is to share knowledge; and finally, to raise awareness on environmental, social, and economic problems of communities (Movimento Transformers 2021). In practice, by a symbolic minimum donative of 5€ / year, consumers have access to several offerings, that can be found in Appendix 1 – List of *T-Academy*'s Offerings.

1.1.Primary Data Analysis – Online Survey main insights

As stated before, an online questionnaire survey was developed and answers were collected, to gather information about the perceived image that the public had about TF. The main insights can be founded on Appendix 9 – Questionnaire Survey Answers of the group report, and regarding *T-Academy*, they were the following:

Firstly, *T-Academy* is not so recognized or used as *Escola de Superpoderes* is (only 46% of the respondents knew that *T-Academy* existed, against 79% in case of *Escola de Superpoderes*; and only 2.2% of the respondents had purchased it – meaning, 1.1% of the ones who knew it).

Secondly, the raising-awareness area or even the civic participation theme is not so well perceived by the public as the volunteering is. When looking to TF's operation, respondents

were asked to characterize TF within an area of actuation, and the majority pointed out to the volunteering area, instead of the raising-awareness or the YAM area. Moreover, when asked to describe TF to a friend, the most common words were related with volunteering and transformation – much less attention was given to raising-awareness, YAM, or social participation themes.

1.2.RQ and link with Organizational Challenge

RQ: *What communication initiatives and tactics for the T-Academy should be implemented for consumers for the organizational identity to be built in their minds?*

It is concluded that there is a misperception by the public, not only on the services that the organization provides, but also on its actual area of actuation. Besides the fact that a small sample was approached, it is reasonable to conclude in the end, that people are more likely to associate TF with a volunteering organization, than to an organization that appeals for raising-awareness or increasing civic participation. It is, of course through the volunteering that it can be achieved, but also through *T-Academy*, by instructing people to learn how to increase civic participation in their communities (and of course through their third service, *Xlead*). As mentioned before, problems can be arising from issues regarding communication and positioning, which are investing more in divulging *Escola de Superpoderes* and volunteering area. The fact that this area is not being well perceived by the consumers, contributes to the gap between the brand identity and the brand image of TF.

With this stated, it is important and crucial for TF to have a defined promotion plan for *T-Academy*, to create awareness, not only on this service but in the themes that it represents, and the way it represents and emphasizes its brand identity.

2. Literature Review

2.1. Promotion in Conscious Marketing Plan (Tate, Conscious Marketing 2015)

According to Tate (2015), the Promotion is the final element in the equation of a Conscious Marketing Plan. The author takes some main fundamental shifts in consideration about it, such as the following: The first lesson is that promoting a conscious company may be a long process. This means that in conscious companies, the promotional activities must take shape to understand the public response to them, and further respond them correctly. In the case of conscious companies, “*the best things take the longest time*” (Tate, Conscious Marketing 2015). This can be applied in *T-Academy*, since it is something that the consumer invests in. It is not a product that is bought and used one time. People become a subscriber of a package of offerings that can be used to instruct themselves – it is an investment, and regardless the low minimum value, it is not something that is acquired without firstly understand, at least, what it is.

Another take-away that can be retrieved from the author’s research and applied in *T-Academy* is the “*Do it less. Do it well. Do it again*” (Tate, Conscious Marketing 2015). In this section, the author emphasizes that it is better to choose three or four medias, and deeply approach them, than to try to approach them all (Tate, Conscious Marketing 2015). In the case of *T-Academy*, four medias are going to be selected and deeply explored to demonstrate that are the best ones to reach the desired target.

Finally, the author also believes that it is important to produce content that matters. The quality of the message is more important than the media where it is shared. The *T-Academy*’s medias content is going to be focused on the message and the actual content that the service provides, for the consumers to be attracted to it.

2.2. Communication Plan (Rossiter, Percy and Bergkvist 1997)

Marketing communications is much more than advertising. In marketing communications, all possible “contact points” with future or already consumers must be used as an opportunity to communicate about the brand (Rossiter, Percy and Bergkvist 1997). In this book, the authors

define several steps to achieve a complete Communication Plan, and some of them are going to be approached in this report.

The Communication Plan starts with Marketing Objectives, where the general goals for the specific service are aimed to be stated and justified (Rossiter, Percy and Bergkvist 1997).

The second step passes through the definition of the Target Audience, where, according to the authors, a brand loyalty approach should be followed to define the potential target audience groups (Rossiter, Percy and Bergkvist 1997). The authors consider five different groups: Brand Loyals, Favorable Brand Switchers, Other-Brand Switchers, Other-Brand Loyals and New-Category Users. Following, the Action Objectives are defined, which, according to the authors, must be specified to the group(s) selected. They can be categorized as pre purchase, purchase, and post-purchase behaviors.

Communication Objectives come after. According to the authors, these are the brand (in this case, the service) related communication effects that must be created and reinforced in consumers' minds to produce the action objectives and can be divided into five main effects – Category Need, Brand Awareness, Brand Attitude, Brand Purchase Intention and Brand Purchase Facilitation.

The following step is an Integrated Marketing Communications (IMC) Strategy, where the medias used are aimed to be chosen, as well as the execution of each and how will they serve the target audience (Rossiter, Percy and Bergkvist 1997). In this section, costs with each media are also going to be estimated. Finally, a Campaign Tracking must be provided, to analyze the way each media's success will be measured.

3. Recommendations: Communication Plan for T-Academy

In this section, a Communication Plan for *T-Academy* will be presented, following the steps explained before.

3.1. Marketing Objectives

Overall, TF's marketing objectives with *T-Academy* are to increase the awareness on this project, and further attract consumers to acquire it, to help TF reaching its overall goal of increasing social and civic participation. It is not only about bringing people to the community, but teaching people on the issues mentioned before, especially to inform them on themes, such as environmental or social problems of their communities. By doing so, it is important for the company that, when attracting new people for the service, to focus on instructing them on how to democratize the knowledge – also to keep them as subscribers.

3.2. Target Audience

Regarding *T-Academy* service, and following the targeting method mentioned before, two groups are going to be considered: The Brand Loyals and The New Category Users.

The Brand Loyals have already the maximum awareness of the service (Rossiter, Percy and Bergkvist 1997). Therefore, they don't represent a good potential of increasing awareness on the service, since they already subscribe the platform. Apart from presenting incentives for them to keep subscribing the platform through the years, by adding new and quality content frequently, there are few initiatives to take with this group.

The New Category Users (NCU's), include consumers that are not aware of the service (Rossiter, Percy and Bergkvist 1997). It is important to raise awareness to this group, since it is here that is possible to attract consumers to the service. TF divides the group of people that intends to reach in six groups, that can be further divided into two main groups (Movimento Transformers 2021): The first group is composed by adults that want to teach younger generations, and for that need basis to support their thoughts. This includes professors that want to work on the civic participation of their students, organizations that work with young people and don't know how to involve their community in a common direction, and don't know how to motivate them in the activities they develop, or parents that want to increase the social

participation of their children. The second group is composed by young people, that simply want to get more involved in their communities, without necessarily doing volunteering.

3.3.Action Objectives

Being a new service on the market, *T-Academy* will have to concentrate on generating brand awareness. People that intend to increase civic participation must see *T-Academy* as a way to achieve it. The three main behaviors it should implement are the following:

Pre-purchase behaviors: Brand awareness – increase visits on social media and on the website section of *T-Academy*.

Purchase behaviors: trial and repeat purchase – meaning that as stated before, when acquiring new subscribers on *T-Academy* (or with the loyalty ones), it is important to keep them engaged to the project, to offer them incentives to continuing subscribing it.

Post-purchase behaviors: Consumers' recommendations - encouraging brand buyers to promote the service through “word-of-mouth”, mainly through social media's comments sections.

3.4. Communication Objectives

As mentioned before, there are five communication effects to be approached.

Firstly, the Category Need, that is the buyer's acceptance that the category – in this case, raising-awareness and increase civic participation – is necessary (Rossiter, Percy and Bergkvist 1997). *T-Academy* is placed in the civic participation area. Specially for the ones who don't intend to do volunteering, it is important to remind them that there is an incomplete satisfaction in the civic participation area.

Secondly, the Brand Awareness, that is the buyer's ability to identify the service, within the category, in a sufficient way to do the purchase (Rossiter, Percy and Bergkvist 1997). As it is a new service, *T-Academy* needs more time to gather considerable brand recall and recognition. By doing so, it can use TF's help to boost its awareness on the mind of the costumers, since it

is already well established on the market. In this case, TF has the responsibility of communicating more frequently about *T-Academy* offering.

Thirdly, the Brand Attitude, that it is the buyer's evaluation of the brand with respect to meet the purchase (Rossiter, Percy and Bergkvist 1997). One more time, *T-Academy* can use TF's reputation, to generate positive brand attitude for itself.

Additionally, the Brand Purchase Intention, that it is the buyer's self-instruction to purchase the service. As it is not a huge investment, this implies a low involvement decision – the brand purchase intention will automatically follow the brand attitude.

Finally, the Brand Purchase Facilitation, which is the buyer's assurance that other marketing factors (such as availability) won't inhibit the purchase of the brand (in this case, the service) (Rossiter, Percy and Bergkvist 1997). This aspect does not seem to apply in the case of *T-Academy*, since it is a platform, being always available and easily accessible.

3.5. IMC Strategy

This section selects and explains medias, together with recommendations of what approach should be taken in each, and the way they will reach the public. It will be also stated with what frequency each one should be used, and finally each media's costs are going to be estimated.

3.5.1. Media Selection

The selected media will contribute to reach the goal of increasing brand awareness (Rossiter, Percy and Bergkvist 1997). This selection is mainly focused on social media since they can contribute to brand awareness as they facilitate the interaction between organization and company (Bílgín 2018).

TikTok

With one of the youngest target audiences within social medias (more than a half of the users are in the 10 to 29 range age (Wallaroom Media 2021)), TikTok is today the perfect social media to enter with a business directed to younger people. Not only because of the age range,

but also because of their engagement rate, that seems to be higher than any other platform (Influencer Marketing Hub 2021).

With an account created less than one month ago (first post in November 2021), TF's TikTok account can count with 3 posts and 15 followers by the date (December 2021) – showing a lot of space to increase and to create a community (Appendix 2 – TF's TikTok account analysis).

With TikTok frequently posts, in this case specially about *T-Academy*, it will generate awareness to the brand, as well as conversations about it on the comments section. Also, given that TF already contains 4826 followers on Instagram (in December 2021), it can be good for *T-Academy*, if TF share TikTok's posts on Instagram, for the platform to start growing. Existing followers of TF should be encouraged to follow the Tiktok page, not only to increase their reach, but also to stay aware of *T-Academy*'s content.

In terms of content, TF must provide two kinds of content regarding *T-Academy*: Firstly, short clips about themes approached in *T-Academy*'s workshops and courses, mainly about environmental, social, and economic problems, should be created – this can keep the attention of the ones who are watching, and the objective is to create in them interest enough on the themes to learn and discover more about it. Secondly, short clips about the updates on content on *T-Academy* should be created – the idea is to create a small trailer about the contents that are added in each week (if they do so) on the platform. Again, the intention is to create on the watchers the desire to acquire the platform - showing them what is there in terms of content can be a successful way to achieve this goal.

Regarding frequency, to be successful on Tiktok, a minimum of one post per day is required (Digital Marketeer 2021). Considering the initial stage that *T-Academy* is in, and that TF will post content about their other services, the ideal number of posts per week on TikTok about *T-Academy* should be around three. Finally, regarding targeting, inside of the New Category users' group, TikTok's platform should be used to catch the attention of the younger ones.

Targeted email marketing

Email marketing is a tool to get customers to recall the brand. It can be used to contact new or current consumers in a personal and informal way and to provide information on any topics of interest (newsletter). Email marketing can be defined as one of the most effective marketing tools regarding its high response rate (Niall 2000).

TF's website already gives the opportunity of subscribing a newsletter – the intention would be, then this to be more focused on *T-Academy* – by providing for example, monthly updates on *T-Academy*'s content – this will cause in the reader not only the desire to acquire it to watch their contents, but also to keep it remembered that *T-Academy* exists.

Regarding frequency, as the main goal is to provide updates on the content, send one email in each two weeks would be the best option. Regarding target, this media is more turned to the elder group, who, as mentioned before, intend to learn how to teach their children, students, and so on, on these important themes.

Video

Videos are an effective way to transmit ideas and reach the intended target. The use of videos as a way to communicate in social medias has been increasing due to the number of views (reach) it is able to generate (Wyzowl 2020)). TF should work with videos about *T-Academy* and share them on social media (Instagram, Facebook, and LinkedIn), in two different ways: Firstly, by disposing small videos of workshops and content of *T-Academy*, and cutting them in an enthusiastic part: this can create the desire on the consumer to acquire the service, since the rest of the video is only available for the ones who are subscribing it. Again, this is used in order to create curiosity on the people who are watching it, as well as to acquire the platform. Secondly, by recording testimonials of satisfied customers that acquired *T-Academy*, TF can ask its *T-Academy* subscribers to record testimonials, in an informal of what they have learn so far by acquiring the service. This will incentivize people to acquire it.

Being the videos posted on TF's social media, it is normal to assume that most people who are going to watch it are followers of Instagram, Facebook and LinkedIn. By doing so, they are expected to be familiar with TF operations, and interested in the contents they post. By posting engaging videos about the content and showing satisfied consumers, they can create, in the watchers' minds (that, again, are expected to be aware and somehow interested on the organization) the desire of subscribing the service.

Podcast

Podcasting continues its accelerated growth, with an audience that is more diverse than ever (Edison Research 2021). *T-Academy* could publish an every other week podcast episode to their portfolio and display teasing's to the main public. The idea passes through having two parts that divide the podcast. The first part is available to the main public and is constituted by 10 minutes. Here, the podcast host will talk about a topic that is inside of *T-Academy*'s content, as social, economic, or environmental problems. The second part is constituted by 30 minutes, and it is only available for *T-Academy* subscribers. In this part, the theme that is approached in the first part, will be deeply developed – mainly, by counting with the participation of orators specialized in a theme.

One more time, the ones who are going to listen to the podcast are aimed to stay engaged and curious to listen on the rest of it. If they start to listen to it, it is because they are interested on the theme – and by doing so, it is perceived that they intend to learn more about it, by listening to it until the end.

According to Forbes (2021), podcast listeners tend to be younger – the ones who are more comfortable with technologies (Who Listen to Podcasts (And How Can You Reach Them?) 2021). By doing so, this media is aimed to reach the younger target audience inside of the new category users.

3.5.2. Selected Media Costs

Each media is going to have a different estimated cost, which will be classified in a scale from low to high. Besides being an estimation based on online sources, it gives already an idea of how much will this plan cost to TF. However, it is important to keep in mind that most of these costs are already being paid by TF. For example, TF already has a social media manager, who is not going to be paid more to carry out the new strategy on TikTok – it is a matter of changing the social media strategy and approach, as well as to define new priorities on posting, without adding extra work. More details about the costs can be founded in Appendix 3 – Selected Media Costs.

4. Campaign Measurement

To evaluate the effectiveness of the plan, metrics for each media have been defined: TikTok's performance is going to be measured by a constant evaluation of metrics, such as, the number of new followers, average reach, number of likes and number of visitors of the *T-Academy's* website section through the link of TF's TikTok biography. Regarding social media videos, these are going to be measured through the observation of new followers, average reach, likes and views, number of visitors of the *T-Academy's* website visitors through the social media's bibliographies. Looking to email marketing, measures are going to pass through their opening rate, bounces and unsubscribes. Finally, the podcast's success is going to be measured by the number of podcast listeners on the first part of the episodes.

To evaluate the impact of the campaign, click rates and *T-Academy's* section of the website visits will be compared each month with the last one.

5. Summary of Recommendations and time frame of the plan

As mentioned before by Tate 2015, in the promotion of a conscious marketing plan it is important to constantly analyze the publics' reaction and try to respond to them adequately. By doing so, it is crucial to keep in mind that this initial plan has one year of planning, but is aimed

to be constantly evaluated, for the company to better understand whether if the approach is working. With TikTok, email marketing and videos starting in the beginning of the year, to keep a constant attention to *T-Academy* on social media, podcasts will start in the second quarter of the year – when people are supposed to be more aware of *T-Academy*'s service. In the Appendix 4 – Summary of Selected Media Recommendations, it can be found a summary of recommendations, with costs, time frame and frequency of each media selected.

6. Conclusion

After analyzing the current situation of *T-Academy*'s performance, it was concluded that this service is barely recognized by the consumers or even acquired. Therefore, the purpose of this project was to investigate what communication initiatives and tactics should be implemented for *T-Academy* in order to increase awareness among the consumers.

After revising the literature, the focus was on applying a Communication Plan ((Rossiter, Percy and Bergkvist 1997) to *T-Academy*. The future steps should be to use the selected media to raise awareness on this new service in order to further attract new consumers. To achieve this goal, the Section 3 of this work, proposes specific initiatives and strategies that should be implemented within each media.

In the end, *T-Academy* achievement of space in the market will indirectly help TF to solve its organizational challenge. By increasing the purchase of service as well as raising public recognition about the main areas of actuation, the gap between brand identity and brand image is expected to decrease.

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Appendix

Appendix 1 – List of T-Academy Offerings

By a minimum 5€ value to acquire it, *T-Academy* has several offerings, such as a free access to lives and workshops every month (focused on Youth Associative Movement (YAM), volunteering, activism, and citizenship), monthly updated content in the Notion online platform, direct entrance in *T-Academy*'s community (in Slack's platform), interaction moments with formators and orators, access to practical sources, as well as frameworks and opportunities shared inside the network, and finally, access to courses, work and conviviality opportunities shares inside the network.

Appendix 2 – TF's Tiktok account analysis

Table 1 – TF's Tiktok account analysis

First Post Date	11/11/21
Number of followers	15
Number of posts	3
Average of likes per post	10
Average of views per post	220

Source: Tiktok

Appendix 3 – Selected Media Costs

Tiktok

Here, the objective is not to give extra work, but to prioritize it. Also, regarding equipment, there is no need to make an investment, since TF already seems to present a good quality on their posts. Additionally, as stated before, the focus is not on the quality, but on the content provided. By doing so, only the monthly salary of the social media manager internship can be considered (According to Instituto de Emprego e Formação Profissional (IEFP) (2021), this value rounds 900€ per month (IEFP 2021), even though this is a cost that is already being

charged by TF. The costs of investing on TikTok are going to be considered as low or none, since there is already a person to take care of social media (one of the interviewees).

Targeted Email Marketing

Again, these costs can be considered as low, since the organization is already counting with them – they are just changing their approach on the newsletters. WebFx (2021) stated that the plan that allows to send two emails per month has a cost of 531€ per month (Web Fx 2021).

Video

Considering that videos are going to be posted on a regular basis and to ensure not only the quality of them (in this case it is important since making trailers requires edition skills) but also the time consuming that this can be (filming, editing, scheduling with persons that can give testimonials about *T-Academy*), hiring a video expert can be the best option. As it is something that is going to be paid for the first time, this cost can be considered medium to high (around 600€ per month (Indeed 2021)).

Podcast

There are microphones starting in a price of 50€ (Fnac 2021), and disposing a podcast in Spotify does not have a fee (Spotify 2021). Considering that it would be someone that already works in the organization to be the podcast host and to edit it, the cost of it is already included in the organization’s operations. Regarding the orators to be invited to talk in the project, the idea is to try to have it for a symbolic cost, since they are intended to work in a volunteering basis. By doing so, these costs can also be considered low.

Appendix 4 – Summary of Selected Media Recommendations

Table 2 – Summary of Selected Media Recommendations

Selected Media	Cost	Time Frame	Frequency
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Tiktok	Low	From January to December	3 posts per week (Sunday, Monday and Thursday)
Targeted Email Marketing	Low	From January to December	1 email in each two weeks (Monday)
Videos on social media	Medium to high	From January to December	1 video per week (Sunday)
Podcast	Low	From April to December	1 episode in each two weeks (Wednesday)

Source: Own Elaboration

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9. Appendix – Group part

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Appendix 1 – Awards won

- Do Something ambassador’s award (2011)
- Honor Mention by Porto Social Innovation Center (2012)
- Finalist of the Social Innovation Tournament by European Investments Bank (2012)
- Finalist of the Youth Volunteering award of Montepio Foundation (2013)
- Public Contract with Porto’s metropolitan area (2017)
- Finalists of the Green Project Awards (2017)
- Academias do Conhecimento award by Gulbenkian Foundation (2018)
- Prémio de Boas Práticas do Associativismo Juvenil
- Finalists INSEAD Entrepreneurship Awards (2019)

- REN Agir award (2019)
- Academia de Referência do Conhecimento by Callouste Gulbenkian Foundation (2020)
- 100 youngers more influential of Portugal award (2020) by Projeto 100 Oportunidades (2021)
- Mais Ajuda award by Lidl (2021)
- Top 100 women in social enterprise (2021)

Appendix 2 - Kapferer's Brand Identity Prism Theoretical explanation

As explained in the main text, the prism can be interpreted in two ways – through the picture of the sender and receiver (and the facets that bridge them) or vertically, looking to the facets of the left – physique, relationship, and reflection – which are the outward expression of the brand and to the facets to the right – personality, culture, and self-image – those incorporated internally in the brand (Kapferer 2012).

Starting with the external facets, the **Physical** is about the most salient brand features, that is, visual cues that help costumers identify the brand (e.g., logo, colors, website, slogan). Plus, we can include here tangible or intangible specificities. Indeed, the physique is referring not only to the brand aspect but also to how the brand is recognized. It can be understood as the foundation of the brand, given it evokes the brand's visual image in the mind of the audience, which it will recall when speaking or thinking about the brand. Some relevant questions to ask when describing the brand physique are “What is it concretely? What does it do? What does it look like? “. The physical dimension of the brand might also comprise the brand's flagship product that is representative of the brand's qualities. (Kapferer 2012).

The **Relationship** component includes the counterpart offered by the brand to the consumers, from tangible/functional benefits to intangible/emotional ones. “A brand is a relationship”, according to Kapferer (2012). This affirmation is particularly true in the case of services, given that a service is, by definition, a relationship as well. This component defines the conduct that

most identifies the brand, implying the way the brand acts, delivers services, and relates to its customers. This facet regards the nature of the relationship between the brand and its consumers, including both abstract and tangible aspects of the relationship. In order to identify the way that the brand connects with the consumers, one can ask the following question “What does the consumer expect to get from the brand outside of the products and services it offers?”. By its side, the **Customer Reflection** is the brand’s desired target – reflecting the customer is describing how the brand’s customers should wish to be seen as a result of using a brand. It is different from the actual target audience. Customer reflection is how the consumer wishes to be portrayed as a result of buying a product or a service and it is a set of stereotypical beliefs or attributes of a brand’s target audience, which are often highlighted in communication.

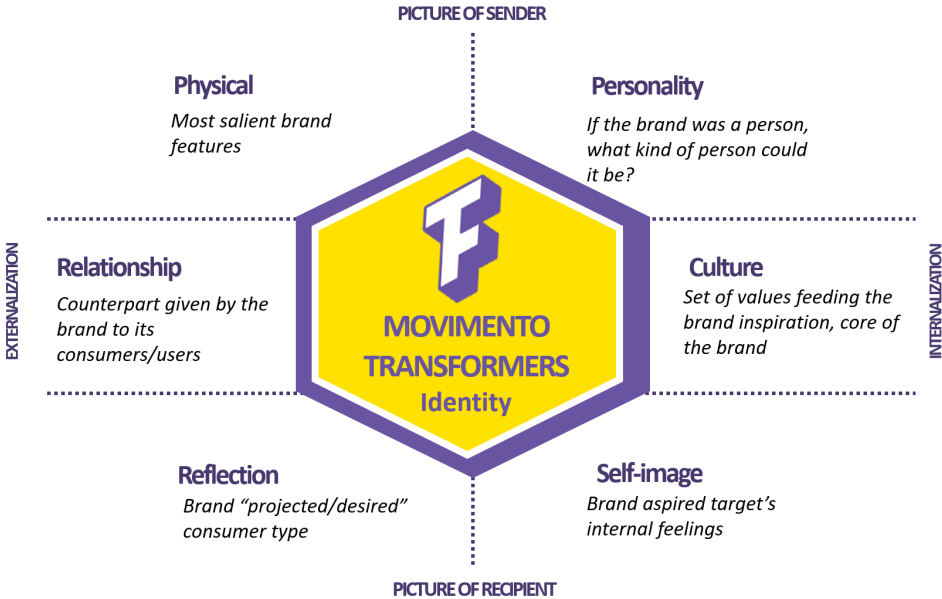
Regarding the internalization dimensions, the Personality corresponds to the brand’s emotional characteristics, namely, what kind of person would the brand be. Thus, brand personality is described and measured by those human personality traits that can be understood by the brand communication and brand visuals, namely, the specific style of writing, tone, attitude, or colors that resonate throughout every marketing campaign. To define the brand personality, brand managers should imagine their brand as a person and consider how this individual would speak or act and what kind of attitudes or styles, he/she would embrace.

Culture is the set of values that guide the brand, its vision of the world – brands are not only product benefits, but they also have an associated ideology as well that attracts people to gather around it, creating a community.

Finally, the Self-Image consists of what the aspirational target should feel when using the brand. It refers to how the target audience perceived themselves when acquiring the brand—by associating themselves with certain brands, consumers see themselves differently. They want to feel as if their identity resonates with the values, culture, interests, or identity of the brand. Finally, a brand speaks to our self-image.

In accordance with Kapferer, if customer reflection is the target’s external mirror (they are ...), self-image is the target’s own inner mirror (I feel, I am ...). Consequently, through a certain attitude towards specific brands, consumers develop a certain type of internal relationship with themselves (Kapferer 2012)

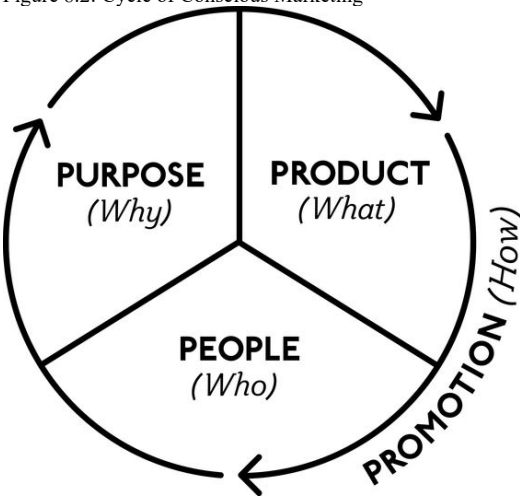
Figure 8.1: Kapferer’s Prism model



Source: Group developed content based on Kapferer 2012

Appendix 3 – Tate’s Conscious Marketing Elements

Figure 8.2: Cycle of Conscious Marketing



Source: (Tate 2015)

Table 8.1: Tate's Conscious Marketing Plan

PERSONAL (YOU)	PURPOSE (WHY)	PRODUCT (WHAT)	PEOPLE (WHO)	PROMOTION (HOW)
Ongoing	Stage 1	Stage 2	Stage 3	Stage 4
What personal work do you need to do to make the business dream a reality? Who do you need to be, to change what you do and have what you want?	Why does your business exist? How do you make a difference? What is your purpose and vision? What do you stand for? What are the business objectives?	What products or services are you delivering to the world that fulfils this purpose? How do you make them so compelling that people simply want to buy and spread the word?	Who needs to be engaged and nurtured in the process of delivering your product to the world? How do you do it? What are the terms of engagement?	What marketing and promotions do you need to do to help spread the word and get people buying and talking about your product?
1 Changing habits 2 Making time 3 Personal beliefs 4 Dedicated learning 5 Reframing success 6 Spiritual wellbeing 7 Emotional wellbeing 8 Mental wellbeing 9 Financial wellbeing 10 Manifesto 11 Vision board 12 Journaling, meditation, nature, exercise, prayer	13 Purpose (what you love, what you are good at, what the world needs, what you can be paid for) 14 Vision (how the world will look) 15 Values (what you stand for) 16 Start a movement 17 Business objectives 18 Financial objectives 19 Planning and action 20 Your business model	21 Products/services you offer 22 Ideal clients 23 Problems solved 24 Customer outcomes 25 Pricing on value 26 Doing your research 27 Testing and refinement 28 Product expansion 29 Customer experience 30 Processes and systems 31 Resourcing—people, time, money 32 Planet and environment	33 Community 34 You 35 Family and friends 36 Employees 37 Volunteers 38 Shareholders 39 Investors 40 Suppliers 41 Alliances 42 Customers (buyers) 43 Customers (users) 44 Competitors 45 Industry	46 Branding 47 Positioning 48 Cause leadership 49 Stories and messages 50 Content marketing 51 Marketing materials 52 Digital assets 53 Promotional tactics (offline and online) 54 Social media 55 Networks/contacts 56 Existing customers 57 Sales and business development 58 Database capture

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CONSCIOUS MARKETING

Source: (Tate 2015)

Appendix 4 – Online Questionnaire Survey

Section 1: Introductory questions about the organization

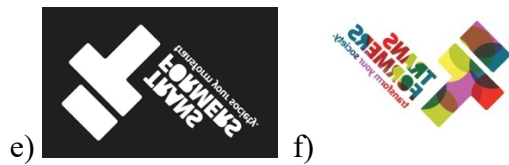
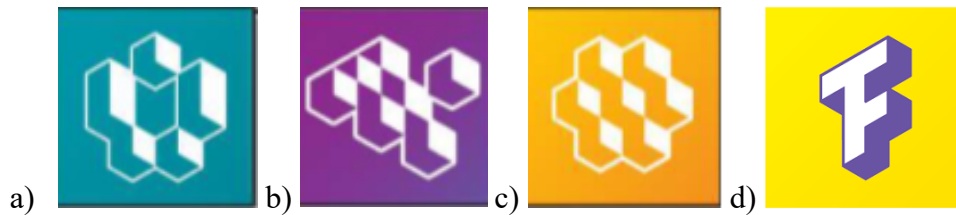
1. Do you know the organization Movimento Transformers (TF)?
 - a) Yes
 - b) No
2. To which degree are you familiar with the services and operation of TF?
 - a) I only know the name
 - b) I know the concept and the way they operate and work
 - c) I have already been a TF volunteer
 - d) I am currently a TF volunteer
 - e) I have already benefited from TF's services
 - f) I am currently benefiting from TF services

Section 2: Brand Identity Prism questions

Brand physique:

3. Do you know TF's logo?
 - a) Yes
 - b) No

4. Which of the following logos do you associate with TF?



→ show actual logo

5. Regarding the following statements about TF's logo, to which extent do you agree or disagree with them on the following scale.

Scale: level of agreement

- 1 - I totally disagree
- 2 - I somehow disagree
- 3 - Neutral
- 4 - I somehow agree
- 5 - I totally agree
- 5.1 The logo symbolizes gratitude
- 5.2 The logo symbolizes informality
- 5.3 The logo symbolizes freshness
- 5.4 The logo symbolizes integrity
- 5.5 The logo symbolizes joy
- 5.6 The logo 100% reflects the image I have of TF
- 5.7 The logo motivates me to participate in TF's projects

6. What do you think of TF's logo?

- a) It is perfect as it is
- b) I like it moderately

- c) Neutral
- d) I don't like it particularly
- e) It should be changed

7. Do you know TF's slogan?

- a) Yes
- b) I have seen it but do not remember it
- c) No

→ TF's slogan is "Transform your Society"

8. Regarding the following statements about TF's slogan, to which extent do you agree or disagree with them on the following scale.

Scale: level of agreement

6 - I totally disagree

7 - I somehow disagree

8 - Neutral

9 - I somehow agree

10 - I totally agree

8.1 The slogan communicates gratitude

8.2 The slogan communicates informality

8.3 The slogan communicates freshness

8.4 The slogan communicates joy

8.5 The slogan 100% reflects the image I have of TF

8.6 The slogan presents a good first impression of TF

8.7 The slogan motivates me to participate in TF's projects

9. What do you think of TF's slogan?

- f) It is perfect as it is
- g) I like it moderately
- h) Neutral
- i) I don't like it particularly
- j) It should be changed

Personality

10. The following questions refer to TF's personality. Considering what you know about TF, what characteristics do you associate it with?

Scale 1-5 relating to opposite characteristics:

For example:

- 1- formal
- 2- relatively formal
- 3- neutral
- 4- relatively informal
- 5-informal

- a) formal – informal
- b) amateur – professional
- c) old fashioned – innovative
- d) inaccessible – Accessible
- e) inconsistent - Consistent

11. How would you describe TF to a friend? (Open answer)

Culture

12. Among the following values, which for you best reflects TF?

- a) Gratitude
- b) Informality
- c) Freshness
- d) Joy
- e) Integrity
- f) Other: _____

13. What do you consider to be TF's main message?

- a) Help those in need
- b) Transform and raise awareness in societies
- c) Promote equality and acceptance
- d) Other: _____

14. What do you consider to be TF's main area of operation?

- a) Social Awareness
- b) Youth Associative Movement
- c) Volunteering

d) Other: _____

Self-image and relationship

15. Which of the following emotions do you feel with more frequency towards TF?

- a) Loyalty
- b) Pride
- c) Proximity
- d) Trust
- e) Empathy
- f) Other: _____

16. Which is for you the greatest benefit associated with TF's services?

- a) Feeling that I impact your society
- b) Connecting with other people
- c) TF's values are aligned with mine
- d) Contributing to a social mission by paying for the services
- e) Customer-focus
- f) Quality experiences
- g) Other: _____

Customer reflection

17. To what kind of people do you think TF is intended for?

- a) People willing to change the world
- b) Entrepreneurs who need help to improve their projects
- c) People who want to be more involved in their community
- d) People who need help to develop their skills
- e) Curious people eager to learn
- f) Other: _____

18. Scale: level of agreement

- 1 - I totally disagree
- 2 - I somehow disagree
- 3 - Neutral
- 4 - I somehow agree

5 - I totally agree

18.1 TF is for young people

18.2 TF is for older people

18.3 TF is for people who enjoy volunteering

18.4 TF is for people who belong to an association

18.5 TF is for people who want to learn a superpower

18.6 TF is for people who want to be civically involved

18.7 TF is for people who care about social issues

18.8 TF is for everyone

Section 3: Questions about the distinct services

19. Within TF's services, which one(s) do you know?

a) *Escola de Superpoderes*

b) *T-Academy*

c) *XLead*

d) None

20. Within the services, have you experienced any? If yes, which one?

a) *Escola de Superpoderes*

b) *XLead*

c) *T-Academy*

d) I have experienced more than 1

e) I am/was a volunteer

f) Never experienced

21. What motivates you the most to use TF's services?

a) Curiosity in learning and gaining experience

b) Willingness to help people

c) Need to socialize

d) It is prestigious

e) Concern about society's future

f) Networking promoted

g) Low or inexistent costs

h) Other: _____

22. Do you think that the three services (*Escola de Superpoderes*, *T-Academy*, and *XLead*) meet the organization's purpose?
- a) Yes, all of them
 - b) No, just *Escola de Superpoderes*
 - c) No, just *T-Academy*
 - d) No, just *XLead*
 - e) No, none of them
 - f) I don't know

Section 4: Respondents' characteristics

- 1. Age group
 - a) -18
 - b) 18-29
 - c) 30-41
 - d) 42-53
 - e) 54-65
 - f) +65
- 2. Gender
 - a) Female
 - b) Male
 - c) Prefer not to say
- 3. Occupation
 - a) Student
 - b) Worker
 - c) Working-student
 - d) Unemployed
 - e) Retired
- 4. Education
 - a) Primary school
 - b) < 12°
 - c) 12°
 - d) Bachelor

- e) Master
- f) PhD
- g) Postdoc

5. District of residence: _____

6. Regarding your personality, do you consider yourself...

Scale 1-5 relating to opposite characteristics:

For example:

- 1- formal
- 2- relatively formal
- 3- neutral
- 4- relatively informal
- 5-informal

- a) Mature – young
- b) Introverted – extroverted
- c) Fearful – brave
- d) Focused on the past – focused on the future
- e) Rational – sentimental
- f) Irresponsible – responsible

7. Interests

- a) Arts
- b) Music
- c) Cinema
- d) Travels
- e) Social causes
- f) Sports
- g) Cooking
- h) Other: _____

8. Hobby: _____

9. Personality you admire: _____

10. Which of the following social media do you use with more frequency?

- a) Instagram
- b) Facebook

- c) LinkedIn
- d) TikTok
- e) Snapchat
- f) Twitter
- g) Pinterest
- h) I don't use

11. How often do you do volunteer?

- a) More than once a week
- b) Once a week
- c) Once a month
- d) Once every 6 months
- e) Once a year
- f) Less than once a year

12. Have you already purchased products that aim to support a social cause, and did you feel fulfilled with this gesture?

- a) I never bought it because it doesn't make sense to me
- b) I never bought it, just because there was no occasion
- c) I already bought it and I felt fulfilled because I believe in the mission
- d) I've already bought it and I felt fulfilled because the product has value
- e) I already bought it, but I didn't feel fulfilled

Appendix 5 – Interview Guide

Broad Questions

1. Please tell me: How did you become part of the TF -Team?
2. What is your formal job description within TF and what are your main responsibilities?

Motives to work with TF

1. What was the main reason why you wanted to work at TF? What do you like most about it?

2. How long have you been working with TF?

Brand Identity

Physical Questions - (Show a logo of the company, colors, and website)

1. Do you remember the logo of the company? Could you describe it? (Before showing)
2. Could you explain why the logo changes? What is the message behind it? Why a cube?
3. Look at the logo, what do you think about it? what is the core message it is communicating to you? Do you like it?
4. What do you think about the colors? What is the core message they are communicating to you? Do you like it?
5. Do you remember the slogan of the company? (Before showing)
6. What do you think about the slogan? How would you say it is associated with TF' Mission?
7. What do you think about the website? (Show it) what about the Instagram page?
8. Look at the three of them - tell me what you like or dislike about them. What is the best word to describe these 3 brand elements as a whole?

Brand Values & Organizational Culture

1. If you were to say what are the core values of TF, what would you say?
2. Looking at what TF wants to become in the far future, which path and direction must be taken to achieve the vision?
3. What is the mission of TF?
4. TF's mission is to increase civic participation. Why do you think it is important?
5. What is the main impact you believe TF's activities have at two levels: on the individual and society?

Personality, Relationship & Customer Reflection

1. What is the first thing that comes to your mind (PAUSE) When I say (PAUSE)

"Movimento Transformers"?

"If TF was a person, what characteristics would he/she have? And why?"

Please describe the personality or qualities of the character

How does the person look like?

Which hobbies does this person have?

Which flaws does this person have?

How would you describe the tone (of language) used - for example: is it calm? quiet? joyful? casual?"

Relationship

1. When you think about the brand, how do you feel?
2. Please complete this sentence: When I am associated with TF or TF services, I feel...
(1 to 3 strong feelings spontaneously mentioned by respondent)

Customer Reflection

1. Describe the perfect Transformer (mentors/mentees/xleader/T-academy user)
2. If you were to use an existing relationship you have – as an example – to explain what type of relationship you have with TF, which would it be?

Brand Communication and change of Business Model

1. Do you remember when and where did you first hear about TF?
2. Do you have a current promotion and communication strategy for TF? Which channels are you using? Which content? Are there any specific plans for online/offline engagement?
3. What do you think about TF products? How do *XLead* and *T-Academy* contribute to TF's mission?
4. Do you think that the decision to offer paid services has significantly changed TF? Do you think this change (from ONG to hybrid) affected TF's mission? Or TF's ability to achieve its mission?

5. Do you think that having paid services impacted other audiences' (that not consumers) perception about TF?
6. What do you think it takes to spread the word more and get people engaged with TF?
What communication approach do you think it takes?
7. Which media channel (social media, online articles, ...) do you think is most important to spread TF's message?

Brand Positioning

Target

1. When consumers look at your services, what alternatives (competitors) do they typically consider?
2. Imagine a typical consumer of TF services. How would you describe this representative person in terms of Age? Life Cycle Stage? Lifestyle? Education? community involvement? Social Class?
3. Considering the typical consumer, what could be the best way to communicate with him or her? How do you engage with them?

Competitive set

1. Which types of partners does TF have?
2. Could you think of any direct competitors for *XLead* and *T-Academy*? What has TF in common with its competitors?

Points of difference

1. What are the 2 main benefits consumers look for in the TF service? (Ask per service)
2. What are the 2 main costs that consumers perceive when acquiring the TF service (ask per service)
3. What do you think is TF's best quality?

4. What do you think is TF's competitive advantage/ distinctive feature from competitors?
5. When consumers compare TF with alternatives, what is perceived to be better?
6. When consumers compare TF with alternatives, what is perceived to be worse?

Closing Questions

1. What has been your most memorable moment so far at TF?
2. What message would you like to share with the world?

Appendix 6 – Main Players characterization

9.1.1. Training volunteer organizations

Skoola (Skoola n.d.)

Skoola is an academy of urban contemporary music, founded in April 2021 within the Village Underground in Lisbon and co-financed by *Fundo Portugal Inovação Social*, where young people from 10 to 18 years and living in Lisbon can learn music unconventionally and discover their artistic talent or passion. Through music, it educates young people to create, communicate and celebrate life. “Musical village” is an initiative where experienced musicians share their talent and experiences with the young apprentices and there are two main projects – cycles and boot camps - and both aim to foster community involvement in arts and culture through creative and inclusive practices. The costs of the application are not disclosed on the website, but the academy guarantees scholarships to the participants that cannot pay for the activities.

Wave by Wave (Wave by Wave n.d.)

Wave by Wave is a social organization created in 2016 with the aim of bringing to Portugal a transformative way of using surfing in the service of social well-being and health in children and young people at risk of social exclusion. This innovative initiative called surf therapy already existed in other countries and has proven to have very positive results. It was developed

by mental health technicians together with surf instructors, combining the physical and psychological benefits of surfing with the therapeutical ones from contact with nature, to promote emotional stability, resilience, reduction of problems in young people.

Spot Games (Spot Games n.d.)

Spot Games is a social startup, founded in 2018, that developed a set of interactive semi-digital games that help teachers teach the subject through gaming experiences. Each game can be adapted to the needs of a school or a particular class so that teachers get more involved in the process of development of the game and students get more motivated. In Portugal, almost 100 schools are using it, and with the pandemic and consequent increase in demand for online teaching methods, the games became even more successful. The games demonstrate great results in the students in terms of citizenship, autonomy, and development. There are six different categories of games and all of them are free, being financed by big partners.

SPEAK (Speak Social n.d.)

SPEAK is a social organization, founded in 2014, that promotes the integration of migrants, refugees, and international students in their new cities through a linguistic and cultural exchange program and social events. It is a social franchising model and consists of two services – language groups and social events – respectively led by volunteer buddies and the local community. This initiative generates great social impact in the communities by breaking the language barrier, bringing people from different backgrounds together, and appreciating the cultural differences and diversity. It is a way to make friends and learn from each other, improving isolation and prejudice. Anyone can apply and the cost for a language group of 12 sessions is 29€, but if you are a buddy is free.

IES Social Business School (IES- Social Business School n.d.)

IES is a global impact and innovation business school, created in 2009, that joins people that want to solve big societal problems. It provides training and inspiration to leaders and

organizations that want to change their business model and generate impact, create value for society and go beyond profit. They learn how to solve neglected and important societal problems through scalable, innovative, and sustainable solutions. The faculty consists of three online programs taught by national and international experienced trainers and mentors and the costs vary from 2000€ to 119.20€, depending on the program and there are possible discounts. Large organizations also can order Customized Programs.

U.DREAM (U.DREAM s.d.)

U.DREAM is an educational program that develops social leadership skills in Higher Education students enabling them to Serve, Inspire and Dream. In practice, the solution presented by U.DREAM is a parallel program to undergraduate studies, lasting 3 semesters, each with different objectives, but all with a common point: local community service. To ensure that young people understand the world as it is, everyone is invited to experience 60 hours of social action, with different audiences, in collaboration with local organizations that already work on the most urgent issues, thus guaranteeing greater compassion for humanity and social problems. In the end, the program culminates in 90 hours of social leadership training.

GASNova (GASNova Grupo de Acção Social n.d.)

GASNova is a Portuguese ONGD with projects focused on civic education. Having “Sensitize, educate and mobilize young people as triggering agents for sustainable global development”, GASNova aims to make young people think about social problems and their causes, thus breaking up stereotypes and motivating them to change the world.

The organization focuses mainly on its volunteering program Caminhada, which consists of the development of different volunteering projects nationally and internationally throughout the year. Beforehand meetings to debate and reflect on topics like Human Rights, Social Exclusion, Sustainable Development, etc., as well as to develop skills important for the projects are held, in addition to fundraising events.

AHEAD (Ahead s.d.)

AHEAD Bairros is a volunteer project in Lisbon that seeks to contribute to young people and children's social inclusion through the promotion of school success. The project began in 2008 and it is currently taking place in three different locations: Bairro da Boavista, Bairro da Ameixoeira, Bairro Padre Cruz, and Marvila.

The program works in an individualized mentoring format (1 on 1) in which each volunteer is responsible for accompanying a child or a young person, with the aim of developing skills related to school autonomy.

Já T'Explico (Já T'Explico n.d.)

Já T'Explico is a non-profit organization in Porto, comprised of university students that help children and teenagers in primary school with learning and socioeconomic difficulties. Its mission is to support children and young people building their future, by promoting equality in the access to opportunities through education.

9.1.2. Volunteer organizations working with senior populations

Amigo Improvável (Amigos Improváveis s.d.)

This is an association founded in 2014 in Lisbon with the aim of recovering the good relationships in neighborhoods and bringing generations closer, believing in the power of real friendships, regardless of age, to avoid seniors feeling lonely or isolated. You volunteer to become a Friend and commit to at least a year of weekly visitations to a group of seniors. It is completely voluntary and is supported by external donations and partner companies and foundations.

55+ (55+ n.d.)

55+ is a social non-profit association that aims to provide an active and healthy life to everyone with more than 55 years in Portugal. It prevents the seniors' loneliness and inactivity while enabling them to do what they enjoy the most and contribute to a relevant cause in their

community. The services are delivered in the provider's respective neighborhood in diverse areas on daily tasks in which he/she is an expert such as cooking, sewing, music classes, pet sitting, among many others. The services have a fixed price per hour depending on the area, and the clients pay to the association, which, at the end of the month, pays the provider.

A Avó Veio Trabalhar (Grandma Came to Work) (A avó veio trabalhar s.d.)

A Avó Veio Trabalhar is an intergenerational creative hub, where social and emotional bonds are knitted in the local community. The organization uses age as a superpower, empowering the people it works with, recognizing their talents, and highlighting their uniqueness. *A Avó Veio Trabalhar* understands age as a power to be unleashed. Each elderly person has an individual talent, aspiration, and passion which they believe in and nurture, *A Avó Veio Trabalhar* partners with various art, music, and cultural organizations and takes part in festivals and other events. Some of these events do not consider elderly people either as participants or as spectators. Instead, it creates actions where they are the leading figures. The organization also promotes elderly involvement in communities through crafts workshops or cultural experiences.

9.1.3. Organizations that offer Youth Associative Training Programs

IPDJ – Instituto Português do Desporto e da Juventude (IPDJ n.d.)

The Portuguese Institute of Sport and Youth, I.P. (IPDJ) is a public entity with the mission of the execution of an integrated and decentralized policy for the areas of sport and youth, in close collaboration with public and private entities, namely with sports organizations, youth associations, students and local authorities.

IPDJ intervenes in the definition, execution, and evaluation of public policy on sport, promoting the generalization of sport, as well as supporting regular and high-performance sports, through the provision of technical, human, and financial resources. Likewise, IPDJ aims to boost

support for associations, volunteering and the promotion of citizenship, the occupation of leisure time, non-formal education, information, and geographic mobility of young people in Portugal and abroad. It is also proposed to revitalize youth tourism, in particular with regard to the Youth Hostels network and the Youth Card, in order to increase mobility, with gains in efficiency and economy. These goals are carried on through the offer of different training programs and awards/competitions for supporting YAM, as well as different volunteering programs.

Initiatives in the Youth Associative Area:

1. *Academia de Desenvolvimento Juvenil* (in English, Youth Development Academy) (IPDJ n.d.)

The Youth Development Academy (ADJ) is a joint initiative of the IPDJ, the National Youth Council (CNJ), the National Federation of Youth Associations (FNAJ), and the Erasmus+ National Agency with the aim of promoting non-formal education

To promote non-formal education, the partner entities implemented a single training space that aims to promote the creation of work and cooperation networks, and the exchange of knowledge and experiences, in favor of the work developed in the youth area. The initiative is held annually, and the first edition took place in 2015.

2. *Programa de Apoio às Associações de Caráter Juvenil* (PAACJ) (in English, Support Program for Youth Associations) (IPDJ n.d.)

The PAACJ aims to specifically support the development of activities of youth associations and their respective youth associations/federations,

The application can be made in more than one modality - associations that benefit from annual support can only apply for one-off support, in the same year, up to a limit of €1,500, and

associations or federations that only apply for one-off support can benefit from four applications per year, up to a limit of €1,500 per application.

Incentivo ao Desenvolvimento Associativo (IDA) (in English, Program of Incentive to Associate Development)

3. *Programa Incentivo ao Desenvolvimento Associativo* (in English, The Incentive to Associative Development) (IPDJ n.d.)

The program actively intervenes in the training of human resources in associative activity, as well as in improving the employability profile of young people looking for their first job and, simultaneously, in the transition from academic life to the market of work. The IDA aims at attributing financial support to encourage the management of the activity of youth associations and federations, included in the strategic plan of initiatives to promote youth employability, under the ATIVAR.PT measure and the Active Employment measure, as long as they are not co-funded by other agencies or programs.

4. *Formar+* (training) Program (IPDJ n.d.)

The *Formar+* program provides and promotes training support for young people, the associative movement, and youth professionals, through four support measures.

- Measure 1 "Youth Technicians and Professionals in the Youth Area" aims to train technicians professionally

- Measure 2 «Step by Step» aims to encourage participation in the associative activity and strengthen the skills of the newly formed associative movement, through the realization of awareness-raising and short-term training actions promoted by the IPDJ.

- Measure 3 "Training Support for Associations" aims to provide financial support for training plans developed by youth associations registered in the National Register of Youth Associations (RNAJ).

- Measure 4 «Young People in Training» aims to promote training in the context of non-formal education, providing young people with knowledge and skills, namely in the following areas:

- Youth volunteering;
- Citizenship and participation;
- Entrepreneurship;
- Occupation of free time;
- Health and healthy lifestyles;
- Vacation camps

5. “Good Practices/Youth Associations” awards (IPDJ n.d.)

IPDJ promotes the attribution of monetary prizes for good practices in the area of youth associations, with the aim of motivating and spreading the civic and citizenship activity of young people who develop projects in associations.

Federação Nacional Associações Juvenis (FNAJ) (FNAJ n.d.)

FNAJ is the National Network of Locally Based Youth Associations and District and Regional Federations (*Rede Nacional de Associações Juvenis de Base Local e de Federações Distritais e Regionais*), which assumes itself as a citizenship and volunteer school. FNAJ represents, promotes, and values young people and youth associations before public and political authorities, actively contributing to the construction of youth policies. In this way, FNAJ conceives youth policies as the central axis of government action, in partnership with Youth Associations, based on processes of co-creation, co-decision, and co-management between young people and political decision-makers.

The federation was founded on May 10, 1996, has an associative network of 100 affiliates with more than 500 000 young people involved. FNAJ promotes several projects and campaigns for

the affirmation and enhancement of Youth Associations, including training campaigns, volunteering actions, workshops, and networking events between associations.

Of the various initiatives related to youth and associations, the following stand out:

- National Training Plan – Training for associative leaders and young people about good practices of managing an organization, communication, and teams and resources through a national plan, which is developed in partnership with the Regional/District Federations of Youth Associations, based on applications for training support programs. It is a fundamental tool for the affirmation of youth associations as spaces for empowerment and empowerment of Youth, through Non-Formal Education methodologies. This training plan aims to increase good associative practices, as well as the establishment of networks for sharing information and cooperation between the youth associative movement. Certified courses include Meals (lunch), Pedagogical Material, and Accommodation (where warranted). The enrollment is €15 for FNAJ affiliated Associations and €25 for Non-affiliated Participants/Associations
- FNAJ Associative Pack - a tool created by FNAJ, which aims to provide an as effective and complete response as possible in the field of specialized support, the provision of services, equipment, and other means necessary for the development of multiple associative activities. It seeks to enhance the training, guidance, and innovation of Youth Associations with the aim of making them more capable of pursuing their mission. It is open to both affiliates and non-affiliates and is partially free for affiliates.

Federação das Associações Juvenis do Distrito do Porto (FAJDP) (FAJDP n.d.).

Federação das Associações Juvenis do Distrito do Porto (FAJDP) (In English: Federation of Youth Associations of the District of Porto) is a non-profit non-governmental organization (NGO) and its mission is to train young people through non-formal education and the construction of an active, tolerant and solidarity.

Founded in 1986 by a group of youth associations, having been the first representative structure of the local associative movement to emerge in Portugal, the FAJDP has more than 90 affiliated associations, representing more than 25 thousand young people involved directly and indirectly in associative activities.

Thus, the FAJDP aims to represent youth associations in the district of Porto with public and political authorities, in defense of the interests of the youth associative movement, thus participating in the definition of transversal policies aimed at youth in general and the associative movement in private.

In this context, it offers several youth empowerment programs and volunteer programs. Regarding associative programs, the FAJDP offers the CAPACITA-TE program, in partnership with the municipality of Porto and with the IPDJ, which is a local training plan for young people and youth association leaders, whose objective is to improve the skills and competencies of young people, in general, and association leaders, in particular

CNJ (CNJ n.d.)

Conselho Nacional para a Juventude (CNJ) (in English National Youth Council), created in 1985, with legal status approved by the Assembly of the Republic, through Law 1/2006, is the representative platform of youth organizations in Portugal, covering the most diverse expressions of youth associations (cultural, environmental, scouts, parties, students, trade unionists, and confessionals). CNJ's mission includes:

- Dialogue and exchange of young people
- Encourage the development of youth associations
- Collaborate with public bodies on youth affairs
- Support youth organization

At the level of YAM, the CNJ must be the beacon of democratic and independent participation for all youth organizations. This responsibility starts within the platform itself, which must

develop the necessary tools to ensure the active and constructive participation of its member organizations, as well as being a vehicle for information and capacity building. On the other hand, the CNJ must also be an agent in promoting a more youth-friendly, less bureaucratic system that responds to their ambitions and concerns, so that everyone has access to training, resources, space, and information to participate in an organized way through associations.

As part of its action and mission, the CNJ provides a series of training and facilitation actions, provided by the CNJ Trainers and Facilitators Pool, to municipalities, youth organizations, schools, among other entities.

9.1.4. Learning Platforms

Udemy (Udemy 2021)

Founded in 2010, Udemy is a US massive open online course provider for professional adults and students. It allows their 65000 instructors to build online courses on their preferred topics. Their main categories of courses are Design, Development, Marketing, IT & Software, Personal Development, Business, Photography, and Music; and the courses are paid. The platform can count with 183000 courses, within 75 different languages. There is also Udemy Business, which enables businesses to access a targeted suite of courses.

Coursera (Coursera s.d.)

Coursera is a US company that specializes in providing online continuing education courses. Coursera does not create courses itself but collaborates with universities for this purpose. All content is created by their partner universities (more than 200 leading universities) and Coursera is responsible for managing the streaming availability. Participation in the courses is free of charge, but a fee is required for official certificates with identity verification. The certificate must be purchased within 180 days from the date of payment. Courses typically consist of several hours of video lectures combined with performance reviews in a variety of formats:

- Ungraded Quizzes in the videos (self-monitoring purpose)

- Automatically corrected quizzes with multiple-choice questions
- More complex assignments evaluated by fellow students (“peer review”)
- In some courses, a final exam in form of a quiz is required
- In some courses, participation in professional discussion in the online forum of the course is required

With this service, Coursera is following the mission of giving anyone, anywhere the ability to transform their lives through learning. Moreover, they want to provide flexible, affordable, job-relevant online learning to individuals worldwide.

MasterClass (MasterClass s.d.)

MasterClass is a streaming platform where anyone can have access and learn from “the world’s best”. Once, you buy a membership, you get unlimited access to instructions and classes from a wide range of subjects including Design, Business, Entertainment, Art, Sport, Cooking, Writing, and more. The company was established in 2015 and follows the mission of unlocking human potential by inspiring a learning lifestyle in everyone.

Seekers Club (Seekers Club n.d.).

Recognized by the “personal development Netflix”, Seekers Club was launched at the beginning of the pandemic in Portugal (April 2020), with the intention of instructing people about personal development. It offers workshops, online courses, and in-person events, including several themes, from stress management to personal finance. The main platform topics are productivity and results, health and energy, mindfulness and emotions, relationship, career and entrepreneurship, money, and lifestyle, and finally mastermind (Seekers Club n.d.). While the first month after launch was free access to everyone (Observador 2020), the platform now has an annual cost of 199€, with 15 days of warranty.

Appendix 7 – Partners Details

IPDJ – Instituto Português do Desporto e da Juventude (IPDJ n.d.)

The Portuguese Institute of Sport and Youth has the mission of the execution of an integrated and decentralized policy for the areas of sport and youth, in close collaboration with public and private entities, namely with sports organizations, youth associations, students, and local authorities.

IPDJ intervenes in the definition, execution, and evaluation of public policy on sport, promoting the generalization of sport, as well as supporting regular and high-performance sports, through the provision of technical, human, and financial resources. The preservation of ethics in sport is still one of the essential scopes of the IPDJ. Likewise, IPDJ aims to boost support for associations, volunteering and the promotion of citizenship, the occupation of leisure time, non-formal education, information, and geographic mobility of young people in Portugal and abroad. It is also proposed to revitalize youth tourism, in particular about the Youth Hostels network and the Youth Card, in order to increase mobility, with gains in efficiency and economy.

LIPOR (LIPOR s.d.)

LIPOR is a company specialized in the areas of waste treatment and recovery. LIPOR - Intermunicipal Waste Management Service of Greater Porto - was founded in 1982 as Municipality Association and manages, recovers, and treats the municipal waste produced in eight municipalities of the Greater Porto Area: Espinho, Gondomar, Maia, Matosinhos, Porto, Póvoa de Varzim, Valongo, and Vila do Conde. At the same time, LIPOR shares good practices with the population, which are supported by awareness campaigns. Every year, LIPOR treats around 500,000 tons of municipal waste which is produced by about 1 million inhabitants. LIPOR is responsible for the topics of environmental responsibility and helps TF with expertise in this area every time it is needed, namely in workshops and in the training of volunteers.

Missão Continente (Missão Continente s.d.)

Missão Continente is a project promoted by Sonae, one of the largest retail groups in the Portuguese market. It is committed to sustainability, contributing positively to the communities in which it operates and acting in three areas: Food, People, and Planet.

The organization mobilizes the country on several fronts, namely, through food surpluses from Continente stores, promotion of collections of goods, and voucher campaigns with the contribution of all the Portuguese to support social organizations and animal welfare institutions. It works to raise awareness for a more sustainable consumption through the *Escola Missão Continente* Program. *Missão Continente* supports different projects with transformative social impact and local initiatives, namely, TF and other Portuguese social organizations.

Calouste Gulbenkian Foundation (Gulbenkian n.d.)

The Calouste Gulbenkian Foundation was created in 1956 by the will of Calouste Sarkis Gulbenkian, a philanthropist of Armenian origin who lived in Lisbon between 1942 and 1955, the year he died.

Having a Portuguese nationality and established in perpetuity, the Foundation's fundamental purpose is to improve people's quality of life through art, charity, science, and education. In articulation with cultural activities, the Foundation fulfills its mission through innovative programs that develop pilot projects and support, through scholarships and subsidies, institutions, and social organizations. For the period 2018-2022, the three priority areas – social cohesion and integration, sustainability, and knowledge – should be reflected in the entire intervention strategy. They support TF by considering its methodology one of reference and bestowing it awards. Moreover, they organize events that are great for networking with other, like-minded people and potential new partners.

Appendix 8 – Interview responses (Insights Prism Model)

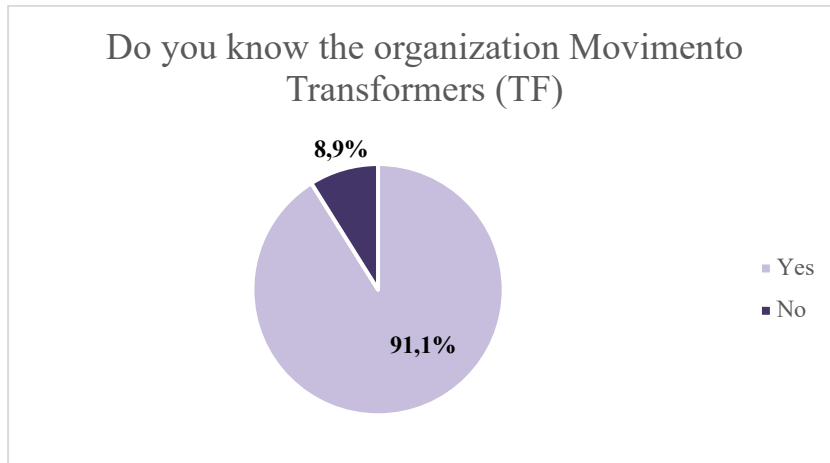
Table 8.2 Interview responses (Kapferer's Prism)

Qualitative Interview Analysis - Movimento Transformers Employees - Insight Collection							
Kapferer's Identity Prism - DIMENSIONS							
Interview Nr.	Interviewee	PHYSICAL	PERSONALITY	CULTURE	RELATIONSHIP	REFLECTION	SELF-IMAGE
		Tangible (Logo & Slogan) + Intangible (Service)	counterpart given by the brand to its consume	Set of values, feeding the brands insporation	Giving consumers a sense of..	For consumers who.	I feel..
1	David Mendes	Logo: T and the F (Movimento Transformers, yellow (youth, politics and youth organizations) and purple (energy, diversity, dynamic) Slogan: we want to transform - "we are here to train, to make you pay attention to the issue, to act, and to transform"	Association with MT: the mission Characteristics: informal, open, talks to everyone, listens, worried about issues (social exclusion), doesn't care about judgements, lives without complexes, liked to have fun, likes traditions, community involvement, is modern, future oriented, aware of new technologies	Values: Informality Mission: increase social and civic involvement in community Vision: We need to increase our precense and be active in a larger territory, but doing it without loosing culture. Be known all over the country	affection, we do something important, feeling good, "like family", no prejudice and barriers, being open, simple and dynamic, "i can participate in something", being surrounded by people that are doing good, well-being, being open, simple and dynamic	"perfect doesn't exist", someone who is fully aware and active, margin for difference	proud to be part of the organization, belonging, comfortable to express themselves
2	Ines Alexandre	Logo: vintage vibe with a T and F. 7 people therefore, 7 cubes in the logo, the colors transmit youth and joy Slogan: Transform your society - "It is about transforming your society with your superpowers and talents" Service: Training people Website: Very static website, needs so be developed better	Association with MT: big school and big responsibility Characteristics: humble, caring, older person, comforting, knowledge, darker skin tone, is social, active, has a lot of different talents, loves to teach, los confidence, big problem to say no, very energetic when outside and quite when at home	Values: 5 values: joy, integrity, responsibility and freshness - "freshness describes us best" Mission: Increase number of volunteers in portugal and to participate more in a good behavior about our responsibility in society. Important because: "Portugal is a small country with low youth engagement. Youth doesn't engage with our society. We need to educate and engage with them to have an impact" Vision: scale, especially brazil because there is a gap in the society	powerful, purpose, stong feelings that have to be shared with the world, learnings and resilience, "family", save, secure, being a role model, sharing values	adaptable characteristics, a lot of different knowledge, needs a safe space	safe and secure, being a role-model for people around, excited to have an impact
3	Marta Rodrigues	Logo: 3 different versions: 1) variant that has text in the horizontal in black and white 2) vertical version that has a rectangle contorn black. The base colour is yewilos. 3) character, that is a combination of the T and the F, in 3D in white with a contorn purple. it is vibrant, it combine with the complementary colour. The Logo moves itself, it is associated to movement. Cubes: if we join all cubes, we will create something bigger (symbolic). It keeps moving without stopping -> movement. Slogan: transform your society, "transform with your superpowers", this slogan shows ambition, it is direct and obvious.	Association with MT: commitment Characteristics: punctual, very busy, positive thinker, middle aged, a lot of knowledge, a friend of the group who is like a mentor	Values: Gratification ("we give and receive"), happiness, movement, commitment, engagement Mission: increase social and civic involvement in community. Important because: "we live in a society where we need each other, we are depended on each other. Together we will satisfy the necessities of everybody and create a better world." Vision: not getting comfortable, expanding our community, include diversity in public, Internationalization (the model is easy to be spread)	good relationship, like a family member, that teaches, encouraged, sharing talents, togetherness, strongness	available, emotional, mental (gives itself to the cause and movement, open to learn and teach	sense of community, feeling proud and fulfilled when helping others
4	Maria Joao Ferreira	Logo: T and the F, it is: direct, obvious, fresh (as in the colors aren't very used in other logos). Colors: transmit the creativity and the informality Slogan: reflects the big vision of transforming society through our talents, the slogan reflects it all	Association with MT: volunteering Characteristics: does not stand out, like superman, has talents and wants to use them to help other people, empathic, no specific age or gender because anybody can be a hero, has imperfections because nobody is perfect, burnout problem, gets exhausted sometimes, but also energetic	Values: Innovation, adaptation, creativity, informality, impact Mission: Increase civic participation. Important because: actively participating civically will impact other people around me, so we can work together on a common goal. We need people to take actions for their own future. Formal answer: "societies are more active civically are societies more evolved, this is already established, this was already studied, and we aren't making it up. Those societies that are more civically active will bring better companies, better jobs, better governments, better schools and education, better people." community building! Vision: scale, need to reach more people to have an impact, "I transform you, you transform others cycle", having a chin reaction of people that want to have impact	gratitude, appreciation, pride, impact, purpose, "using my talent for something bigger and i can see my impact directly on a daily basis" (superpower school), working on different skills, practice skills (volunteering), learning something new (mentees), getting to know new realities	problem solving and preventing flaws	creative, sharing knowledge, seeing the impact that they can have, feeling good by being surrounded by people with the same concern, learning, sharing, community
5	Joana Moreira	Logo: T and the F (Movimento Transformers, yellow (youth, politics and youth organizations) and purple (energy, diversity, dynamic). Rebranding - use the cubes to show that they are workin in multiple dimensions (3 different products that will help them fulfill their mission) Slogan: "Our slogan reflects that you can transform the world" Service: "in the Aceland, people transform their school, in the Xlead they transform their association and in the Superpowers school it's the same"	Association with MT: dynamic, innovation and transformation Characteristics: has a lot of information, informal (wears jeans and sneakers), non-binary, fun, happy, empathic, available to learn, help, go out of comfort zone	Values: Dinamism, innovation, informality, empathy Mission: Increase civic participation. Important because: people must be involved in their societies in order to generate change. Portugal levels of civic involvement are very low and we need to change this to make a more coheso society, without excluding people. A very collaborative culture, caring like a family Vision: increasing social innovation in portugal, getting more funds, internationalize	Pride, we can transform and change the world, including everyone (inclusion is very important), being a superhero and sharing gifts, transforming our communities	joyful, informal, very willing to learn, discuss different ideas, especially ideas that are out of the box, respects the difference, has strong believes, integrity, who is part of TF without second intentions, believes in our mission and wants to contribute, being an agent of change	involved, encouraged, dynamic, individual, diverse. Pride, willing to learn, share ideas, someone who lives and defends what he/she believes, integrity, included

Source: Group developed analysis

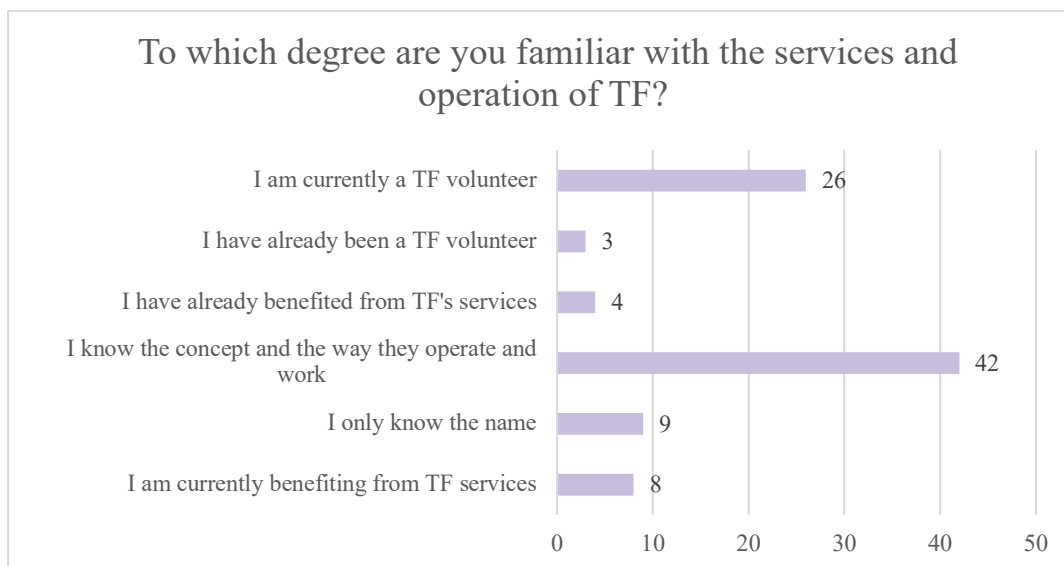
Appendix 9 – Questionnaire Survey Answers

Figure 8.3: Respondents' awareness about TF



Source: Survey data

Figure 8.4: Respondents' familiarity with TF



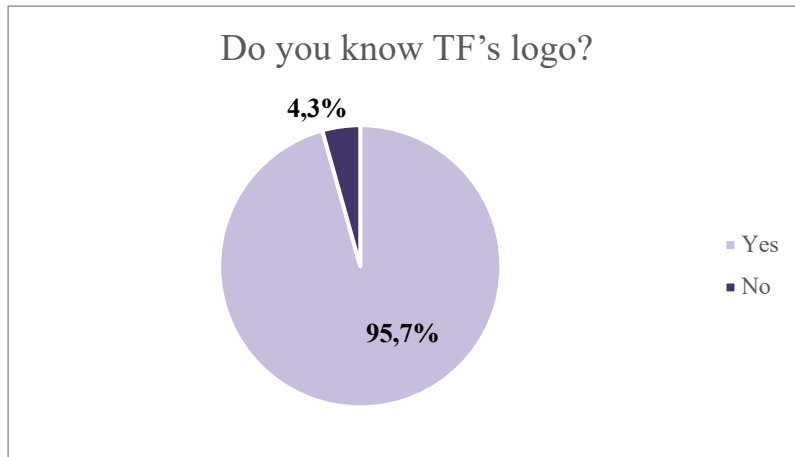
Source: Survey data

Table 8.3: Respondents' familiarity with TF

Answer	N	%
I am currently benefiting from TF services	8	8.7%
I only know the name	9	9.8%
I know the concept and the way they operate and work	42	45.7%
I have already benefited from TF's services	4	4.3%
I have already been a TF volunteer	3	3.3%
I am currently a TF volunteer	26	28.3%
Total	92	100.0%

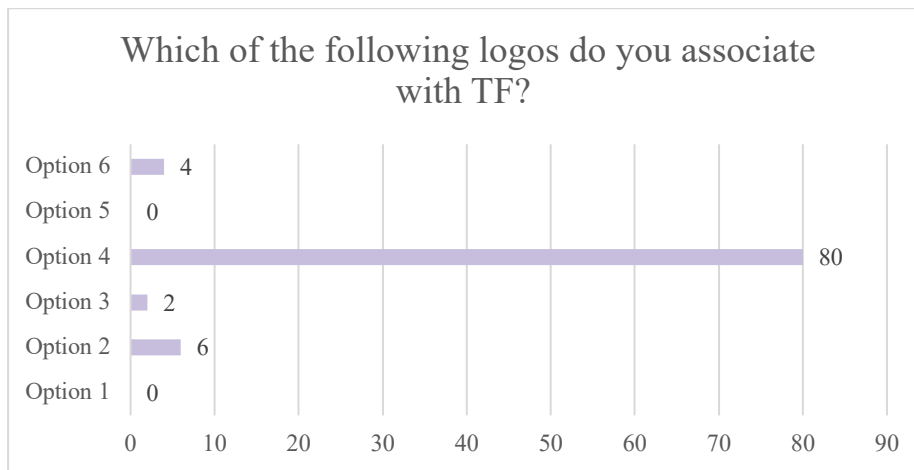
Source: Survey data

Figure 8.4: Respondents' awareness of TF's logo



Source: Survey data

Figure 8.5: Respondents' awareness of TF's logo



Source: Survey data

Table 8.4: Respondents' awareness of TF's logo

Answer	N	%
Option 1	0	0.0%
Option 2	6	6.5%
Option 3	2	2.2%
Option 4	80	87.0%
Option 5	0	0.0%
Option 6	4	4.3%
Total	92	100.0%

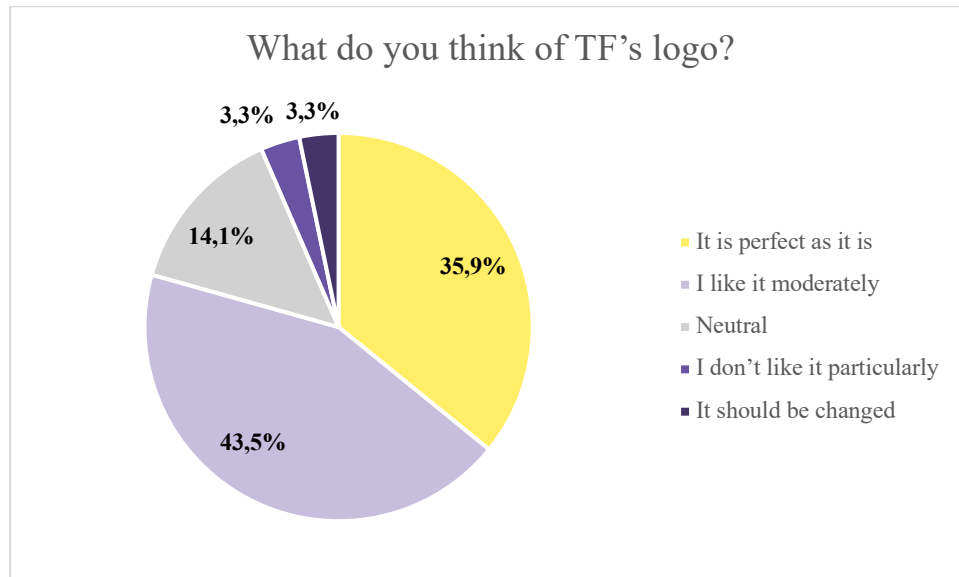
Source: Survey data

Table 8.5: Respondents' perception of TF's logo

	Totally Agree		Partially Agree		Neutral		Partially Disagree		Totally Disagree	
	N	%	N	%	N	%	N	%	N	%
The logo symbolizes gratitude	12	13.0%	10	10.9%	41	44.6%	15	16.3%	14	15.2%
The logo symbolizes informality	37	40.2%	37	40.2%	12	13.0%	4	4.3%	2	2.2%
The logo symbolizes joy	40	43.5%	39	42.4%	12	13.0%	0	0.0%	1	1.1%
The logo symbolizes freshness	37	40.2%	28	30.4%	23	25.0%	2	2.2%	2	2.2%
The logo symbolizes integrity	21	22.8%	25	27.2%	36	39.1%	7	7.6%	3	3.3%
The logo 100% reflects the image I have of TF	23	25.0%	37	40.2%	26	28.3%	5	5.4%	1	1.1%
The logo motivates me to participate in TF's projects	25	27.2%	22	23.9%	38	41.3%	7	7.6%	0	0.0%

Source: Survey data

Figure 8.6: Respondents' opinion about TF's logo



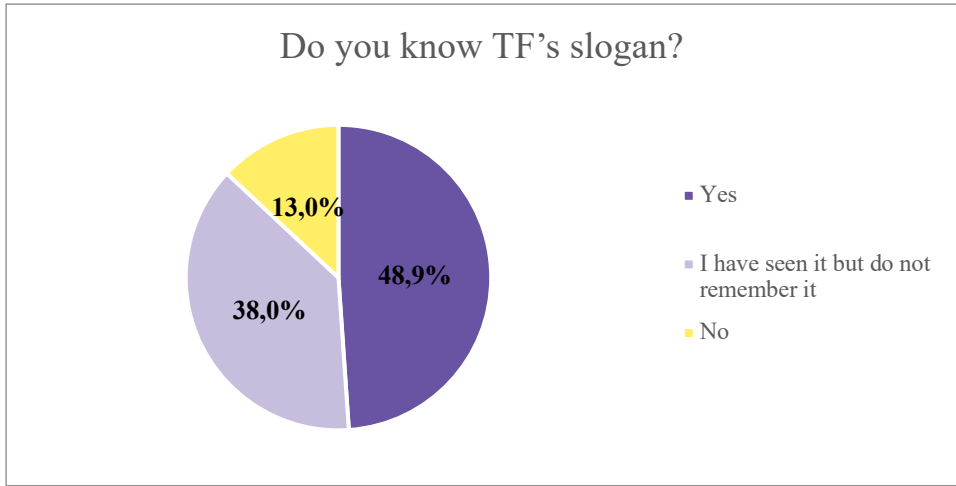
Source: Survey data

Table 8.6: Respondents' opinion about TF's logo

Answer	N	%
It is perfect as it is	33	35.9%
I like it moderately	40	43.5%
Neutral	13	14.1%
I don't like it particularly	3	3.3%
It should be changed	3	3.3%
Total	92	100.0%

Source: Survey data

Figure 8.7: Respondents' awareness of TF's slogan



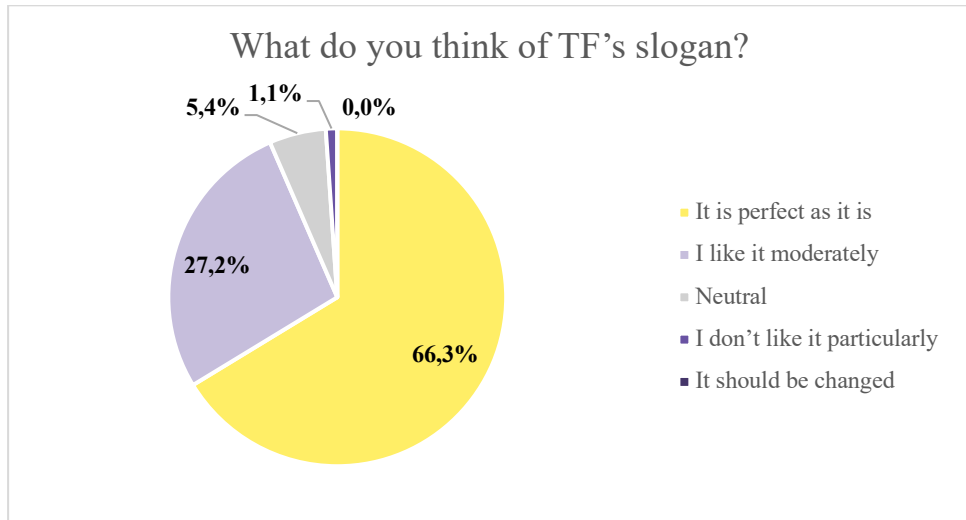
Source: Survey data

Table 8.7: Respondents' perception of TF's logo

	Totally Agree		Partially Agree		Neutral		Partially Disagree		Totally Disagree	
	N	%	N	%	N	%	N	%	N	%
The slogan communicates gratitude	21	22.8%	22	23.9%	24	26.1%	21	22.8%	4	4.3%
The slogan communicates joy	28	30.4%	30	32.6%	21	22.8%	11	12.0%	2	2.2%
The slogan communicates informality	25	27.2%	36	39.1%	20	21.7%	6	6.5%	5	5.4%
The slogan communicates freshness	36	39.1%	26	28.3%	21	22.8%	7	7.6%	2	2.2%
The slogan 100% reflects the image I have of TF	59	64.1%	23	25.0%	9	9.8%	1	1.1%	0	0.0%
The slogan presents a good first impression of TF	60	65.2%	25	27.2%	7	7.6%	0	0.0%	0	0.0%
The slogan motivates me to participate in TF's projects	54	58.7%	31	33.7%	7	7.6%	0	0.0%	0	0.0%

Source: Survey data

Figure 8.8: Respondents' opinion about TF's slogan



Source: Survey data

Table 8.8: Respondents' opinion about TF's logo

Answer	N	%
It is perfect as it is	61	66.3%
I like it moderately	25	27.2%
Neutral	5	5.4%
I don't like it particularly	1	1.1%
It should be changed	0	0.0%
Total	92	100.0%

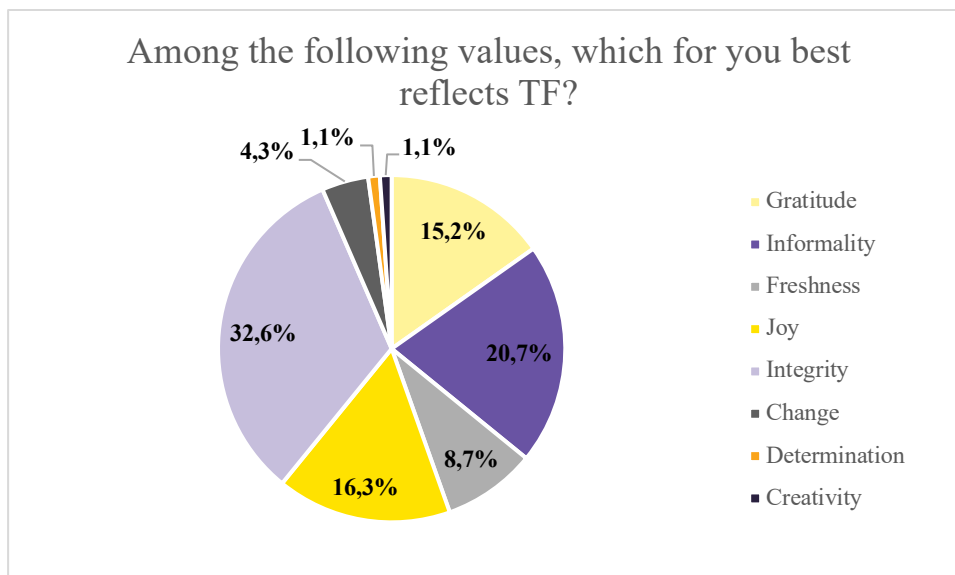
Source: Survey data

Table 8.9: Respondents' perception of TF's characteristics

	1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%
Formality	38	41.3%	31	33.7%	13	14.1%	7	7.6%	3	3.3%
Innovation	0	0.0%	0	0.0%	10	10.9%	29	31.5%	53	57.6%
Consistency	0	0.0%	2	2.2%	11	12.0%	32	34.8%	47	51.1%
Accessibility	0	0.0%	0	0.0%	6	6.5%	34	37.0%	52	56.5%
Professionalism	0	0.0%	4	4.3%	11	12.0%	21	22.8%	56	60.9%

Source: Survey data

Figure 8.9: Respondents' perception of TF's values



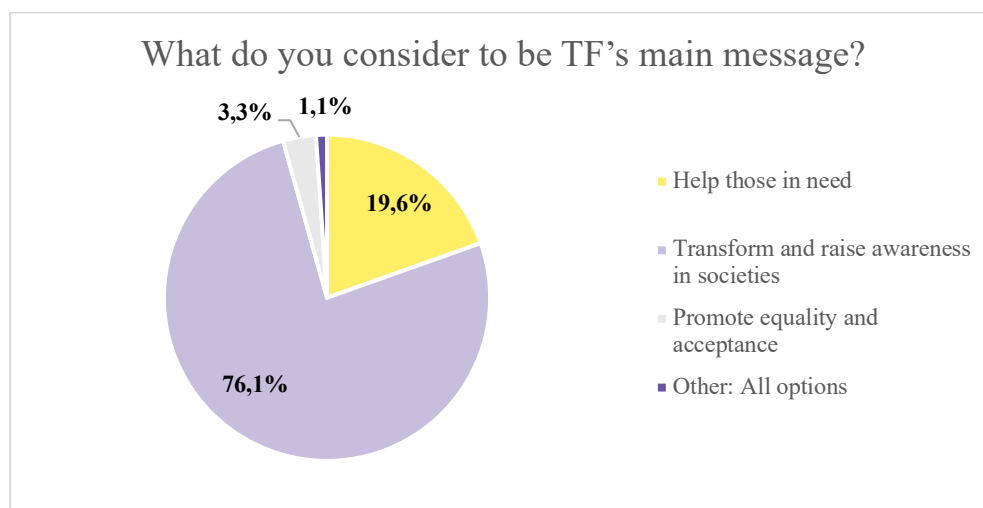
Source: Survey data

Table 8.10: Respondents' perception of TF's values

Answer	N	%
Gratitude	14	15.2%
Informality	19	20.7%
Freshness	8	8.7%
Joy	15	16.3%
Integrity	30	32.6%
Change	4	4.3%
Determination	1	1.1%
Creativity	1	1.1%
Total	92	100.0%

Source: Survey data

Figure 8.9: Respondents' perception of TF's message



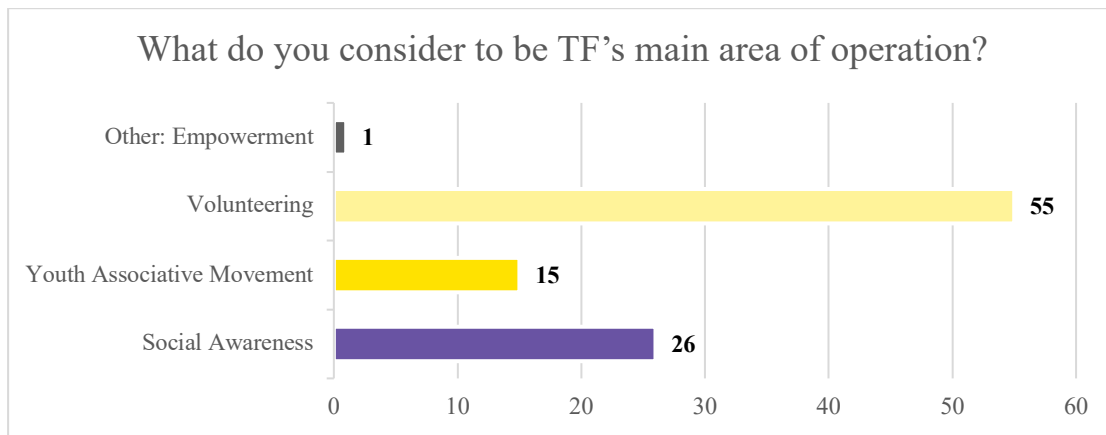
Source: Survey data

Table 8.11: Respondents' perception of TF's message

Answer	N	%
Help those in need	18	19.6%
Transform and raise awareness in societies	70	76.1%
Promote equality and acceptance	3	3.3%
Other: All options	1	1.1%
Total	92	100.0%

Source: Survey data

Figure 8.9: Respondents' perception of TF's main area of operation



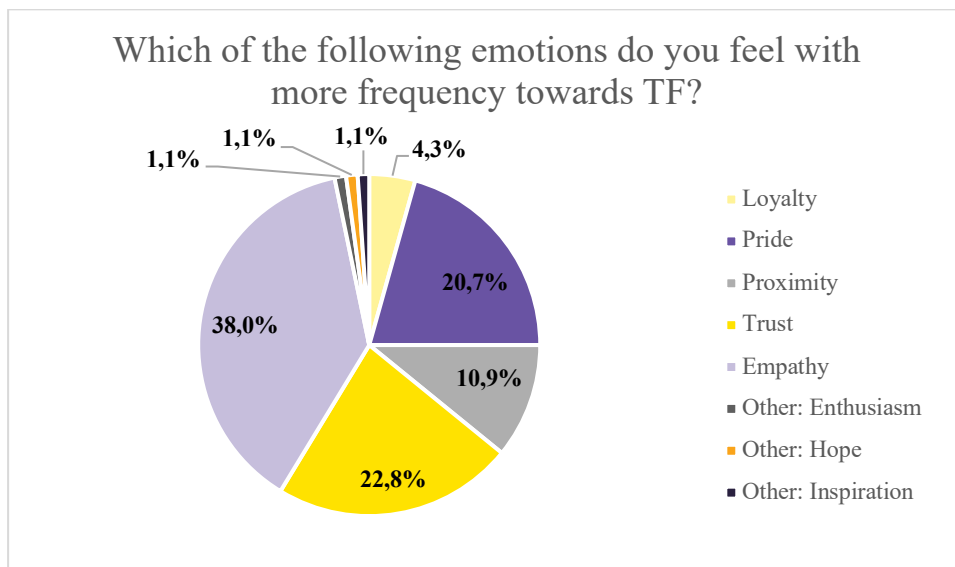
Source: Survey data

Table 8.12: Respondents' perception of TF's main area of operation

Answer	N	%
Social Awareness	26	28.3%
Youth Associative Movement	15	16.3%
Volunteering	55	59.8%
Other: Empowerment	1	1.1%

Source: Survey data

Figure 8.10: Respondents' emotions towards TF



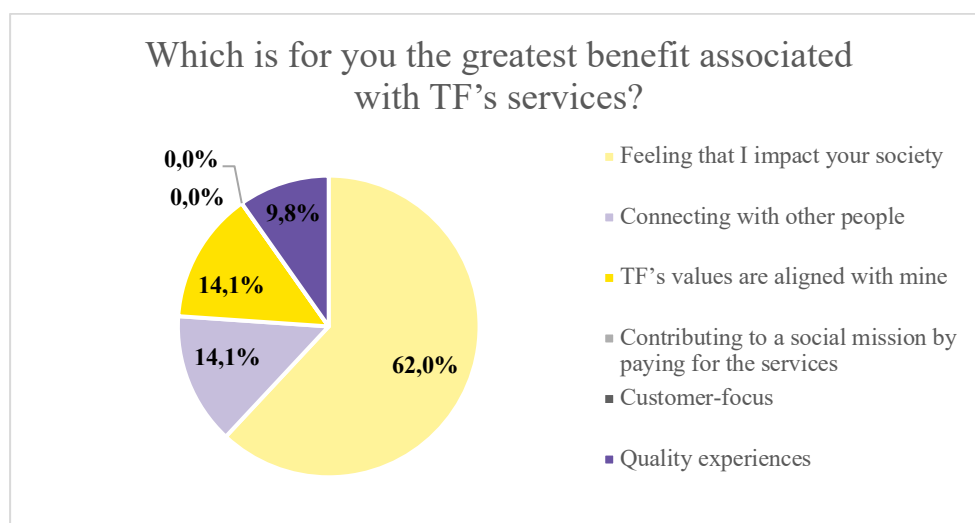
Source: Survey data

Table 8.13: Respondents' emotions towards TF

Answer	N	%
Loyalty	4	4.3%
Pride	19	20.7%
Proximity	10	10.9%
Trust	21	22.8%
Empathy	35	38.0%
Other: Enthusiasm	1	1.1%
Other: Hope	1	1.1%
Other: Inspiration	1	1.1%
Total	92	100.0%

Source: Survey data

Figure 8.11: Respondents' perception of TF's benefits



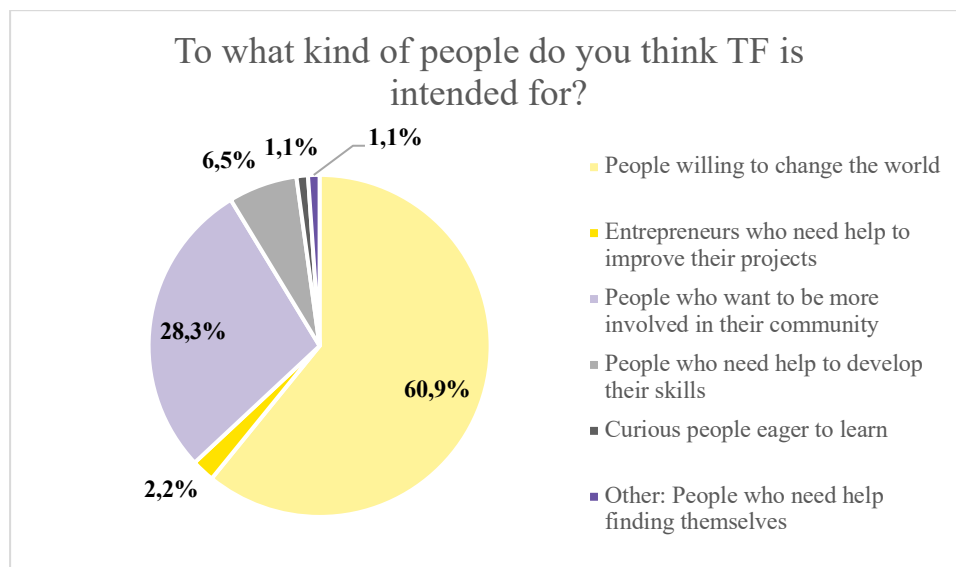
Source: Survey data

Table 8.14: Respondents' perception of TF's benefits

Answer	N	%
Feeling that I impact your society	57	62.0%
Connecting with other people	13	14.1%
TF's values are aligned with mine	13	14.1%
Contributing to a social mission by paying for the services	0	0.0%
Customer-focus	0	0.0%
Quality experiences	9	9.8%
Total	92	100.0%

Source: Survey data

Figure 8.12: Respondents' perception of TF's target



Source: Survey data

Table 8.15: Respondents' perception of TF's target

Answer	N	%
People willing to change the world	56	60.9%
Entrepreneurs who need help to improve their projects	2	2.2%
People who want to be more involved in their community	26	28.3%
People who need help to develop their skills	6	6.5%
Curious people eager to learn	1	1.1%
Other: People who need help finding themselves	1	1.1%
Total	92	100.0%

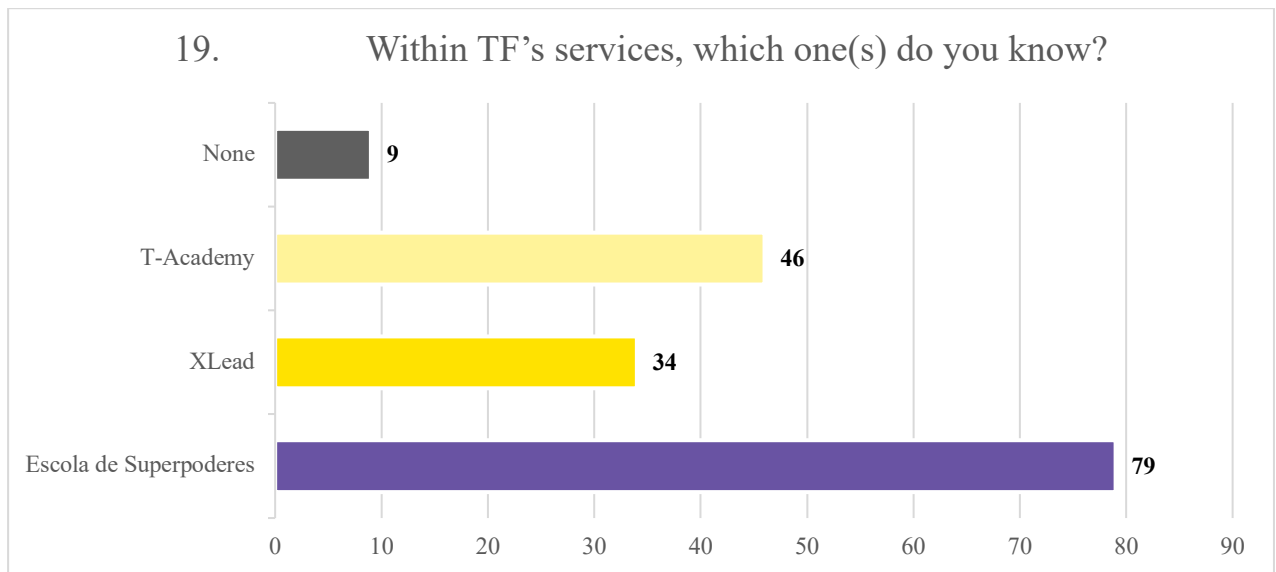
Source: Survey data

Table 8.16: Respondents' perception of TF's target

	Totally Agree		Partially Agree		Neutral		Partially Disagree		Totally Disagree	
	N	%	N	%	N	%	N	%	N	%
TF is for young people	58	63.0%	21	22.8%	12	13.0%	1	1.1%	0	0.0%
TF is for older people	12	13.0%	23	25.0%	29	31.5%	15	16.3%	13	14.1%
TF is for people who enjoy volunteering	49	53.3%	31	33.7%	12	13.0%	0	0.0%	0	0.0%
TF is for people who belong to an association	3	3.3%	18	19.6%	61	66.3%	8	8.7%	2	2.2%
TF is for people who want to learn a superpower	52	56.5%	24	26.1%	15	16.3%	1	1.1%	0	0.0%
TF is for people who want to be civically involved	58	63.0%	26	28.3%	8	8.7%	0	0.0%	0	0.0%
TF is for people who care about social issues	45	48.9%	20	21.7%	20	21.7%	5	5.4%	2	2.2%
TF is for everyone	7	7.6%	32	34.8%	39	42.4%	12	13.0%	2	2.2%

Source: Survey data

Figure 8.13: Respondents' awareness of TF's services



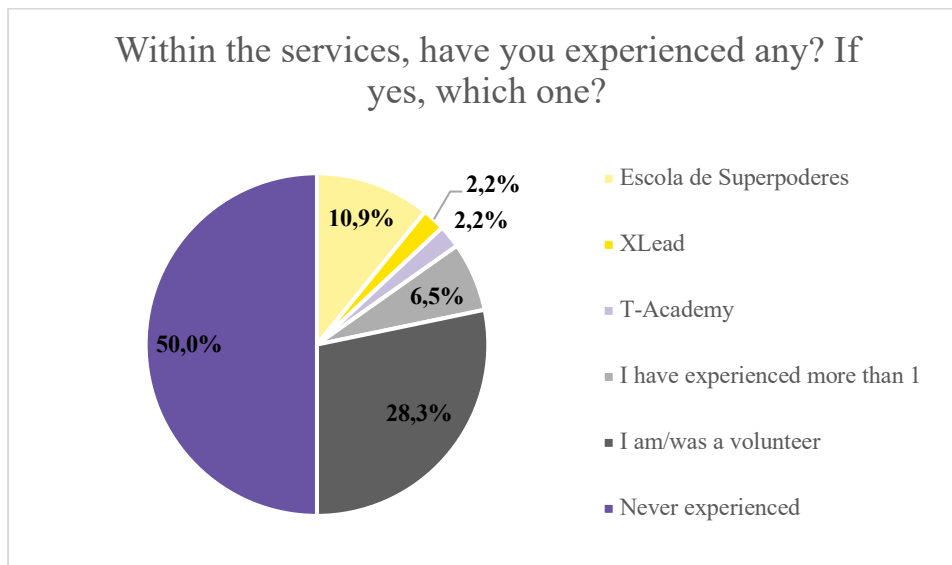
Source: Survey data

Table 8.17: Respondents' awareness of TF's services

Answer	N	%
<i>Escola de Superpoderes</i>	79	85.9%
<i>XLead</i>	34	37.0%
<i>T-Academy</i>	46	50.0%
None	9	9.8%

Source: Survey data

Figure 8.14: Respondents' familiarity with TF's services



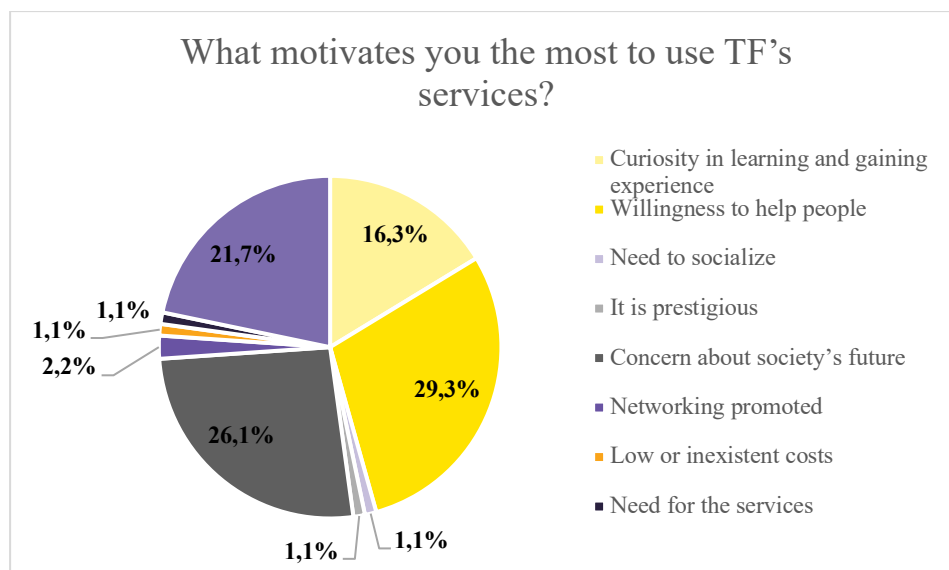
Source: Survey data

Table 8.18: Respondents' familiarity with TF's services

Answer	N	%
<i>Escola de Superpoderes</i>	10	10.9%
<i>XLead</i>	2	2.2%
<i>T-Academy</i>	2	2.2%
I have experienced more than 1	6	6.5%
I am/was a volunteer	26	28.3%
Never experienced	46	50.0%
Total	92	100.0%

Source: Survey data

Figure 8.15: Respondents' motivation to use TF's services



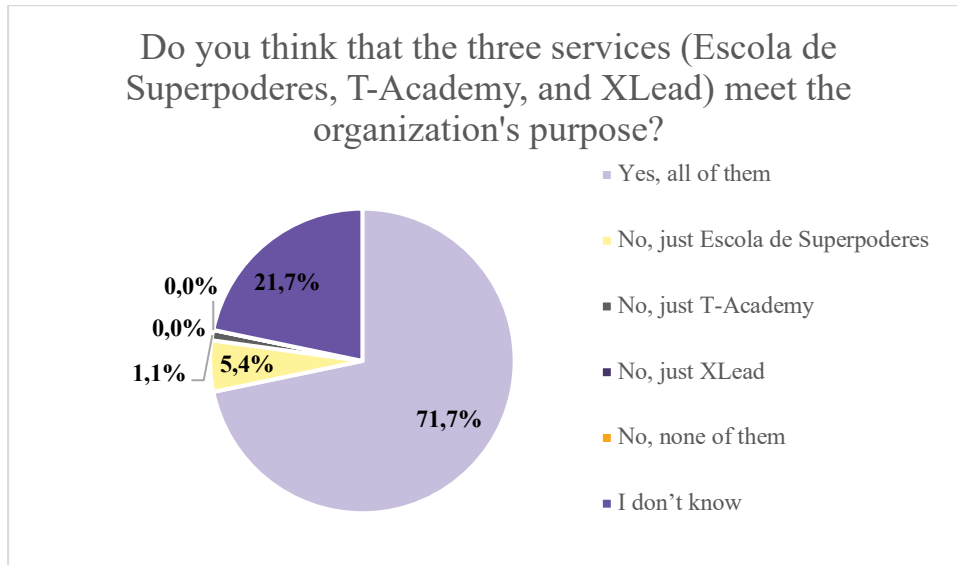
Source: Survey data

Table 8.19: Respondents' motivation to use TF's services

Answer	N	%
Curiosity in learning and gaining experience	15	16.3%
Willingness to help people	27	29.3%
Need to socialize	1	1.1%
It is prestigious	1	1.1%
Concern about society's future	24	26.1%
Networking promoted	2	2.2%
Low or inexistent costs	1	1.1%
Need for the services	1	1.1%
Never used	20	21.7%
Total	92	100.0%

Source: Survey data

Figure 8.15: Respondents' perception of TF's services fit



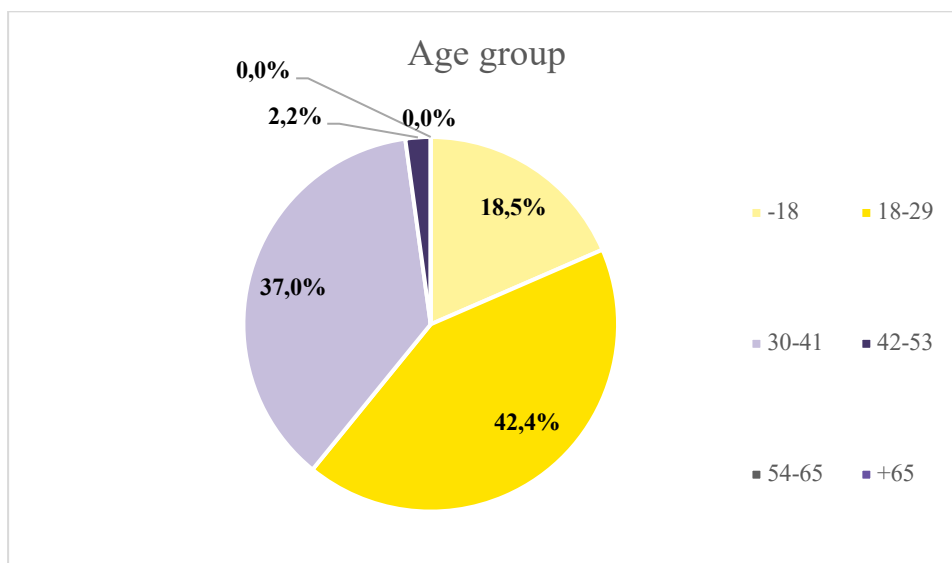
Source: Survey data

Table 8.20: Respondents' perception of TF's services fit

Answer	N	%
Yes, all of them	66	71.7%
No, just <i>Escola de Superpoderes</i>	5	5.4%
No, just <i>T-Academy</i>	1	1.1%
No, just <i>XLead</i>	0	0.0%
No, none of them	0	0.0%
I don't know	20	21.7%
Total	92	100.0%

Source: Survey data

Figure 8.16: Respondents' age



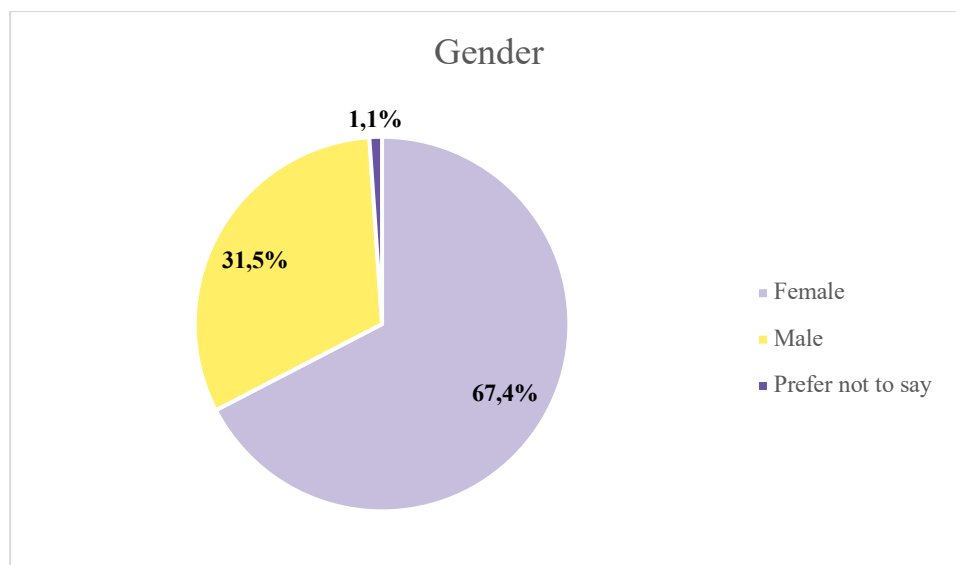
Source: Survey data

Table 8.21: Respondents' age

Answer	N	%
-18	17	18.5%
18-29	39	42.4%
30-41	34	37.0%
42-53	2	2.2%
54-65	0	0.0%
+65	0	0.0%
Total	92	100.0%

Source: Survey data

Figure 8.17: Respondents' gender



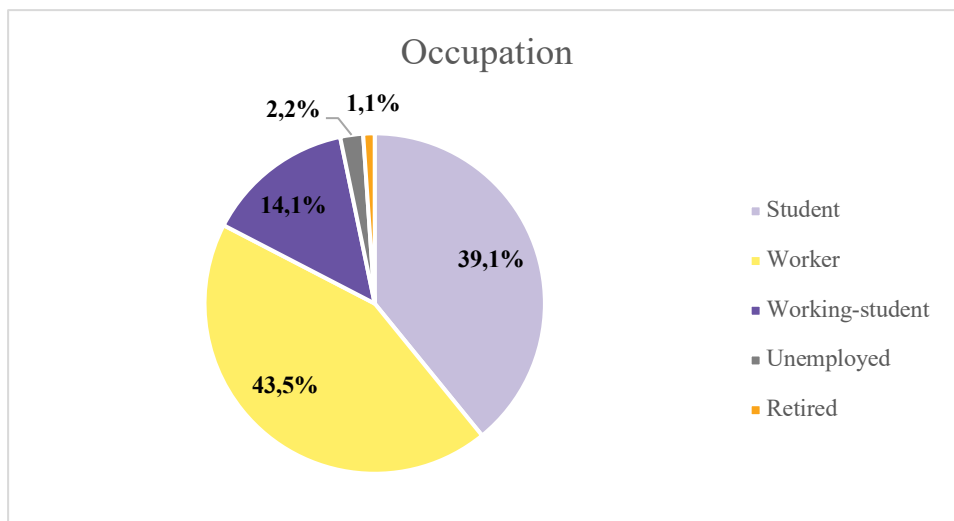
Source: Survey data

Table 8.22: Respondents' gender

Answer	N	%
Female	62	67.4%
Male	29	31.5%
Prefer not to say	1	1.1%
Total	92	100.0%

Source: Survey data

Figure 8.18: Respondents' occupation



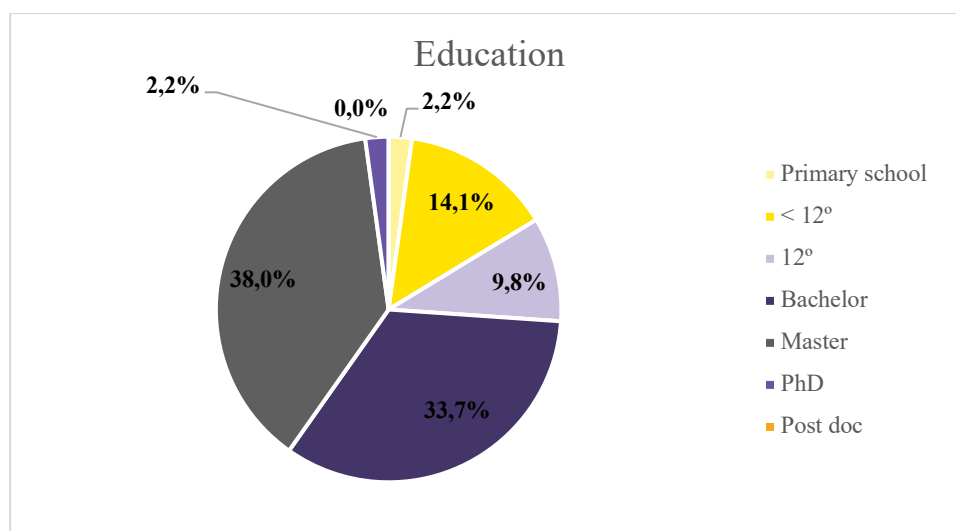
Source: Survey data

Table 8.23: Respondents' occupation

Answer	N	%
Student	36	39.1%
Worker	40	43.5%
Working-student	13	14.1%
Unemployed	2	2.2%
Retired	1	1.1%
Total	92	100.0%

Source: Survey data

Figure 8.19: Respondents' level of education



Source: Survey data

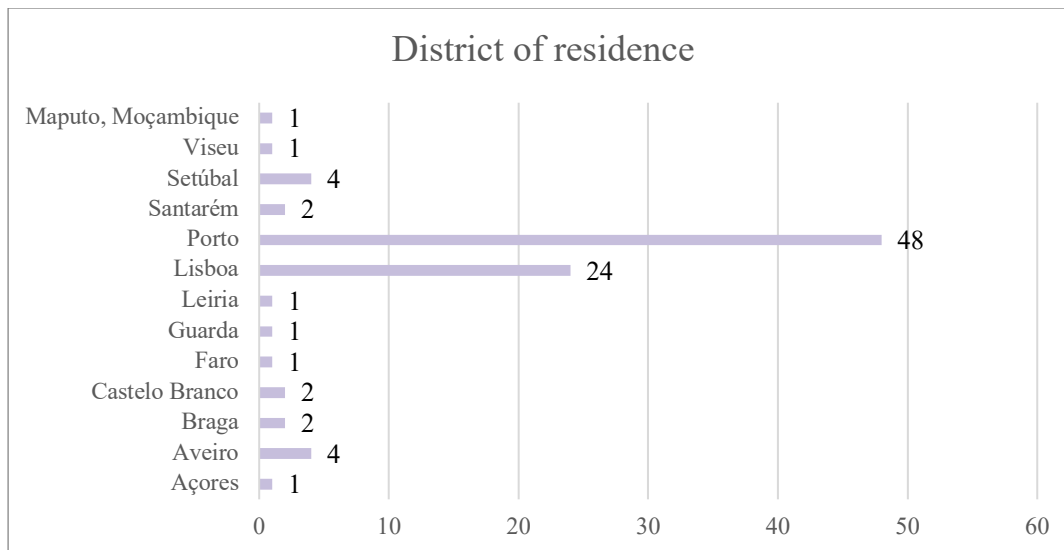
Table 8.23: Respondents' level of education

Answer	N	%
Primary school	2	2.2%
< 12°	13	14.1%

12°	9	9.8%
Bachelor	31	33.7%
Master	35	38.0%
PhD	2	2.2%
Postdoc	0	0.0%
Total	92	100.0%

Source: Survey data

Figure 8.20: Respondents' district of residence



Source: Survey data

Table 8.24: Respondents' district of residence

Answer	N	%
Açores	1	1.1%
Aveiro	4	4.3%
Braga	2	2.2%
Castelo Branco	2	2.2%
Faro	1	1.1%
Guarda	1	1.1%
Leiria	1	1.1%
Lisboa	24	26.1%
Porto	48	52.2%
Santarém	2	2.2%
Setúbal	4	4.3%
Viseu	1	1.1%
Maputo, Moçambique	1	1.1%
Total	92	100.0%

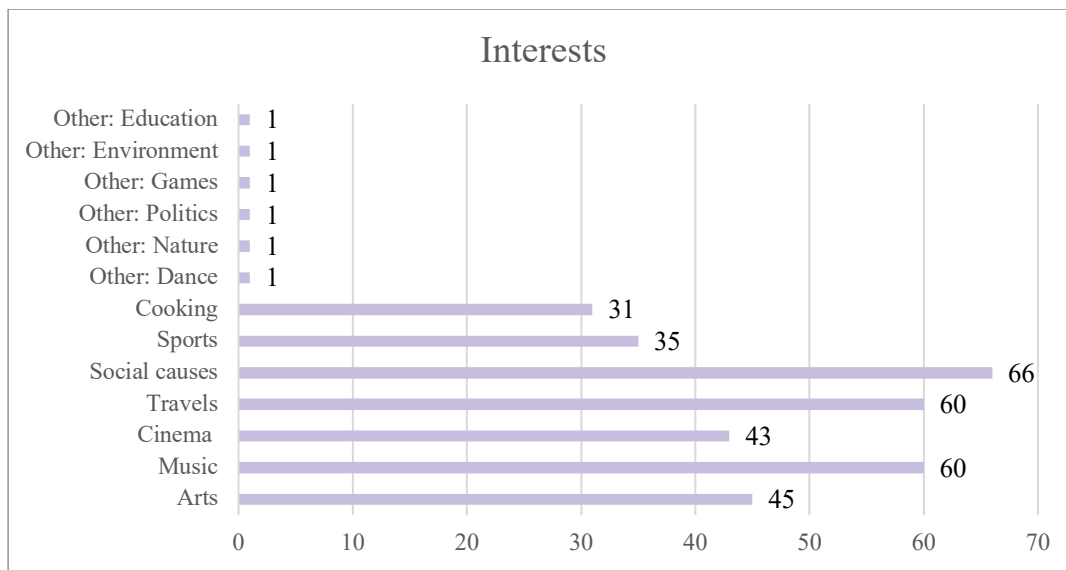
Source: Survey data

Table 8.25: Respondents' personality perception

	1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%
Mature – young	4	4.3%	22	23.9%	30	32.6%	26	28.3%	10	10.9%
Introverted – extroverted	5	5.4%	10	10.9%	20	21.7%	35	38.0%	22	23.9%
Fearful – brave	2	2.2%	6	6.5%	26	28.3%	45	48.9%	13	14.1%
Focused on the past – focused on the future	2	2.2%	4	4.3%	19	20.7%	48	52.2%	19	20.7%
Rational – sentimental	3	3.3%	12	13.0%	33	35.9%	34	37.0%	10	10.9%
Irresponsible – responsible	1	1.1%	3	3.3%	14	15.2%	38	41.3%	36	39.1%

Source: Survey data

Figure 8.21: Respondents' interests



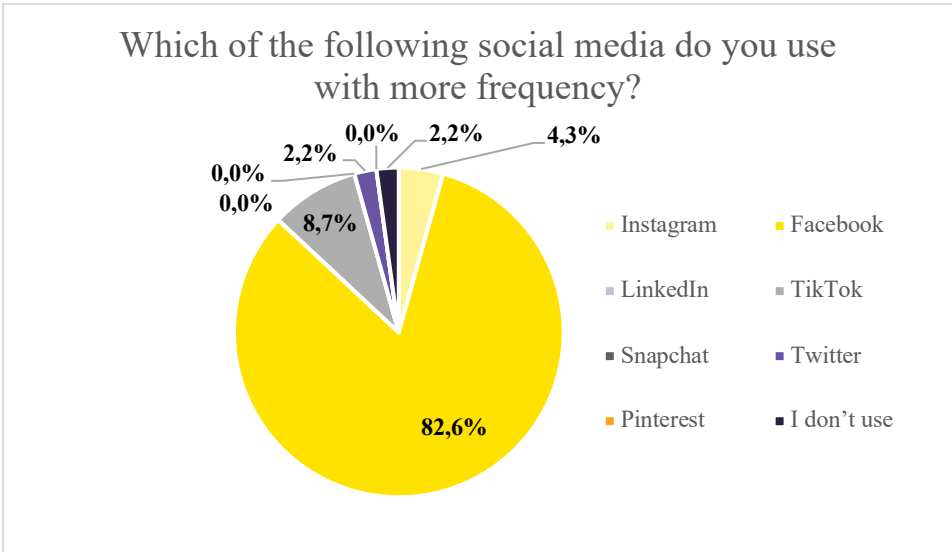
Source: Survey data

Table 8.26: Respondents' interests

Answer	N	%
Arts	45	48.9%
Music	60	65.2%
Cinema	43	46.7%
Travels	60	65.2%
Social causes	66	71.7%
Sports	35	38.0%
Cooking	31	33.7%
Other: Dance	1	1.1%
Other: Nature	1	1.1%
Other: Politics	1	1.1%
Other: Games	1	1.1%
Other: Environment	1	1.1%
Other: Education	1	1.1%

Source: Survey data

Figure 8.22: Respondents' social media habits



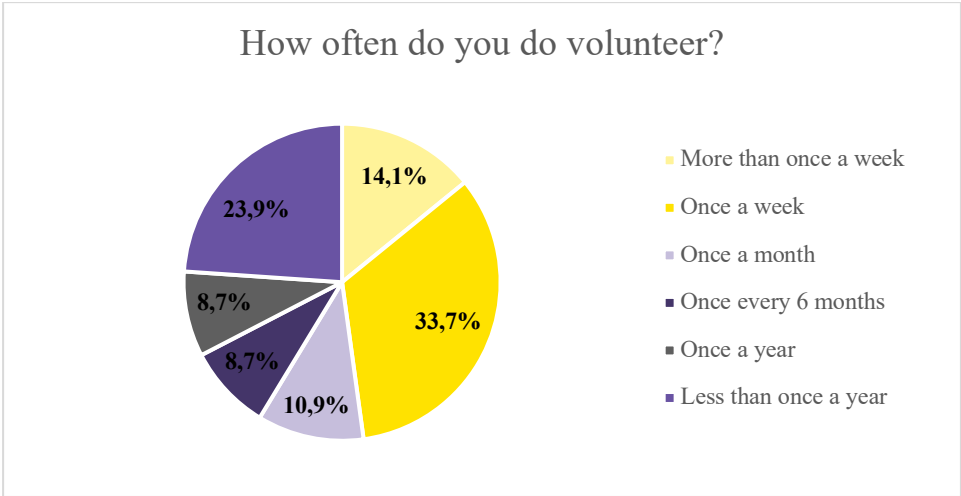
Source: Survey data

Table 8.27: Respondents' social media habits

Answer	N	%
Instagram	4	4.3%
Facebook	76	82.6%
LinkedIn	0	0.0%
TikTok	8	8.7%
Snapchat	0	0.0%
Twitter	2	2.2%
Pinterest	0	0.0%
I don't use	2	2.2%
Total	92	100.0%

Source: Survey data

Figure 8.23: Respondents' volunteering behavior



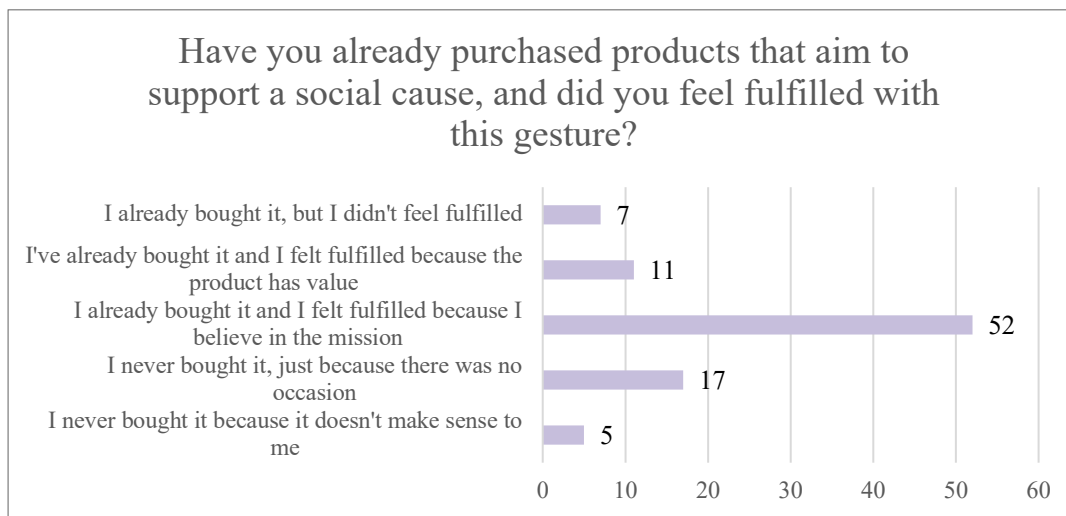
Source: Survey data

Table 8.28: Respondents' volunteering behavior

Answer	N	%
More than once a week	13	14.1%
Once a week	31	33.7%
Once a month	10	10.9%
Once every 6 months	8	8.7%
Once a year	8	8.7%
Less than once a year	22	23.9%
Total	92	100.0%

Source: Survey data

Figure 8.24: Respondents' social purchase behavior



Source: Survey data

Table 8.29: Respondents' social purchase behavior

Answer	N	%
I never bought it because it doesn't make sense to me	5	5.4%
I never bought it, just because there was no occasion	17	18.5%
I already bought it and I felt fulfilled because I believe in the mission	52	56.5%
I've already bought it and I felt fulfilled because the product has value	11	12.0%
I already bought it, but I didn't feel fulfilled	7	7.6%
Total	92	100.0%

Source: Survey data

Appendix 10 – Positioning model (Keller 2013) theoretical explanation

Positioning, as defined according to Kevin Keller, is about finding the proper “location” in the minds of a group of consumers or market segment, so they think about the brand in the “desired” way to maximize potential benefit to the firm (Keller, 2013).

When defining positioning, it is necessary to determine a frame of reference (by identifying the target market and the nature of competition) and the optimal points-of-parity and points-of-difference, namely, how the brand is like its competitors, and how the brand is different from them (Keller, 2013).

Identifying the consumer target is relevant given that different consumers may have different pieces of knowledge, perceptions, and brand associations. Without understanding this, a brand cannot draw a strategy to impact those associations in the desired way (Keller, 2013).

On the other hand, a brand may have direct competitors (those who compete directly in the same market with similar characteristics) and/or indirect (those that even though may not operate in the same market, are seen by customers as substitutes of the brand). By defining distinct sets of competitors, different Points of Parity (POPs), which are the points that the brands have in common with their competitors, and Points Difference (PODs), those that differentiate brands from one another, can be pointed out.

The points of difference (POD), which are described as positive attributes or benefits that consumers strongly associate with the brand, and that cannot be found to the same extent in a competitor must be understood by the target consumers as relevant, distinct, and believable - the brand must offer credible reasons that it can own in the fact that differences (it is named reason to believe) (Keller, 2013). On the other hand, the attributes that the brands have in common are points of parity (POP). The POP can be divided into category POP, which are necessary (but not sufficient) conditions for the brand choice, competitive POP, which are associations designed to deny the competitor’s POD (if a brand can have this point that other

competitor is presenting as an advantage and still have POD, the brand will be understood as a better performer) and finally the correlational POP, those potentially negative associations that arise from the existence of other more positive associations for the brand (some attributes that the brands want the consumers to perceive may be inversely related – for instance, convey the message that *XLead* even though is something innovative and new in the market, has also shown proven results) (Keller, 2013).

Finally, the positioning statement is composed of the target, the points of parity, the points of difference, and the reason to believe in these differences (Keller, 2013).

Appendix 11 - Positioning dimensions in detail

Points of Parity

Secondary research and qualitative interviews were conducted to determine who the main competitors are and to what extent the brand is similar to these competitors. Like other NGOs and social enterprises, TF seeks to provide answers to a social problem - the lack of civic and social engagement - where donors/volunteers can decide how to use their resources (money/time). Even though the goal is to increase civic participation, the *Escola de Superpoderes* can be considered an extracurricular activity. It provides a service that aims to teach young people while filling the time of seniors and can be considered a hobby. Consequently, hobby services and senior centers have a similar approach. The *XLead* program is a learning program for association executives in a non-formal setting. Therefore, any other teaching platform (e.g., leadership programs at universities, IES Social Business School programs) can be considered as a potential competitor. The Communications' Director(Interview 1) also mentioned during the interview that they work very closely with young people in this program, which leads to volunteers from the organizations being confused with teachers. *T-Academy* is an online learning platform with the well-known service design

where you have to pay for a subscription, and you get access to offered courses. Thus, there are a lot of competitors following the same approach, such as Masterclass, Udemy, Coursera.

Points of Difference

To find out how TF differs from other brands, internal documents of the organization and qualitative interviews were used to gather information. In general, it can be stated that the organization is innovative from the point of view that they believe non-formal education can transform society. The team's main competitive advantage is their experience, skills, and recognition. This credibility is shown in the quality of work, the flexibility, and the impact assessment. Moreover, the key elements of TF's impact theory are the efficiency of managing volunteering, ease of implementation, celebration, attractiveness, payback, diversity, and having mentors that do what they like. Compared to other volunteering programs, TF is focusing on inclusion which is something that differentiates them from other organizations. According to Joana Moreira (CEO), a lot of other programs put conditions and specific criteria on what you do/are to be a volunteer (being a student for instance). At TF, the only requirement for being a volunteer is to have a "superpower" or something that can be shared with others.

Escola de Superpoderes leverages people's abilities, their "superpowers," to create a learning cycle that combats societal problems such as social isolation and school failure (dropout and absenteeism). To combat this problem, a holistic approach is taken where everyone acknowledges the responsibility and ability to make a difference. Consequently, the entire approach tackles the problem in a different and innovative way. In this program, mentors from all areas of sports and the arts are mobilized and brought together with trainees and social risks. TF stands out from its direct competitors due to its years of experience in the field (working directly with young people in their respective socio-economic contexts, adapting strategies, i.e., language and behavior) and the consistent improvement of its methodology and results. For seniors, this program provides a simple and efficient service. Activities are dynamized and

tailored to individual needs, which not only translates into greater personal esteem and confidence but also promotes greater social interaction and involvement in the community.

XLead is a great program where individuals or a team can benefit from the experience that TF has successfully accumulated over the years. It supports people who want to develop their own association and need the tools to get started. Not only does the program have the advantage of being informal, dynamic, and very practical, but it also provides a networking community with learners and association leaders. This allows insights and experiences to be shared.

T-Academy provides the opportunity to informally talk and interact with personalities and experts on a specific topic, which is a two-way communication solution, unlike competing platforms. It also achieves social status by proactively joining a community with critical thinking and a focus on learning.

Reasons to Believe

To identify the reasons why consumers should trust TF, four main categories were elaborated. The first indicator is the results they have achieved over the years. According to the organization, 74% of mentees are volunteers, 80% say they know better what they want to do in life after the program, 47% regularly practice the activity they learned, and trainees' school retention has decreased by 44.3%. These percentages not only give an idea of the impact but are also relevant KPIs for the success of the organization.

Since 2010, TF has recorded 464 volunteer mentors, 252 paybacks and Exchange activities, 6500 transformers involved (apprentices and team), 7897 hours of classes, 193 organizations involved, and 150 communities reached.

Furthermore, the organization has some relevant partners, that give them credibility and support the learning economy by sharing skills, knowledge, and resources. One of their partners is IPDJ (Portuguese Institute of Sport and Youth), which participates in the definition, implementation,

and evaluation of public sports policy, promotes the dissemination of sports, and supports regular and high-performance sports by providing technical, human, and financial resources.

LIPOR, another partner, is a company specialized in the areas of waste treatment and recovery intending to share good practices with the population. Due to this expertise, they support TF with workshops and volunteer training in this area.

Missão Continente is promoted by Sonae, one of the largest retail groups in the Portuguese market, committed to sustainability and in the areas of Food, People and Planet. In addition to TF, various projects with transformative social impact and local initiatives are supported.

Another partner is the *Calouste Gulbenkian Foundation*, established in 1956 with the fundamental purpose to improve people's quality of life through art, charity, science and education. They support TF by considering their methodology as one of reference and awarding them for that. Moreover, they organize events that are great for networking with other, like-minded people and potential new partners.

In addition, they are supported by municipalities that are not only important clients but also very important for the dissemination of TF mission, the conclusion of contracts, the organization of events, and the recruitment of volunteers. According to the CEO (Interview 5), TF has obtained two very important statutes this year (2021) - ONGD (Organização Não Governamental para o Desenvolvimento from Camões Institute) and its methodology was recognized as Methodology of reference by Calouste Gulbenkian Foundation.

This has increased their credibility and the organization is now supported and recognized by the government as a reference method of non-profit, which is a big milestone.

Due to their achieved social impact and their hard work, TF has achieved several awards (Appendix 1). Some of their recent achievements were “Top 100 woman in social enterprise (2021)”, “Mais Ajuda award by Lidl (2021)” and “100 youngers more influential of Portugal award (2020) by Projeto 100 Oportunidades (2021).

Appendix 12 – ONGD statute

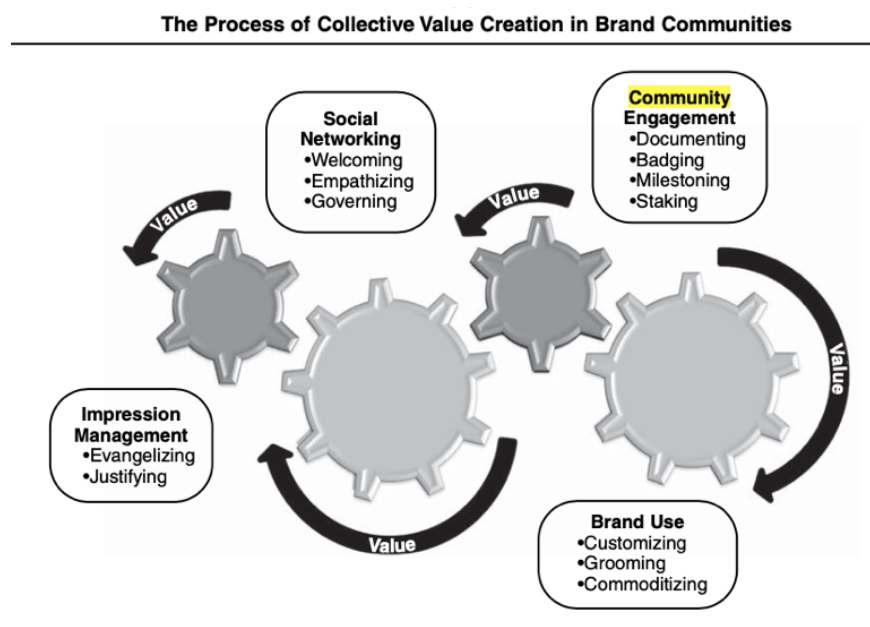
Organização não governamental para o desenvolvimento (ONGD) (in English, Non-Governmental Development Organizations) is a statute attributed by Camões Institute Foundation. It might include civil society institutions made up of non-profit private individuals or legal entities. An ONGD can assume itself as an association, foundation, cooperative, or canonically erected organization, and it is not allowed to have a political party, union, or religious nature, nor to carry out activities of military cooperation. As a rule, NGDOs have the following areas of intervention: teaching, education, and culture; scientific and technical assistance; health; employment and professional training; protection and defense of the environment; social and community integration; rural development; strengthening of civil society, through support to similar associations and grassroots associations in developing countries; education for development, namely through the dissemination of the realities of developing countries to the public opinion (Instituto Camões n.d.).

Appendix Individual Part – Understanding People to create and engage a Brand Community

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Appendix I1: Framework – Community Engagement Practices (Schau, Muniz and Arnould 2009)

Figure 1 – Community Engagement Practices



Source: Schau, Muniz, and Arnould 2009

Appendix I2: Customers' description

Figure 2 – Customers Description

Service	Client	Beneficiary	Volunteers
<i>Escola de Superpoderes</i>	Local authorities, that is, municipalities and parish councils, as well as public and private schools and nursing homes, and day-care centers.	Students and seniors	Mentors
<i>XLead</i>	Municipalities and young associative leaders.	Students	
<i>T-Academy</i>	Single entities, i.e., direct consumers.		

Source: Internal document – *Sumário Executivo* 2021

Appendix I3: 14 Transformers habits

1. “A Transformer knows its superpower.
2. A Transformer stares and appreciates.
3. A Transformer knows that changing the world starts with them.
4. A Transformer enjoys learning new things.
5. A Transformer sees the world as an astronaut.
6. A Transformer is irreverent.
7. A Transformer leaves the problems behind and puts up a fight.
8. A Transformer believes in the power of small actions.
9. A Transformer helps others find their superpower.
10. A Transformer is moved because of causes.
11. A Transformer does its own T-shirt.
12. A Transformer lights a flame anywhere.
13. A Transformer loves diversity.
14. A Transformer gives hugs with the heart.”

Appendix I4: Picture of the community doing TF symbol

Figure 3 – Picture of community doing TF symbol



Source: TF’s Instagram profile

Appendix I5: Event invitation

Figure 4 – Event invitation



Sign up at www.movimentotransformers.com

Source: Self-developed content

Appendix I6: Event plan

Figure 4 – Event plan

Moment	Person	Time
Welcome performance	Maria Silva singing	17:00h
Food and drinks + socializing	Everyone	17:00h – 18:30h
CEO’s speech	Joana	18:30 – 19h
Performances showing the different services	Service representatives	19h – 19:15
Final artistic performance	Children from Superpowers’ school dancing	19:15 – 19:30
Merchandising distribution	2 internal people allocated	19:30 – 19:45

Source: Self-developed content

Appendix I7: Products' details

Figure 5 – Products' details

Product	Sizes	Price
T-shirt	XXS – XXXL	15€
Cap	S-L	10€
Face mask	S-L	5€

Source: Self-developed content

Appendix I8: T-shirt design

Figure 5 – T-shirt design



Source: Self-developed content