

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

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

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MARKETING STRATEGY RECOMMENDATIONS TO DEVELOP THE NEW
MONTBLANC FRANCHISE BOUTIQUE IN COLOMBO SHOPPING MALL

DANIELA ALEXANDRA ISAÍAS DE JESUS

Work project carried out under the supervision of:

Catherine da Silveira and Christophe Maincourt

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Abstract

This field lab aims to provide recommendations to Montblanc, a leading manufacturer of luxury writing instruments and more, and Grupo Tempus' Montblanc franchise boutique at Colombo Shopping Mall to enhance their sales potential in Portugal. A question raised by this final project led to digging deeper into which Points of Difference this Boutique should focus and bet on, being exposed to so many competitors in the Colombo Shopping Mall. The following recommendations aim at elaborating how Colombo Montblanc Boutique can create more desire and engagement with its clients and establish a better relationship with them or, for the first-time buyers, expand and develop it more in-depth. Then, it also tackles both marketing and communication strategies which are more focused on a better engagement with clients in order to achieve a shift in which they remind Colombo Montblanc Boutique more frequently and recall it from a more appealing approach.

Key Words

Luxury Retail, Marketing, Customer Experience, Portuguese Market

List of Abbreviations

B2B	Business to Business
B2C	Business to Consumer
CDJ	Consumer Decision Journey
DTC	Direct to Consumer
DOS	Directly Operated Stores
HQ	Headquarters
IG	Instagram

KOL	Key Opinion Leader
MB	Montblanc
POS	Point of Sale
SEM	Search Engine Marketing

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1. Introduction

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

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

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

1.1 The Montblanc Brand

The origin of Montblanc goes back to 1906, when August Eberstein, a designer from Berlin, partnered with Alfred Nehemias and stationery trader Claus-Johannes Voss and agreed on producing fountain pens in Hamburg. In 1908, the company, named “Simplo Filler Pen Co. GmbH” launched its first high-quality pen (Fondation Haute Horlogerie 2021). The first fountain pen was launched in 1909 under the name of Montblanc, the highest European mountain, to symbolize the peak of technical features and highest European craftsmanship. In 1913 the six-point white star Montblanc trademark was registered. In 1924 the Meisterstück writing instrument line was launched, became a timeless icon and nowadays the company’s best seller and most emblematic model. By the end of the 1920s, as a result of revolutionary advertising methods, Montblanc had become an international brand. After WWII, Montblanc began producing leather goods such as pen pouches and notebooks, emphasising innovative designs and technology processes. They expanded to men’s jewellery in 1996 and a year later, established Montblanc Montre S.A. in Switzerland, a place known for watchmaking. Throughout the years, the company has been diversifying its portfolio into other areas of luxury goods (fragrances, eyewear collections, and limited-edition high jewellery female collections), while keeping the white star logo on each item to ensure a strong identification. More recently, in 2007, Montblanc’s watch-making expertise was enhanced by the establishment of the Institut Minerva for Haute Horlogerie. Today, Montblanc is owned by the Richemont Group and has

been establishing other initiatives of diverse backgrounds such as the “Montblanc de La Culture Arts Patronage Award”, which honours excellent patrons and immense contributors of the arts. Also engaging into philanthropy topics, Montblanc partnered with UNICEF in 2004 to promote the importance of the written word and quality education for the world’s children, working with many celebrities (The Pen Shop 2019).

1.2 Brand Portfolio

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

1.3 Brand Identity

A brand’s identity is what a company aspires the brand to be, its values and points of difference (Da Silveira 2020). A common model to display the brand identity is Kapferer’s brand identity prism. It serves as a summary backed up by a deeper analysis of each brand facet – Physical

(most salient features), Relationship (counterpart given by the brand to its consumers/users), Customer Reflection (brand’s projected/desired consumer type), Personality (if the brand was a person, who/how would it be), Culture (set of values feeding the brand’s inspirations) and Self-image (brand’s aspired target internal feelings) (Kapferer 2012). In Portugal, Montblanc’s brand identity reflects the global one and is displayed in Figure 1. The content is based on information from Montblanc’s homepage and observations of stores, articles, as well as marketing campaigns.

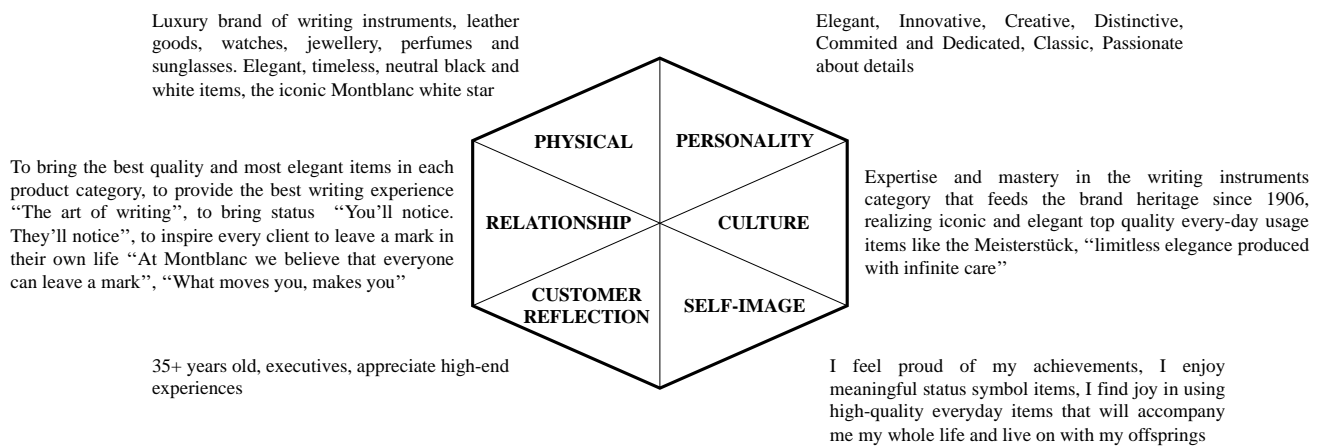


Figure 1 Montblanc's Brand Identity Prism

Source: Montblanc Field Lab Group, based on Kapferer 2012

1.4 Montblanc’s Approach to the Concept of Luxury

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

Following the Traditional Definition approach, a brand can express the luxury status delivering rarity in its offer, multisensory elements, and strong human content. The first aspect is created by the usage of rare, precious materials and qualified artisans. The multisensory sensations must

be delivered at the same time through the brand's products, and a strong human content is part of the production process. Montblanc delivers rarity of offer, multisensory elements, and strong human content. An example for rarity is the presence of specially trained artisans (Fondation Haute Horlogerie 2021) who, by combining modern production techniques with traditional craftsmanship, produce numerous elements of the brand's products (e.g., the nib of the fountain pens). Furthermore, the usage of rare materials like gold or platinum concurs with the rarity of the offer. Secondly, Montblanc takes advantage of multi-sensory features, as e.g., the beauty of its pens and the sound of the nib when used on paper (which is a quality assessment method used by the brands' artisans as well) (Montblanc 2021). Lastly, a strong human content is embedded in numerous products such as the hand-assembled pens and the Haute Horlogerie hand-made watches from the Montblanc's Movement & Innovation Excellence Centre (Montblanc 2021).

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

Lastly, the New Luxury Paradigm states that luxury must serve both Substance (tangible goods that are enjoyed physically) and Status. The latter is a social statement that can either be high-profile to be noticed by others or low-profile i.e., more personal, minimalistic, and intentionally modest. Accordingly, Montblanc is able to deliver a double dimension to its users at the same time. On the one hand, the brand delivers Substance through its very high-quality daily usable

products, and on the other one it attributes Status to its consumers. The used high-quality materials such as its Italian leather as well as its craftsmanship heritage feed the brand's Substance. Simultaneously, Status is provided by the historic function as a brand for executives, marking someone's success and wealth and the white star logo on each item that ensures wide recognition.

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

1.5 Distribution Channels in Portugal

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

1.6 Colombo Montblanc Franchise Boutique

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

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

2. Research Methodology

2.1 Objectives and Methodology Overview

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

1. Understand Montblanc’s role in the Portuguese and Lisbon retail market
2. Understand Montblanc’s competitive environment (in Colombo mall)
3. Understand the significance of each product category and demographic differences
4. Identify consumers’ expectations and experiences in reference to Montblanc in Portugal

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

METHOD	WHO/WHERE	HOW	GOAL
In-depth semi-structured interviews	14 interviewees	Online and in person	Understand brand perception, experience and all aspects interviewees consider relevant
Store checks, interviews and in-store observation	5 Montblanc boutique checks in Lisbon area, plus staff interviews, Colombo boutique in-store observations	In person boutique visits	Obtain a current and comprehensive profile of the brand in Portugal and of the Colombo boutique specifically
Social media listening	Social media, Google Maps, articles, brand website	Online	Gain further insights into Montblanc's online presence and t perception among consumers in Portugal
Competitor boutiques analysis	Torres, Gilles, and Boutique dos Relógios	Mystery shopper experiment at Colombo Shopping Mall	Understand competitors' service and product offering in Colombo
Quantitative questionnaire	302 respondents	Online	Assessing the developed hypotheses on the results from the previous methods

Figure 2 Methodology overview

Source: Montblanc Field Lab Group

2.2 Qualitative Interviews

As a first step, qualitative in-depth semi-structured interviews enabled a deep understanding of the brand Montblanc, its status quo in the Portuguese market and the perception and experiences of Portuguese consumers and thus added to the base for further research. Consistency with the research problem within the sample was ensured by a recruiting questionnaire that filtered respondents of three consumer groups: Group I – consumers who have purchased the brand Montblanc for their own use, Group II – consumers who have purchased the brand Montblanc as a gift and lastly Group III – consumers who have not purchased from Montblanc but like the brand and have purchased from other luxury brands in the past two years. All have lived in Portugal for at least five years. 14 interviewees were recruited, which makes the small sample of interviewees not statistically representative as $n < 30$; nine men and five women aged between 23 and 60 years. Of those, nine respondents belonged to Group I, four to Group II and three to Group III. The sum of the distribution is larger than the total number of conducted interviews as some respondents belonged to both, Group I and Group II. The interviews were conducted in person or via video calls and the audio was recorded with the respondents' consent for later analysis. We followed an interview guide (Appendix A) with a warm-up to prepare the interviewee and an initial question aligned to each group's situation, that invited them to talk and dig deeper onto their experience.

After the initial question, the following topics were developed in the interviews: “Consumer Behaviour & Attitude”, “Consumer Purchase Behaviour, Experience & Decision Journey”, “Montblanc's Brand Image, Perception & Consumer Relationship with the Brand”. Further, exemplary questions for each topic in the interview guide gave consistency and all interviews ended with documenting the respondent's profile; age, gender, occupation, as well as hobbies and interests to potentially discover linkages to areas that Montblanc collaborates with such as

Formula One (Montblanc 2021). The interviews were analysed in an interview analysis grid which established comparisons and the identification of response patterns (Appendix B).

2.3 Store Checks and In-Store Observations

Simultaneously to the interview conduction, store checks were carried out. As the work project's focus lies on the new boutique at Colombo shopping mall in the city of Lisbon, boutiques in the same area were considered. There are five Montblanc boutiques in the wider Lisbon area. Montblanc has two DOS boutiques, one in Avenida da Liberdade (main and official store) and another one at El Corte Inglés and three Franchising ones, at the Airport, Colombo, and in Cascais. Additionally, there are nine multi-brand Resellers, such as jewelleries Ana Joalheiros, Espiral Amoreiras, Boutique dos Relógios Plus, and Torres Joalheiros (Montblanc 2021). To collect a maximum of information on Montblanc the focus was set on mono-brand boutiques. A store visit grid directed each visit and gave instructions on general observations and interviews with staff members to ensure useful data collection (Appendix C). While the observations rendered comparisons among the boutiques e.g., in their offers, presentations, POS material and clientele, the staff interviews enabled inside information of the clientele's demographics and deeper behaviour, the boutique's peak times as well as product and category performances. The grid furthermore organizes this information which establishes a data overview that can be processed in further research. In addition to the physical store checks, Google Maps reviews allow insights into consumers' opinions and preferences regarding the boutiques as well as their perceptions of the service and staff behaviour.

Furthermore, in-store observations were performed at the Colombo Montblanc Franchise Boutique to generate insights on the boutique in question and to obtain a better understanding of the in-store dynamics and its consumer base. The prior store visits and staff interviews at Colombo revealed the boutique's hours with the most traffic. Thus, in-store observations took place on five days of the week (8th-12th of November) during lunch and after-work hours from

12.00 to 15.00 o'clock and from 16.00 to 19.00 o'clock as documented in Figure 3. During those time slots, in-store consumer behaviour, their decisions, and use of assistance as well as recognizable demographics were documented to identify consumption patterns and segments. Again, an in-store observation grid assured an organised data collection and consistency in the procedure and type of documented information (Appendix D).

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

Figure 3 Colombo Montblanc Boutique Observations

Source: Montblanc Field Lab Group, data from Montblanc boutique

2.4 Social Media Listening and Online Research

Social media listening indicates analysing online conversations on social media. Hence, it represents another research tool to gather data and information about Montblanc's perception in Portugal, as does general internet research about the brand in Portugal. Montblanc's official homepage montblanc.com functions as an informational website about the brand and company as well as a DTC online shop. The page, including the shop and customer service, is available for Portugal, however only in the English language. Montblanc is broadly present on social media and invites visitors of their homepage to follow them on Instagram, Facebook, Snapchat, Twitter, YouTube and Pinterest. Those accounts are kept as global accounts in English. However, Montblanc's social media presence in Portuguese accounts as well as their appearances in Portuguese magazines convey information. On Instagram, there is also a Portuguese account of Montblanc @montblanc_pt with more than 2500 followers (status as of 22nd November 2021) that documented the launch of the 1858 Watches Collection, hosted at a venue in Lisbon in 2018. For this occasion, they established the hashtag #MontblancSpiritOfExploration, which was supposed to be used in posts related to the event and collection. After three years 13 posts with that hashtag remain on Instagram, half of them

posted by the @montblanc_pt account and all of them with an average of two endorsing comments (Instagram 2021a). The account was operated for one year between October 2017 and October 2018 and has not been active since. Apart from product images, it featured many pictures from local and international events, all with few comments which are neutral or positive towards the brand (Instagram 2021b).

Moreover, Montblanc has collaborations with Portuguese celebrities who were invited to international new collection release parties. Since 2016, Pedro Crispim, a fashion KOL in Portugal, has been an ambassador for the brand. His Instagram and Facebook profiles feature several posts tagging the brand (Instagram 2021c; Facebook 2021). Another Portuguese KOL that Montblanc occasionally collaborated with in 2018 was Ana Rita Clara, a well-known actress and TV presenter (Instagram 2021d). Both were invited to several events by Montblanc, of which they shared posts and stories on their social media afterwards. Followers merely reacted to the celebrities' personality and appearance instead of the brand Montblanc or the presented products. Especially Crispim is repeatedly praised for his style and elegance in the comments, characteristics that match Montblanc's brand identity (Instagram 2021c).

2.5 Competitor Analysis

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

reseller boutiques, Montblanc is sold among other luxurious watches, accessories and jewellery brands while authorized online resellers Yoox and Mr. Porter also sell clothing from premium and luxury brands.

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

Focusing on Colombo Shopping Mall and due to the shopping centre environment, the Colombo Montblanc franchise boutique competes with surrounding high-end stores and boutiques that offer the same and related product categories as well as the afore mentioned competing brands, namely Boutique dos Relógios Plus, Torres Joalheiros, and Gilles Joalheiros (Fine Jewellery). To assess the boutiques' points of similarity and points of difference, a mystery shopper experiment was realized. The mystery shopper (MS) walked into each of the boutiques with the same storyline. MS sought assistance for a Gucci watch bracelet for women, which is not available anymore and then welcomed advice for other watches brands and models, specifying some wanted requirements.

2.6 Quantitative Questionnaire

2.6.1 Questionnaire Preparations

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

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

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

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

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

H5: More men than women purchase Montblanc for themselves.

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

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

2.6.2 Questionnaire Analysis

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

Hypotheses 1-3 were tested with a descriptive frequency distribution analysis in SPSS. Therefore, answer frequencies from the respective questions were regarded, which is Q1 (about brand recognition) for H1 and Q4 (about Montblanc's category associations) for H2 and H3. To test H4 to H6, it is necessary to look at the relations between two variables, which can be realized with the creation of crosstabs in SPSS. The tables contain the absolute frequencies of the variables and provide information about the correlation of the answers. First, the independent and the dependent variables must be defined: The dependent variable changes in relation to the independent variable (Janssen, Laatz 2016). The dependence or independence of variables can be tested with chi-square. To determine the chi-square, a null hypothesis H0 is formed, which always describes the opposite of what is being investigated and assumes no correlation (Berekoven et al. 2009) and is then compared with counterhypothesis H1. The significance level determines the probability from which H1 should be accepted and is usually a 5% level for a significant result and a 1% and below level for a highly significant result. Thus, applying the chi-square test and the significance level determination enables statistical validation (Janssen, Laatz 2016).

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

3. Research Insights

3.1 Montblanc in the Portuguese Market

3.1.1 Brand Awareness and Perception

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

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

Writing instruments remain Montblanc's staple as 81.8% of the questionnaire participants who know Montblanc (n=214) associated the brand with the category. On the other hand, 36% did not associate Montblanc with the watches category, 19.6% chose the "neutro" answer and 44.4% did associate it with watches. This unbalanced perception does not imply a high awareness of Montblanc's watches category. However, leather goods, luggage and jewellery were even less associated with the brand than watches with 60.8%, 52.8% and 47.2% of the participants not associating the brand with the categories. Nevertheless, the interviews revealed that those who had purchased from Montblanc for themselves before were aware of most categories. *"I'm always updated with the new products and releases and special editions, so I could say pens, agendas, watches, belts, bracelets, suitcases, luggage, headphones..."* (Montblanc owner, commercialist, M, 55). Louis Vuitton, a company that started with luxurious

luggage and boxes, serves as a comparison (Louis Vuitton 2021). The brand was recognized by almost all participants. Yet, despite the high recognition and more marketing activities, the questionnaire revealed bags & luggage and accessories as the categories that were most associated with the brand. Finally, those results show that despite strong efforts of changing a brand’s positioning, its first successful product category remarkably determines its heritage, and people continue associating the brand with it the most.

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

<p><i>"(...) the quality, the design, the symbol, the brand, the status it gives to you... I would highlight the power, a brand with very high standards"</i> (Montblanc owner, banker, M, 57)</p>	<p><i>"I associate it with executives, business scenario (...) a brand for someone rounding 40/50 years (...) for men, even the designs"</i> (Montblanc owner, commercialist, M, 55)</p>	<p><i>"Montblanc is like sleek, design-oriented products (...) I associate the brand with a simple design and a nice leathering (...) a lot of refinement"</i> (Montblanc gifter, student, F, 23)</p>	<p><i>"(...) the brand reminds me luxury but at the same time simplicity. The pens are really beautiful, and they are super simple... it comes beauty, elegance, simplicity but something luxurious (...) "</i> (Montblanc owner, consultant, M, 23)</p>
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the following: *"it's much more masculine. Even the windows are much more focused on male items..., the bags, cufflinks, pen themselves... much more turned to men designs (...)"* (Montblanc owner, teacher, F, 50). Moreover, Montblanc is seen as iconic, an elite product conveying high standards, that is associated with executives and related to a business perspective. Interviewees mentioned that Montblanc gives status and transmits a sense of superiority because of its prestige. They recognized Montblanc as design-oriented and practical with simple, classic designs throughout the portfolio and highlighted the style, appearance, quality, and refinement of the items.

3.1.2 Purchase Behaviour

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

Pre-purchase

Pre-purchase is where every decision starts. As previously described, the qualitative interviews revealed that Montblanc is often known due to family members or friends using the brand. Moreover, they often got personally in touch with it because of gifting. Eight out of eleven interviewees who own a Montblanc product received their first item as a gift and have been fond of the brand since. *"Once I saw that I enjoy (...) the style of the pen (...) that started the relation (...) and since then it's a question of just if I like it."* (Montblanc owner, CEO, M, 53)

For instance, by now, this interviewee owns writing instruments, leather goods, a watch, and some fragrances. Therefore, in the pre-purchase stage, there is often an existing desire to own more Montblanc products. Generally, according to staff interviews, the purchases are mostly planned. Other purchase motivations that were observed in store and shared by interviewees are specific product needs, collection, complementary products, special occasions, and gifting. Additionally, pre-purchase, clients like to inform themselves in online channels such as websites and apps: *"I went to that new department (...) I had taken pictures of some of the wallets I saw (...). And then I continued that search online and I went to that app Net-a-porter (...) and then eventually (Montblanc) just popped into my head (...) and then when I went on the website"* (Montblanc gifter, student, F, 23).

Purchase

In-store observations revealed insights for the purchase stage. Almost all observed clients sought assistance straight away and already had a product in mind. Nevertheless, when looking for a present, they were usually less determined and tended to ask for advice. While most of the

observed clients did not indicate a budget, the interviewees confirmed it and pointed out that “you can't define budget in luxury” (Montblanc owner, real estate developer, M, 33). Therefore, even when confronted with higher prices than expected (especially for gifts), clients favoured quality over price. Clients prefer in-store purchases rather than online ones since they value the

"I don't have any kind of engagement with the brand. No private sales, no followings on social media, no newsletters..."
 (Montblanc owner, area manager, M, 49)

"I receive newsletter once in a while... and I follow it on social media... As I told you, I like to keep updated with all the latest releases"
 (Montblanc owner, commercialist, M, 55)

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

assistance in store and

(Montblanc owner. banker. M. 57)

furthermore, for very high-end items interviewees mentioned a need to touch, to try, and to feel the product. *"I wouldn't buy that kind of product online. First, they're not a common purchase... you have to be assured of the quality itself (...) touch it, feel it, see with your eyes is a completely different experience"* stated a 49-year-old area manager (M) and Montblanc owner. When buying a gift, they moreover enjoy the wrapping personalization service in-store and are prone to using the engraving service. *"I prefer going in-store, also if I want a gift then I want a nice package"* (Montblanc owner, professor, F, 55-60). Throughout the different research methods, gifting stood out as especially relevant for Montblanc. The questionnaire revealed that people of every age purchased from Montblanc for gifting purposes. Women purchased Montblanc more often as a gift (75%) than for themselves (55%). The interviews provided more insights: gifts are most often meant for men - bosses, brothers, friends, partners, co-workers, uncles, or sons – and purchased by women, usually to celebrate a special occasion. Among the special occasions, interviewees and staff members mentioned e.g., anniversaries, new jobs, graduation or promotion celebrations, and birthdays.

Post Purchase

For the post purchase stage, the research showed that clients are usually very satisfied with Montblanc’s quality and its consequently usage experience. As revealed in the qualitative

interviews and confirmed by staff members, many clients become brand loyals and return for regular repurchases (e.g., refills) and other product categories. The brand relationship portrays a fragmented reality: on the one hand, there are clients who care to always be up to date with new releases and actively follow brand news. On the other hand, others, including loyals, only have in-person relationships with Montblanc when coming by a boutique every now and then.

3.1.3 Consumer Segmentation

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

To understand who the clients could be, it is useful to create a persona for each segment. A persona is a concept that portrays a fictional profile, representing a target audience. It was first used by Alan Cooper in the late 90s and later described in his *The Inmates Are Running the Asylum* book in 1999. Figure 4 shows the persona concept applied on the above-mentioned Montblanc consumer segments.




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

Figure 4 Montblanc Consumer Personas

Source: Field Lab Group

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



Figure 5 McKinsey Consumer Decision Journey Model

Source: McKinsey & Company 2009.

Reasoned Buyers

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

Gifters

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

Impulsive Buyers

The segment of Impulsive Buyers, people who undergo impulse purchases, is assumedly the smallest. According to store checks and staff interviews the target size depends on the boutique's location, such as the highly touristic area of Avenida da Liberdade. The segment's CDJ is shorter, and the different stages tend to blur. Impulsive Buyers may have been exposed to Montblanc at previous touch points and the brand may have already been in the consideration and evaluation stages before. As Montblanc is a luxury brand that offers everyday usable items,

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

3.2 The Colombo Montblanc Franchise Boutique

3.2.1 Boutique Insights

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

to return to the boutique each time when traveling back, they inform collectors about new releases and also check in with customers who have not been back at the boutique in a while.

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

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

3.2.2 Competitive Environment at Colombo

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

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

Figure 6 Colombo Competitor Comparison

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

The environment of the boutiques is luxurious. Although Gilles leaves a lower-profile impression when compared to its competitors due to their less luxurious and fancy decorations. The mystery shopper experiment revealed a friendly service in all boutiques. At Boutique dos Relógios Plus the sales assistant used the conversation with the alleged client to introduce the

boutique's client account program as well as a payment model of monthly instalments. At Torres, the approach was calmer and less insistent, addressing the clients only when they communicated interest or asked a specific question. Overall, it is more distinguished when compared to Boutique dos Relógios Plus. At Gilles, the sales assistants were more resistant and only gave suggestions after being asked many times. In the end, all sales assistants provided a phone number to keep in touch and offered to provide more information and offers via personalized text messages (WhatsApp).

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

4. Final Note

The presented research revealed information for all priorly defined objectives in section 2.1 and generated insights about Montblanc's role in the Portuguese and Lisbon retail market landscape, the competitive environment (at Colombo), the significance of each product category and demographic differences as well as consumers' expectations and experiences in reference to

the Montblanc brand in Portugal. Furthermore, based on the questionnaire results the hypotheses could be tested and accepted or declined. In summary, Montblanc has a high brand recognition in Portugal above 90% with 93%, thus H1 can be accepted. Montblanc was moreover mainly associated with the product category of writing instruments, so H2 is also accepted. Since Montblanc was not highly associated with the watches category H3 is validated. Despite a higher popularity of Montblanc among the men of the sample, the chi-square test revealed a statistically insignificant correlation between the variables gender and popularity, which is why H4 was rejected. In contrary, the variables gender and purchase for oneself showed a highly significant correlation. Therefore, H5 can be accepted. Lastly, women who purchased Montblanc more often purchased it as a gift than for themselves, so H6 is also confirmed. The mentioned data is attached in Appendix F and the generated insights form the base for the following recommendations.

5. Recommendations

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

6. Limitations

For the length of the field lab, several limitations influenced the quality and quantity of the final results. Initially, the project was intended to be realized in partnership with Grupo Tempus and focused only on the Montblanc franchise boutique at Colombo Shopping Mall, that is owned by the latter referred group. Due to illness of the contact person at the company, the project begin was postponed to the end of September. Following unforeseeable events, we were not able to receive the endorsement by Grupo Tempus and the scope of the work project had to be shifted to Montblanc in Portugal overall. The partnership with Grupo Tempus originally ought to enable reliable information on Montblanc in Portugal, the Colombo franchise boutique, as well as inside information of the shopping mall and its environment for a more profound and

databased analysis of the project. Subsequently, there was a time in which the study did not proceed well, as the new scope and steps required time to be defined. Initial research was accompanied by uncertainty and rather directionless. Due to the initial loss in time, the intermediate deliveries and respective feedback sessions were postponed closer to the final deadline. This fact led to reduced time to improve and upgrade the work.

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

Lastly, the unexpected absence of one group member during the final project days and feedback meeting due to severe health issues may have compromised the final work alterations. The remaining group members were still able to complete the work, taking the received recommendations into account. However, the double burden and working on someone else's part caused additional time restraints and pressure.

1. Introduction

Throughout the years, Montblanc's identity, craftsmanship, and tradition remained faithful to its original and classic DNA. Nonetheless, things have changed since Montblanc (MB) first launched onto the scene and today the company faces the enduring challenge of appealing to a market that doesn't truly appreciate the value of writing instruments. The brand was always comprehended as one accredited by the revolutionary advertising methods, such as fitting cars with oversized fountain pens and commissioning the first advertising planes (The Pen Shop, 2019). Despite the imaginative creativity, our research revealed that in the last years the brand has been "accused" of being far away from their main public, and by keeping seen as a cold brand that got stuck with its endless success. With its re-opening by the new franchisee Grupo Tempus, Montblanc Colombo Shopping Mall boutique re-opening reveals an opportunity to develop great marketing campaigns and deliver the best customer experience, while nurturing the relationships with its clients and prospects. Grupo Tempus benefits from being a group which has been established in the Portuguese market for many years, and it concedes Montblanc a slight advantage, even when approaching marketing and communication campaigns, a priority for the boutique to prosper in the future, mainly in what concerns enhancing the sales potential.

2. Organization of this Individual Report

The present report first analyzes what Colombo Montblanc Boutique is currently doing in Portugal regarding marketing strategies and proceed presenting challenges the boutique is facing. Before moving on to the final recommendations, the traffic management flows are analyzed in sequence to understand which are the main gates and paths pursued by the Colombo Mall shoppers. Moreover, this study aims at serving as a basis for justification purposes in what concerns the recommendations. To finalize, the recommendations are split into two main topics – consumer service strategy at the Point of Sale (POS) and communication strategy.

3. Further Insights to address marketing strategy

3.1. Montblanc's current marketing & communication strategy analysis in Colombo

As the group previously mentioned in the main report, Montblanc doesn't have a Portuguese website and only has one official homepage that is written in English. It includes products detailed information, the online e-commerce shop, and customer services. Montblanc's website provides the possibility of shopping online with shipping available to Portugal. Regarding the Instagram account, the Portuguese one is not active since October 2018. Main posts focused on special happenings such as the case of #MontblancSpiritOfExploration, an event to celebrate the 1858 collection launch with the support of @carclass (Instagram 2021a). Nonetheless, as the franchised MB Boutique belongs to Grupo Tempus, it is promoted and publicized in their social media accounts, mainly Instagram through @boutiquedosrelogiosplus. With more than 20,000 followers, Montblanc was advertised three times during August and September, being the last post on September 30th. During the last 2 months, Boutique dos Relógios Plus has not posted or released anything on Instagram related to the Colombo MB Boutique (Instagram 2021b). Those 3 posts did not generate engagement with followers, once the ratio between main account followers and likes/comments is very low (40 likes on average for Montblanc posts vs 90 likes on average for general posts; there are even posts with more than 500 likes).

In addition, the franchised MB Colombo boutique follows the strict guidelines coming from the MB Headquarters (HQ) in Hamburg and reports to Madrid at first, as the MB Iberian operations are located in Madrid (Sónia Grazina, 2021). By following specific requirements in what concerns new activities and activations, creativity might be hampered. The major Colombo MB brand activation occurred during November where Oscar Nomen, an artist, was invited to a special afternoon in-store where he performed engravings on clients' leather goods. The main purpose was to personalize items and consequently, create a MB unique piece. According to

Colombo MB Boutique Responsible Sónia Grazina, the event was a success, prompting customers to visit the store and have a glance at the engravings event scenario. Overall, Oscar's event increased traffic in-store and also the purchases volume. She also mentioned a peak of leather goods sales on that day, explained by clients' desire to have a personalized item.

Regarding the newsletter service, and from the interviews with staff members, the group realized that the boutique is still not providing all the benefits to its subscribers. By now, clients are invited to special events and receive personalized content. Nonetheless, and as stated by MB Boutique Responsible Sónia Grazina, the boutique expects and is planning to have more benefits delivered throughout the next months such as access to promotions reserved exclusively for MB subscribers (promo codes).

4. Traffic Management Flows analysis

4.1. Colombo Shopping Mall introduction

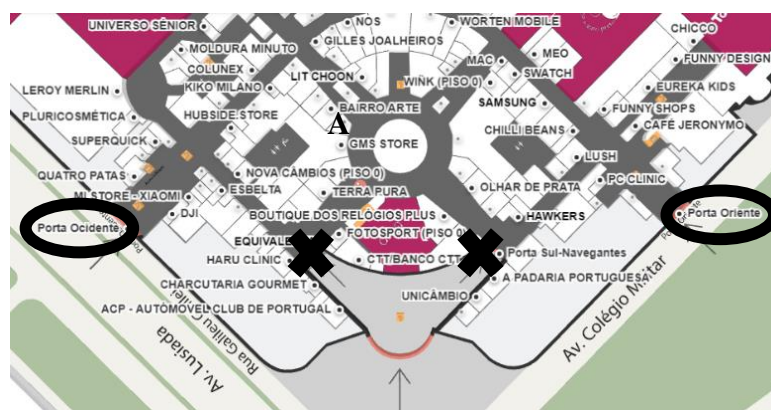
Colombo is one of the biggest shopping malls in Portugal. With more than 340 stores, it possesses unique features which combined with its huge and wide range of offers, provides the best experience to the customer. The shopping mall comprises 3 up floors and more 3 underground floors directed to the parking lots (identified in Appendix A). With more than 22 million people visiting the mall every year, Colombo has a great opportunity to thrive not only due to its sizeable offer but also to the diverse and more powerful clientele showing up, e.g. executives from surrounding companies and wealthy tourists with high purchasing power. Despite having some of the stores belonging to the same category near each other, Colombo magazines are not organized and structured by zonings, with the exception of the 3rd floor which is mainly headed to the "Food & Drinks" area. Nevertheless, the 1st floor is predominantly devoted to the "Women and Men Fashion" and "Kids Fashion" areas. Customers can find a lot of categories along floor 0 such as "Accessories & Jewelry", "Home & Furniture", "Culture & Leisure", "Beauty & Health", "Tech and Telecommunications", "Toys & Games", "Groceries",

and also “Coffee & Pastry shops” (Colombo 2021b). The MB Boutique is located in Floor 0 next to Praça Central (identified in Figure 1 via A*), one of the best locations of the Mall.

4.2. Methodology

In order to better understand and generate insights about where the main traffic is coming from, Colombo main entrances observations were performed. To collect a maximum of information on main gates and paths pursued, a two-hour examination and manual count was carried out in every main door – Porta Oriente, Porta Ocidente, Porta Sul Novo Mundo, Porta Sul Navegantes, and parking lots access. Prior information from Colombo’s own website revealed the shopping mall’s hours with the most traffic (see Appendix B). Thus, based on the previous information, Colombo’s main entrances observations took place on 5 days of the week (24th, 25th, 26th, 29th, and 30th) during lunch and “after-work” hours from around 12.00 to 14.00 and 15.00 to 17.00 o’clock (see Appendix C). Those observations enabled us to acknowledge and identify main gates patterns and paths pursued (see Appendix C). Once again, a grid ensured consistency and better organization among data collection.

4.3. Main Gates and Pathways Identification



Source: Colombo oficial website

Figure 1 – Colombo main gates and Montblanc location

In the picture above, there is a Colombo map representation of the main gates and boutique location. From Colombo’s main entrances observations, “Porta Sul Novo Mundo” (identified in Figure 1 via a cross figure*) was recognized as the one who receives more visits per day with

1750 entries among 5492, meaning that 32% of people got in Colombo by this door. During the observations, it was possible to conclude that this specific gate is the one where most executives and corporate company' employees get in, with a principal subway exit correspondence. After arriving, customers tend to turn right in the direction of Praça Central, where the MB Boutique is located. The same opposite door, "Porta Sul Navegantes" (identified in Figure 1 via a cross figure*) has considerably less traffic, remaining with the pattern in which customers tend to turn left right in direction to Praça Central. "Porta Ocidente" (identified in Figure 1 via a circle figure*) is another major gate with 1257 entries out of 5492, accounting for 23% of overall entries. From the observations realized during lunch hours in "Porta Ocidente", it was perceived that 60% of people went right upstairs, highlighting the more frequent behavior after 12:30 o'clock. On the opposing side, "Porta Oriente" (identified in Figure 1 via a circle figure*) faces less traffic since it is away from transports networks and terminals, and the door is next to the main highway. People entering by "Porta Ocidente" and "Porta Oriente" have common conduct where they tend to go upstairs while in "Porta Sul Novo Mundo" and "Porta Sul Navegantes", people tend to turn right or left and keep their ride right to Praça Central and only there, go upstairs. Concerning parking lot accesses, 1st floor is undoubtful, the floor where more people leave their car with 670 out of 1385 people leaving it in this floor, i.e. 48%. For the other underground floors, the 2nd floor is also a highly-seek floor with 37% favoring this area. As Gwyn Davis states, "*Get the right location and your business will survive, select the wrong one for your brand and it's destined to fail*". The gates research shows that MB has a position that benefits a lot from its location. Firstly, it is crucial to mention that "Porta Sul Novo Mundo", the one with most entries overall, exhibits a pattern of people turning right and keeping their ride right to Praça Central (the place where Montblanc is placed), even before going upstairs, which means that until arriving at the stairs, they pass nearby the boutique windows. Furthermore, this very important gate is where most executives and employees from corporate

companies get in. By that, the boutique is gaining more exposition to one of its main targets, and once again profiting from its location.

5. Competition Analysis

Competitor analysis and their social media listenings had a particular impact on this project since benchmarking is a crucial study process to understand brands' landscape - where they are, what they are lacking, and how could they possibly have a better performance. When compared to its competitors, MB shares a prestigious location in Praça Central.

Table 1 – Competitors Comparison

	Boutique dos Relógios	Torres Joalheiros	Gilles
Service	Private appointment, Whatsapp option, visit card, client account, bar, items' repair and gift wrapping (lacking personalization in-store)	Private appointment, Whatsapp option, visit card, gift wrapping (lacking personalization in-store)	Visit card, gift wrapping (lacking personalization in-store)
Customer-service	Very attentive, helpful, expertise	Less insistent approach, mastery	Friendly but not that open
Communication & Marketing	Website in PT & buying onl, online magazine “Turbilhão”, IG & Fb PT account, celebrities partnerships, events, brand activation sponsorships, billboards	Website in PT & buying onl, IG & Fb PT account, focus on Rolex, celebrities partnerships, celebration parties, billboards	Website in PT & buying onl, “Gift Card” online feature, IG & Fb PT account, celebrities partnerships, events sponsorships

Source: Field Lab Group, based on in-store observations, mystery shopper and social media listenings

According to the grid content, there are some similar strategies followed by competitors with the most common relying on visit cards, billboards, and gift wrapping. Besides the luxurious environment and options in-store, those boutiques are lacking in-store customization e.g., engraving services. Furthermore, and in what concerns marketing strategies, all boutiques focus and bet on celebrities' partnerships, brand activations, and events sponsorships. Those tactics aim at creating positive buzz around brands and at driving increased engagement, and consequently, can be a very successful tool in building brand equity (Paul Jankowski, 2015); with so many benefits for the brand, Montblanc boutique Colombo Shopping Mall is losing a good chance to create more engagement with its clients and prospects and to enhance brand trust and brand loyalty. Despite those strategies, MB faces yet an opportunity to include items' personalization in-store, a highly-sought service according to qualitative interviews, and one that could differentiate from its competitors offer. Wrapping up, the latter mentioned are critical points that MB is missing and should address in its strategy to flourish in the future.

6. Recommendations to Colombo Montblanc Boutique addressing marketing strategy

The following part gives recommendations on how Colombo Montblanc Boutique can overcome its shortfalls, by keeping in mind its identity. First of all, the brand's marketing strategy needs to focus on a better engagement with clients and prospects in order to create a more intense connection, brand preference and to boost loyalty.

6.1. Improvements in Montblanc's consumer service strategy at POS

In-store new services & techniques

According to our research, Colombo MB Boutique is lacking some of the simplest services and functionalities that a store should incorporate in its strategy. First of all, the Boutique should create a general Whatsapp number in which clients are allowed to have a private message

assistance service. This simple move will concede clients a more personalized and convenient customer service since they can easily start a conversation with the store through a message, e.g., asking a doubt, seeking a specific model, checking if the store has stock of that item... Another useful resource somehow derived from the suggestion above is visit cards. From Mystery Shopper observations, there is a common practice where competitors' sales assistants always deliver cards with a personal number. This service is indeed missing in the MB Boutique, and it ends up being an efficient way to ensure post-purchase assistance, to book an appointment, to ask for more details about a specific model, among others. Additionally, services provided in-store are very important since POS is something that may turn a lead into an actual purchase. Montblanc boutiques remain faithful to their identity worldwide while having uniform merchandising and very aligned strategies. Moreover, smaller or newer boutiques can take advantage and must pay attention to what the most innovative ones are accomplishing in order to follow the success cases. For Colombo MB Boutique, engraving option in-store is a must-have since almost every MB boutique delivers this customized service. The final idea is to establish a distinct area for engraving option in-store. As previously mentioned and from the insights about personalization preferences (a service highly sought by clients), the engraving option shows an opportunity to increase the number of purchases and customers in-store.

6.2. Improvements in Montblanc's communication strategy

Billboards and Mall Decoration

Colombo has an extensive set of billboards (JCDecaux) spread across the shopping mall, which is managed by MALL Activation, a company that runs brand activations, advertising, and sponsorships in all Sonae Sierra commercial centers. Billboards are located in high and intense traffic whereabouts and aim at increasing brands' visibility and advertising campaign's effectiveness. This is an opportunity to take advantage of shopping mall communication tools

and reach more traffic. In Colombo and according to traffic management flows analysis, there are 5 main places where the billboards would have a high reach and be more visible and relevant for Montblanc's target – 2 of them in the main corridor which gives access to Praça Central (one in the corridor where Montblanc has its window turned to that side and another one coming from Porta Sul Navegantes), 1 in Porta Ocidente and 1 in Porta Oriente right next to the escalator. The fifth billboard has a perfect position settled in the 3rd floor when consumers get upstairs in the Praça Central escalator. MALL Activation also provides the “Mall Decoration” option which could grant the Montblanc boutique huge visibility arising from the large structure hanging on the top. This recommendation would be more impactful during the Christmas season since with Christmas decorations, consumers tend to stare around all the ornaments and lights, and in this case, lights precisely have a concentrated zone nearby the big structure.

Montblanc Floor Promotion

Brand activations allow a brand to be creatively promoted within its target. They can assume different shapes, but all share the same major goal – to encourage direct contact between clients and the brand. By being one of the biggest shopping malls in Portugal, Colombo embodies a vast extent of places where brands can promote themselves, and with that, foster relationships with clients. The major area is Praça Central, the area where most activities occur. The recommendation is based on a partnership with Tesla and would work as an event with varied pursuits. The big happening comprises a Tesla car exposition with some of the best models which would be a powerful way to call customers' attention. Not only composed by cars, the event would also comprise a limited-edition pens collection exhibition. By soliciting a collector, MB is able to englobe valuable old and rare editions within its exhibition and create buzz around those special items. To blend some interactive activities that allow customers to be involved in the experience, this event would also include an engraving service. As this is not the first time the boutique uses this personalized service, MB boutique could take advantage of its previous

artist Oscar Nomen and have him again engraving leather goods and producing customized items. This brand activation would make more sense to happen close by the Christmas season and pre-black Friday days, mainly beginning and middle of November, since there are more consumers going to Colombo. The Christmas season brings a connection since MB could take advantage of this specific color and mark large shining red steps on the ground getting people to the Boutique. Those kinds of activations are not only appealing to MB loyals and people who like the brand, but also to the newbies that don't know it very well but might be curious and interested to give a glimpse at.

Influencers and Ambassadors

Nowadays, society lives in an era where influencers have a lot of impact on people's choices. By promoting brands, they show the items and explain every detail about the products and services, advertising them in the most imaginative ways. Sometimes customers do not know the product before, but after seeing and noticing it, it starts belonging to their consideration set. By that, and also based on benchmarking done to the other Colombo competitors, MB must include someone that is an ambassador and influencer in its strategy. The 2 ambassadors' choice (a male and a female) is built on 3 main factors - personify Montblanc as a brand, be able to connect and engage with the brand's target and have a solid, well-established online presence with a wide network (Hayzlett, 2015). Moreover, the ambassadors should already be seen as a reference for people from a reliable, classic, and powerful perspective. Given the criteria, ambassadors suggestions are:

Table 2 – Ambassadors Suggestions

Rúben Rua	508k followers on IG	Career in fashion and TV	Classic style, keen on luxury topics
Ricardo Pereira	903k followers on IG	Portuguese actor	Classic and elegant style, strong presence

Diana Chaves	850k followers on IG	Portuguese actress and TV hostess	Powerful woman, strong personality, married with a football player (visibility)
Carolina Patrocínio	968k followers on IG	Portuguese TV host	Classic but luxurious style, huge influence, business women

Source: Field Lab Group, based on official pages (Instagram) of Rúben Rua, Ricardo Pereira, Diana Chaves and Carolina Patrocínio

Every influencer is unique and has distinguished traits from another, displaying differences in content, style or even target audience. And taking advantage of the relationship between an influencer and his niche is really key for a brand to succeed. The chosen ambassadors share a similar target audience when compared to Montblanc. All of them reach a wider target and have a very well-established community. Their reach is not only fulfilled by older people with power purchase, but they also influence younger generations of consumers with medium purchasing power, a target that Montblanc has been trying to catch with the development of New Tech products such as headphones and smartwatches. In the case of women ambassadors, both of them are powerful and stand for high standards. Moreover, being married to 2 celebrities also contributes to greater impact and visibility whenever they post Valentine’s Day or Christmas gifts suggestions. As our survey results suggest, with 75% of women buying MB for gifting purposes rather than for themselves (55%), this would be an efficient tool to generate awareness regarding gifts suggestions. The male ambassadors’ options follow a classic lifestyle and are elegant. The range of ages varies a lot, and while Rubén Rua is more related to fashion, stylish, refined, and luxury-content, Ricardo Pereira is older and has different standards of living. He is more practical but keeps an iconic celebrity. The idea is to invite one male and one female to be Colombo Montblanc boutique ambassadors. Their main function is promoting the boutique on their social media accounts, mainly Instagram, during special occasions and giving gift suggestions, as for example, for Valentine’s Day and Christmas. Another recommendation using the ambassadors would be a video store marketing campaign also shared on their IG’s

(Instagram). Ambassadors' purpose is to show the new boutique and the items available, incentivizing customers to show up. Furthermore, ambassadors would be invited to special events in order to represent the brand. The fact that ambassadors are famous would increase visibility, and consequently, create a lot of "buzz" around the topic, which allows the brand to capture customers' attention, and at last, might recruit new ones.

Colombo Instagram – Shinning Gold Cards campaign

Colombo IG (@centro.colombo) is a useful tool to promote brands and easily reach customers. Currently, with more than 18k followers, the social media account strategy englobe brands' promotion and provides information about activities happening in the commercial center. Montblanc has an opportunity to take advantage of Colombo's online customer list and inform them about its re-opening. As most clients still don't know about the re-opened boutique, posting a video store marketing campaign on Colombo IG would make previous clients glad for MB return and new or unfamiliar customers getting curious about the new boutique. This video store marketing campaign would feature the Shinning Gold Cards campaign.

Today's customers are more demanding than they have ever been, and they highly seek a unique experience. The shinning gold card is a simple strategy where the boutique provides a fancy-designed "box" inside the store. Every time a client does a purchase above 600€, they win a chance to withdraw a card from that box. The box will be full of cards and only one reveals gold. By taking this one out, the client will immediately receive a 30% discount on their next purchase. The fancy and lavish design will call customers' attention, from first-time purchasers to occasional shoppers or even loyals, and the main purpose is to increase purchase frequency. During the year, the boutique can release around 2/3 gold cards, depending on their budget.

"Taking notes with Montblanc" event

In order to engage with loyals and collectors, the boutique would first create the Collectors Club. The major goal points to gathering all loyals and collectors in order to share ideas,

perceptions, and opinions. The Club concept consists in organizing activities that mainly focus on nurturing the relationship with collectors and loyals and also, create a special connection between them. One following recommendation for a workshop is a calligraphy class in partnership with Telmo Nunes Caligrafia, a Portuguese calligrapher who operates in the luxury corporate events market. The class will take place inside the Colombo boutique, and it is exclusively by invitation. During the class, collectors and loyals are empowered to learn this astounding art, utilize their many fountain pens, and then apply the water-based ink to paper. It will be followed by a wine tasting experience with the Eventing company, where collectors and loyals will receive a special gift, i.e., free ink. By delivering this “special treatment”, there is an intention from Colombo MB boutique to turn the boutique into a first consideration whenever collectors and loyals have a need or request. Since the event is not related to any special season, it is subtle to happen whatever time it best suits MB management costs.

Montblanc Christmas Dinner

From previous research analysis, Montblanc is known for having true loyals, the ones that once bought the brand, like it so much that end up remaining faithful for the rest of their lives. And here, that is a segment which Colombo boutique should recognize and pay a lot of attention to. As the name evidence, Montblanc Christmas Dinner is a dinner for loyals and Colombo MB boutique best clients. The event will happen in a fancy environment hotel with some suggestions such as Four Seasons, Lapa Palace Hotel, Corinthia, or MYRIAD by SANA Hotels. Ideally, the room would have space for a small concert to be played after the meal. Besides the concert, there would be an MB items exhibition where clients can have a glimpse at watches, pens, leather goods, among others. Grupo Tempus board, and mainly, David Kolinski will be invited to start the occasion with a speech. This event intends to show loyals they are important to the boutique and that Montblanc really cares about them. Clients like to feel special, and Montblanc Christmas Dinner happens in the perfect timing to spread this magical mystic.

7. Final Remarks

With so limitless choices and diversified brand interactions, brands should now transform their strategies into something that emphasizes more on customer experience rather than on sales. As stated by the internationally renowned luxury brand, every product sold ought to be a companion for life that will one day be handed down to the next generation. This statement invokes trust in their customer base, thus encouraging them to remain committed to the brand for life. On top of this, Montblanc Colombo boutique meets a great occasion to take advantage of this target (loyals) and develop it more in-depth, in order to retain them since those customers have more expectations to fulfill. As soon as they feel cared for and specially treated, repeat purchases will be more likely to arise. In the end, it is important for the boutique to show understanding about loyals' needs and a mutually beneficial relationship. On the other hand, the boutique should also target and attract first-time buyers and occasional shoppers since they play an important role. Whenever the first purchase is made, the boutique gets primary details of the purchasers, and based on these details, an opportunity is created to start a conversion process, and consequently turn first-time buyers into "repeat buyers" (Jones Patricia, 2020). The guidelines imposed by the HQ can be deemed as an advantage and as a disadvantage at the same time – if, by one hand, MB Colombo boutique can enjoy other MB boutiques best practices and implement the model, in the other hand, its independence, vision, and creativity are somehow compromised due to boutique's responsibility to act in accordance with the guidelines, and consequently ask for authorization and report to Madrid and Hamburg.

8. Limitations

There are some limitations that had effects on the observations. Firstly, it is crucial to mention that some observations were performed during Black Friday days (24th, 25th, and 26th of November). As a consequence, traffic increased due to the promotions implemented by the

different stores. The rise in traffic led to an increase in observations number. However, this research follows the assumption in which traffic rise didn't have a direct effect on the number of people coming to Praça Central. Additionally, the Group Tempus Director, who launched the field lab project and negotiated it with MB Iberia was unavailable to help us across the full semester (i.e., he got a serious health issue). This made this individual project much more difficult as we did not get any support from Montblanc Iberia nor from Colombo Mall Administration. This project had to be completed without any guidance from Group Tempus either. Within this context, as figures from the boutique performance nor information could be provided, the project topic was slightly adjusted with the accordance of our Academic Supervisor. Still, those limitations made difficult a deep and complete analysis of the challenge.

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Appendix A – Qualitative Interview Guide

-Attached in separate Excel File-

Appendix B – Interview Analysis Grid

-Attached in separate Excel File-

Appendix C – Store Visit Grid

-Attached in separate Excel File-

Appendix D – In-Store Observations Grid

-Attached in separate Excel File-

Appendix E – Questionnaire

▼ Preferências e Conhecimento sobre Marcas de Luxo ...

Olá!

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

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

Agradecemos desde já pelo seu tempo e disponibilidade

..... Page Break

Q1

★ ✕

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

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

Q2

iQ * ✕

Carry forward statements

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

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

	Não gosto nada	Não gosto	Não gosto nem disgosto	Gosto	Gosto muito
☞ Montblanc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Louis Vuitton	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Patek Philippe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Rolex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ TAG Heuer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Omega	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Gucci	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Hugo Boss	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Lacoste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Audemars Piguet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ IWC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Cartier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Parker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Caran d'Ache	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Ferrari	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Rolls Royce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Dupont	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
☞ Monte Grappa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

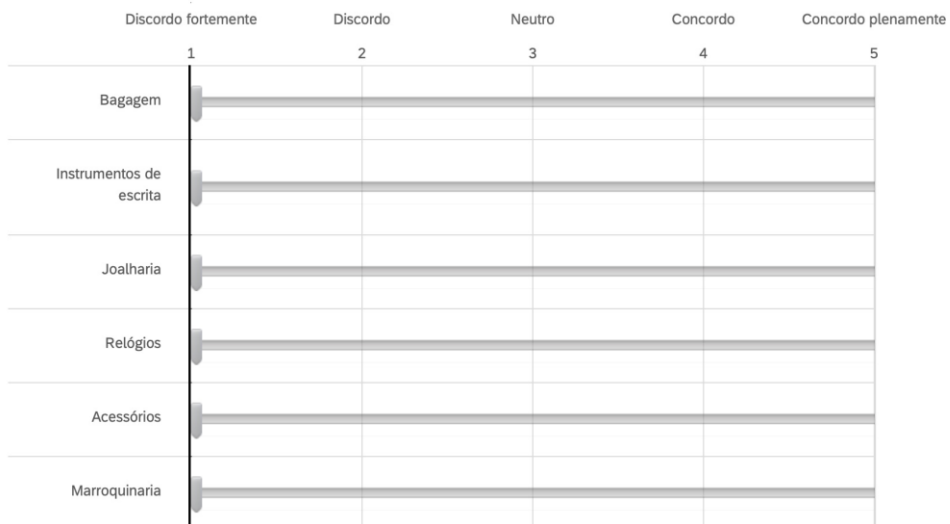
Q3

iQ * ...

Display this question

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

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



Q4

iQ * ...

Display this question

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

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



Q5

* ...

Carry forward choices

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

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

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

Page Break



Q9

▼  Display this question

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

Selecione a região em que reside.

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

Q10

Por favor, indique a sua idade.

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

Q11



Por favor, indique o seu sexo.

- Masculino
- Feminino
- Outro
- Prefiro não revelar.

Q12



Assinale o nível de educação que possui.

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

Appendix F – Questionnaire Results

Sample Descriptions: Gender and Age Groups Distribution

Por favor, indique o seu sexo.

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

Sample Descriptions: Origin Distribution

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

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

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

Não

		Count	Column N %
Por favor, indique a sua idade.	Menos de 18	0	0.0%
	18-24	30	62.5%
	25-34	11	22.9%
	35-44	5	10.4%
	45-54	2	4.2%
	55-64	0	0.0%
	65-74	0	0.0%
	75-84	0	0.0%
	Mais de 84	0	0.0%
	Subtotal	48	100.0%

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

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

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

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

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

Montblanc Liking among Gender

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

Montblanc Liking among Age Groups and Gender

Por favor, indique o seu sexo.
Masculino

Por favor, indique a sua idade.

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

Feminino

Por favor, indique a sua idade.

	Menos de 18		18-24		25-34		35-44		45-54		55-64	
	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %	Column N %	Row N %
	0.0%	0.0%	1.4%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	50.0%	10.0%	50.0%	0.0%	0.0%
	0.0%	0.0%	43.1%	91.2%	16.7%	8.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	100.0%	2.3%	33.3%	55.8%	38.9%	16.3%	60.0%	14.0%	40.0%	9.3%	12.5%	2.3%
	0.0%	0.0%	22.2%	41.0%	44.4%	20.5%	30.0%	7.7%	50.0%	12.8%	87.5%	17.9%

Associations with Louis Vuitton

(1=strongly disagree to 5=strongly agree)

Por favor, indique o seu sexo.

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

Associations with Montblanc

Por favor, indique o seu sexo.

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

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

(0=not selected, 1=selected)

Montblanc_Client = % of respondents who recognized Montblanc and purchased it

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

Bought_for_oneself_Montblanc = % of Montblanc clients who bought for themselves

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

Por favor, indique o seu sexo.

		Masculino Column N %	Feminino Column N %	Subtotal Column N %
Bought_for_oneself_Montblanc	.00	49.5%	81.5%	67.3%
	1.00	50.5%	18.5%	32.7%
Gifted_Montblanc	.00	51.6%	74.8%	64.5%
	1.00	48.4%	25.2%	35.5%
Montblanc_Client	.00	47.4%	66.4%	57.9%
	1.00	52.6%	33.6%	42.1%

Montblanc Gifting among Age Groups

Gifted_Montblanc

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

Crosstab Bought Montblanc for Oneself and Gender

Case Processing Summary

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

Bought_for_oneself_Montblanc * Por favor, indique o seu sexo. Crosstabulation

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

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

Chi-Square Tests

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

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

b. Computed only for a 2x2 table

Crosstab Montblanc Liking and Gender

Case Processing Summary

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

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

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

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

Chi-Square Tests

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

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

Appendix G – Interview with Sofia Macedo

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

WP = Work Project Interviewer

S = Sofia Macedo

(Introductory small talk)

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

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

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

WP: How is the competitive situation at Colombo?

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

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

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

WP: And concerning watches in specific?

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

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

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

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

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

WP: Also, on the one from Colombo?

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

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

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

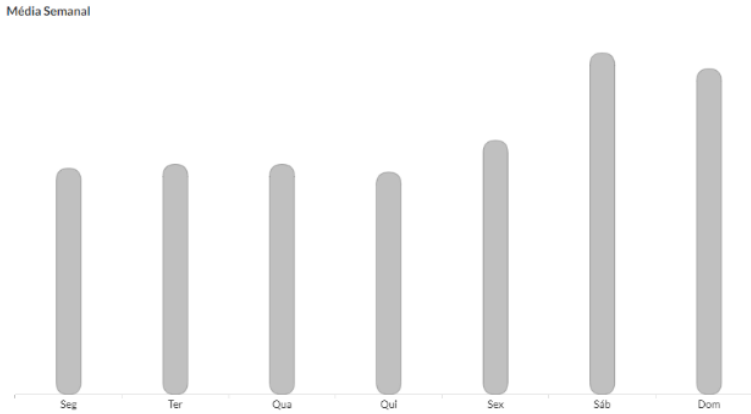
We also work with POS of course to get people's attention. Next will be for example Christmas windows to catch the attention.

Appendix H – Competitor Analysis & Mystery Shopper

-Attached in separate Excel File-

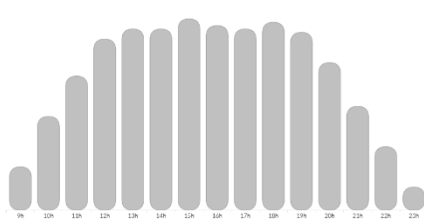
Appendix J – Colombo Most Traffic Days and Hours

Figure 8 – Colombo most traffic days



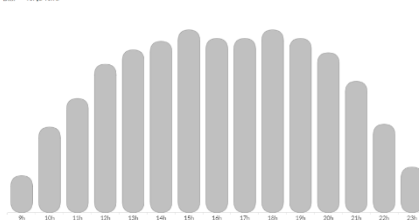
Source: Colombo oficial website

Figure 9 – Monday most traffic hours



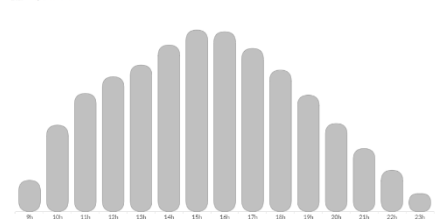
Source: Colombo oficial website

Figure 10 – Tuesday most traffic hours



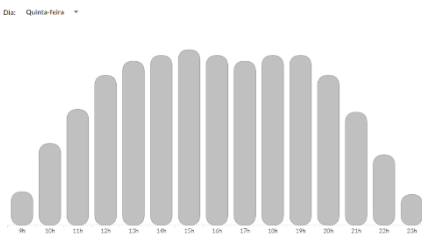
Source: Colombo oficial website

Figure 11 – Wednesday most traffic



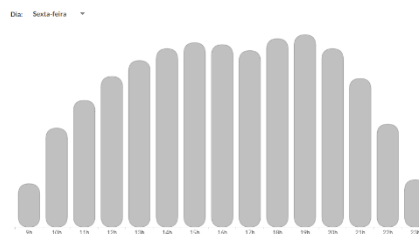
Source: Colombo oficial website

Figure 12 – Thursday most traffic hours



Source: Colombo oficial website

Figure 13 – Friday most traffic hours



Source: Colombo oficial website

Appendix K – Gates Observations

Table 2 – Main Entrances Observations

	Porta Ocidente	Porta Sul Novo Mundo	Porta Sul Navegantes	Porta Oriente	Parking lot accesses	
24/11/2021 - Wednesday BLACK FRIDAY 15h-16h 16h-17h			305	201		
25/11/2021 - Thursday BLACK FRIDAY 15h-16h 16h-17h	686	903				
26/11/2021 - Friday BLACK FRIDAY 16h-16h30 16h30-17h 17h-17h15					670 510 205	FLOOR -1 FLOOR -2 FLOOR -3
29/11/2021 - Monday 12h-13h 13h-14h			432	162		
30/11/2021 - Tuesday 12h-13h 13h-14h	571	847				

Source: Field Lab Group based on gates observations performed in Colombo

Table 3 - Total Observations, % of people who went upstairs and % by floors

Total					
5492	1257	1750	737	363	1385
%	23%	32%	13%	7%	25%
Upstairs %	60%	-	-	-	-
% by floors					
1st floor	-	-	-	-	48%
2nd floor	-	-	-	-	37%
3rd floor	-	-	-	-	15%

Source: Field Lab Group