

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

“Renova: How to grow business out of the tissue category in Portugal?”

Individual Part on Branding

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January 6, 2017

Outline

1. Liberated Masculinity	3
2. Brand Positioning	3
<i>2.1. Segmentation and Targeting</i>	<i>4</i>
<i>2.2. Frame of Reference (FOR) and Points of Parity (POPs)</i>	<i>5</i>
<i>2.3. Points of Difference (PODs) and Reasons to Believe (RTB)</i>	<i>6</i>
<i>2.4. Renova Men Positioning Statement</i>	<i>7</i>
3. Brand Identity	8
4. Brand Elements	10
References	13
Appendices	14

1. Liberated Masculinity

In order to clarify the decisions described below regarding brand positioning and brand identity, a new suggested concept of masculinity must be illustrated. By liberated masculinity it is suggested the definition of masculinity by its non-definition, rejecting any kind of male stereotype; one should stop trying to define what really means to be a man (Simpson, 2016). With masculinity associations based on the stereotypical characteristics such as toughness and strength considered out-dated, also labels such as “metrosexual” should have an end. Men should be free to embrace their inner-core, without feeling pressured to follow or avoid any kind of stereotype, and consequently achieving psychological and physical well-being.

2. Brand Positioning

Brand positioning is considered by Keller (2013) to be “at the heart of marketing strategy”.

Thus, a strong positioning is key to the success of a brand.

In order to define brand positioning, firstly it is important to understand Keller’s (2013) customer-based brand equity (CBBE) model. The last suggests that the main source of brand equity is brand knowledge: “a brand node in memory with a variety of associations” (Keller et al., 2012). The more strong, favourable and unique these associations, the higher the differential effect that brand knowledge has on brand equity (Keller et al., 2012). The importance of a strong positioning is translated on the ability of creating these associations: “positioning is the act of designing a company’s offering and image to occupy a distinctive place in the minds of the target market” (as cited in Kotler & Keller, 2016, p. 297). Therefore, the uniqueness of a brand should be communicated through meaningful points of difference (PODs). Bearing in mind that every choice is made on a basis of comparison, positioning implies defining the reason(s) why consumers should choose a brand over another, emphasizing the main distinctive characteristics present on a brand, when compared to the

other brands in the market. According to the CBBE model (2013), one must define four topics to decide brand positioning: (1) who the target consumer is, (2) who the main competitors are, (3) how the brand is similar to these competitors and (4) how the brand is different from them. Thereby, one must start with market segmentation to choose the potential target.

2.1. Segmentation and Targeting

Taking into account that every consumer is different from one another, consequent needs and preferences will vary. Therefore, in order to understand the group of consumers a certain brand has better chances to satisfy, hence leading to strong, favourable and unique associations, one must begin with a market segmentation, by “dividing the market into distinct groups of consumers who have similar needs and consumer behaviour and thus require similar mixes” (Keller et al., 2012). Further, one should evaluate the attractiveness of each market segment, choosing the one(s) more likely to maximize the organization’s long-term profitability (Gutpa, 2014), taking into account the company’s objectives and resources (Kotler & Keller, 2016).

In order to be effective, segmentation should divide the market into *measurable, substantial, accessible, differentiable* and *actionable* market segments (Kotler & Keller, 2016). Furthermore, there are several different ways to segment consumers. According to Gutpa (2014), the major segmentation variables for consumer markers are: geographic, demographic, psychographic, behavioural and benefits sought. However, it may be useful to divide these variables into three groups defining *who* are the costumers, how do they behave (*what*) and the reason behind their behaviour (*why*).

Different beliefs of what it means to be a man led to the identification of two different segments primarily based on psychographic variables. Moreover, according to Gutpa (2014), identifiable data, such as psychographics, may be highly correlated with customers’ needs and preferences. As follows, different perceptions of masculinity will lead to different behaviours

in terms of men's grooming routines and benefits sought. Translated in different segmentation variables, two different market segments were defined: "The new well-being men" and "The traditional men" (Appendix 2).

In order to better decide which market segment(s) to target, factors such as the segments characteristics in terms of size, growth and profitability, a fit with the organization's capabilities, competencies and objectives as well as the intensity of competition, current and future, should be taken into consideration (Gutpa, 2014). These factors were examined in detail to choose Renova Men's (RM) target segment (Appendix 3). Accordingly, RM is going to target "The new well-being men" segment, since it represents the one with higher potential growth, as well as the more profitable one. Additionally, RM has better chances to satisfy "The new well-being segment" due to its clearer fit with the company. More specifically, RM is going to target Portuguese men between 25 and 45 years old, who seek men's grooming products that go beyond the functional basic needs, offering a sensorial experience that creates joy using the product and makes them feel good about themselves.

2.2. Frame of Reference (FOR) and Points of Parity (POPs)

The next step to position a brand is to define the nature of competition. By acknowledging who the competing brands are, one can better recognize which attributes and benefits these do not offer, using them as competitive advantage to differentiate a brand. To do so, it is useful to define a brand's FOR, starting by defining category membership: "the products or sets of products with which a brand competes and that function as close substitutes" (Kotler & Keller, 2016). Thus, defining category membership results in the rational of the set of brands, a brand is competing with, also indicating to the consumers what they will get while using the brand. Accordingly, RM competes directly with the brands operating in the men's grooming category, hence offering hygienic and beauty products specially designed for men. Moreover, because there are other sub-categories inside personal and beauty care offering products able

to satisfy the same needs, RM also faces indirect competition. The last refers to the deodorants, skin care and bath and shower categories, which although not specifically designed for men, and for this reason not considered direct competitors, offer similar functionalities. A list with both RM's direct and indirect competitors can be found in appendix 4.

With the nature of competition identified, one should pinpoint the brand's POPs. These arise in two different models: category and competitive. With regard to category POPs, these represent necessary but not sufficient associations that consumers have with a determined product category (Keller et al., 2012). The last "become critical when a brand launches a brand extension into a new category. In fact, the more dissimilar the extension category, the more important it is to make sure that category POPs are well established" (Keller et al., 2012). Since RM is competing at the category level, category POPs were distinguished, varying with the different sub-categories of personal and beauty care. Inside the men's grooming category, RM offers as POPs the required hygienic and beauty functionalities (e.g. cleansing and moisturizer properties), specially designed for men (see appendix 9 for more detailed POPs). Regarding the other sub-categories (deodorants, skin care and bath and shower), POPs lay also on those same functionalities, although not male specific.

2.3. Points of Difference (PODs) and Reasons to Believe (RTB)

As mentioned earlier, it is essential to communicate meaningful PODs able to create strong, favourable and unique associations in the consumers' minds. Hence, PODs are the set of attributes or benefits, which consumers believe they can only find in a certain brand (Kotler & Keller, 2016). According to Keller's (2013) CBBE model, brand associations derived from PODs can arise as functional, performance-related or imagery-related. Moreover, it is believed by many marketers that a strong positioning should incorporate both rational and emotional elements (Kotler & Keller, 2016).

As Keller and others (2012) state, when it comes to choosing a POD able to create the aspired associations, two factors that must be taken into account are its *desirability* and *deliverability* in the eyes of the consumers. Concerning the first, a POD should be relevant to the consumer; distinctive, in the sense that it cannot be found in another brand; and it should be credible, meaning that consumers must believe it. Furthermore, it is also crucial that PODs live up to expectations in terms of performance. Also to result in brand associations, PODs must be communicated, now and in the future, in order to create and sustain favourability of the brand. Furthermore, according to Hauser and Koppelman, in order to identify unmet consumer needs by the competitors, which can be translated in new marketing opportunities, the creation of perceptual maps may be useful (as cited in Kotler & Keller, 2016, p. 305). Thus, the desired positioning of RM is described in a perceptual map translating its PODs (Appendix 5). As a result, RM positions in the market as a brand that adopts a liberated perception of masculinity and supports men, offering as POD the emotional benefits of men's well-being, inspiring them to stay true to themselves. As a second POD, RM provides a pleasurable experience that appeals to senses. Additionally, when benefits rather than attributes are defined as differentiator factors, the more important it is to communicate RTB to enhance the claim (Tybout & Sternthal, 2010). Hence the last were defined for each POD. First, by adopting a liberated concept of masculinity RM is embracing men as they are and consequently inspiring them. Secondly, the pleasurable experience that appeals to sense is underlined by the colourful and artistic packaging appealing to the eyes, the enjoyable and compatible fragrance between the different products and its natural ingredients. Both the desirability and the deliverability of RM's PODs were evaluated in appendix 6.

2.4. Renova Men Positioning Statement

Several topics such as packaging, distribution, the service level, pricing strategy and marketing communications are drawn upon a brand's positioning statement, demonstrating

how relevant and useful it is to create one (Tybout & Sternthal, 2010). Thus, a positioning statement for RM was developed, summarizing the topics described above:

To 25-45 years old Portuguese men, well being and outer appearance concerned (**Target**), Renova Men is a brand of men's grooming products that focuses on the men's well-being (**FOR**) by inspiring them to stay true to themselves and by offering a pleasurable experience that appeals to the senses (**POD**). This happens due to the liberated masculinity approach, the colourful and artistic packaging, the enjoyable and compatible fragrance between the products and its natural ingredients (**RTB**).

Along, because RM comprises a men's grooming line with distinct products, a positioning statement for each of them was designed (Appendix 9). The last translates the different POPs of each product based on the different functionalities they offer, keeping the same PODs described above.

3. Brand Identity

“Brand identity provides the framework for overall brand coherence” (Kapferer, 2012). Thus, it is behind many critical marketing decisions (e.g. new product launches and styles of communication), allowing a brand to stay true to its roots and heritage, when adapting to different marketing tools. More specifically, “brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members” (Aaker, 2002). Note that these associations do not necessarily match the ones consumers have with the brands and it should not be mistaken with brand image. While brand identity arises from the inside of a company, brand image is dependent of the way costumers will perceive the brand's characteristics.

Moreover, brand identity can also be related with brand positioning. Although these represent two distinctive concepts, it's important to understand their connection. The last lays on "the degree of freedom between identity and positioning that enables a brand to change over time while still remaining itself" (Kapferer, 2012). According to Aaker (2002) the communicated brand positioning translates part of the brand identity. Thus, the last is capable of enriching brand positioning, which does not acknowledge the true meaning and potential of a brand (Kapferer, 2012). With changes in the competitive landscape, one can adjust a brand's positioning, choosing another facet of the brand's identity (see below) to attack the market.

The brand identity of RM was built based on Kapferer's (2012) brand identity prism, which comprises six facets that must be interrelated:

1) *Physical*: The physical facet of the prism represents the most salient features of a brand, on which an individual thinks and visualizes when a certain brand is mentioned. These can vary from a logo or a colour to an association with the product category or even a more specific characteristic of the brand. Moreover, when developing a brand, the physical aspect should be the first aspect to be defined.

2) *Personality*: As the word suggests, also brands have a personality, indicating how a brand would be if it was a person. This allows consumers to either identify with the brand's character, or project themselves into it. A brand's personality can be easier defined when using a spokesperson embodying its characteristics traits. Furthermore, it has a strong influence on the advertisement's style and tone.

3) *Culture*: As the most important facet of brand identity, the culture of a brand translates its core values, principles, causes and ideals who inspire a brand and on which it bases its behaviour. This is the facet that truly shows the essence of a brand and what makes it different and unique when compared to the other brands.

4) *Relationship*: This facet symbolizes the counterpart given by the brand to its customers, which can be translated in the brand's conduct. It indicates what customers can expect to receive from a brand.

5) *Customer reflection*: This represents the reference of the desired consumer type, what an individual that consumes that brand should reflect to the others. It can serve as the identity of the own consumer, how she/he wants to be perceived. Note that this is a different concept from target, which suggests who the potential customers are, instead of what they want to transmit to the others.

6) *Self-reflection*: This facet illustrates what managers want its costumers to feel while purchasing/using the brand. Contrarily to customer reflection that describes what impression should the customer convey, self-reflection it's the brand aspired target's internal mirror.

Moreover, Kapferer's (2012) identity prism is vertically divided, distinguishing the brand's external expression through its social facets (physique, relationship and customer reflection) and the brand's inner essence through the personality, culture and self-image facets. To conclude, in order to be strong, an identity prism should only have a few, compelling and different words in each facet.

A brand identity prism both for Renova and Renova Men can be found in the appendix 10, showing how the parent brand identity is aligned with the new brand and category extension, Renova Men. To ensure the consistency between the two brands, both prisms have at least one similar aspect in each facet.

4. Brand Elements

Finally, in order to identify and differentiate a brand from its competitors, one should define its brand elements. The last can be translated in logos, slogans, spokesperson, websites, packages, brand names or jingles, and have an important role in building brand equity, if able

to strengthen brand awareness and to ease the creation of strong, favourable and unique brand associations (Keller et al., 2012). However, in order to do so, the following criteria must be considered when defining brand elements: First, the definition of *memorable* brand elements is crucial to increase brand recall and recognition and consequently build brand equity. Additionally, brand elements should be *meaningful*, in the sense that they should convey descriptive and persuasive information about the brand, indicating what is the brand for (e.g. product category and the needs it satisfy) and why one should choose it over the other brands (e.g. PODs). Even if memorable and meaningful, in order to build brand equity, brand elements must be *likable*, meaning that they must be appealing to the consumers. Moreover, it is important to choose brand elements that can easily be *transferred* to a new product line or category extension, or even to a different geographic place, and *adapted* over time. Finally, brand elements should be *protectable*, both in legal terms and against competition, through the use of instruments such as patents, copyrights or trademarks. What is more, all the brand elements should be interrelated giving rise to the brand's identity.

The brand elements defined for RM are described below and the correspondent criteria evaluation can be found in appendix 11.

- *Brand Name*: The chosen name for the men's grooming line is "Renova Men". As a category extension of the brand Renova, the product line will use Renova's name, which due to the brand's high awareness is a source of advantage, facilitating the brand recognition. By adding the word "men" it is suggested the extension to the men's grooming category. Moreover, the word "renova" comes from the verb "renovar" which means transforming into something better. Thus it is consistent with RN's positioning of renewing masculinity by its non-definition.

- *Logo*: Brands' logos are a forceful source of brand identification and recognition, reflecting its importance. The logo used for RM will be the same of the brand Renova, which again will

help creating brand awareness. Additionally, according to the primary research, Renova is a brand associated with quality and innovation, demonstrating what costumers can expect from the new men's grooming line. Aligned with the brand's name and because Renova's logo appears in a trademark format, the word "men" is also going to be added indicating the product category (Appendix 12).

- *Website*: In order to avoid additional costs and to eliminate difficulties that may arise while choosing the desired URL, RM line will be embedded in Renova's official website, creating awareness for those who usually visit the website and still don't know about Renova's category extension.

- *Slogan*: By communicating descriptive and persuasive information about the brands, slogans appear as powerful brand elements able to build brand equity. RM's slogan was created with the objective of reinforcing the brand positioning as a brand that supports liberated masculinity and increasing brand awareness: "Feel good with Renova Men and stay true to yourself". Moreover, slogans play an important role on advertising and will be used the liberated men event (See main report for further insights about the event).

- *Packaging*: One of the biggest associations consumers have with a brand is their packaging and for that reason it represents one of the most important RM's brands elements. RM packaging will have an artistic and colourful male-shaped design that will serve as an eye-catcher, making the products stand out on the shelves and being easily identified (Appendix 12). This will allow increasing brand recognition and creating beneficial brand associations. Furthermore, depending on the different products of RM's line, packaging is going to be functional facilitating usage and transportation. Finally, using the same colours of Renova's toilet paper, RM's line will complement the decoration on customers' toilets.

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Appendices

Appendix 1 – Extracts of Relevant Insights from Recent Market Trends

*Note: The following citations were taken from Passport Euromonitor (2016), indicating recent trends on the men’s grooming sub-category in Portugal.

1.1. “Portuguese men are paying more attention to their appearance, investing not only in more personal hygiene products but also in beauty care products.”

1.2. “Young males have a much more open mind about beauty and personal care products, and personal grooming routines, issues that historically have been regarded as “women’s issues.”

1.3. “While the younger generation presents a more open mind about personal care products, the majority of Portuguese men remains largely unaware of the actual offer in terms of men’s grooming, or do not feel the need to use such products.”

Appendix 2 – Description of Men’s Grooming Segments

*Note: Since RM is present in a category where purchases motivation is mainly due to necessity both segment are Category users. However, the two segments look for different things while choosing men’s grooming products.

**Note: The following table follows the 5 key criteria for an effective segmentation by Kotler & Keller (2016), with the exception of the first criteria, *measurability*, due to the difficulty of measuring each segment’s characteristics. Since the two segments differ mainly based on psychographic variables and the consequent grooming routines, they are subjects of a certain level of subjectivity and can only be measured taking into account suggested trends (Appendix 1).

Segments/Variables		“The New Well-being Men”	“Traditional Men”
WHO	Geographic	Living in Portugal	
	Demographic	Men between 25 and 45 years old	Men above 45 years old
	Psychographic	- Image seeker: have concerns about the appearance; - Wants to feel confident and good about himself; - “Experiencer – Young, enthusiastic, impulsive people who seek variety and excitement. They spend a comparatively high proportion of income on fashion, entertainment, and socializing” (The VALS Segmentation System: An eight-part typology cited in Kotler & Keller, 2016).	- Believes a true man doesn’t need to take care of the appearance; - Doesn’t dare to move away from any traditional male stereotype; - “Believers – Conservative, conventional, and traditional people with concrete beliefs. They prefer familiar brands and are loyal to established brands” (The VALS Segmentation System: An eight-part typology cited in Kotler & Keller, 2016).

Segments/Variables		“The New Well-being Men”	“Traditional Men”
WHAT	Behavioural	<ul style="list-style-type: none"> - Motivation behind purchase: to take care about himself and feel good; - Uses a variety of different men’s grooming products; - Looks for new and innovate products/brands. - Less price sensitive (looks for quality products able to provide the desired look). 	<ul style="list-style-type: none"> - Motivation behind purchase: necessity, only uses the products he needs; - Doesn’t have a complex grooming routine; - Conservative attitude: uses always the same products from well-known brands. - Has a certain level of price sensitivity (looks for quality but at the cheapest price possible).
WHY	Benefits Sought	- Well-being (Physical and psychological) and sensorial gratification.	- Functional benefits that get the job done for the basic grooming needs.

Appendix 3 – Evaluation of Segment Attractiveness

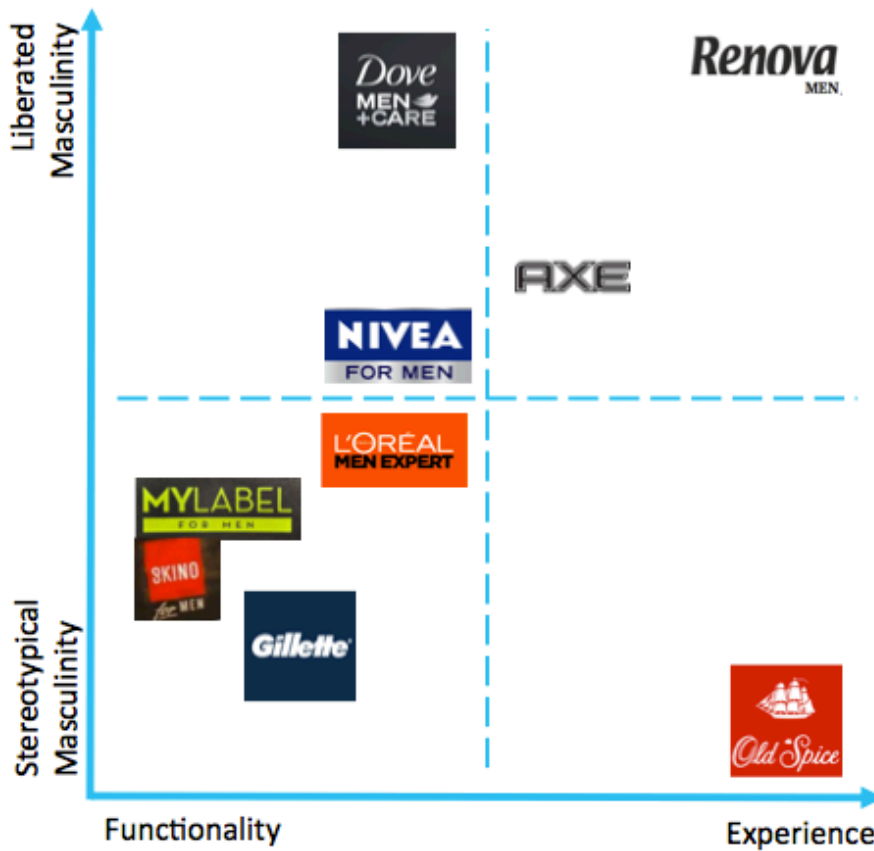
	“The new well-being men”	“Traditional men”
Segment characteristics (size, growth and profitability)	- Taking into account the psychographic characteristics of this segment, it represents a better fit with the recent trends on the men’s grooming category (Appendices 1.1, 1.2). Thus, it is the segment with higher potential growth, as well as the more profitable one due to the more complex grooming routine.	- Although this still represents the biggest segment (Appendix 1.3) it doesn’t show potential growth. - Looks for products able to satisfy the basic grooming needs →less profitable segment.
Competition (Strengths, intensity and resources)	<ul style="list-style-type: none"> - Competition landscape in the men’s grooming category in Portugal is dominated by international brands (Gillete (31% of the market share in 2015), Axe, L’oreal Men Expert, Nivea for Men); - Private labels in the category account for a low share (7% in 2015); - Mass brands have higher sales value and market penetration when compared to premium brands. (Euromonitor, 2016) 	
Company fit (Objectives, competencies and resources)	Consistent with Renova’s values. As a more open-minded segment that looks for innovation, RM has better chances of satisfying it.	As a more conservative and afraid of change segment, it looks for more traditional products, moving away from Renova’s offer and values.

Appendix 4 – RM Direct and Indirect Competitors

*Note: The brands considered as indirect competitors represent the brands with highest share in the different sub-categories of personal and beauty care offering the same products as RM, outside the men’s grooming category (Deodorants, Bath and Shower and Skin Care).

Direct Competitors		Indirect Competitors
Functionality	Experience	
<ul style="list-style-type: none"> - Nivea for Men - Dove Men - Gillette - L’oreal Men Expert - Private Labels 	<ul style="list-style-type: none"> - Axe - Old Spice 	<ul style="list-style-type: none"> - Nivea - Dove - Rexona - Palmolive - L’oreal Dermo-expertise - Vichy - Nivea Visage - Private Labels

Appendix 5 – Intended Perceptual Map for Renova Men



Appendix 6 – Criteria Check for Strong, Favourable and Unique PODs

PODs:		Inspire men to stay true to themselves leading to their well-being	Pleasurable experience that appeals to the senses
Desirability	Relevance	<ul style="list-style-type: none"> - Two relevant purchase motivators concern men's well-being (Improving appearance and a positive feeling of using men's grooming products) (Appendix 8.1); - Recent trends (Appendix 1.1, 1.2) indicate that men are entering a universe previously perceived as feminine. RM is a brand that inspires and supports men as they are, leading to men's well-being. 	<ul style="list-style-type: none"> - The pleasurable experience is underlined firstly, by an artistic and colourful packaging appealing to consumers' eyes, what is considered an important decision factor by the consumers (Appendix 9.1). Moreover it makes shopping experience less time costly; - Secondly, a pleasant fragrance that is compatible through all the products offered also represents something desired by the consumers (Appendix 9.2).
	Distinctiveness	By focusing on a pleasurable experience rather than the functional attributes on which most competitors focus, together with an adoption of a liberated masculinity approach, making men feel confident about themselves (consequent well-being), RM is able to have a distant positioning from its competitors.	
	Believability	By adopting a liberated masculinity approach RM does not try to define men, agreeing that they should be what they want to, without having to follow any kind of stereotype. Thus leading to well being.	<p>The pleasurable experience appealing to senses has as RTB the colourful and artistic packaging, that besides leading to sensorial gratification and also makes shopping a less time-costly experience by differentiating the products with different colours, making it easier to identify the products on the shelves (e.g. yellow to the after-shave, red to the beard oil).</p> <p>Moreover the products will have nice and similar fragrances so different fragrances from different products won't mix.</p> <p>Finally, all products are going to be made with natural ingredients.</p>
Deliverability	Feasibility	Renova had already experience within the cosmetics with the brand Dosha, which focused on a "positive selfishness" agreeing that women shouldn't feel bad to take care of	

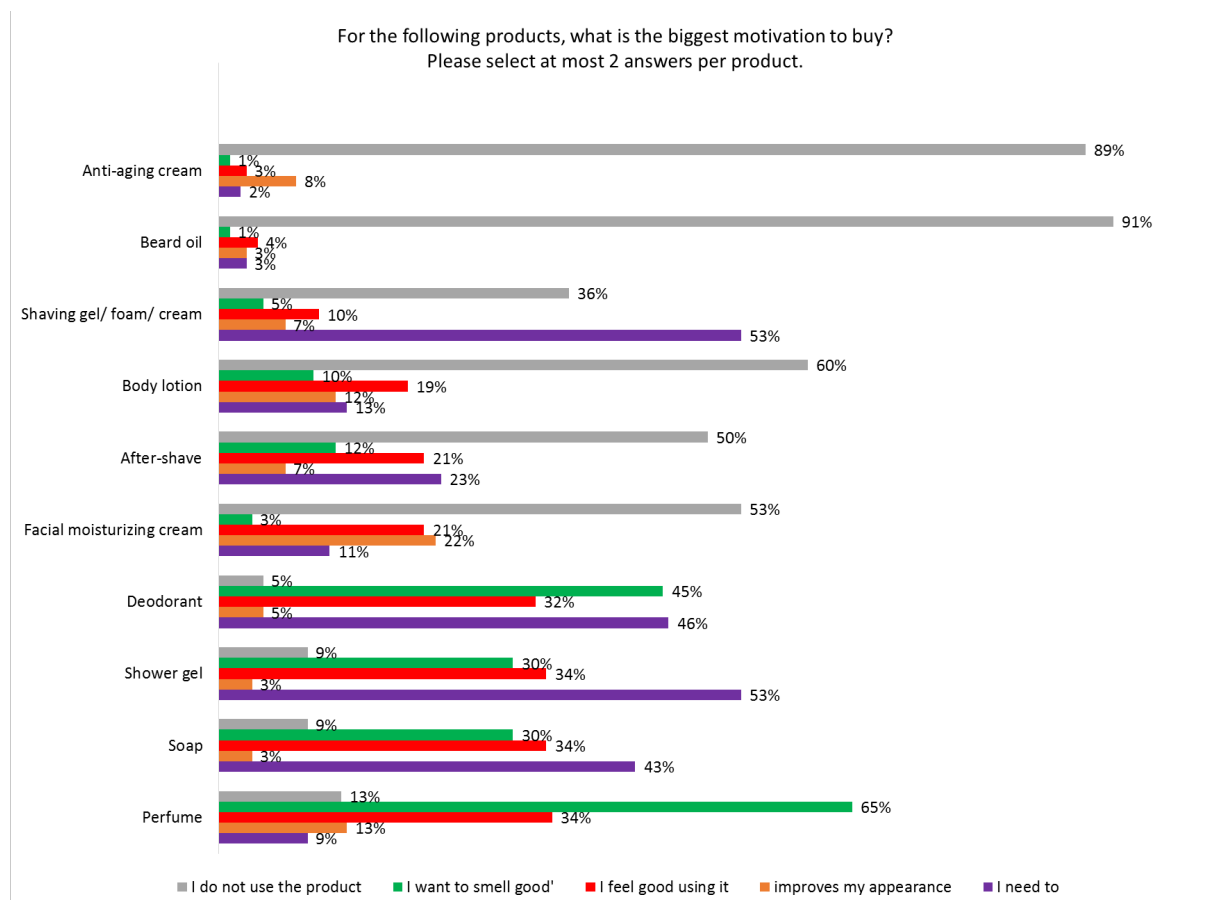
PODs:		Inspire men to stay true to themselves leading to their well-being	Pleasurable experience that appeals to the senses
		themselves. This is aligned with RM line that transports the previous concept to men, thus making it feasible.	
	Communicability	An integrated marketing communications plan was created in order to communicate the desired brand associations.	
	Sustainability	RM's performance is sustained (pre-emptive, defensible and difficult to attack) since it represents the first brand adopting a complete liberated approach regarding masculinity. Additionally, because it defines masculinity by its non-definition is easily adapted to changing trends over time.	

Appendix 7 – Extracts of relevant insights from the conducted survey

*Note: The following extracts were gathered from the online survey conducted by the student group in scope with the marketing plan for RM, with a sample of n=176. See the group report for additional insights on the research.

7.1.

Q11. For the following products, which is the main purchase motivation? (Select maximum 2 answers by product)



Appendix 8 - Extracts from in-depth interviews

*Note: The following extracts represent citations gathered from the in-depth interviews conducted by the student group in the scope of the marketing plan for RM with a sample of n=12.

See the group report for additional insights on the research.

8.1. Packaging is one the three most valued characteristics in the men's grooming category.

- "The packages always convey a message" - "I pay a lot of attention to the packaging, also because of my job. They always communicate something. A good package is one that catches my attention, whatever that means."
- "I pay attention to the bottles. It's always nice to see a beautiful package. A clean look is the best, it's simple. Too much information is not good."
- "Yes, it influences me a lot because the image is very important. A nice package is important. If I do not feel attracted by the package I do not even get close."
- "I am an architect so I pay attention to the package, more then to the communication. For example, I value a lot if a brand offers travel packaging, or refillable packaging."
- "Yes, specially if they have sexy bodies because in the end that's important because everybody knows that the beauty stereotype is one of the biggest influencers on the buying decision of any consumer, that everyone will value and will look and say I want to have that body."

8.2. A pleasurable fragrance was considered an important factor for most the respondents when choosing products. Note that this may vary within the different products in the men's grooming category.

- "I don't like to mix the smell of the after-shave with the smell of the perfume."
- "Fragrance is important, I want my products to smell good." "I don't have any product with an amazing smell, but they aren't unpleasant either."
- "Fragrance is a very important feature when choosing a product"
- "The smell is important in the products. Actually, I've even stopped using certain products because of their scent, I didn't like it."

Appendix 9 – Positioning Statement per Product

To	25-45 years old Portuguese men, well being and outer appearance concerned			
FOR: Renova Men is a brand of	Beard Oil	Men's Post-Shave	Men's Facial Moisturizer	Men's anti-ager
POP that	Makes beards shiny, soft and healthy	Soothes and repairs irritated skin	Makes the skin look good through protection, and healthier	Prevents and reduces wrinkles and fatigue
POD	Inspires men to stay true to themselves and offers a pleasurable experience that appeals to senses			
RTB due to the	Liberated masculinity approach, colourful and artistic packaging, the enjoyable and compatible fragrance between the products and its natural ingredients			

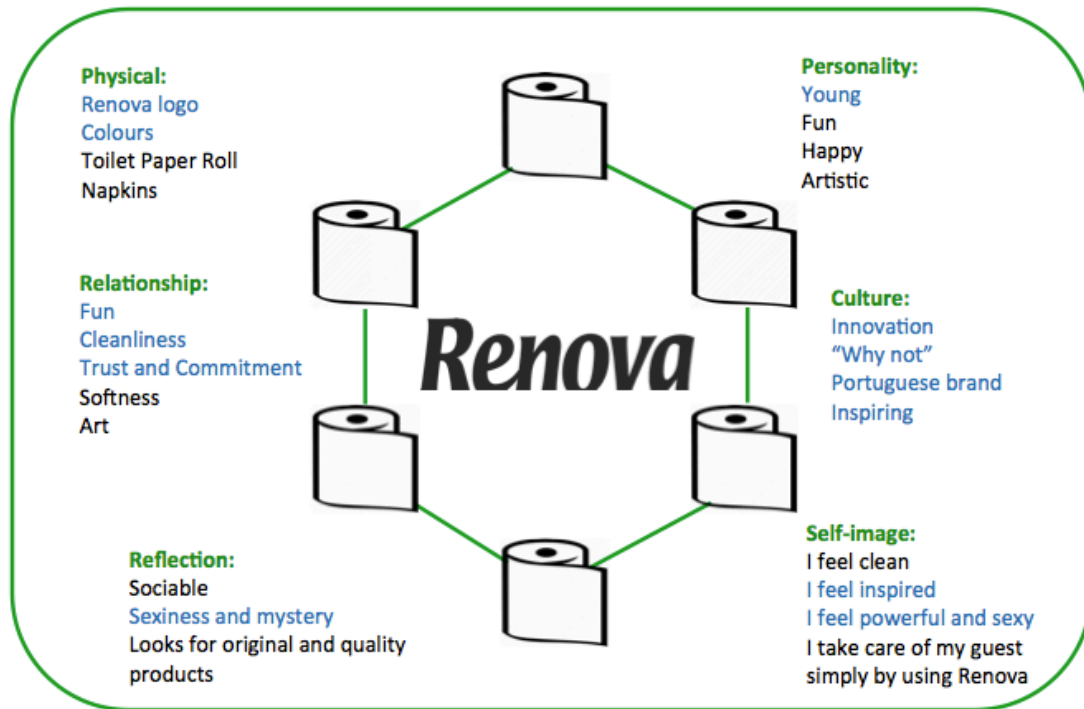
To	25-45 years old Portuguese men, well being and outer appearance concerned			
FOR: Renova Men is a brand of	Men's Deodorant	Men's Bath and Shower	Men's Body Moisturizer	Men's Pre-Shave
POP that	Offers pleasant fragrance and long lasting protection against odours	Ensures cleanliness	Protects and avoids dry skin, giving a good and healthy look	Provides a comfortable and refreshing shaving experience, avoiding dry and irritated skin after shaving
POD	Inspires men to stay true to themselves and offers a pleasurable experience that appeals to senses			
RTB due to the	Liberated masculinity approach, colourful and artistic packaging, the enjoyable and compatible fragrance between the products and its natural ingredients			

Appendix 10 – Brand Identity Prism for Renova and Renova Men

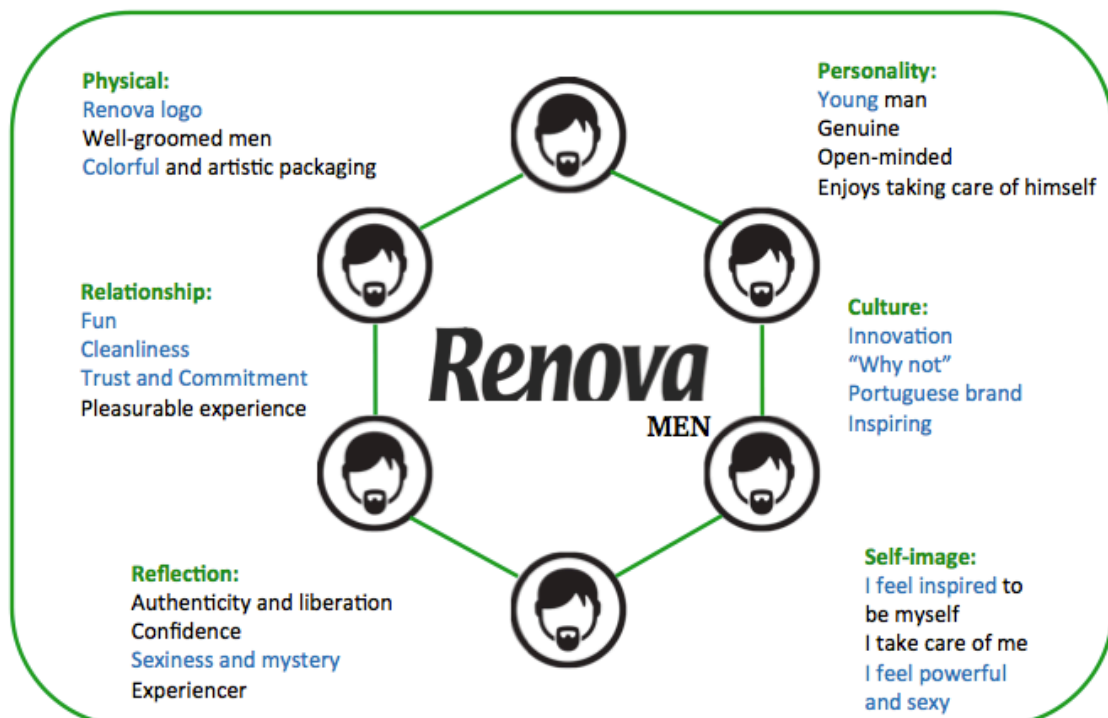
*Note: Words written in blue demonstrate how the two identities are related.

**Note: See the group report for a more detailed identity of Renova and Renova Men.

10.1. Brand Identity of Renova



10.2. – Brand Identity of Renova Men



Appendix 11 – Criteria Check for RM’s Brand Elements

	Name	Logo	Website	Slogan	Packaging
Memorable	Good	Good	Excellent	Good	Excellent
Meaningful	Excellent	Good	Excellent	Excellent	Excellent
Likeable	Good	Good	Excellent	Good	Excellent
Transferable	Excellent (To subcategories within men’s grooming)	Excellent (To subcategories within men’s grooming)	Good	Good (To subcategories within men’s grooming)	Good (To subcategories within men’s grooming)
Adaptable	Difficult	Good	Excellent	Good	Good
Protectable	Good	Good	Excellent	Excellent	Difficult

Appendix 12 – Logo and Packaging of RM’s line

*Note: The pictures below illustrate an *idea* of RM’s logo and artistic and colourful packaging.

**Note: The packaging was adapted from the brand Jean Paul Gaultier to serve as inspiration for the desired packaging of RM.

