

How can DIYS Soap improve its brand awareness in the Netherlands?



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EXECUTIVE SUMMARY

This research analysed the extent of brand awareness between DIYS Soap, Lush and Holland & Barrett and advised how can DIYS Soap improve its brand awareness in the Dutch market. DIYS Soap is a social entrepreneurship start-up based in Amsterdam which sells personal care products at a relatively high price to affluent customers. Two other brands were set as the competitors of DIYS Soap in this research.

Firstly, the brand elements were qualitatively researched, and then the measurability of brand awareness was researched through a survey and webtools. Additional observation and group interviews were conducted at DIYS Soap, and the interview with the expert was finally completed. The brand elements suggest that Lush is excellent in achieving a high level of brand awareness despite its limited advertising budget. The long history of Holland & Barrett achieved a high level of brand awareness despite frequent name changes over hundreds of years.

The brand awareness survey result showed the significant difference of brand awareness between DIYS Soap and the two competitors. DIYS Soap was never recalled when the respondents were given aided recall, cues or product attributes. Lush was most recalled when it was given a product attribute as being 'vegan', 'zero waste' and 'not animal tested', followed by Dr. Organic and Weleda from Holland & Barrett.

This research thus advised DIYS Soap to publish more English articles and focus more on improving public relations [PR] such as lobbying activities, donations, fund-raising or partnerships.

Finally, the Dutch market will continuously be one of the most profitable and competitive markets in Europe, and it would become more difficult for start-ups to survive in the Dutch market. A small size company with low brand awareness level should urgently increase the sales channels through business to business relations with local suppliers to make products more available to potential customers. Simultaneously, DIYS Soap is also advised to work on obtaining credentials such as Vegan Society trademarks to differentiate themselves from other start-ups. Today, products which are 'vegan, organic and zero waste' are flooding the market and thus they are no longer a unique selling point.

Finally, the workshop is the best unique strength of DIYS Soap. Therefore, this research advised DIYS Soap to increase frequency and provisions of available locations and training of employees to increase its brand awareness in the Dutch market.

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INTRODUCTION

This research paper is defined as the final project of the bachelor course named European Studies at the Hague University of Applied Sciences, in the Netherlands. On contrary to the Basic Research, this is the Applied Research whose primary purpose is to solve a particular problem to a specified organisation based on generated knowledge from the Basic Research (Baimyrzaeva, 2018, p. 3). The company that has been selected is DIYS Soap located in Amsterdam, the Netherlands. DIYS Soap is a relatively small social entrepreneurship company that has launched in 2017 (Home , 2019) with an ambition to produce sustainable cosmetic products.

‘Sustainable cosmetic products’ in this research are defined as being sustainable in terms of manufacturing process and for people such as employees at factories. ‘Sustainable’ is simply defined as being “able to continue without causing damage to the environment” (Longman Dictionary of Contemporary Edition new edition for advanced learners. 5th edition , 2009). In depth term, ‘sustainability’ is a form of “intergenerational ethics in which environmental and economic actions taken by present persons do not diminish the opportunities of future persons to enjoy similar levels of wealth, utility or welfare” (Meadowcroft, 2019). ‘Intergenerational ethics’ are ‘obligations for future generations’, meaning that “present-day humanity has a moral obligation to future generations to aim for environmental sustainability” (Roser, 2019).

In this context of the research. In the UK, ‘Social enterprise’ is “a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners” defined by the government (A GUIDE TO LEGAL FORMS FOR SOCIAL ENTERPRISE , 2011, p. 2). ‘Social enterprise’ blends social objectives with commercial reality. The active sector of social enterprises are quite diverse (P. Baines, C. Fill, S. Rosengren & P. Antonetti, 2019 March , pp. 667, 669). Therefore, ‘social entrepreneurship’ is a business whose primary business objective is set for social objectives rather than seeking for profit. A person who owns this type of business is called a social entrepreneur. In this context of the report, “social entrepreneurship” business wishes to provide sustainable minded beauty and self-care products. Therefore, DIYS Soap is a ‘social entrepreneurship’ which sells ‘sustainable cosmetic products’. According to DIYS Soap, each product is being sustainably packaged. DIYS Soap supports zero waste lifestyle for their customers. First, most products are packed in bottles or glass jars but not in plastic. Customers can also receive discounts if they bring their used containers for refill in next purchase. DIYS Soap is “compostable certified according to EU-norm EN-13432” (Sustainable Packaging, 2019). Compostability is the ability of a product to be disintegrating into natural elements, leaving no toxicity in the soil. Some products are advertised ‘compostable’ as same as ‘biodegradable’ (What do "compostable" and "biodegradable" mean?, 2019). According to European

Bioplastics, the European Standard EN 13432 requires certified compostable plastics to disintegrate after 12 weeks, and later 90 percent or more plastics are biodegraded, and turned to CO₂ (What are the required circumstances for a compostable product to compost?, 2016). EN 13432 assures certified compostable plastics in industrial composting, and no harmful substances remain after biodegradation (EN 13432 CERTIFIED BIOPLASTICS PERFORMANCE IN INDUSTRIAL COMPOSTING, 2015, p. 5).

In terms of social objectives, DIYS Soap is engaged with the philanthropic approach by selling its products which are manufactured by people from a social day care (About Us, 2019).

DIYS Soap is a 'for profit organization' whose motive is driven by a social entrepreneurship mindset. 'For profit organization' therefore means any organizations, businesses or a group of people which receive pecuniary remuneration.

DIYS Soap is a young start-up based in Amsterdam. DIYS Soap was started with a necessity and passion in 2015 by Erika Linger [referred to Linger in this report], who is the Founder & CEO of DIYS Soap (Team, 2019). When Linger had trouble finding products suited to her daughter's sensitive skin, she brought an idea to create products that are good to consumers' skin and environment. For this reason, the products of DIYS Soap have clear descriptions of ingredients on labels and they are being sustainably packed (DIY Soap, 2019).

DIYS Soap produces cosmetic products and sells them to the Netherlands, Belgium, France and Germany. Currently products are shipped to Belgium, Germany and France. The product lines include face care, lotion, deodorant, hand cream, brushes, oils, shea butter and workshops (Sitemap, 2019). Workshop is a small interactive class about how to make these customized products such as a hand soap for sensitive skin. In the store in Van Woustraat, accessories, bags and magazines are sold as well. The current target market, according to the internship interview with Linger, is described as a female aged between mid-20s to 40s. This is due to the relatively high price of the products. The target customers are typically working professionals with high interest in affordable personal care products. DIYS Soap does not only focus on Dutch local customers but also female expats, possibly young professionals and mothers with infants or children in the same demographic segment. Most of these expats live in one of the 'randstad' which is the top four populated cities in the Netherlands, namely Amsterdam, Rotterdam, Den Haag and Utrecht.

The Dutch market of beauty and personal care products is expected to be continuously growing and there is a rapid growth for luxury brands and high-quality products.

The consumer's interest in sustainability is growing particularly among young consumers who are aware of the negative impacts which their purchasing habits can ultimately lead to. Both smaller niche players as well as major multinational businesses have been responding to offer products with recycled packaging to promote sustainability. Offering natural ingredients which have not been animal tested is

another major trend. Young consumers are also the reason of increasing online sales, although their precise age segment is not reported (Beauty and Personal Care in the Netherlands, 2019). The majority of new products launched in 2018 are said to be fully transparent and include non-natural ingredients. This is favoured for customers with sensitive skin (Beauty and Personal Care in the Netherlands, 2019).

The rapid growth of beauty and personal care products also means fiercer competition. The competitors are diverse including traditional distribution channels, fast fashion and cosmetic players such as Zara and Primark. This competition continuously expected to create higher pressure on price and needs for new product offers (Beauty and Personal Care in the Netherlands, 2019).

In addition, the Netherlands has one of the highest growth rates of e-commerce in Europe. The sales of beauty and personal care products in e-commerce is not the exception (Beauty and Personal Care in the Netherlands, 2019). E-commerce is the abbreviation of 'electronic commerce' whose meaning is "the activity of buying and selling goods and services and doing other business activities using a computer and the Internet" (Longman Dictionary of Contemporary Edition new edition for advanced learners. 5th edition , 2009). E-commerce nowadays involves both businesses selling to other businesses [B2B] and businesses selling to consumers [B2C] (K. E. Clow & D. Baack , 2018 , p. 245). Dutch people tend to trust online products and while they are being more price-sensitive for basic products they also opt to try higher-quality products for indulgence and relaxation (Beauty and Personal Care in the Netherlands, 2019).

All of these findings are retrieved from Euromonitor's country report regarding beauty and personal care products in the Netherlands. It was published in June 2019 and this country report referred to sources from Dutch trade associations and trade press.

Considering these trends, DIYS Soap must stick to differentiating its brand among competitors which also offer 'sustainable', 'organic' and 'zero-waste' products. The differentiation strategy, which is to manage the brand of DIYS Soap, is critical at this moment to further boost its presence in the Dutch market. The topic of this research is therefore formulated as brand awareness. The central question of this research is to **determine how DIYS Soap can improve brand awareness in the Netherlands.**

Sub Questions are formulated below to answer Central Question effectively.

1: What is brand awareness?

2: What is DIYS Soap currently doing in its branding?

3: What are the competitors doing for their branding strategies?

Deleted (4: What do customers of DIYS Soap expect?)

Sub question 4 'What do customers of DIYS Soap expect?' was deleted in this research. This is because of the inability to access to the specific data which are necessary to answer the question. Customer Survey was created to retrieve direct feedback and future branding expectations from the customers, but it was requested not to implement by DIYS Soap to avoid any confusion among customers. Plus, interviews with the employees of DIYS Soap were also postponed and later canceled.

Another sub question such as 'What would be the future expectations among Dutch consumers in the personal care products?' was proposed, but it was regarded as ineffective to fit to the objective of this research. This research was conducted to improve brand awareness of DIYS Soap; any other possible sub questions that will not contribute to this objective are not feasible for this research.

THEORY AND RATIONALE

What is brand awareness?

First of all, 'Brand' is a distinguishing name or symbol to identify goods or services, and to differentiate those goods or services from those of competitors. A brand protects both customers and producers from competitors who attempt to provide products that appear to be identical (Aaker, 1991, p. 7). Since ancient history, brand names were put to identify maker such as in trade guilds in medieval Europe. Since the twentieth century, branding and brand associations have become central concerns for competitors to feature distinguishing characteristics (Aaker, 1991, p. 7).

Nowadays brands are seen anywhere in any sectors, categories and products (P. Baines, C. Fill, S. Rosengren & P. Antonetti, 2019 March, p. 491). A brand can be an organization, place, firm, or even a person. A brand therefore has dimensions that differentiate it from other products, and the differences can be "rational and tangible-related to product performance of the brand-or more symbolic, emotional, and intangible-related to what the brand represents" (K. L. Keller & V. Swaminathan, 2020, p. 31 & 33). Before this chapter deeply dives into the theories of brand awareness and its components, it is important to be aware why branding is important as a marketer.

Branding according to Oxford University Press, is a process for manufacturers and retailers to help customers differentiate between various offerings. It is common practice to build a brand name into a well-known property (Longman Dictionary of Contemporary English new edition for advanced learners. 5th edition, 2009). Successful brands such as Apple, Aston Martin and Airbnb can promise specific expectations to their customers. Successful brands tend to deliver consistency on their promises and be innovators (P. Baines, C. Fill, S. Rosengren & P. Antonetti, 2019 March, p. 491).

Successful brands capture three core brand elements which are: promises, positioning and performance [3BPs]. 3BPs allow a brand to be known [brand awareness], to position its brand correctly [brand attitude] and to deliver brand performance properly [brand response] (P. Baines, C. Fill, S. Rosengren & P. Antonetti, 2019 March, p. 493).

The renowned theory by Aaker in 1991 suggests that brand awareness can enhance brand equity. 'Brand equity' is a set of assets such as loyal customers, awareness, perceived quality and associations that are linked to the brand name and symbol, and add value to products or services (Aaker, 1991, p. 4). It is the uniqueness of a brand. Several values of having brand equity are described by the table below. Key values are to provide confidence in the customer's purchase decision and enhance advantages of a brand.

Brand equity has five categories of assets according to Aaker in the following categories.

1.Brand loyalty

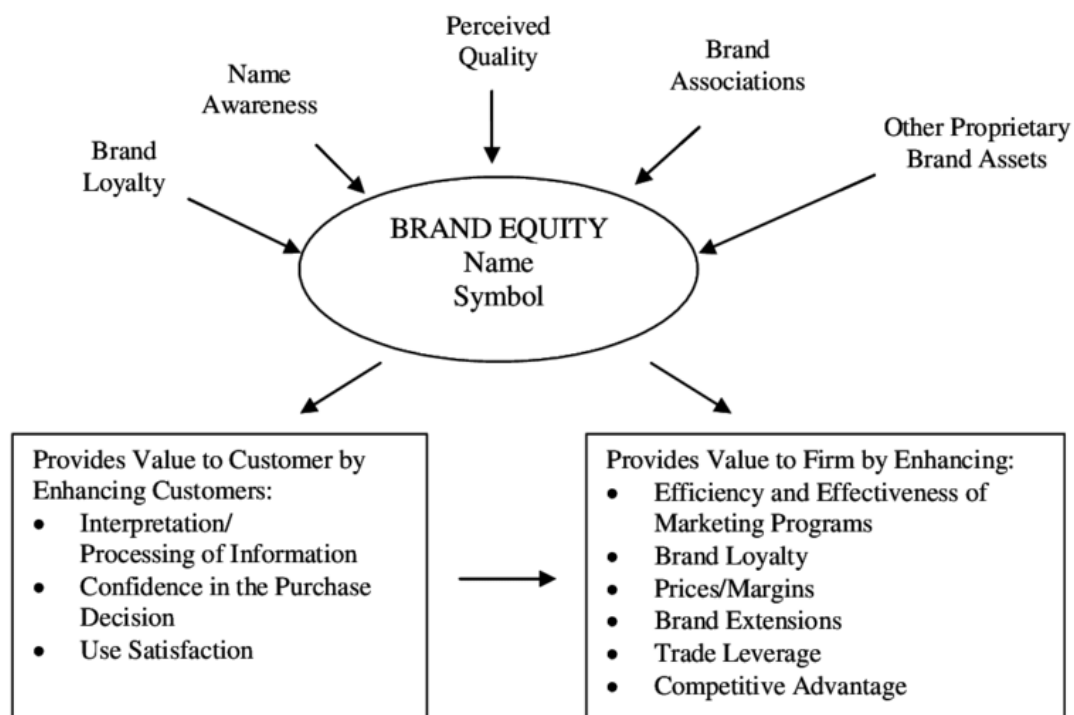
2.Name awareness

Name awareness is the focus of this research. In this research, name awareness is referred to as “brand awareness”.

3.Perceived quality

4.Brand associations in addition to perceived quality

5.Other proprietary brand assets such as patents, trademarks, channel relationships, etc (Aaker, 1991 , p. 16)



The original source is from Aaker’s publication in 1991 (Aaker, 1991 , p. 17) and the table was retrieved from ResearchGate website (Gradojevic, 2011).

The last four brand equity dimensions, including name awareness [brand awareness], perceived quality, brand associations and other brand assets, can strengthen brand loyalty (Aaker, 1991 , pp. 16-18). ‘Brand loyalty’ measures how likely a customer is to switch brands, and measure the attachment that a customer has towards a brand (Aaker, 1991 , p. 39).

Many companies avoid brand parity, a state in which consumers perceive only minor differences between brand and quality becomes less of a concern (K. E. Clow & D. Baack , 2018 , p. 31 & 60).

Brand parity can be regarded as an antonym of brand equity, and it is a pitfall for businesses to differentiate their brands in their marketing strategies.

Oxford suggests that brand contains both brand awareness [identification] and brand knowledge/attitude [differentiation] (P. Baines, C. Fill, S. Rosengren & P. Antonetti, 2019 March , p. 494). Clow & Baack defined brand awareness as the ability of consumers to “recognize and remember a particular brand or company name as they consider purchasing options” (K. E. Clow & D. Baack , 2018 , p. 159), and Aaker defined that brand awareness is “the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category” (Aaker, 1991 , p. 61).

Developing brand awareness is one of the benchmark measures to be compared and be assessed with future outcomes. Therefore, brand awareness is a key factor to develop marketing communications objectives (K. E. Clow & D. Baack , 2018 , p. 128 Figure 4.8.).

Why Brand awareness is important?

Having good brand awareness is considered significantly important to differentiate among other competitors. The study of brand awareness is under the branch of brand equity, and this topic seems to be undervalued. Measuring brand awareness is not clearly visible, and it requires a long term period of marketing campaigns. Although having a high level of brand awareness seems to be a generally accepted norm, several authors disagree with this because it depends on the situation.

First of all, awareness of brand can indicate familiarity and commitment of customers toward their purchasing behavior. Their familiarity and commitment can increase the likelihood of being chosen over the alternatives (E. K. Macdonald & B. M. Sharp , 2000). Brand awareness contributes to influence on consumer choice (E. K. Macdonald & B. M. Sharp , 2000, p. 12). Brand awareness seems to play an important part in explaining habitual choice patterns (E. K. Macdonald & B. M. Sharp , 2000, p. 9).

This is confirmed by Aaker in 1991. Consumers “will often buy a familiar brand because they are comfortable with the familiar”, or they might have an assumption that a brand has a reasonable quality, and tend to think that a familiar brand is probably reliable (Aaker, 1991 , p. 19). So, awareness of brand can increase the probabilities of customer’s buying behavior.

This is again confirmed by the study of Aaker. A state of high brand awareness can increase the likelihood of the brand to be a member of the ‘consideration set’. ‘Consideration set’ is a step in the consumer’s buying process to select a brand among a group of brands to consider (Aaker, 1991 , p. 66).

Brands that become a member of 'consideration set' can receive serious consideration for purchase. Having a situation that a brand is in the 'consideration set' is important, because typically consumers consider only two to three brands for purchase according to the study of Roediger and cited by Keller in 2019 (K. L. Keller & V. Swaminathan , 2020, p. 73).

Keller also points out that having a high level of brand awareness influences the formation and strength of associations that make up a brand image among consumers. He refers to it as "Learning Advantages" (K. L. Keller & V. Swaminathan , 2020, p. 73).

However, there are exceptions to having a high brand awareness which influence ineffectively. Keller has argued that brand awareness is necessary, but not always a sufficient step in building brand equity. He believes that other brand elements such as image can build brand equity. 'Brand image' is consumers' perceptions about a brand which is held in consumer memory (K. L. Keller & V. Swaminathan , 2020, p. 71).

A study in the US which has researched over 8,000 brands found that the frequency of advertising can increase brand awareness but also might cause irritation (n.a., What we know about brand and advertising awareness, 2018). The study suggests that marketers spread online advertisements out over several days to avoid irritation as well as increase awareness (D. Twose & M. Elmore, 2015).

Aaker also suggests that awareness itself cannot create sales especially for a new product. The recognition level of brand does not guarantee that the sales will improve. There is clearly a limitation to brand awareness' influence (Aaker, 1991 , p. 69).

Furthermore, Aaker stresses that building brand awareness is easier achieved by a longer time-period because it needs repetition and reinforcement for years. Brands with the highest recall, at least in the US, are generally older brands which are more than 50 years old when the source was retrieved in 1973 (Aaker, 1991 , p. 70&71). Aaker's suggestion is confirmed by the other research; fostering a brand's awareness is a long-term marketing program because the effects come gradually (n.a., What we know about brand equity, 2019). The terms "repetition" and "recall" are some of the most frequently used terminologies that are explained in the next section.

Although brand awareness might not be the most important element to achieve brand equity, it is feasible to conclude that achieving high brand awareness, and efforts to cultivate brand awareness with a careful plan is always preferable for marketers.

Primary elements of brand awareness

First, the primary elements of brand awareness are discussed, and the sub-elements which link to each primary element are discussed, combined and defined.

The influential authors whose works are almost always referred to are Aaker and Kelly. Most of the researchers regarding brand awareness have based on the definition, measurability and criteria from Aaker's publication of his credential book in 1991 titled "Managing Brand Equity" (Aaker, 1991). Aaker's conceptual framework is renowned and referred to in innumerable studies, reports and periodicals to date. Aaker's Brand Equity Model is the first theory to determine the definition of brand awareness.

Aaker's Brand Equity Model is based on the four elements which are 'Anchor', 'Familiarity', 'Signal of Substance/Commitment', and 'Brands to Be Considered'. These four elements establish values in at least four ways. In other words, brand awareness creates values in these four elements (Aaker, 1991 , p. 63).

BRAND AWARENESS	Anchor to which other associations can be attached
	Familiarity → Liking
	Signal of substance/commitment
	Brand to be considered

(Aaker, 1991 , pp. Figure 3-4 The Value of Brand Awareness p. 63)

'Anchor' : Anchor is a metaphor used as a 'chain' which can potentially hook consumers to recognize the brand (Aaker, 1991 , p. 63 & 64).

'Familiarity leads to liking': People like familiarity. Aaker believes that brand familiarity is especially important for low-involvement products such as daily necessities and sanitary goods like soap, paper towels, disposable pens. People have absence of motivation to evaluate these products, so people tend to buy familiar products (Aaker, 1991 , p. 64 & 65). According to Aaker, awareness of brands **gives** an assumption that a familiar brand is reliable with reasonable quality (Aaker, 1991 , p. 19).

'Substance/commitment': If a **brand name** is recognized, there must be a certain reason and thus committed to customers. Recognized names give suppositions, and brand awareness gives people expectations that a firm is substantial and supported by advertising (Aaker, 1991 , p. 65).

‘Brands to be considered’: An unknown brand with little brand awareness usually has little chance (Aaker, 1991 , p. 19).

This Aaker’s Brand Equity Model has been frequently cited. Keller modified and added plain explanation of each term of Aaker’s model based in 1991.

“Anchor to which other associations can be attached.”

This is when a new product has to win recognition, because there are few purchase decisions that can be done without knowledge about the product. With product identification, it is easy to create a new relationship to the item.

“Familiarity/Linking”

People like familiarity, and knowledge make the product and brand more well-known and familiar. This contains most of all low-involvement products like sugar, salt, paper towels. The knowledge about the brand often makes the buying decision. Incentives to this relationship might be non-figurative pictures, names and jingles.

“Substance/Commitment”

Existence, promise and matter. These are important for the buyer. The consumers do not have to know a lot about a company, but as long as the buyers have positive brand awareness, they are likely to buy the product.

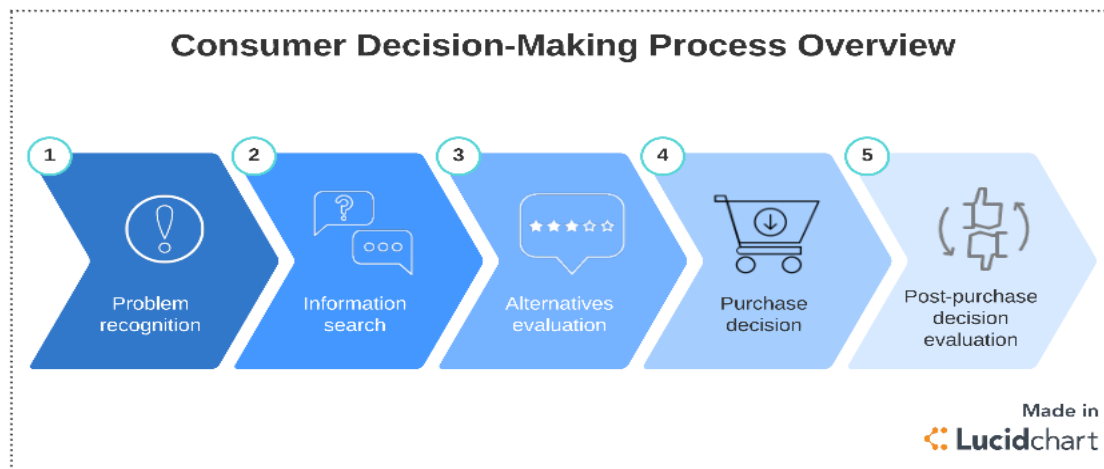
“Brands to consider”

This is the first level to reach when customers choose names to consider a “consideration set” (Keller, 2013, p. 76). Awareness of brand is particularly important to let brand first enter the ‘consideration set’, meaning that a brand must be selected among a group of brands to consider (Aaker, 1991 , p. 66).

The higher the brand awareness, the more likely the brand is considered as the “top of mind” brands and building brand awareness is one of the goals of the advertising campaigns (K. E. Clow & D. Baack , 2018 , p. 160). “Top of mind” is when consumers are asked to list the name of brands in the same product category, one or two particular brand names that are nearly always mentioned (K. E. Clow & D. Baack , 2018 , p. 160). It is “the first recalled” (Aaker, 1991 , p. 271).

During the consumer decision-making process from ‘Problem Recognition’ to ‘Postpurchase Evaluation’ (K. E. Clow & D. Baack , 2018 , p. 76 Figure 3.1), “a product with a high level of brand

awareness or brand equity will likely to be included in the consumer's set of alternatives" (K. E. Clow & D. Baack , 2018 , p. 76).



Overview of the Consumer Decision-Making Process (Click on image to modify online)

The screenshot above is retrieved from Lucidchart website (Team, 2017).

The second theory established by Keller and confirmed by Aaker is that brand awareness constitutes of 'brand recognition' and 'brand recall' performance. According to Atlatf and as cited from the research by Macdonald and Sharp, "The presence of brand name and the characteristics associated with the product and service is the result of brand awareness" (M. Altaf & N. Iqbal & S. S. M. Mokhtar & M. H. Sial , 2015).

'Brand recognition' is a consumer's ability to confirm prior exposure to the brand when a consumer is given the brand as a cue. For instance, it is an ability when a consumer goes shopping, and can recognize a brand (K. L. Keller & V. Swaminathan , 2020, p. 72). The most basic recognition test is to give consumers a set of individual items and ask them whether they think that they have previously seen or heard a brand before. Keller states that brand recognition can measure only an approximation of potential recallability, and so it is necessary to measure brand recall to determine whether consumers actually recall brand elements under various circumstances (K. L. Keller & V. Swaminathan , 2020, p. 376 & 377).

'Brand recall' is a consumer's ability to retrieve a brand from memory when given the product category. Keller notes that in general people are more adept at recognizing a brand than at recalling a brand (K. L. Keller & V. Swaminathan , 2020, p. 72 & 73). Recalling is more challenging but can measure the accurate picture of brand awareness.

Creating a high level of brand awareness is achieved through repeated exposure. This is more effective for brand 'recognition' than 'recall', and so the more consumers interact with a brand, the more consumers are likely to remember the brand (K. L. Keller & V. Swaminathan , 2020, p. 74).

Brand recall has two measures which are 'unaided recall' and 'aided recall'. 'Unaided recall' is measured by providing all brands and selecting one brand which is the very strongest. 'Aided recall' is measured by offering various types of cues to help consumers to recall a brand. Cues are such as product class, product type labels and product category (K. L. Keller & V. Swaminathan , 2020, p. 377). 'Aided recall' enables researchers to know which cues or reminders might be necessary for consumers to retrieve a brand from memory as well as how brand knowledge is stored in consumer memory (K. L. Keller & V. Swaminathan , 2020, p. 378). Brand recall can be improved through slogans or jingles to stimulate repetition (K. L. Keller & V. Swaminathan , 2020, p. 75) which will be discussed under the 'secondary elements' section. Other elements such as logos, symbols, packaging and characters can also aid brand recall (K. L. Keller & V. Swaminathan , 2020, p. 75).

- consideration set: a brand must be selected among a group of brands to consider
- Top-of-mind: the first recalled brand name or products that are nearly always mentioned in the same product category
- Brand recognition: a consumer can recognize a brand which he/she has been exposed to before
- Brand recall: a consumer can name a brand name. Two methods exist which are 'unaided' and 'aided' recall.

The first theory by Aaker and the second theory by Keller have many similarities. Both theories include similar elements of brand awareness, especially recognition and recall of a particular brand. On the other hand, the fourth element of Aaker is considered as a measurability of brand awareness rather than an integral part of it. Once a brand is considered as a set of other brands, it indicates how likely a brand can be chosen out of competitors. Therefore, the Aaker's "Consideration set" is removed from the element of brand awareness.

On the other hand, the other three elements which are 'Anchor', 'Familiarity' and 'Substance/commitment' can be replaced by 'brand recognition', 'brand recall' and other elements. The value of 'Anchor' provides value to give 'recognition' to a consumer. The second value of 'Familiarity' is about how a brand is well-known and familiar among consumers particularly when a consumer is trying to recall an element such as its name.

Therefore, the two theories are combined and the last value by Aaker was excluded because it provides measurability but not elements of brand awareness.

Elements of brand awareness

<i>Theories</i>	<i>Meaning</i>
Anchor	Chain, Recognition (=Brand recognition) <ul style="list-style-type: none"> • Aided • Unaided
Familiarity	Well-known, familiar (=Brand recall)
Substance/Commitment	Existence, promise, matter

Sub-elements of brand awareness

Although the sub elements are often used as a measure to research brand awareness among businesses, this research has separated into primary, secondary or sub-elements, and measurability of brand awareness. Any possible elements, both in qualitative and quantitative methods, which can objectively research awareness are used as measurability. The list is the possible sub-element of brand awareness while some elements in a similar chronological order has more similar features than the others. For instance, from no.1 to no.3 are name, face of a brand. No.4 till 7 are intangible brand elements. No. 8 and 9 are used to stimulate recognition of a brand by repetition, and no.10 till 13 are concerned with the relationships with the public.

1. Name

Name is the basis of awareness and communication efforts. It forms the essence of brand concept. A name is more permanent than most other elements such as price, package or advertising (Aaker, 1991 , p. 187 & 188). A good established brand name can benefit from creating a new sub-name because a sub-name can help identify which has a particular characteristic (Aaker, 1991 , p. 187). Changing name is also a method when a new associations, for instance a new product or service, is launched but incompatible with the current name (Aaker, 1991 , p. 196).

According to Robertson and as cited in Keller, names that simple, easy to pronounce, spell, familiar, meaningful, distinctive, different and unusual can improve brand awareness (K. L. Keller & V. Swaminathan , 2020, p. 148).

2. URLs

URLs is a name of a brand in a broader sense. Uniform Resource Locators [URL] specify locations of pages on the Web. It is referred to as domain names. Any individuals who wish to obtain a specific URL must register and pay for their names (K. L. Keller & V. Swaminathan , 2020, p. 153).

3. Packaging/cue

Packaging is the activity of designing and producing wrappers or containers of products. It has a long history, and it must achieve both communication objectives and functionality. While packaging tell persuasive information to consumers, it also helps facilitating product transportation, and it must be convenient to use such as in food packages (K. L. Keller & V. Swaminathan , 2020, p. 162). In Aaker's publication in 1991, he referred to packaging as 'cues' which can aid during an awareness campaign. He believes that packaging is the actual stimulus for shoppers (Aaker, 1991 , p. 75).

4. Logos

Logo has a long history of being used to indicate origin, association or ownership (K. L. Keller & V. Swaminathan , 2020, p. 154). Logos range from corporate names, trademarks [word marks with text only] and abstract designs which are referred as 'symbols' (K. L. Keller & V. Swaminathan , 2020, p. 154). The reality is, according to Aaker, that most products, services and firms are fairly similar. In this context, a symbol can be an aid to easily differentiate among others (Aaker, 1991 , p. 197).

5. Symbols

Symbol is a nonword mark logo; the abstract logos with images such as the Mercedes star, Rolex crown and Olympic rings are all logos (K. L. Keller & V. Swaminathan , 2020, p. 154). Symbols can be used effectively via publicity and event sponsorship through symbol exposure (Aaker, 1991 , p. 73 & 74).

Symbols and logos are visuals with a strong potential to help consumers identify a product (K. L. Keller & V. Swaminathan , 2020, p. 154). The strength of logo and symbol is that it can be transferred well across cultures. The weakness is that a consumer can recognize a logo but cannot link it to any specific product or brand (K. L. Keller & V. Swaminathan , 2020, p. 154 & 155).

6. Heritage and Iconography

A periodical published in 2019 suggests that heritage and iconography are also key elements especially for luxurious brands (n.a., What we know about luxury brands, 2019). 'Heritage' is "the traditional beliefs, values, customs etc of a family, country or society" (Longman Dictionary of Contemporary Edition new edition for advanced learners. 5th edition , 2009). 'Iconography' is the way

a particular people represent ideas in pictures or images (Longman Dictionary of Contemporary Edition new edition for advanced learners. 5th edition , 2009).

In a broader sense, both heritage and iconography are **sub-elements** of symbols because they do not carry sentences but bring certain brand images with them. DIYS Soap offers products in higher prices but not to an extent to call itself a 'luxurious' brand which only a few customers would be able to afford.

7. Characters

Character is a special type of brand symbol which tends to be attention getting and useful for creating brand awareness (K. L. Keller & V. Swaminathan , 2020, p. 155 & 157). Character brings human or real-life characteristics, and also in a form of animated characters. Character can be used as a central role in ad campaigns and package designs (K. L. Keller & V. Swaminathan , 2020, p. 155).

The human element of characters can enhance likeability and help create brand perceptions as fun and interesting. However, all these strengths have drawbacks which is the risk of actually dampening brand awareness due to extreme attention-getting and well-liked perceptions among consumers (K. L. Keller & V. Swaminathan , 2020, p. 157).

8. Slogans

"Slogans are short phrases that communicate descriptive or persuasive information about the brand". It is an efficient means to 'hook' consumers and a shorthand means to build brand equity (K. L. Keller & V. Swaminathan , 2020, p. 158). "Just do it" is a recognized slogan, or called 'codes' in this WARC article, and this phrase is widely used across continents (Mills, 2016).

Slogans have fewer legal and other limitations. Thus, slogans can be more easily tailored than a name or a symbol. Furthermore, slogans can remove some ambiguity from name and symbol of a brand and reinforce them (Aaker, 1991 , p. 204 & 205). Slogan can also help improve brand recall because it makes linkages in memory to appropriate product categories as a cue (K. L. Keller & V. Swaminathan , 2020, p. 75). This research included slogans as substance/commitment.

9. Jingles

"Jingles are musical messages written around the brand" (K. L. Keller & V. Swaminathan , 2020, p. 161). Keller believes that jingle can be the most valuable element to enhance brand awareness because it repeats the brand name in "clever and amusing ways". Keller mentioned the 'Give Me a Break' jingle for Kit Kat (K. L. Keller & V. Swaminathan , 2020, p. 162). To increase consumers' ability to recognize and recall brand under different circumstances, jingle, logo and other linked measure are

used to strengthen brand awareness (M. Altaf & N. Iqbal & S. S. M. Mokhtar & M. H. Sial , 2015). Other linked measures are the ability to recall, recognize and awareness according to the survey question (M. Altaf & N. Iqbal & S. S. M. Mokhtar & M. H. Sial , 2015 , p. 12).

10. Publicity

Publicity is nonpersonal communication such as press releases, press conferences, newsletters, feature articles, media interviews, films and photographs (K. L. Keller & V. Swaminathan , 2020, p. 235).

11. Public Relations (PR)

Public relations means similar to publicity, although the difference is that PR also include annual reports, fund-raising and membership drives, special event management, lobbying and public affairs (K. L. Keller & V. Swaminathan , 2020, p. 235). In a sense, PR has possibilities to capture broader public audiences while publicity can reach target audiences in different communication methods.

Both publicity and public relations are designed to promote or protect a company's products or its image (K. L. Keller & V. Swaminathan , 2020, p. 235).

12. Event sponsorship

Being a sponsor in most events is to create or maintain awareness (Aaker, 1991 , p. 75). Designing a sponsorship program is costly, but marketers believe that it will ultimately be successful after the event itself takes place. Sponsorship opportunities are a chance to increase brand awareness, but it is typically costly as well (K. L. Keller & V. Swaminathan , 2020, p. 233).

13. Celebrity endorsements

According to research across cultures and countries, they indicate the linkage between celebrity endorsements and brand awareness, therefore the enforcement of brand equity.

'Celebrity endorsements' is defined as "the forming of a relationship between a brand and an influential individual who 'fits' with the brand and whose personality resonates with the target customer" (n.a., What we know about celebrity endorsements , 2019). Celebrities are athletes, musical artists, TV personalities and many more. On social media platform, celebrities with expertise gain trust and recognition from consumers more easily than a traditional way of advertising. There is a trend shifting towards more hiring local celebrities than national ones due to cost effectiveness and the possibilities of resonating with target audiences more effectively (n.a., What we know about celebrity endorsements , 2019). 'Traditional media' is any advertising and marketing methods that

are non-digitally operated such as television, radio and print advertising (Traditional Media vs. New Media: Which Methods Belong in Your Marketing Plan?, 2019).

However, celebrity endorsements might have little influence on generation Z (n.a., What we know about celebrity endorsements , 2019) who are born between 1997 and 2012 (Dimock, 2019, p. 4). They find a celebrity unappealing especially if a celebrity is promoting a product or service outside of a celebrity's specialty. They prefer a celebrity who has earned credibility by her own knowledge, talent or direct action on important issues. (n.a., What we know about celebrity endorsements , 2019).

In this research, any Instagram accounts which have the officially verified badges are regarded as celebrity endorsers. This is applicable for Lush and Holland & Barrett. The account must be well-known, a highly searched person, brand or entity according to Instagram (Verified Badges , 2019).

Shock advertising, bizarre themes

Today, marketers use shock advertising, using bizarre themes to create brand awareness. Most potential customers did not have any clues what the company was about (K. L. Keller & V. Swaminathan , 2020, p. 76), but it is one of the techniques to quickly arouse awareness. The drawback of shock advertising is that it rarely provides a foundation for long-term brand equity (K. L. Keller & V. Swaminathan , 2020, p. 76).

Brand extension

Brand extension is the use of an established brand name on new goods or services (K. E. Clow & D. Baack , 2018 , p. 50). Brand extension is one of the branch categories of co-branding which is discussed next (Kenton, 2018).

Aaker also suggests the use of brand extensions can usually help achieving brand awareness (Aaker, 1991 , p. 274). Extending a name of brand to different products can exploit brand equity, although an extension should "fit" the brand (Aaker, 1991 , p. 219 & 274). A present customer must be comfortable with the concept of the brand being on the extension so that a brand can transfer its current perceived quality (Aaker, 1991 , p. 230).

First, brand extension is effective if a brand is already known; brand extension is advised if a brand has already reached a sufficient level of awareness among consumers (K. L. Keller & V. Swaminathan , 2020, p. 482). This is especially effective when an existing strong brand wishes to introduce a new product and enter a new market (K. L. Keller & V. Swaminathan , 2020, p. 100 & 471).

Co-branding

Co-branding is also called alliance branding, and it is the alliance or the combination of two brands (K. E. Clow & D. Baack , 2018 , p. 51). It resembles brand extensions.

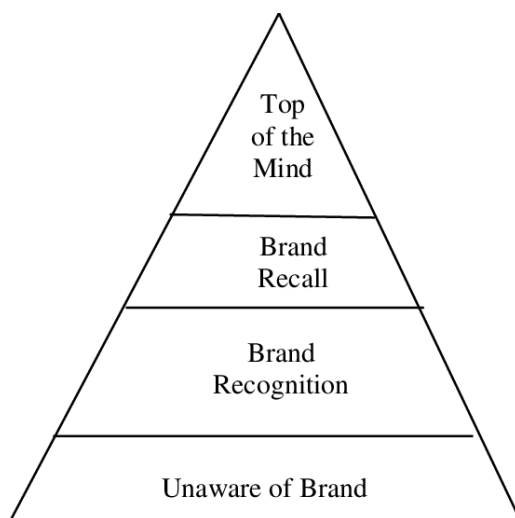
Co-branding is practiced to aim for synergies of a brand, so it can be an effective marketing strategy to achieve a high level of brand awareness (Kenton, 2018). 'Synergy' means the benefits of putting a brand name on a different product and brand awareness increases rather than selling one product in the existing market. Co-branding has some risks, but it can be an effective strategy for a small company and a brand that are not as well known (K. E. Clow & D. Baack , 2018 , p. 52).

Elements of brand awareness

ELEMENTS	Theories (Primary elements)	Meaning	Examples (Secondary elements)
Brand Awareness	Anchor	Recognition (=Brand recognition)	Name, URLs, Celebrity endorsements
	Familiarity	Well-known, familiar (=Brand recall)	Aided recall Logos, Characters, Jingles
			Unaided recall Symbols, Heritage & Iconography, Slogans
	Substance/Commitment	Existence, promise, matter	Slogans, Publicity, Public Relations (PR), Event Sponsorship

Measurability of brand awareness

Source 1: The Awareness Pyramid by Aaker



(Aaker, 1991 , p. 62) Retrieved from ResearchGate (Horsfall, 2019).

Brand awareness ranges from an uncertain feeling that a brand is unrecognized, to a state that a consumer believes that a brand is the only one in the same product class (Aaker, 1991 , p. 61).

The lowest level, 'Unaware of Brand', can be interpreted as the brand recognition phase (Aaker, 1991 , p. 62).

Source 2: Keller's 5 stages. Combination of his publication in 2013 & 2020

Keller has advocated the four levels of achieving brand awareness in 2013.

The first step is experience. Anything causes consumers to experience one of a brand's elements contribute to create brand awareness. These are logo, character, packaging, symbol, slogan. They also include advertising and promotion which are sponsorship, event marketing, publicity, public relations, and outdoor advertising (K. L. Keller & V. Swaminathan , 2020, p. 75).

The second is repetition. Repetition increases recognizability, but improving brand recall also requires linkages in memory to appropriate product categories. A slogan or jingle can pair the brand and the appropriate cues. Logos, Symbols, characters, packaging which all mentioned in "Experience" can aid recall (K. L. Keller & V. Swaminathan , 2020, p. 75). In this way, experience can be interpreted as repetition.

The third stage is "Top of mind" (K. L. Keller & V. Swaminathan , 2020, p. 75).

The fourth stage is "Corrections for Guessing". It might send misleading signals about the proper strategic direction for a brand. Marketers should be aware of the possibilities of misleading signals because of spurious, fake brand awareness, especially with new brands or ones with plausible-sounding names according to the publications in 2013 and 2020 (Keller, 2013, p. 341) (K. L. Keller & V. Swaminathan , 2020, p. 377 & 378). This is the stage when marketers need to evaluate if a brand sends misleading signals, particularly a new product or brand to potential consumers.

The final stage is "Strategic implications" (Keller, 2013, p. 341 & 342). This is how consumers journey from consideration set to make their product decisions based on their existing images or ideas for the product or brand.

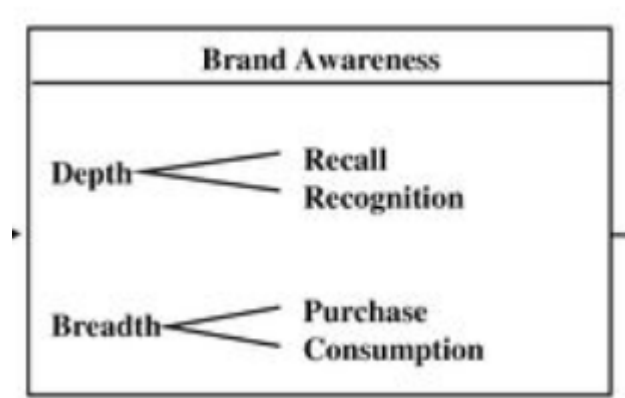
1	Experience
2	Repetition
3	Top of mind

4	Corrections for Guessing (new names)
5	Strategic implications

Source 3: Depth & Breadth by Keller

Keller has advocated that brand awareness can be measured by depth and breadth. Depth of brand awareness is the likelihood of customers to recognize or recall the brand, and it is determined the ease to do recognize and recall a certain brand. Breadth of brand awareness is determined by “the number of purchase and consumption situations for which the brand comes to mind” (K. L. Keller & V. Swaminathan , 2020, p. 580 & 581).

According to Keller, breadth of brand awareness is difficult to measure and increase and breadth is measured by the usage of customers. The usage includes the quantity and frequency of consumption (K. L. Keller & V. Swaminathan , 2020, p. 531 & 532).



The theory is based on Keller’s 2020 publication (K. L. Keller & V. Swaminathan , 2020, p. 582). It was retrieved from (Fields, 2018).

Source 4: Non-academic sources

The two sources are retrieved from private websites which focuses on giving advice to an individual who wishes to start her own business.

Online searches

This is the method to measure brand awareness in regions to research what people are searching on the Internet. Google Trends is introduced as an example (J.Anzarouth, 2017), although there are more sources available for research students such as MOZ Keyword Explorer, SEO Analyzer, and Ubersuggest. These are all available for free. It is called “site traffic numbers” (A.Decker, 2018).

Number of website visits

This is also the quantitative method to measure a number of people who have knowledge, recognition or recall of a particular brand so that they direct visit to a brand's website (J.Anzarouth, 2017). It is called "direct traffic" (A.Decker, 2018).

Backlinks

This is the quantitative method to count the number of links which are linking to the original brand's website. Importantly, a high number of linking is encouraged only if the quality of linked sources has high quality (J.Anzarouth, 2017).

Brand mentions

This is the qualitative method to observe how a brand is referenced online. Google Alert can monitor references on Twitter and Facebook (J.Anzarouth, 2017), and also alert mentions on third parties (A.Decker, 2018).

Social Engagement

Engagement is measured by a number of followers, likes, comments and retweets. 'Social listening' is researching mentions in comment sections, a particular consumer or group of customers who are tagging a brand's name, or the observation of use of hashtags (A.Decker, 2018).

Running surveys

This is a direct form of receiving feedback from consumers. Surveys are easy to be released online on social media, such as SurveyMonkey or Typeform (A.Decker, 2018). This research used Google Form due to its easiness to use, plus the ability to attach the screenshot to each question.

Elimination, combination, and selection of theories to establish measurability of brand awareness

Aaker's theory was born in 1991 when few customers had access to the Internet, when developing a global brand was not the central concern for the majority of marketers, and when developing a global integrated marketing communications has not flourished yet like what consumers and marketers are experiencing today.

According to Aaker, low-involvement products need to have a higher awareness than high-involvement products. However, it is questionable if personal care products are the low or high involvement products. This perhaps might differ among competitors and some products which are more frequently consumed than the others. This research hypothesised that DIYS Soap and the two competitors' products are all 'relatively high-involvement' due to higher prices than other products which are available at cheaper drugstores in the Netherlands.

According to Keller, Breadth of brand awareness can be measured by quantity of purchase and frequency of consumption (K. L. Keller & V. Swaminathan , 2020, p. 531 & 532). Depth of brand awareness, which is the likelihood of recall and recognition can be measured by the study of packaging and running surveys (K. L. Keller & V. Swaminathan , 2020, p. 376 & 377).

Measurability of brand awareness 1: Keller's second theory

MEASURABILITY	Theory	Sub-dimensions	Meaning	Examples
Brand Awareness	Depth	Recall	Aided	Surveys: "When you think of foreign sports cars, which brands come to mind ?" (K. L. Keller & V. Swaminathan , 2020, p. 377)
			Unaided	
		Recognition	Packaging	Benchmark, Surveys
	Breadth	Purchase	Quantity	Surveys, Data
		Consumption	Frequency	Surveys, Data

Both Aaker and Keller's first theories on measurability were excluded for this research because they are not practical enough to be applied to meet the needs of this research.

Measurability of brand awareness 2: Quantitative and qualitative methods

MEASURABILITY	Methods	Meaning	Examples
Quantitative	Site traffic numbers	Online searches	Google Trends, MOZ
	Direct traffic	Number of website visits	Google Analytics
	Backlinks	Number of linked websites	Google Search Console, Assessment of quality of sources
	Social engagement	Number of followers, etc	Twitter, Instagram, Facebook
Qualitative	Brand mentions	Conversations on social media	Mention (website tool), Google Alert
	Social listening	Monitor mentions and engagement	Tags, hashtags
	Running surveys	Direct feedback from respondents	SurveyMonkey, Typeform

Operationalisation Table

This research has evaluated the theories of the values and the measurability of brand awareness.

First, the elements of brand awareness have been discussed based on Aaker and Keller's theories. Brand awareness has "elements" and "measurability". First, "elements" are divided into primary and secondary elements. Both Aaker and Keller's theory were combined in the operationalization table.

Secondly, "measurability" is set to see the level of brand awareness achievement. DIYS Soap and the other two competitors are carefully examined by applying the same operationalization table.

Future expectation is researched for DIYS Soap only and set as *Sub Question 4*. However, it was later deleted in this research.

'g' = 'google'.

'end' = 'endorsements'

's' = 'sponsorship'

	theory	subdimensions	examples	tools	diys	lush	h&b
elements	anchor		name				
			URLs				
			celeb end.				
	familiarity	aided recall	logo				
			character				
			jingle				
		unaided recall	symbol				
			heritage				
			slogan				
	substance		publicity				
			PR				
			event s.				
measurability	depth	aided	survey	g.form			
		unaided	survey	g.form			
	breadth	purchase	quantity	sales data			
		consumption	frequency	sales data			
	methods	quantitative	site traffic	g.trends			
			direct traff	g.analytics			
			backlink	uber,serp,moz			
			social eng.	followers			
		qualitative	b.mention	g.alert			
			s.listening	tag,hashtag			
			dir. Survey	g.form			

Sub Question 2: What is DIYS Soap currently doing in its branding?

In order to improve brand awareness, it is important to better understand previous and current efforts of DIYS Soap. The answer to Sub Question 1 provides the framework to assess the current performance as it is summarized in the operationalization table as well as the answer to Sub Question 1 has already been answered during Theory and Rationale. The methods which were chosen to answer this Sub Question is qualitative research with more dependency on secondary sources research than primary sources such as personal interviews.

Both Sub Question 2 and 3 use the same Operationalization Table to compare and highlight any differences and similarities. This research also adopts the same research methods to all researching companies as possible to have a neutral point of view during the research.

Sub Question 3: What are the competitions doing?

Considering the practicality, scope, limit and ethics of the research, the Sub Question 3 is answered mainly by qualitative, secondary methods. Maximum of two companies as the competitors of the assigned company will be practical within the duration, depth and contents of this research. It will not be practically possible to have thorough interviews and access to database to these competitors since this research project is produced to improve the brand awareness of DIYS Soap; it is against the confidentiality and compliance of competitors. Therefore, although Sub Question 3 uses the same research methods as the Sub Question 2, SQ3 has more dependency on secondary literature while Sub Question 2 includes observation, interviews and personal contacts as a means of retrieving information from primary data (M. Saunders & P. Lewis & A. Thornhill , 2009, p. 319).

The first competitor is Lush and the second is Holland & Barrett. The competitors were suggested by DIYS Soap during the interview and personal contacts.

Sub Question 4: What do customers expect?

This Sub Question was formulated to research of the customers' expectations for products, services and future projects of DIYS Soap. However, quantitative and qualitative research methods but was canceled. Analyzing sales data and conducting interviews with both customers and employees of DIYS Soap as the proposed research method were canceled and thus Sub Question 4 was deleted in this research. The visit interview with the branding expert was conducted, and the expert provided branding strategies for start-ups, which might be helpful to DIYS Soap as well.

METHODOLOGY

3.1: Research ethics, philosophy and plagiarism

First and foremost, ethics, philosophy and plagiarism in research are crucially important. Ethics in research is crucially important because the researcher is highly likely to be exposed to some documents and data which are sensitive, confidential and private. These can be accessible during the qualitative research with interviewees and retrieving a company's confidential documents and sales analysis (Grix, 2018, p. 140), but all these data were denied to access by DIYS Soap although DIYS did not explicitly indicate so to the researcher.

Avoiding plagiarism is at all cost the most important during the research procedures (Grix, 2018, pp. 137- 140). This report confirms to APA referencing style and used PhD students' thesis if necessary.

In order to answer the Sub Questions, both quantitative and qualitative research methods were used.

Quantitative research methods deal with techniques that apply more to numerical data (Grix, 2018, p. 110). It is a data collection technique such as questionnaire or data analysis procedure such as graphs that uses or generates numerical data (Research methods for business students fifth edition, p. 182). Quantitative method is generally interested in causality and comparison of data and use "a large number of" cases retrieved (Grix, 2018, p. 111). Quantitative research method is the fundamental research strategy includes the use of pivot tables, surveys, questionnaires, and opinion polls (2019 Advanced Research Skills ES4 , 2019 , p. 10). This research applies these methods from Sub Question 2 to 4. 'Pivot table' is the excel sheet which can collect numerical data and can summarise, compare and make from the table (Devaney, 2018).

Qualitative method dominates the majority of portion in this report. It includes desk research, retrieving primary and secondary sources, conveying interview preparations and questions, and questionnaires.

The brand awareness survey was distributed both offline and online at the location where it is possible to quickly establish the researcher's trust and integrity as a student, as well as the time and location where the physical safety is ensured.

This research has defined that the language of publications is solely in English and excludes other languages (Research methods for business students fifth edition, p. 106) in order to maximise the possibilities of academic research as it has discussed during the selection of the competitors. However, only if it is crucially necessary, this research has used Google Translate to grasp the basic information but did not qualitatively investigate in depth.

The researched subject area lies in marketing, and in a narrower sense, in brand management. Geographical area is limited to the Netherlands for the duration and practicality of this research, and the publication period has not restricted in Theory and Rationale. The other parts of this research used literature published in the last ten years between 2009 and 2019, and possibly in the last five years between 2015 and 2019 (Research methods for business students fifth edition, p. 106).

3-2: Effectiveness and characteristics of different research methods

Managing good quality of databases is the first priority during the research. This report relies on credential sources namely EBSCOhost Academic Search, LexisNexis Academic, Business Ultimate, WARC articles and Business Source Ultimate. Occasionally, business sources which can grasp on marketing trends worldwide were used such as euromonitor. Other journals are also used although this report considers possible biases and selecting data due to publishers (Research methods for business students fifth edition, p. 101).

Public search engines such as Google in the Netherlands and the UK and Bing are also used (H. R. Fowler & J. E. Aaron , 2016 , p. 581) when it is more relevant to answer sub questions than referring to the mentioned databases.

When quality of sources is critically assessed during the research, this report focused on two points. First, this report focuses on the credibility and authenticity of sources such as references, publishers, dates and researchers. Secondly, this report assessed the relevance and value of each item; whether it confirms with research objectives and it is relevant to answer each sub question. This helps this report to produce solid conclusions and recommendations (Research methods for business students fifth edition, p. 124).

Although retrieving sources from students' theses are not recommended, researching sources from reference lists are encouraged. Aaker's framework has referred to quite a lot of researches, periodicals and reports. Theses from PhD students are also accepted as a source to retrieve information after the credibility of sources and researchers were examined with care.

Books are also frequently used to provide background basic information especially during Theory and Rationale and Methodology (H. R. Fowler & J. E. Aaron , 2016 , p. 573). Books are used when a chronological order of quality of sources is less relevant compared to the latest data.

Managing searching internet techniques is the other priority for this report. In order to acquire the best sources from helpful databases at the quickest, easiest and most effective way, this report carefully chooses keywords, use abstracts and searching strategies.

In order to generate its own sources, primary research was conveyed in the forms of personal interviews, surveys and observation (H. R. Fowler & J. E. Aaron , 2016 , p. 588).

3-3: Adopted methodologies per sub question and professionalism of the research

Desk research and interviews with both the employees and the customers of DIYS Soap is the most effective approach. It is vital to be aware of the characteristics of quantitative and qualitative research methods consistently during the research to acquire better, just and accurate results.

SQ1: 'What is brand awareness ?'

This was answered exclusively by theories retrieved from secondary sources. Academic books, studies, journals, textbooks and other relevant sources were used. To answer Sub Question 1, this research has not restricted the period of publication date, so some sources are more than decades ago while the other sources were published in 2019. All sources are in English.

SQ2: 'What is DIYS Soap currently doing in its branding?'

This was answered by the mix of quantitative and qualitative research. While the elements of brand awareness are answered in qualitative research, the measurability of brand awareness is answered in quantitative research. The brand awareness survey was conducted for the public.

Occasionally, this research has consulted the publicity, personal blogs, job profile website and social media account in Dutch language to acquire the basic information about a public figure, reactions such as the number of likes on Instagram. Because of the lack of Dutch linguistic comprehension, this research avoided using Dutch and other languages at all cost, but should it necessary, used them only to grasp the whole picture and did not analyse qualitatively.

Answering the primary and secondary elements of brand awareness is essential regarding Sub Question 2 and 3. This section explains how each element has researched, which research methods were employed and therefore how the result was produced. Below is the same table produced in Theory and Rationale.

In order to research the measurability of brand awareness, this research used several free webtools. The webtools have some characteristics and differences.

Site traffic numbers: Google Trends, MOZ

They are the websites a researcher can freely access to. This is quantitative research because it measures the numerical data recorded on these websites.

Google Trends can compare terms and topics. Terms include all the matches in search query. For instance, if the search term was 'banana', the result includes 'banana' and 'banana sandwich'. Topics include the same concept in any language regardless of the set location. This research set the location as the Netherlands to retrieve site traffic numbers as the means of quantitative research. For instance, the result of topics include 'Capitals of the UK' and 'Londres (=London)' in Spanish (Compare terms and topics, 2019).

Direct traffic: Google Analytics

This is a simple quantitative research method to measure the direct website visit of a company. However, this research could not access to Google Analytics because of the inability to receive the verification from a company.

Backlinks: Google Search Console

This is qualitative research. It might pay attention to the retrieved frequency and number of sources, but the quality of sources is more important than the retrieved time and number themselves. Therefore, this is deemed as the qualitative research. Google Search Console was not available due to access permission, this research used alternative sources that were selected and distributed by DIYS Soap.

Backlinks: Ubersuggest, Serpstat, MOZ

These sources are all freely accessible and are aimed to be used for mainly business owners and freelancers.

Brand mentions: Mention, Google Alert

This is a qualitative research method.

SQ3: 'What are the competitors doing for their branding strategies?'

This was answered by the same methods of Sub Question 2 because it is essential to compare the result retrieved from Sub Question 2. It tries to answer each element described on the Operationalization Table. However, width of brand awareness could not be retrieved due to the practicality, ethics of research and limited capacity of this research.

SQ4: 'What do customers of DIYS Soap expect?'

This sub question is particularly aimed at current customers of DIYS Soap but was later deleted in this research.

3-4: Research method: Surveys

The survey consists of open and closed questions. Some questions provide choices while other questions provide free space which respondents can freely type their answers. 'Survey' was determined as the same meaning for 'questionnaire' in this research. All the survey questions are included in the appendix. Google Form was used.

The survey was distributed both online and offline by handing the questions directly to respondents by the researcher. As it is advised from the student's handbook to secure the safety during the research (M. Saunders & P. Lewis & A. Thornhill, 2009, p. 196), this offline method was conducted at the inside of the building of the universities. This is to secure safety and to quickly establish the integrity of the researcher as a student. The total respondents are 74. Below are the theories that were applied for each survey question.

3-4-1: Aided recall

Aided recall enables a researcher to understand how brand knowledge is stored in memory and which cues are necessary to retrieve the brand memory of consumers (K. L. Keller & V. Swaminathan, 2020, p. 378). Often it provides a product class, category and type labels. Aided recall survey questions are made to measure the depth of brand awareness. Three aided recall questions are created.

1. When you think of a body soap that is "natural, organic and sensitive to skin", which brands come to mind?
2. If you were thinking of buying "zero waste" personal care products, which brands come to mind?
3. If you were thinking of personal care products that are "not animal tested", which brands come to mind?

3-4-2: Brand recognition

Brand recognition was measured by the packaging survey questions. DIYS Soap and Lush's packages were asked as 'What is the brand name of the package below?'

3-4-3: Quantity and Frequency

Due to the practical limit of this research, quantity and frequency research were canceled.

3-4-4: Direct feedback from respondents

Customer Feedback Survey of DIYS Soap which consists of 23 mandatory questions was made. It contains closed questions and the scale questions. The closed questions are the question that the respondent was invited to select only one answer from the list of proposed columns, whereas the scale

question was created to measure and visualise the priority of each element such as packaging, designs of logo and workshops.

Example: “On a scale of 1 to 10, how likely are you going to recommend the brand?”

In this way, it can allow a researcher to divide respondents into non-advocates or so called the majority, advocates and strong-advocates (Hayes B. , 2013). Zimmer recommends to use 0 to 10 scales for conducting surveys with customers. 0 means ‘not likely to recommend’, and 10 means ‘extremely likely to recommend’ (Zimmer, 2018). Due to the practical limit of this research, *Customer Feedback Survey* could not be delivered to the customers of DIYS Soap. This is due to the practical limit of the research under the guidance of DIYS Soap.

3-5: Interview

This is one of the good examples of conducting an interview professionally (PersonalityPowerTV, 2013). Key steps are introduced according to Couric. First it is important to be a gracious host, be aware of body language and tone of voice depend on different topics. Secondly, to prepare well before the interview, it is advised to explain what an interviewer can at the body of question so as not to make a content repetitive. She also avoids yes or no questions to prevent any awkward silent moment. Lastly, she predicts follow-up questions by listening well, and also allow the interview to steer differently as a structure has made with prepared questions. The number of interview questions are advised not to exceed ten in total due to the manageability of the retrieved results (Grix, 2018, p. 120).

3-5-1: Structured interview

Structured interview is the fixed type of interview question that the researcher reads out the listed question without changing the tone of the voice as well as the text so as not to indicate any possible bias (Research methods for business students fifth edition, p. 351). This research did not use the structured interview, but the semi-structured interview with the expert.

3-5-2: Semi-structured and Unstructured interview

Semi-structured and unstructured interviews, also called in-depth interviews, are also referred as qualitative research interviews (Research methods for business students fifth edition, p. 320). Informed Consent is distributed to all interviewees in advance of the scheduled interview, and it is attached on appendix of this research.

3-5-3: Group interview

Group interview was conducted right after the observation at the workshop of DIYS Soap on 15 December 2019. The group interviewees were voluntarily collected. Although the researcher at first planned to conduct both short and in-depth interviews with two different groups of interviewees, only the short interview was conducted for the practical limit of the research under the guidance of DIYS Soap. The short interview consists of two most prioritised questions while the in-depth interview consists of seven questions which include breadth and width of brand awareness, such as the frequency and the usage of customers.

3-6: Observation

Observation is a research method to discover people's behaviour and interpret them (Research methods for business students fifth edition, p. 320). This research method was approved by DIYS Soap only under the guidance and permission. In order to avoid potential mistrust and annoyance of current customers, the researcher's identity as an intern student was revealed in advance during the observation. This observation was conducted during the workshop at the store in Van Woustraat on 15 December 2019.

3-7: Access to the sales data

This was impossible due to the confidentiality issue concerned by DIYS Soap.

3-8: Considerations of working at a start-up

As it was advised and implied during the internship interview with Linger, working at a small start-up company requires a great deal of proactiveness. This report therefore requires the mindset of independence, professionalism and responsibility; it provides more choices of free will to researchers, but this freedom entails greater responsibilities, self management and the nature of getting out of a researcher's comfort zone. This research should not hinder the quality of professional daily work of DIYS Soap as well as not manipulating the views and opinions towards DIYS Soap of current consumers.

RESULTS

In Result section, it first answers Sub Question 2 'What is DIYS Soap currently doing in its branding?'. Next, this research answers the same question for Lush and Holland & Barrett. Holland & Barrett is abbreviated as 'H&B' in this research.

DIYS Soap

Natural DIY Skin Care is the concept of DIYS Soap. "Natural and organic, handmade in a social day care, zero waste, sustainable packaging. We use bicycle delivery service!" is used as the mission of the company (Home , 2019).

The products of DIYS Soap are personal care products such as shampoo and soap, workshops of making these products at the store, and gift cards. Gift cards are the certificate for having workshops and purchase goods online. Workshops are organised for group of maximum eight customers, and are also offered for groups such as a company's team building purpose (Teambuilding Activity, 2019) and children's birthday parties (Workshop Birthday Party Soap Making & Lip Balm , 2019).

Some products of DIYS Soap are being produced in a social daycare center by people with disabilities. The social daycare is in Noordbaan, Leiden. Noordbaan is the central production point where all DIYS products have being weighed and packaged (About Us , 2019).

The prices range from 3.85 euro to 55.00 euro except gift wrapping which costs 1.50 euro. The promotion strategies are mainly Instagram posts in English, TripAdvisor and the Dutch blog on the website.

ANCHOR (3)

Name

DIYS Soap has changed its name from 'DIY Soap' to the current 'DIYS Soap' in March 2018 according to the personal contacts with Linger. DIY stands for "Do It for Yourself".

Based on Keller's views, DIYS Soap is a descriptive or suggestive brand name because the name itself suggests how to do with soap. The advantage of a descriptive brand name is the creation of linkage to the attributes or benefits (K. L. Keller & V. Swaminathan , 2020, p. 150).

The name "DIYS Soap" is an example of the name associations by 'Combining them into phrases' (Aaker, 1991 , p. 188). It suggests the product class with the word 'soap' as the cosmetic, personal beauty care products or similar products. While this makes it easier for consumers to recognise and

recall DIYS Soap within the product class, it might be a difficulty to expand the brand to other product categories if DIYS Soap wishes to (Aaker, 1991 , p. 190 & 191).

URLs

DIYS Soap has its own domain names on their website. It is named as “diysoap” followed by either Dutch or English language site. The contact email address of DIYS Soap also uses the same domain names.

Celebrity endorsements

This research eliminated any personas whose followers are below 1000. This criterion is applicable for only DIYS Soap considering the current limited size of operation. DIYS Soap seldom uses influencer marketing on Instagram but the number of influencers’ posts and collaborations dropped since mid-2018, a one and half year ago when this research was conducted. Only Instagram uses influencer marketing.

‘Influencers’ are defined as individuals who have above-average impact or reach through social marketing or word-of-mouth (n.a., What we know about influencer marketing, 2019). ‘Influencer marketing’ is one of the innovative strategies practiced by the advertising industry. The method is to “connect online personas with brands or services that target audiences trust and engage with regularly” (C. Carpenter & L. Laura & G. Mariea , 2019). The ‘influencers’ can be any individuals, unlike celebrities unless those individuals are influential in their specific fields such as in fashion (What is Influencer Marketing: An in Depth Look at Marketing’s Next Big Thing, 2019). Thus, there are much fewer requirements than celebrity endorsements and easier to be practiced by a small business.

According to the WARC article, today there are three types of influencers. They are macro, micro who can engage customers with specific categories, and then ‘niche’ influencers. Niche influencers satisfy their followers by their specialisms. The number of niche influencers is rapidly growing because niche influencers reflect ‘raw’ and ‘real’ content than influencers with bigger audiences (T. Walters & B. D. Boy , 2019).

DIYS Soap has never used celebrity endorsers but uses influencer marketing strategy with people who might be in ‘niche’ marketing. Unlike mass marketing which appeals to the entire market with a standardized product, advertising campaign and distribution approach, ‘niche’ marketing focuses on the specific subset of the market (K. L. Keller & V. Swaminathan , 2020, p. 51).

1 Kelly Camfferman

Camfferman is a Dutch food lover and explorer who has a strength in social media and online marketing according to her LinkedIn profile. She is also a flight attendant of KLM company (Kelly Camfferman, 2019). She exclusively uses Dutch language on her social media posts including the collaboration with DIYS Soap.

2 Letstalkslow

The account 'letstalkslow' is owned by Stephanie who is the owner of her own fashion brand, and her specialisation is the sustainability in the fashion industry (WHO'S THAT GIRL?, 2019). She exclusively uses English despite her Dutch nationality.

3 Natalia.remish

Due to the linguistic barrier all written in Russian, it was impossible to have qualitative analysis of Remish. Judging from the pictures posted on Instagram, she spreads her expat life in Amsterdam with her daughter and her husband. It seems that her main theme is ideal parenting and psychology tips.

4 Lightstylecreations

This is the account owned by two Dutch people who makes a coaching content about meditation. They have published the book titled 'Mediteren met je ogen open' translated as 'Meditate as your eyes open' (Mediteren met je ogen open, 2019) written in Dutch. They post items such as stones and accessories with inspirational messages.

5 Veerle gossens

Gossens is a sportive persona whose specialisation is in athletic cycling. She exclusively talks in Dutch on her Instagram.

6 Pawsandpines

Kay is expat and blogger whose specialisation is eco-friendly lifestyle. Her last post on Instagram was posted in September 2018, and now her Instagram is not updated since the last post. She exclusively uses English.

7 My zero waste journey

This account produces similar contents of pawsandpines which introduce plastic free products such as bottles, straws and eco bags. The theme is about zero waste lifestyle, and the post is available in Japanese and English. On contrary to Pawsandpines, this account does not show face and reveal identity.

FAMILIARITY (6)

Logos

DIYS Soap uses two types of logos. The text only logo is used on the website while the logo with the jar is used in social media channels. It was found that Pinterest still uses the previous logo with 'DIY' instead of the current 'DIYS' logo.

Logo 1 website



Logo 2 Facebook



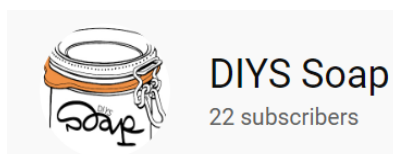
Logo 3 LinkedIn



Logo 4 Pinterest 'DIY'



Logo 5 Youtube



Characters

DIYS Soap does not use any characters. This research hypothesised employer branding as part of characters. Employer branding is the alternative marketing method to discuss what is like to work in the company. It appears to be legitimate and honest (K. E. Clow & D. Baack , 2018 , p. 304). The number of reactions is mostly around two to three for Facebook posts.



Let's meet Giulia today.

We are grateful to have a Chemical Engineer with the passion of skin care in our team! No matter how busy she is with her job, she helps us in Product Developing & Packaging! Skin care is really her passion.....

Employer branding is seen on Instagram as well, such as the post of Brechtje below.



Jingles

DIYS Soap currently does not have any jingles or similar advertisements which contain musical messages around the brand (K. L. Keller & V. Swaminathan , 2020, p. 161). Most of the advertising contents are in text and do not have any sound effects.

UNAIDED RECALL (2)

Symbols

The reusable orange jar is regarded as the symbol of DIYS Soap because it is non-word representation.



Heritage & Iconography

This research hypothesised that the founder and CEO of DIYS Soap, Linger, is the heritage of the company and can represent the brand element. The personality of an employee or a founder of a business might be able to represent a brand although the effectiveness might hugely depend on the employees' capacity and reluctance according to the interview with the expert. The post below was published on 7 November 2019.

**DIYS Soap**

· November 7 ·



From this week we would like to share more info and details about our lovely DIYS Soap team!

And we start right from Erica Linger, the owner and creator of DIYS Soap. She has an other big passion besides skin care products...SPORT!&she is a basketball coach!!!



2 Comments



Slogans

Currently, DIYS Soap does not have a particular 'short phrase' that is used for a specific product or the brand consistently for all products. Two frequently used phrases were retrieved from the website and Youtube.

The first slogan is *'Ordered before 15.30, next day delivery. In Amsterdam same day delivery'* obtained from the website. This slogan is most frequently used on the website. The other repeated slogan is *'Come Visit Us in Amsterdam !'*. It is used at the end of each Youtube video (Soap D. , DIY Body Scrub, 2019). The quote is not verbally said or voice-over by a narrator, thus it is regarded as the slogan instead of jingle.



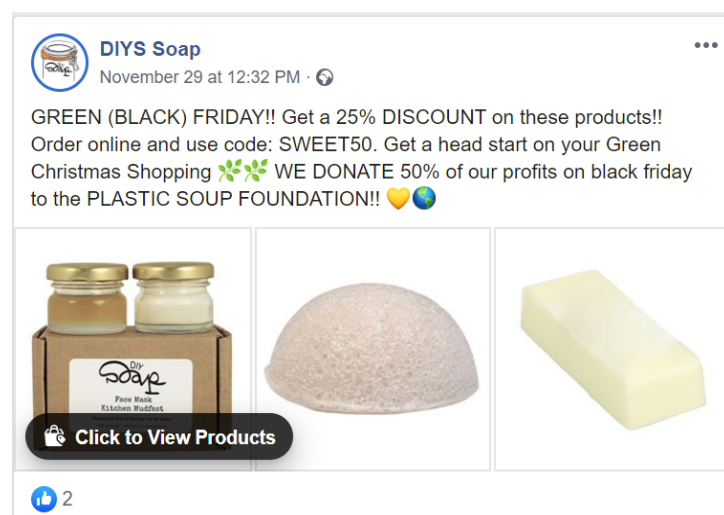
SUBSTANCE/COMMITMENT (3)

Publicity

DIYS Soap has been mostly involved in publicity by its blog on the website. The blog articles are exclusively offered in Dutch. In the English version of the website, there are only two Dutch articles whereas in the Dutch version there are dozens of articles. One of the Dutch articles on the Dutch website ranks the highest of backlinks. DIYS Soap is introduced on the website of the municipality of Amsterdam in Dutch. The name is referred 'DIY Soap' (Lokaal Recyclepunt De Pijp, 2019).

Public Relations (PR)

During the workshop, the donation jar with a logo of Plastic Soup Foundation next to the cash register was seen. This jar was confirmed by the Facebook post which introduces that half of the profits on Black Friday will be donated to Plastic Soup Foundation.



Plastic Soup Foundation is a Dutch non-profit organization fights against plastic pollution in the ocean, and therefore negative consequences for marine environments (Plastic Soup Foundation Overview , 2019). Contents regarding Plastic Soup Foundation such as its activities and the partnership with DIYS Soap is not published on the website.

Event Sponsorship

DIYS Soap does not have any event sponsorships or any forms of sponsorships in the past and present.

Depth

Depth of DIYS Soap's brand awareness was measured by the survey and was discussed in Sub Question 4 section.

Breadth

Breadth of brand awareness includes the purchase and consumption rates. They were impossible to research due to the concerns for disclosing confidential and sensitive data by DIYS Soap. In addition, conducting direct survey with customers was also canceled by DIYS Soap.

Packaging

Keller defined the packaging as “the activities of designing and producing containers or wrappers for a product” (K. L. Keller & V. Swaminathan , 2020, p. 162). The packaging of DIYS Soap is defined as the ‘containers’ and does not include ‘wrappers’ in this research. The wrapping gift service is therefore excluded as well.

The packaging with the glass container is used for the logo of DIYS Soap. It has 350 ml contents, reusable and made of glass (DIY Body Cream Shea Butter , 2019). According to the Youtube video, this is the first product sold when Linger started the business on the webshop (Introduction DIYS Soap, 2019). The picture below is used for the packaging survey question.



All the packaging of DIYS Soap have the logo on all of them named “DIY Soap” or “DIYS Soap” according to the observation. Some products do not include ‘S’ on each logo. The product description, usage advice and ingredients are printed next to the logo.

QUANTITATIVE (4)

Site Traffic Numbers

This research researched only the Dutch website of DIYS Soap to measure the number of site traffic, the number of online searches during 1 November 2018 and 31 November 2019.

It was discovered that while ‘diy soap’ is frequently searched, ‘diys soap’ with the word ‘s’ does not have data to display according to google trends (Interest over time , 2019). It is highly likely that the term ‘diy soap’ does not genuinely reflect the search results for DIYS Soap, but also ‘do it yourself’

soap making tips which quickly became vital. This is further explained in Brand Mention section. It was impossible to retrieve the specific number of site traffic, and the webtool 'Alexa' suggests that the website does not have enough number of site traffic to show the data (Competitive Analysis, Marketing Mix and Traffic, 2019).

In short, the exact site traffic number is unknown, and the number is not enough to make data analysis by free webtools without the verification and authentication by DIYS Soap.

Direct traffic

Google analytics was unable to access without the permission of DIYS Soap, the owner of the website. This research could neither receive the permission nor the summary which indicates the direct traffic rates.

Backlinks

Some webtools such as Google Search Console require verification and authentication by an owner of the domain, and this research could not receive the permission. Thus, three webtools were alternatively used.

- **Ubersuggest**

According to Ubersuggest, there are 1,244 backlinks and 120 of them are non-follow (Domain Overview , 2019). The article posted on the Dutch blog website ranks the highest number of estimated monthly visits according to Ubersuggest (Domain Overview , 2019). It has 1,304 visits. The title of the article is 'Zeep maken' and introduces the recipe of soap making (Soap D. , 2016).

SEO TITLE URL	EST. VISITS	BACKLINKS	f	p
Zeep maken diysoap.nl/nl/blogs/blog-diy-soap/zeep-maken/	1,304 View All	3 View All	8	86

- **Serpstat**







Referring domains are 81, referring pages are 1K, and total indexed, which means the number of total URLs, is 1.9K. Page rank is 14%, and trust rank is 10%.

Page rank represents how a studied URL or domain is influential based on how many sites are linked to it. Trust rank is a prediction of how a studied URL or domain might be trustworthy based on the assumption that trustworthy sites are linked to trustworthy neighbours. The more links that are trustworthy a studied website has, the higher the rank a website is. All these data were retrieved from Backlink Dashboard of Serpstat (Overview , 2019).

- **MOZ**

There are five 'top followed links' to the English website of DIYS Soap (Overview , 2019).

Eadvertisement website is no longer available (eAdvertisements.com, 2019).

Top followed links to this site 	
URL	Page Authority
www.greenpeace.org/...-waste-strategies-businesses/ 	40
www.urbanmeisters.com/?p=6664 	23
www.pawsandpines.com/zero-waste-amsterdam/ 	21
biomarketinsights.com/...erica-linger-from-diys-soap/ 	20
www.eadvertisements.com/...shops-listing-1081.aspx 	13

1. Greenpeace

DIYS Soap is mentioned by Greenpeace USA in November 2019 as one of the zero waste businesses. It is mentioned by 'DIY Soap' but not 'DIYS Soap', although the current new name is in effect since March 2019. 'DIY Soap' is hyperlinked to the English website of DIYS Soap homepage (S. V. Odijk & A. Poggenpohl , 2019).

2. Urban Meisters

This website introduces DIYS Soap and the company's basic information including the sustainability concept, history, products and producers from a social daycare (Orlovic, 2018).

3.pawsandpines

The author of this website is Kay, who is one of the influencers discussed at the celebrity endorsements section. This personal website provides environmentally friendly tips. It introduces many other zero waste services available in Amsterdam that are tourists and expats friendly (Kay, 2018).

4.biomarket insights

This is a one-to-one interview article with Linger and the interviewee posted by Gyeke on April 2019. It is viewed 875 times on 19 December 2019 (Gyeke, 2019).

[Social engagement](#)

This section researched the quantitative data of the influencer marketing, some Instagram posts in the past one year, and each social media channel of DIYS Soap. The table is the summary of the quantitative data of the seven influencers.

number/name	followers	posts	following	language	likes	comments	type	date of post
kelly	21.3K	3,289	1210	Dutch	1060	14	macro	2017Dec
letstalkslow	15.9K	599	2566	English	372	9	macro	2018Jan
natalia	83.2K	2928	754	Russian	129	10	niche	2017Dec
lightstylecrea	1845	1843	1956	Dutch	42	5	micro	2018Apr
veerle	5822	735	971	Dutch	171	4	micro	2017Sep
pawsandpine	2203	35	218	English	133	1	niche	2018May
myzerowaste	1276	249	1009	English, Japa	137	3	niche	2018Feb

Camfferman is not yet a 'celebrity' endorsement but a 'macro' influencer who has multiple specialisations such as in the profession of aviation as well as a vlogger who has many Dutch fans for her food and travel content. 'Vlogger' is known as an individual who makes videos online on social media accounts to build a following. Their content are sometimes paid and not paid by companies but depends on the situation (K. E. Clow & D. Baack, 2018, p. 289).

In terms of the number of followers and likes, Remish as referred to 'natalia' on the table, is a between celebrity and macro influencer. However, she exclusively delivers contents in Russian and there is no DIYS Soap store where Russian is spoken. DIYS Soap does not ship to Russian spoken areas, so this account is regarded as niche.

Instagram engagement

This research has researched all Instagram posts posted during 1 November 2018 and 31 November 2019. There were approximately 80 posts in total.

There were two collaboration in the past one year. The first collaboration is with the sport brand Puma and the second is Jaclyn Houston. Jaclyn Houston is a niche influencer. Both collaboration posts were not successful because the number of likes were fewer than 100.

Employer branding posts featured each employee. They were not very successful in achieving a high level of engagement.

The research selected the three best engaged posts and one post which featured the logo. The best engaged post was the three-year anniversary post in December 2018. This post provides a storytelling of the founder of the company with long texts. It has 39 comments with positive and supportive comments. The bracket left is the number of likes and the right is the number of comments.

- Candle (459) (0)



diysoap Orange & Spice And Everything Nice ✨

Fill your home with this warm scent of cinnamon and orange - it's perfect for a rainy autumn day like today 🍂

- The natural deodorant post (502) (13)



Are you looking to get into natural skincare this year? Natural deodorant is a great place to start! This is our all-time favourite cream deodorant in lavender scent 🌸 It's moisturising, gentle and effective! Also available in lime scent and orange/tea tree ✨

- Logo (171) (3)



Have you visited our store yet? We have a space for in-store DIY skincare making, we have tables for workshops or for sitting and having a cup of coffee/tea, we have shelves filled with beautiful natural products (also made in the store!). Come say hi!



•
•
•

- The make-up pads post (386) (27)



Reusable make-up pads ❤️
🌿 Do you already use them? It's such an easy small switch to make from single use cotton pads to washable make-up pads 🌍🌱 Just add a bit of coconut oil and some water and remove your eye make-up without any problem 🧼 Easy does it! Made of bamboo so super soft for your skin 🐼
💛 And our make-up pads also come in a handy laundry bag so they won't get lost between your undies 😊 •

- Story telling (178) (39)



diyssoap Last week 3 years ago my father passed away after a long sick bed. I am so grateful that I was able to tell him about my business idea and my planned career switch whilst he was still with us. In hospital I remember showing him the design for the DIY Soap logo and he was the first person I gave my business card to. He loved the idea, which was pretty rare, because he never thought much of all my previous jobs, being a professor in computational physics, he thought a lot of stuff in the world to be bulls**t

😊 The idea of him being proud of me and loving my business as much as I do gives me lots of strength and comfort to keep going on. So now it's almost 3 years ago that I started working on my business plan and started to create something. And sometimes it's good to stand still, look, think and take a moment to see where you're standing. Now, at DIY Soap, we have a small team, a magnificent team with wonderful strong women. I'm great full for this adventure, which it still is. With Christmas coming up I cannot think of a better time to be great full. Would it be nice to be able to spend Christmas with my father as well. Of course! He lives on in my heart and mind but I like to think he lives on in my business as well ❤️

Social media channels

The table is the summary of the quantitative data of the social media channels. All data were retrieved in November 2019. Instagram is the most engaged platform, followed by Facebook.

	followers	following	check-ins	review	reviewed ppl	reaction	likes	view	posts
facebook	2171		64	5.0/5.0	36	20 avr.	2112		
instagram	4008	595							359
linkedin	17								
pinterest	147	72							931
youtube	26 subscriber							100 per video	

QUALITATIVE (3)

Brand mentions

- Google alert

The accuracy of alert is significantly low due to the name of the company. Most of the alerted post introduced DIY hack for soap making. These are all Youtube videos which reached million views. One correct mention was from Pikstagram (diyssoap, 2019). The Pikstagram website is quite similar to Instagram posts by the official Instagram account of DIYS Soap. The number of reactions and comments were not retrievable from Pikstagram.

- **Mention**

According to the website called 'mention', the strength of brand name scored 0%, meaning that it is hardly discussed on social media within the past 24 hours. The search term 'DIYS Soap' has 61 mentions but none of them specifically mention the products or the shop of DIYS Soap (overview, 2019).

Social listening

This section researched the hashtags used in the Instagram posts. Tags were not used for the chosen posts. The posts are the same posts that were researched in social engagement section. The number with bracket is the number of used hashtags.

- **Employer branding (17)**

Facebook has two employer branding posts which featured Linger, the founder and Gessica. Facebook posts do not have tags and hashtags. Thus, the Instagram post was used to research. This post used 'DIY' with the capital letters instead of small letters.



diyssoap Wonderfull Brechtje is preparing our products for sale and resale ✨ the amazing smell of the soaps can only bring a smile to your face 😊 We hope it will bring a smile to yours as well
#spreadingpositivevibes ❤️🌿🌸

#DIYSOapnaturalcosmetics
#DIYSOapNL #DIYSOapNL
#sustainable #zerowaste
#zerowasteliving #naturalsoap
#organicssoap
#organicsselfcareproducts
#lowimpactliving #amsterdam
#amsterdamzerowaste
#amsterdamcity #organicc cosmetics
#thenetherlands #skincareworkshop

- **Candle (20)**

#diysoap #diysoap
 #diysoapnaturalcosmetics
 #naturalcosmetics #naturalcandle
 #orangecinnamon #diycandle
 #diyscentedcandle
 #naturalscentedcandle #soywax
 #organicsoywax #orangeandspice
 #autumnmood #naturalhomeproducts
 #sustainableliving #shoplocal
 #localbrand #diysoap #vanwoustraat
 #depjip

- The natural deodorant post (17)

#diysoap #diysoapnaturalcosmetics
 #naturalcosmetics #naturaldeodorant
 #creamdeodorant #diyskincare
 #naturalskincare #skincareworkshop
 #cleanbeauty
 #naturalskincareproducts
 #allnaturalingredients #zerowaste
 #depjip #vanwoustraat #dutchbrand
 #sustainable skincare #diysoap

- The make-up pads post (16)

#diysoap #diysoapnaturalcosmetics
 #skincare #skincareroutine
 #makeupremoverpads
 #reusablemakeuppads
 #washablemakeuppads #zerowaste
 #zerowasteskincare
 #organicskincareproducts #workshops
 #skincare #amsterdam
 #amsterdamcity #vanwoustraat
 #depjip

- Packaging, logo (19)

#organicskincareproducts #diysoap
 #diysoapnl #naturalskincareproducts
 #workshopamsterdam
 #skincareworkshop
 #zerowasteskincare
 #diysoapnaturalcosmetics #diy
 #doityourself #skincare #loveyourskin
 #amsterdam #amsterdamcity
 #vanwoustraat #depjip #glowingskin
 #skinglow #diysoap

- Story telling (21)

#diysoap #diysoapnaturalcosmetics
 #skincare #grateful #beautycare
 #sustainableliving
 #naturalskincareproducts
 #businesswoman #naturalskincare
 #diy #doityourself #meandmybusiness
 #timetobegrateful #instagrateful
 #christmas #christmascoming
 #skincare #amsterdam
 #amsterdamcity #vanwoustraat
 #depijp

Except the employer branding post, all posts used #diysoap and #diysoapnaturalcosmetics. However, most of these hashtag refer to diy soap making tips but not about DIYS Soap and its business and products.

#vanwoustraat and #depijp are the name of the address. The store where the workshop is held is in Van Woustraat, De Pijp area in Amsterdam.

A focus group interview

The interview was conducted with a group of four participants out of six customers who have attended the 'Natural Skin Care' workshop. The researcher asked the two short questions regarding the future brand strategies of DIYS Soap. The two questions were verbally rephrased by the researcher.

1. What was your expectation for today's workshop, such as you saw on Facebook and Instagram, and how did it change after joining the workshop ?
2. What would be your expectations for DIYS Soap to focus on in the future, either 'Sustainability' or 'Natural health' element such as to improve your health condition ?

Results

The results turned out to be not probing enough to let DIYS Soap focus on specific directions when it comes to future branding strategies. The researcher has later received the feedback from DIYS Soap that 'either' would be not effective to measure the 'priorities' of the customers. Alternatively, it was more effective to ask quantitative questions such as 'on the scale of 1 to 10, what would be your priorities for DIYS Soap to focus on sustainability/natural health?'.

Observation at the workshop

Observation did not use any video or audio recordings. This observation has mainly observed the following categories:

- 1 Language

Confirm that the workshop is only English spoken environment.

2 Heritage & Iconography

Observe how many people know Erica Linger in advance, such as the way customers casually talk to the employees at the shop.

3 Customer personas

Anticipate the demographic and disposable income elements by observing the customers without any evidence, such as directly asking questions to customers or the company.

[Eg. Age, gender, racial background, the way they dress, make-up, conversation]

4 Formal/Informal/Semi-formal settings

Is the workshop formal? How do customers and Linger interact each other?

5 Question setting

When the questions raised, how are they approached and answered by who?

Results

1. The workshop was held in English. Six customers attended, and three of them spoke English and did not speak Dutch. The other three customers were estimated as native Dutch speakers according to the researcher.

2. One out of six customers was a repeated customer and knew Linger in advance. It is unknown if the rest of the customers knew Linger in advance.

3. The total number of six people have attended the workshop. Out of them, only one customer was male and the repeated customer. Customers seemed to have higher disposable income and work full time.

4. The workshop was set in a semi-formal setting.

5. All the questions were directly answered by Linger but not from any other employees.

Sub Question 3: What are the competitors doing for their branding strategies?

This research consulted the UK website for qualitative research and the Dutch website for quantitative research to research the measurability of brand awareness in the Dutch market.

SQ3-1. LUSH

Lush is a manufacturer and retailer of fresh handmade cosmetics found in 1995 now operates over 50 countries with a turnover over 450 million British Pound [GBP later in this research] (Lush UK & Europe, 2019).

Lush started with the six activists who all had different fields of activities 20 years ago in the UK. They were animal activists, environmentally concerned, climate activists and human right activists. All the products are invented and developed in the UK. The advertisements are all 'organic', because there are no budgets spent for Lush's advertisement campaigns, and thus stimulates creativity (M. Jones & N. Manktelow, 2019). Lush uses an 'advocacy marketing' and 'repeat' through the word-of-mouth messages (CMO Chief Marketing Officer , 2019).

Lush is known for its strong attitude for animal cruelty free campaigns such as the live demonstration for against animal testing in 2012 which went viral on Youtube (Lush Fighting Animal Testing: Live Demonstration at Regents Street, 2012). It demonstrated the inside of an animal laboratory; some found it shocking, and might evoke sexual violence or assault for women by the male oppressor (Omond, 2012).

The strong attitude for Lush's campaigns are sometimes criticised, such as the "Paid to Lie" campaign in 2018 in the UK, and Lush received backlash by the state police as being anti-police and anti-state (Belam, 2018).

Both DIYS Soap and Lush sells personal care products that are handmade, organic and vegan. The product ranges on the website is also similar while Lush has 'bath & shower' section while DIYS has 'workshops'.

Bath & Shower	Face	Body	Hair	Experiences	Gifts	Fragrances
	View all	Body Lotions	View all	Spa Treatments	Gifts	View all
Bath Bombs	Cleansers	Deodorants &	Shampoo	Spa Music	Christmas Gifts	Vegan Perfume
Bath Oils	Face Masks	Dusting Powders	Conditioner	Parties	Under £15	Perfume Library
Shower Gels	Moisturisers	Massage Bars	Hair Treatments	HairLab	£15 - £30	Body Sprays
Shower Jellies	Facial Oils	Foot Care	Styling		Over £30	Solid Perfume
Shower Bombs	Makeup	Hand Care	Henna Hair Dyes		Knot Wraps	Washcards
Soaps	Spot Treatments	Sun Care			Swag	
Shower Oils and	Lip Scrubs &	Shaving			Music	
Moisturisers	Balms				Gift Cards	
Body Scrubs	Toners				Books	
Bubble Bars	Dental					
Fun						

Screenshot was provided from Lush website (Lush Fresh Handmade Cosmetics , 2019).

Fact to consider

Lush has announced to cancel some of its social media account in order to “open up the conversation between you and us instead”.



We're switching up social.

Increasingly, social media is making it harder and harder for us to talk to each other directly. We are tired of fighting with algorithms, and we do not want to pay to appear in your newsfeed. So we've decided it's time to bid farewell to some of our social channels and open up the conversation between you and us instead.

Lush has always been made up of many voices, and it's time for all of them to be heard. We don't want to limit ourselves to holding conversations in one place, we want social to be placed back in the hands of our communities - from our founders to our friends.

We're a community and we always have been. We believe we can make more noise using all of our voices across the globe because when we do we drive change, challenge norms and create a cosmetic revolution. We want social to be more about passions and less about likes.

Over the next week, our customer care team will be actively responding to your messages and comments, after this point you can speak us via live chat on the website, on email at wecare@lush.co.uk and by telephone: 01202 930051.

This isn't the end, it's just the start of something new.

[#LushCommunity](#) - see you there.

In addition to the text above, Lush also published its short videos on both 8 and 15 April 2019. The screenshot was retrieved on 10 December, 2019.

- Quantitative reactions: 8 April

 441 315 Comments 102 Shares

- Quantitative reactions: 15 April

 247 170 Comments 57 Shares

This change aroused both positive and negative reactions.

Comment 1: probing question



Debbie Friend I'm interested to know who will manage your social accounts at local store level? Will you be investing in training for them? Also if you do, as some people suspect, get into influencer campaigns, how will you measure the success of such without central analytics from a main account? In fact how will you collect any analytical data on your audience, other than at store level, to inform any kind of advertising going forward, either on or off social. You also mention community but your @LushLtd account didn't have much engagement from Lush to its audience or indeed much content that was anything other than your own. These are all good old fashioned organic measures to help work the algorithm. This new move will prevent your existing community from engaging with each other. Will you be instigating a new social strategy for your staff at branch level?

Like · Reply · 34w



1



LUSH UK We have an in-house brand team who are available to, and actively support the stores with their personal media. We have lots of passionate staff in store who love working directly with community management. Our aim is to move away from traditional analytics and conventional social media - Emma

Like · Reply · 34w



5

- Comment 2: Positive reaction



Ben Snowden I agree with this and I hope more brands are bold enough to make a stand. Facebook seems to be dying, and I don't understand why it's sabotaging itself like this. The interactions my own page and my business page get now has fallen through the floor, despite followers going up. The algorithms Facebook uses now means if you post personal content, it's a popularity contest - and posts only stand the best chance of being seen if greater numbers are already interacting with it, and brands now have to pay to get any decent exposure for their content, and why should they? Can't we just go back to the good old days of seeing all the posts of all the pages we choose to follow? Brave move Lush, I hope more businesses are brave enough to come away from social media which increasingly now gives preference to paid content.

Like · Reply · 34w · Edited



12



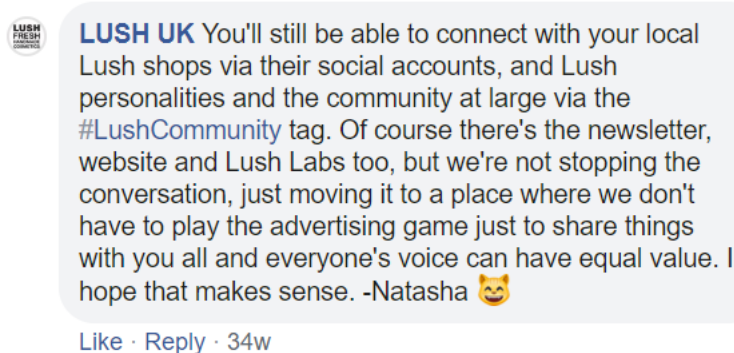
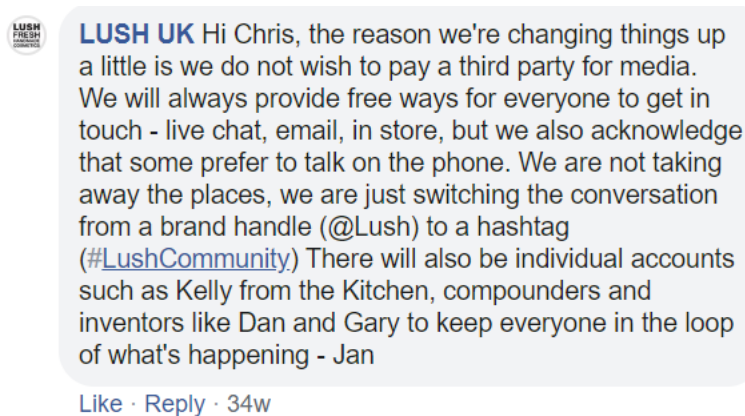
Louise Bee "This isn't the end, it's just the start of something new." Hmm... those words sound awfully familiar. *cough* KITCHEN *cough*

Like · Reply · 35w

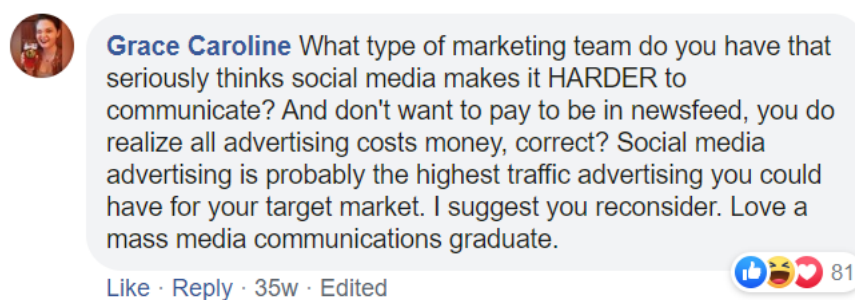


18

- Comment 3: Lush explained by employees



- Comment 4: Cynical comment with the most 'likes'



The Dutch account on Facebook and Instagram are active. This research used the Dutch accounts to retrieve quantitative data. The qualitative data were researched by Lush Player, Lush Labs and Lush Labs App (We're switching up social , 2019). These new three platforms do not show any quantitative

data such as the number of subscribers, follows and followers but only comments. The new three platforms and Youtube are still officially used worldwide.

ANCHOR (3)

Name

The adjective 'lush' has several meanings, and the three meanings out of five are the most compelling and implied message for the store.

1. plants that are 'lush' grow many leaves and look healthy and strong (Longman Dictionary of Contemporary Edition new edition for advanced learners. 5th edition , 2009).

2. very beautiful, comfortable, and expensive [synonym: luxurious]

3. (informal) very attractive or nice (Longman Dictionary of Contemporary Edition new edition for advanced learners. 5th edition , 2009)

The second meaning is the most appropriate and evoked message for consumers.

URLs

Lush has its own URLs. The website in the Netherlands is offered only in Dutch language, and English is not possible to select. The bookmark of the UK says 'Lush Fresh Handmade Cosmetics UK', the Dutch bookmark says only 'Lush Nederland' [Nederland means 'the Netherlands' in Dutch]. The UK includes one of the slogans "Fresh" in the bookmark.

Celebrity endorsements

Lush has signed with Mark Thomas, the comedian, as a presenter of Lush Player podcasts in February 2019. Thomas is expected to be able to further promote equality, inclusion, animals and planet conservation and respect for humans (**Mark Thomas signs with Lush cosmetics!, 2019**).

FAMILIARITY (6)

Logo

Although there are minor differences among local shops and regions as well as designs and space between the font and color, this research has determined to research the three types of logos for Lush (Lush logo , 2019)..

Logo 1. Black font



Logo 2. White font



Logo 3. Green and yellow circles



Characters

Lush does not use any characters for its logo.

However, this research hypothesised that Lush uses two 'marks' that could be regarded as characters.

They are the animal cruelty free logo and the human illustration stickers.

- Fighting Animal Testing logo 1



- Fighting Animal Testing logo 2

This logo was mentioned in Australia and New Zealand's Twitter account of Lush (Lush Australia & NZ , 2014).



- Fighting Animal Testing tote bag

This bag is also sold online (The Fighting Animal Testing Bag , 2019).



In addition, there are mainly two types of paper shopping bags for Fighting Animal Testing (alverde, 2019) (Vegan, 2012).



It is also used for some products.



Secondly, the human illustration of some products with the stickers can also be considered as the characteristics of the products. It indicates the manufacturer, the produced date and the best before dates of the product.



According to the website this is due to Lush's homemade policy. It includes the person and the date when the product was produced (Handmade Policy , 2019).

Jingles

Lush does not have any jingles. This research consulted the website, the new three platforms and the current Dutch social media accounts.

Symbols

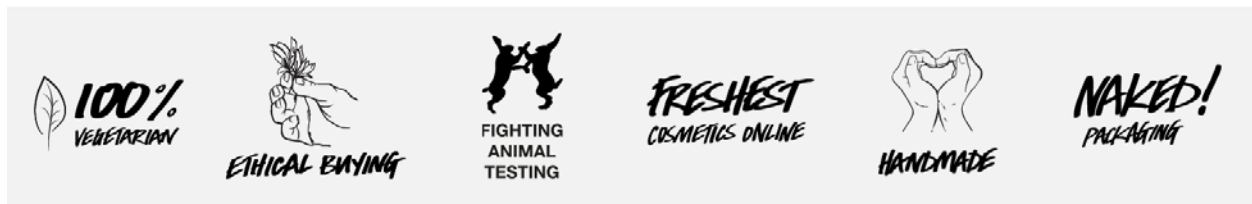
Lush does not have symbols because the logo includes the name of the company with texts.

‘Lush font’ cannot be regarded as a symbol because symbol must be nonverbal element without any explicit linguistic message according to the guideline set at the Theory and Rationale section.

Heritage & Iconography

This research hypothesized that ‘Lush Font’ would be heritage and iconography of Lush. ‘Lush Font’ slants slightly to the right and looks like a handwriting (PARKWAYLUSH, 2019).

Slogans



This research hypothesized that these six phrases with Lush Font are the slogans of Lush.

1 Vegetarian

All products are vegetarian and free from animal flesh and animal testing. 100 % of Lush’s products are vegetarian, and 80% of them are vegan (Vegetarian , 2019).

Lush uses the credential logo, such as the screenshot provided below. The logos are credential approved by official Vegetarian Society and Vegan Society (What is the Vegan Trademark?, 2019).

SNOW FAIRY

Body Spray



★★★★☆ 56



This is crucial for Lush because the company was established with a mission of selling vegetarian product. The credential vegan logo is also used in the #lushlab smartphone application.

2 Ethical Buying

‘Ethical buying’ is a set of considerations when Lush makes networks with local suppliers. Lush ethically considers workers’ rights, environment impacts, animal protection and transport and its impacts on environments of the suppliers (Ethical Buying Policy , 2019).

3 Fighting Animal Testing

Lush has involved in fighting animal testing since the launch of the business.

4 Fresh, 5 Handmade

‘Fresh’ and ‘Handmade’ are used as the slogan and the name of the company ‘Lush Fresh Handmade Cosmetics’, but do not have any purposeful messages like ‘naked’ does.

6 Naked !

‘Naked’ means the Lush products are not packaged. This is to reduce the waste used for packaging and provides customers a greener choice. The employee of Lush physically got naked as well

(Simmons, 2017) such as in 2007 summer according to the Lush website (GO NAKED , 2019).

SUBSTANCE/COMMITMENT (3)

Publicity

Lush publishes Modern Slavery Statements, career opportunities and the policies on the website. The Director’s Report which includes the financial overview in 2016 is available on PDF document, but it was not directly published by the Lush website. This research therefore regarded this source as not trustful.

The policy areas lie in the following areas.

- Ethical Buying Policy
- Company Tax Policy: Lush uses the certified Fair Tax Mark on the website (Company Tax Policy , 2019).
- Air Travel and Carbon Tax Policy
- Environmental Policy
- Anti-Bribery and Corruption Policy
- Whistleblowing Policy: this policy is to protect a ‘whistleblower’ who is a worker and reports or investigates malpractice in the workplace (Whistleblowing Policy , 2019).
- Handmade Policy
- Product Policy
- Freshness Policy
- Bulk Buying Policy

Press releases are also available for the following areas.

- External auditing: Lush publishes the list of external bodies that check and verify Lush. The audits are Ethical Consumer Research Organisation, Vegetarian Society, Vegan Society, Fair Trade, Soil Association and KPMG as the external financial auditor (External Auditing , 2019).

- Product donations for charity
- Fighting animal testing
- Compliance with the Law
- GDPR Privacy Notice for Employees, Workers and Contractors in the UK

Public relations

Some products of Lush function as a promotion tool to the public. This research regarded Charity Pot, BirdLife International and The Lush Prize as the main Public Relation promotion tools.

- **Charity Pot**

Charity Pot is one of the Lush's products whose profits are donated to the grassroots organisations. These organisations' concerns are similar to Lush's policy areas which include environmental conservation, human rights and animal welfare (**Charity Pot , 2019**). The list of donated organisations are available on the Lush's website, and each organisation is hyperlinked to its original website (**Charity Pot Donations , 2019**).

The great bubble barrier is one of the charity pot products available in the Netherlands. This is a campaign against the plastic pollution in the ocean. The great bubble barrier is in align with The Plastic Soup Foundation which is also a Dutch organisation (**Partner Up , 2019**).



- **BirdLife International**

Lush and BirdLife International teamed up for the European Parliament held in May 2019 (**#IvoteNature: European Elections 2019, 2019**).

BirdLife International is an international NGO aims to preserve birds, their habitats and the global biodiversity operating in 121 partners worldwide (**About BirdLife International, 2019**).

Lush published the 36 minutes video on Lush Player. The episode discussed the EU's birds and habitats directives (**Saving Europe's environmental laws | Birdlife International, 2019**).

Lush used #IVoteNature hashtag during the European Parliament election campaign in 2019

(Soapbox: Change Europe, not the climate - European Elections 2019, 2019). The Facebook screenshot below was published in May 2019. Although Lush officially announced to stop some social media accounts including Facebook, regionally the Lush account is still in effect such as the one in Basingstoke, the UK.



This month, BirdLife International and Lush are coming together to highlight the bird and nature conservationists' #IVoteNature campaign.

Did you know that the EU has some of the strongest nature laws in the world? We have laws that protect our water and air, oceans and forests, birds, plants and wild animals. These laws are made by the people we vote into the European parliament as our representatives.

This May, we have an opportunity to have a true impact on nature. The European elections. We can vote for nature, we can vote for our planet. In these elections we ask you to vote for what you love, and to vote nature. Click the link in our bio or pop into store for more info on this campaign. #lush #lushbasingstoke #lushcampaign #europeanelections #birdlife #votenature



5 Shares

- **Lush Prize**

Lush Prize was founded in 2012 with the collaboration between Lush and Ethical Consumer Research Association. Annually, Lush Prize nominates projects regarding scientific purposes as The Science Prize, the resource of training scientists as The Training Prize and the Public Awareness and Lobbying Prizes (HISTORY OF THE PRIZE , 2019).

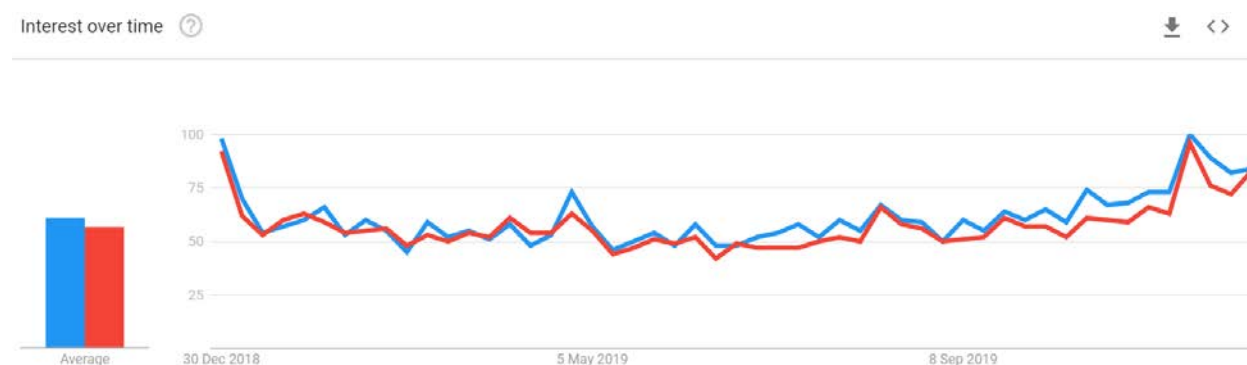
Event sponsorships

Lush does not use any event sponsorships or any sponsorships.

QUANTITATIVE (4)

Site Traffic Numbers

According to Google Trends, both the search term and Lush as the cosmetic company are as frequently searched on Google during the twelve months in the Netherlands. Lush is more searched in winter than in summer (**Interest over time , 2019**). The blue line indicates Lush as the search term and the red line indicates as the cosmetic company.



Direct Traffic

Direct traffic is unknown.

Backlinks

Ubersuggest

Domain score is 87 and regarded as 'amazing', backlinks are 3,733 and no follow links are 1,361 (**Backlinks , 2019**).

Serpstat

Referring domains are 1.5K, referring pages are 16.8K and total indexed is 120.9K. The Serpstat page rank is 31% and the trust rank is 29% (**Overview , 2019**).

MOZ

The Dutch website of Lush scored 84 domain authority with 44.1K linking root domains (**Free Domain SEO Analysis Tool, 2019**).

Social engagement

Dutch accounts were researched and summarised in the table below.

	posts/tweets	followers	following	likes	total views
instagram	2127	84.7K	665		
facebook		32880		32768	
twitter	6534	6981	226		
youtube	54videos	1.38Ksubscribers			19,327,410

QUALITATIVE (3)

Brand mentions

According to Google Alert, some alerts are about Lush's products, other alerts are not related. Not related contents are articles which contain the adjective meaning of 'lush'.

Social listening

As it was discussed during SQ 3-4 'Fact to Consider' section, the announcement of quitting social media seemed to have invited criticism, enthusiasm and reactions. In addition, this research analysed the new three platforms but none of them provide tags, hashtags, number of views and subscriptions to the public.

#LUSHLABS (Where new happens , 2019)

Lushlab website is accessible only by the invitation and thus it was impossible to retrieve information.

LushLabs smartphone application

Contents include blogs that are mobile friendly, and each article is hyperlinked to the Lush Fresh Handmade Cosmetics application which is almost the same as the webshop. It enables mobile users to buy products online.

Lush Player

Lush Player's domain URL is not secure (**Latest , 2019**). It publishes podcasts.



#LushCommunity seemed to be the important hashtags for Lush. This was retrieved from SQ3-4: 'Fact to Consider' section.

SQ3-2: Holland and Barrett

SQ3-2-1: Company's description

Holland & Barrett, as abbreviated as H&B later in this research, is a health and wellness retailer which supplies vitamins, minerals, health supplements, foods and natural beauty products (**About Us , 2019**). H&B was found in 1870 and the headquarter is currently located in Nuneaton, the UK, and it is the largest health and wellness retailer in Europe (**Holland & Barrett About us , 2019**).

The Dutch market is considered to be the most profitable, the largest, and the most competitive outside of the UK (**Holland & Barrett International - Preliminary Results Announcement, 2018**).

There are 182 stores are located according to The Guardian in April 2019 (**Collinson, 2019**). H&B operates in the Netherlands, Belgium, Sweden, Ireland, Sweden and the UK. The global annual

turnover was 36 million GBP (**Corporate Social Responsibility Modern Slavery Statement 2017 , 2019**).

One of the H&B's competitive strengths is its specialty in health and wellness knowledge. This is to ensure that the customers are provided concise, up-to-date information and make informed decisions.

Its name has changed several times. First, H&B was founded by William Holland and Alfred Barrett in 1870 (**About Holland & Barrett , 2019**). Next, Samuel Ryder, a businessperson, an entrepreneur, and a politician started his venture in 1920. The venture was about the herbal remedy business, and the business grew to 46 shops in 1946. Together with his brother James Ryder, Ryder brothers sold their remedy business to Associated Health Foods in 1968 when the name changed to Booker McConnell in 1970. Finally, the 'Heath and Heather' store renamed to 'Holland and Barrett' in 1970 and it is still used today (**ABOUT US , 2019**).

H&B is owned by LetterOne and now H&B is under the branch of L1 Retail (**Holland & Barrett International - Preliminary Results Announcement, 2018**). H&B was acquired in 2017 for 1.77 billion British Pounds by Russian billionaire, Fridman (**Association, 2017**).

In 2018, the revenues grew by 7.1% due to the growth of online sales and new store space (**L1 RETAIL Realising retail potential , 2019**). This revenue is estimated to be the annual revenue not only in one country but the global revenue.

It is anticipated that H&B wishes to gain the global success through franchising (**DOES HOLLAND & BARRETT FRANCHISE?, 2019**).

H&B was accused of having delayed invoice payment to its suppliers in the UK. It took on average of 68 days to pay its invoices, while 60% of invoices were not paid within the agreed terms (**Collinson, 2019**). Other sources say that H&B was ranked as the worst ethical consumer for supply chain management, in addition to the policy on animal testing and tax avoidance strategies, and environmental report (**Holland & Barrett , 2019**).

SQ3-2-2: Facts to consider

The product category of H&B includes vitamins & supplements, food& drink, sports nutrition, natural beauty and weight management (**hollandandbarret.com, 2019**). H&B offers brands such as WELEDA and Dr. Organic, and many more brands as its natural beauty products. H&B offers various brands but does not offer brands named 'Holland and Barrett'. This research chose Dr. Organic and Weleda as the two researching brands and thus the competitors of DIYS Soap. This is because of the high recalling rates according to the survey results.

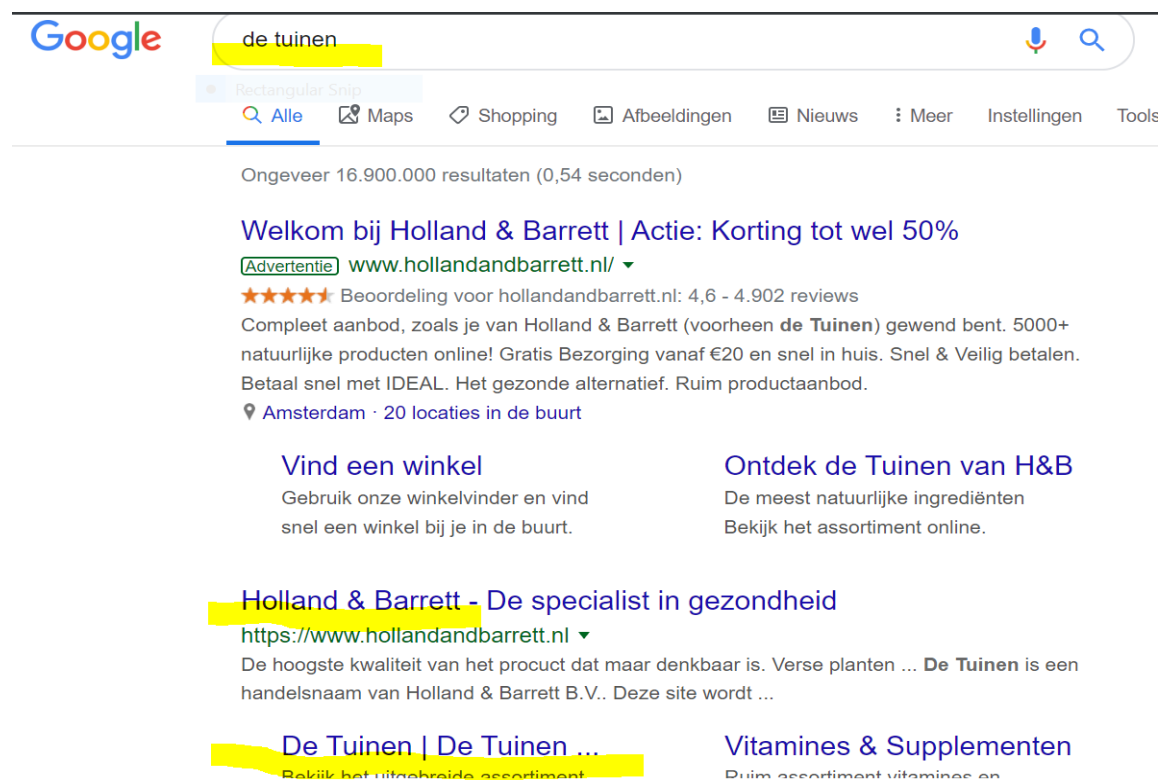
SQ3-2-3: Primary elements

ANCHOR (3)

Name

The name 'Holland & Barrett' is the surname of two person's names. The name was first born in the 1960s but was soon after canceled due to the concern that the name does not describe the business well. However, the company analysed that it will do no harm such as another successful business case like 'Marks & Spencer', and the name was renamed to 'Holland & Barrett' (Profiles Holland & Barrett - entering the mainstream , 2017).

In the Netherlands, 'De Tuinen' is still relevant and understood as same as H&B today as it is provided by the screenshot below. This was also suggested by the results of survey.



The English source says that the name has changed from 'De Tuinen' to 'Holland and Barrett' as it is internationally used today (M.Solanki, 2018). 'Tuin' literally means 'a garden' in English.

URLs

H&B uses its domain in its search engine (hollandandbarrett.nl, 2019).

Celebrity endorsements

H&B currently partners with the six influencers and one organisation on Instagram. Any posts that do not feature personal care products are not included in this research. Youtube, Twitter and Pinterest do not use any celebrity or influencers marketing. Facebook used celebrity endorsements for the products of Manuka Doctor, but not any other brands from the personal care products.

The celebrity from no.1 to no.7 are all retrieved from the fixed Instagram story titled 'conscious beauty'. The story is fixed on the profile where it is circled yellow by the researcher.



- 1.Kimberly Wyatt
- 2.Victoria Niamh Spence
- 3.Dominique Binns, personal trainer
- 4.Beauty Kitchen & Ethique World, the name of the store and brand
- 5.Grace Beverley



Beverley is entrepreneur. Her keywords would be entrepreneur, activewear, fitness industry according to her LinkedIn profile (Grace Beverley, 2019).

6.Stefanie Williams

Williams is fitness model and video vlogger called as online influencer (Stefanie Williams, 2019).

Although she does not have the verified badge of the Instagram, this research exceptionally regarded her as the celebrity endorsements due to the high number of followers on her Instagram.

7.Niomi Smart

Smart is interested in a healthy, plant-based lifestyle and has the highest number of followers among the seven celebrities (Description , 2019). The screenshots below was posted in August 2018.



FAMILIARITY (6)

Logo

The logos of H&B can be categorized to three types which are the abbreviation "H&B" and the full letters with white fonts and green fonts. Logo1. was used in the brand awareness survey to research the unaided recall of brand awareness. This research excluded other logos which include slogans.

Logo 1.



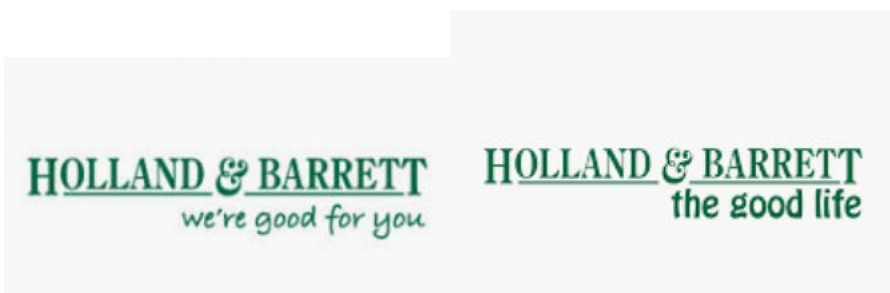
Logo 2.



Logo3.



Logos include slogans



Characters

H&B, Dr. Organic and Weleda do not use any characters for its branding. Dr. Organic and Weleda use symbols that is similar to leaves, but leaves are not regarded as 'characters' or 'symbols' of H&B.

Jingles

H&B does not use any jingles as its marketing strategies.

Symbols

H&B does not use any symbols.

Heritage & Iconography

H&B, Dr. Organic and Weleda do neither use heritage nor iconography such as images and pictures.

Slogans

‘The good life’ and ‘We’re good for you’ are the slogans which are used with the H&B logos.

SUBSTANCE/COMMITMENT (3)

Publicity

H&B publishes Press Releases, Corporate Social Responsibility [CSR] and Modern Slavery Statement separately on the website.

- **Press releases**

Press releases provide financial overviews. According to the Preliminary Results Announcement, H&B acquired 702.5million GBP between the beginning of 2018 up to 30 September 2018. This revenue is the sum of profits worldwide. The profits per country is unknown (**Holland & Barrett Announce Preliminary Results, 2018**).

- **CSR, Corporate Social Responsibility (3)**

Gender pay gap:

Gender pay gap report was published in 2017 and 2018. The proportion differences among men and women in the UK workplaces are explained with circle graphs, although the exact figures in GBP are not available (**Gender Pay Gap Report 2018 , 2019**).

Tax strategy:

H&B deals with HMRC, which is the governmental organisation responsible for tax, payments and customs in the UK (**About us , 2019**).

Partnerships:

H&B has three partnerships which are Stonewall, Plastic Oceans and The Felix Project. Plastic Oceans fights for plastic pollution in the ocean (**Who We Are , 2019**). The Felix Project fights against hunger and food waste in the UK (**FIGHT FOOD WASTE AND HUNGER THIS CHRISTMAS, 2019**).

Stonewall is a LGBT lobbyist (**Our mission , 2019**).

- **Modern Slavery Statement**
- **Publicity by celebrity endorsements**

Grace Beverley had a paid collaboration on Instagram. She was introduced by the vegan friendly tip online article (Pointing, 2019).

Public relations

H&B does not have public relations contents such as fund-raising and lobbying activities like Lush does. Annual reports are not published, but press releases annually publish financial data and business overview of the company to the public.

H&B was mentioned by the Guardian and Greenpeace in March 2018 which has stopped selling krill-based products. Krill-based products would negatively affect penguins, seals and whales (Taylor, 2018).

This research retrieved the most reactive Facebook post. Greenpeace UK accuses Boots, a pharmacy store, as the retailer which still uses kill products. #PeoplePower and #ProtectAntarctic hashtags were used.



Greenpeace UK ✓

811K like this · Non-Governmental Organization (NGO)

Mar 22, 2018 · 🌐 · ...stores and sent 45,000 emails, Holland & Barrett decided to ditch krill oil products that were putting the Antarctic Ocean at risk. This is proof of how when we work together, we can make a huge impact. Share to celebrate! #PeoplePower...



3.5K

576 Comments 3.9K Shares

Event sponsorships

H&B does not have event sponsorships. The three partnership organizations hold events, but they are not offered as a public event which any individuals are freely invited.

Sport Sponsorships

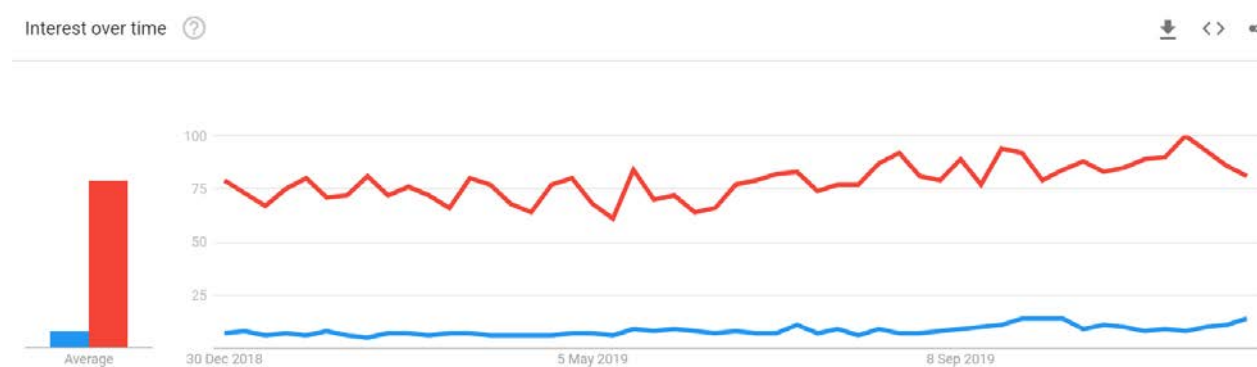
H&B has a sport sponsorship with Leicester, the professional male Rugby team in England. The name is printed on the uniform (leicestigers.com, 2019).



QUANTITATIVE (4)

Site Traffic numbers

Google trends shows that topic of H&B is more searched than the search term in the Netherlands in the past twelve months. Both the topic and the term are consistently researched throughout the year (Interest Over time , 2019). The red indicates topic, and the blue is the search term.



Direct traffic

Direct traffic is unknown.

Backlinks

Ubersuggest

In the Dutch website of H&B, there are 48,003 backlinks with 8,140 no-follow links. The domain score is rated 52 which is the 'great' score (hollandandbarrett.nl, 2019).

No-follow tagged links tell search engines to ignore the link (Dean, 2018), so it means that no-follow links will not contribute to increase the possibilities that the original link appears on the top results of the search engine.

Serpstat

Referring domains are 1.9K, referring pages are 35.2K and the total indexed is 1.8K. the total indexed is the total number of URLs. The page rank 30% and the trust rank is 31 % (Overview , 2019).

Social engagement

H&B uses hashtags such as #zerowaste, #MyHB and #consciousbeauty.

QUALITATIVE (3)

Brand mentions

Google Alert has accurate alerts that are exclusively related to H&B. Compared to DIYS Soap and Lush, the name Holland & Barrett is much less likely to be mistakenly mentioned and alerted by Google Alert.

Social listening

The numbers are retrieved on 29 December 2019. The number of Facebook followers and likes are not available per country but globally.

	posts/tweets	followers	following	likes
instagram	232	8448	780	
facebook global		301,272		300,815
twitter	1,707	2,233	389	
youtube nl	9	124		
youtube uk		2.45Ksubscribers		

SQ4: What do customers of DIYS Soap expect?

This Sub Question was excluded. This section introduces the survey results to measure the depth of brand awareness of the three companies.

DEPTH of DIYS Soap, Lush and H&B [Survey Results]

This research made three aided questions to measure the ability to be recalled by the respondents. Answers with minor typos and question marks are all included as correct, because these answers are regarded as being 'successful' to be recalled.

1. When you think of a body soap that is "natural, organic, sensitive to skin", which brands come to mind?
2. If you were thinking of buying "zero waste" personal care products, which brands come to mind?
3. If you were thinking of personal care products that are not "animal tested", which brands come to mind?

	DIYS Soap	Lush	H&B	Dr. Organic	Weleda	total responses
question 1	0	12	4	2	6	72
question 2	0	17	3	0	1	71
question 3	0	14	1	1	2	72

Secondly, this research asked the packaging of DIYS Soap and Lush.

Q: What is the brand name of the package below?

**DIYS Soap**

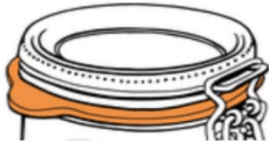
Total responses were 65. None of the answers indicated neither DIYS Soap nor its products. 5 answered either 'weck', 'weck pot' or 'weckpot'. Weckpot is the glass jar DIYS Soap uses for one of its products.

Lush

Total responses were 66. 1 answered 'Lush' correctly. Since Lush's products are often 'naked' without package, even respondents who are already familiar with Lush might not have been able to answer this question.

Lastly, the unaided recall by logo was researched. Lush was asked by its 'quote' instead of a logo. Lush's logo includes the text 'lush', and it would not be able to measure the ability to be recalled by the respondents.

Q: What is the brand name of the logo/quote below?



FRESH HANDMADE COSMETICS



DIYS Soap

Out of 66 answers, none of them answered correctly. 4 answered 'weck' or 'weck pot'.

Lush

Out of 70 responses, 33 answered correctly and two answered 'lush' with a question mark. The correct rate is almost 50%.

H&B

Out of 73 responses, 45 answered correctly. The correct rate is 61%.

ANALYSIS

The brand awareness of DIYS Soap is significantly lower than that of Lush and Holland & Barrett. The survey result shows that even respondents who have purchased DIYS Soap before never recalled its products. The summary of the results is provided below.

	theory	subdimension	examples	tools	DIYS	LUSH	H&B		
elements	anchor		name	qualitative (Q)	descriptive	adjective	surname		
			URLs	qualitative (Q)	diysoap	lush	hollandbarrett		
			celeb end.	qualitative (Q)	yes	no	yes		
	familiarity	aided recall	logo	qualitative (Q)	diy and diys	consistent	difference between NL+UK		
			character	qualitative (Q)	no	rabbit+human producers	no		
			jingle	qualitative (Q)	no	no	no		
		unaided recall	symbol	qualitative (Q)	jar ?	no	no		
			heritage	qualitative (Q)	linger(founder) ?	lush font	no		
			slogan	qualitative (Q)	3slogans	6slogans (excellent)	2slogans		
	substance		publicity	qualitative (Q)	blog,municipality	policies on website	strong focus		
			PR	qualitative (Q)	plastic soup f.	strong focus	website		
			event s.	qualitative (Q)	no	no	sport sponsorship		
measurab	depth	aided	survey	g.form	0%	most recalled	recalled		
		unaided	survey	g.form	0%	50%	61%		
	breadth	purchase	quantity	sales data	unknown	unknown	unknown		
		consumption	frequency	sales data	unknown	unknown	unknown		
	methods	quantitative	site traffic	g.trends	poor	excellent	good		
			direct traffic	g.analytics	unknown	unknown	unknown		
			backlink	ubersuggest	1244	3733	48003		
			social eng.	Instagramfollowers	4008	unknown	8448		
		qualitative	b.mention	g.alert	poor	good	excellent		
			s.listening	tag,hashtag	too many	unknown	excellent		
			dir. Survey	g.form	unknown	unknown	unknown		

Name

H&B seemed to be the easiest name to be recalled according to the survey result when respondents were shown the logo of DIYS Soap and H&B, and the quote of Lush. It is plausible to say that the H&B's frequent name changes and confirmation of using a person's surname are successful.

URLs

All companies own its URLs, and Lush and H&B offer only Dutch language to the Dutch website.

Celebrity endorsements

DIYS Soap uses influencer marketing, and H&B uses celebrity endorsements. Both companies use similar types of personas who are young female, sportive and healthy.

Logo

Lush's logos are used consistently worldwide, while H&B has slightly different logos between the Netherlands and the UK. DIYS Soap still uses the old 'DIY' logo on its products and its social media account.

Character

Lush uses the rabbit characters for The Fight Animal Testing slogan and the producer illustration stickers for some products.

Jingle

All three companies do not use jingles.

Symbol

All three companies do not have specific symbols which are non word representative.

Heritage

DIYS Soap's heritage might be the founder's own business history, and Lush Font is the heritage of Lush. H&B does not have heritage, although heritage might be not always necessary for a brand with a high brand awareness.

Slogan

All three companies have slogans, and this research analysed that Lush's six slogans are the most effective among all. These logos are used for the bookmark tab and are also used consistently for the characters.

Publicity

This research analysed that DIYS Soap has little or no publicity, and H&B has the most effective publicity strategies.

Public Relations

This research analysed that the Public Relations of DIYS Soap is quite weak, and Lush has the most effective Public Relations. Lush's PR and its products are connected, so each product functions as a promotional tool as well.

Event sponsorships

All three companies do not have event sponsorships, but H&B has sport sponsorships.

Depth by the survey results

Lush is the most recalled by the aided question, and H&B is the most recalled by the unaided question which the respondents are shown the logo. DIYS Soap's depth is zero.

Site Traffic Numbers

Lush is both frequently searched on its terms and topic, and slightly more searched than H&B. Lush is more searched in winter while H&B is consistently searched throughout the year.

Backlink

H&B has the most backlinks.

Social engagement

H&B has twice more engagements than DIYS Soap.

Brand mention

The name of H&B reflects the accuracy to be mentioned.

Social listening

Lush switches to the new three platforms and focuses on using #LushCommunity.

Analysis of DIYS Soap

DIY Heritage, implied messages, and name

“Do It Yourself”, in short ‘DIY’ is the concept, name and the logo of the company. DIY is described as the general ethos of “taking direct actions to live independently from capitalist society” by Campau (Campau, 2012, p. 3).

DIY culture seems to be the successor to punk culture by Fox. Fox further concludes from examples on Youtube that DIY is a movement of “a rebellious separation to a trendy mainstream activity” (Fox, 2013).

Some businesses grow such as the kid community business called ‘diy.org’ which targets parents to let children watch videos, join creative projects, make their own DIY videos and share them with peers (FAQ How does DIY work ? , 2019). DIY in general might be more popular with boys than girls, except toothpaste. This can be more gender neutral and more popular for girls (Fox, 2013).

Toothpaste and toothbrushes are available at DIYS Soap (Sustainable Dental Care , 2019). This suggested DIY norm conforms during the interview with the expert. He described consumers interested in DIY concept as probably leaning ‘politically left’.

In addition, Google Alert shows the poor accuracy of DIYS Soap mentions. Thus, the name of the company has implied messages and can represent DIY workshop concepts as its unique strength, but it is also the weakness of the company to be ambiguously mentioned on social media.

Influencers and Social listening

Dutch influencers have a greater number of reactions than non-Dutch expat influencers. This is regardless of language, because while Camfferman provides content in Dutch, Stephanie exclusively provides content in English and both accounts have more than 10K followers.

Secondly, a post in Dutch or any languages that are 'native' of influencers tend to have higher engagement than posts in English. The number of comments in 'native' languages frequently had more comments than in English.

All influencers are females. There are neither any contents that are posted by men, nor any male influencers who promoted the products of DIYS Soap. Some keywords were generated such as sporty, healthy, psychological, healing, meditating, expat, and parenting.

Publicity

The publicity is all published in Dutch, so it is questionable if publicity such as the blog articles on the website would improve brand awareness for English readers. DIYS Soap donates half of its profits to Plastic Foundation on 2019 Black Friday although it is not known if DIYS Soap regularly or occasionally donates to organisations.

Hashtags

DIYS Soap uses approximately 20 hashtags per Instagram post and never uses hashtags or tags on Facebook. The hashtag #diysoap has 31K posts and enormous amounts of unrelated soap-making posts. DIYS Soap occasionally uses #DIYSOapNL whose contents are fewer than 100 posts, and #DIYSOapnaturalcosmetics which has fewer than 500 posts.

It is analysed #diysoap might stimulate interactions among audience, although it is suggested to use eleven hashtags but no fewer or more than eleven. 30 is the maximum number of hashtags on Instagram (Barnhart, 2019). Some suggest marketers use niche or specific hashtags over broader ones so that their contents are likely to be introduced as the top results (Aynsley, 2019).

Survey analysis

Five respondents out of 74 have used the gift cards or bought products of DIYS Soap before. None of the five respondents answered the logo of DIYS Soap correctly, so the four hypotheses were made. It is unknown if any of the hypotheses are correct.

- 1: The screenshot used for the survey question was not visible and good quality.
- 2: DIYS Soap is more known by the text logo than the jar logo. The text logo is used on the packaging of products and on the website.



3: The jar logo is remembered together by the text. The jar is not regarded as the brand element of DIYS Soap since many respondents including the five respondents answered the jar logo as 'weck pot'.



4: DIYS Soap has a lack of ability to be recalled when respondents were given unaided recall, which is the logo of the company in this research.

Analysis of Lush

Lush seemed to be not spending on advertisements yet it has a higher level of brand awareness through positive referral and word-of-mouth. This was confirmed by the WARC article published in September 2016 (**Lush spends zero on advertising, 2016**). It was called 'advocacy marketing' (CMO Chief Marketing Officer, 2019).

Lush is also successful in achieving a high level of brand awareness despite its relatively short company's history, even though Aaker suggests that it takes dozens of years for a company to establish solid brand awareness (**Aaker, 1991**).

Lush strongly focuses on Public Relations through The Charity Pot, The Lush Prize and the lobbying activities with BirdLife International. It achieves 'excellent' webtool results, which were the best rank among DIYS Soap and H&B.

Lush's decision to quit social media except Youtube might hugely affect the future. This decision was analysed as Lush's further attempts to reduce costs and establish the inclusive net of brand community.

The use of six slogans are so effective that Lush is almost always recalled by any products that are 'vegan', 'not animal tested' and 'zero waste' according to the survey results.

Analysis of Holland & Barrett

H&B is the most 'traditional', the oldest brand among Lush and DIYS Soap with strong brand awareness.

H&B uses a person's name, so it is the most easily recalled brand without mistakes, despite being called 'De Tuinen' before.

H&B might have been working on the rejuvenation of the brand (K. E. Clow & D. Baack , 2018).

That is the attempt to change the perceived brand image of H&B as 'old-fashioned' (Baker, 2013).

The frequent use of young female celebrities on Instagram is analysed to be one of such attempts by H&B.

H&B strongly focuses on publicity. Despite media criticism of H&B as the worst ethical company , H&B is trying to disclose some information under practical limits of confidentiality.

Conclusion

The survey answer indicates that the width of brand awareness of DIYS Soap is significantly lower than that of Lush and H&B.

The interview with the expert suggests that the workshop of DIYS Soap is the strength of the company. The workshop represents the concepts of 'do it yourself' product creation, and it can further differentiate itself among other competitors in the Dutch market.

Employer branding could be more invested, but not mandatory according to the interview. Currently, employer branding seemed to be not well engaged. The founder, Linger is more engaged than the other employees, but the product posts seemed to have higher engagement rates. Employer branding could be considered if it is practically possible, as well as the reluctance of Linger to invest in employer branding in a long term.

The Netherlands is the most profitable region for both Lush and H&B which both have headquarters in the UK, and it continues to be one of the most competitive European markets. The competition is expected to become even fiercer, while 'sustainable' personal care products are currently trending in the Netherlands. It implies more competition and more new entrants in the personal care, cosmetic or similar industries such as the fast fashion industry. The interview with the expert recommends start-ups focus less on branding and more on financial structures such as the increase of availability and the establishment of unique selling points.

Unique Selling Points, which is abbreviated as USP, is a one specific benefit that can stand out among other competitors (Gotter, 2019).

Recommendation for DIYS Soap

The number of hashtags should be reduced to a maximum of eleven, because H&B never exceeds more than three hashtags per Instagram post. DIYS Soap repeatedly uses the same hashtags which seemed to be not inclusive contents of DIYS Soap, except #DIYSOapNL instead of #diysoap.

Regarding the workshops, it is advised to train other employees or hire employees who can do workshops alone to increase the capacity of the event. Currently, all the workshops are held by Linger at only one store. If the frequency and locations of workshops increase, the level of brand awareness is also likely to increase.

DIYS Soap should focus more on either publicity or public relations because both Lush and H&B have clear attitudes to the public through one of them. Establishing one more unique point in addition to workshops is also advised, because Lush is recalled not only as a 'company against animal testing', but also a 'vegan' and 'zero waste' product according to the survey. The desk research, interview results and survey results all indicate that a sustainable business in personal care products is no longer unique, and thus differentiation either through firm attitudes towards specific topics, and increased sales channels are extremely important to survive as more and more competition in the Dutch market is expected.

It is also advised to reconsider including English blogs, PR or publicity because customers (including the visitors of workshops) are international, and the workshops are held in English according to the observation. Although the exact proportion of international customers is unknown, DIYS Soap seemed to include international customers and tourists as one of their target customers.

Auditing and publishing policies might be suggested although it is not mandatory. DIYS Soap can also consider including an explanation of 'KVK', which is the registered business number mandatory to be enrolled in the Netherlands (**Netherlands Chamber of Commerce, 2019**).

Working on credentials such as the Vegan Society mark is also recommended if it is practically possible. Lush seemed to be strongly focusing on obtaining credentials for all products, and the interview with the expert recommended to do so as well.

Social Listening results suggest that people might prefer to listen in their own language, or listen in English by Dutch influencers who are 'macro' or 'micro' with more followers than 'niche' influencers. If a Dutch influencer posts in English, the content must be consistent including not only the post itself, but also with the influencer's blog, website, profile and social media.

Finally, the company's name 'DIY' continues to struggle because the name poorly reflects the quality of brand mention as well as hashtags on Instagram. 'Do It Yourself' is a core concept of the company. It might be able to recall the workshop concept and differentiate itself among other competitors. Still, DIYS Soap must be aware that this is also the reversed weakness of the company as well.

DIYS Soap has weakness in its ambiguity to be mentioned on social media, but the workshops would continuously be the best unique selling point. With careful implementation and regular reflection, DIYS Soap is highly likely to increase its brand awareness in the Netherlands.

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APPENDICES

A: Interview Informed Consent with the expert

THE HAGUE
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Informed Consent Form

Informed Consent Form

1) Research Project Title: *Brand Awareness research of DIYS Soap*

2) Project Description (1 paragraph)

This project is devoted to research brand awareness of DIYS Soap among consumers who reside either in the Netherlands, Belgium or Germany. Two competitors which are Lush and Holland & Barrett were selected to compare their brand awareness in the personal care and beauty products industry, in the Dutch, Belgian and German market.

Having completed the comparison of each brand element of DIYS Soap, Lush and Holland & Barrett, this research concludes by researching the future expectation of the consumers of DIYS Soap regarding what consumers wish for DIYS Soap to do in order to improve its branding strategies.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Name: *Titus vander Spek*

Signature: *[Signature]* **Date:** *11 Dec 2019*

B: European Studies Confidentiality Agreement

THE HAGUE
UNIVERSITY OF
APPLIED SCIENCES

European Studies Student Ethics Form

Your name: Midori Ueda

Supervisor: Asei Dantoni, S.R.

Instructions:
Before completing this form you should read the APA Ethics Code (<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects, you should also look at the sample consent form available in the Final Project and Dissertation Guide.

a. Read section 2 that your supervisor will have to sign. Make sure that you cover all these issues in section 1.
b. Complete section 1 and, if you are using human subjects, section 2, of this form, and sign it.
c. Ask your project supervisor to read these sections (and the draft consent form if you have one) and ask him/her to sign the form.
d. Always append this signed form as an appendix to your dissertation. This is a knock-out criterion; if not included the Final Project/Dissertation is awarded an NVD.

Section 1. Project Outline (to be completed by student)

(i) Title of Project: Brand Awareness research of DIYs Soap

(ii) Aims of project:
This project is devoted to research the brand awareness of DIYs Soap among consumers who reside either in the Netherlands, Belgium or Germany. Two competitors were selected to compare their brand awareness in the personal care and beauty products industry. Therefore, this research includes interviews and surveys online.

(iii) Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your supervisor, you should answer 'NO' to this question.)
No

If yes: you should complete the section 2 of this form.

If no: you should now sign the statement below and return the form to your supervisor. You have completed this form.

This project is not designed to include research with human subjects. I understand that I do not have ethical clearance to interview people (formally or informally) about the topic of my research, to carry out internet research (e.g. on chat rooms or discussion boards) or in any other way to use people as subjects in my research.

Student's signature 上田 碧 Date 6 December 2019

Section 2 Complete this section only if you answered YES to question (iii) above.

(i) What will the participants have to do? (v. brief outline of procedure):

The participants ~~have to answer either~~ ^{are invited to} 'Brand Awareness Survey' ~~or~~ ^{It is an} 'Customer Feedback Survey'. ~~They are~~ ^{online survey} made by Google Form. Some customers of DIYS Soap are also invited to group interviews, and the student conducts observation of them by revealing her identity in advance.

(ii) What sort of people will the participants be and how will they be recruited?

^{typically} These participants are female aged between mid 20 to 40s who are affluent to pay extra cost for their personal care products. Because of the company's focus strategy on expats in the Netherlands, the participants are the mix of Dutch and non-Dutch citizens who care for a sustainable lifestyle.

(iii) What sort of stimuli or materials will your participants be exposed to? Tick the appropriate boxes and then state what they are in the space below

- ☒ Questionnaires
☒ Pictures
☐ Sounds
☒ Words
☐ Other

(iv) Consent: Informed consent must be obtained for all participants before they take part in your project. By means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual. Appendix the Informed Consent Form to your Final Project/Dissertation as well.

(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data?

I will distribute 'Informed Consent Form' and if required, 'European Studies Confidentiality Agreement' well in advance for all the individuals whom I contact for the purpose of my research. For instance, I will send an email with the 'Informed Consent Form' attached, and before initiating the face-to-face interview, I will read out loud Still on Signature the 'Informed Consent Form' Date

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to avoid any misunderstanding.

December 6, 2019

Supervisor's signature:

Date

(if satisfied with the proposed procedures)

Joan Santoni

12 / 12 / 19

C: Survey list of questions and answers

Brand Awareness Survey

Hello !

My name is Midori, and I am researching brand awareness of the personal care products in the Dutch market. For the practical limit of the research, I would like to distribute this survey for people who live in the Netherlands, Belgium or Germany.

1. All answers remain anonymous.
2. There are 8 required questions out of 20 questions (Total = 20 questions).
3. There are 5 sections.
4. Please type 'I don't know', or simply 'IDK' if you don't know.
5. It will take approximately 5 minutes to complete the survey.

If you have any questions, please do not hesitate to contact me through this e-mail adress:

16002423@student.hhs.nl

I wish you a good day and the rest of the year.

Midori Ueda

European Studies, the Hague University of Applied Sciences

Section 1 of 5 General Questions

Question 1: What is your occupation ?

*The bracket was later included during when the survey was distributed. Thus, the result shows two groups who are 'student' and 'student with a part-time job'. These two groups are regarded as the same group in this research.

Student (including students with a part-time job) / Graduate / Work part time / Work full time / Self-employed / Retired / Other

Question 2: What is your gender ?

Female / Male / Prefer not to say / Other

Question 3: What is your age ?

20 and under / 21 to 25 / 26 to 30 / 31 to 35 / 36 to 40 / 41 to 45 / 46 to 50 / 51 to 55 / 56 to 60 / 60 and over

Question 4: Where do you currently live ?

Amsterdam, the Netherlands / Rotterdam, the Netherlands / The Hague, the Netherlands/ Utrecht, the Netherlands / Belgium / Germany / Other (please fill in the name of the place and the country)

Question 5: Do you have a Dutch nationality ?

Yes / No

Section 2 of 5 Brand Awareness Logo

This section is to research the unaided recall of each brand. Please fill in as many as possible.

*this is the open question which respondents are not given multiple choices like section 1 had.

Question 6: What is the brand name of the quote below ?

FRESH HANDMADE COSMETICS

Answer: Lush

For the practicality of this research, small typos and the use of letters (e.g. lush or Lush or LUSH) are ignored and regarded as the correct answer. Small typos are not regarded as the significant mistake to recall the logo of a particular brand.

Question 7: What is the brand name of the logo below ?



Answer: Aveda

Aveda was sometimes recalled and named in the section 3. From this, respondents might be more familiar with the text logo of Aveda, but not the flower logo above.

Question 8 : What is the brand name of the logo below ?



Answer: DIYS Soap

Question 9: What is the brand name of the logo below ?



Answer: The Body Shop

Small typos and possible common phrases such as Body Shop without 'the' is also regarded as the correct answer.

Question 10: What is the brand name of the logo below ?



Answer: Holland & Barrett

Minor spelling mistakes and the use of 'and' as '&' are all regarded as the correct answer. The answer with 'h&b' was not regarded correct because the abbreviation is already shown on the logo.

Section 3 of 5 Brand Awareness Aided Recall

This section is to research the memorability of specific products and categories if there are cues provided.

Question 11: When you think of a body soap that is "natural, organic and sensitive to skin", which brands come to mind? Please write down your answers. Minimum 1, Maximum 3:

Question 12: If you were thinking of buying "zero waste" personal care products, which brands come to mind ? Please write down your answers. Minimum 1, Maximum 3:

Question 13: If you were thinking of personal care products that are "not animal tested", which brands come to mind ? Please write down your answers. Minimum 1, Maximum 3:

Section 4 of 5 Packaging Questions

This section is created to research the packaging and its priorities for consumers.

Question 14: In your opinion, what is/are the priority/priorities of packaging? Please select at least 1 answer, and maximum 2 answers.

Easy to open / Materials of packaging such as glass, paper or plastic / Reusable and possible to refill products / Safe for infants, children, elderlies / Packaging is not a concern for me / Other

Question 15: When you choosing a sustainable packaging for your personal care products, what is the most important element when it comes to choose? Please select one answer.

Price / Color and design / Clear explanation of the ingredients / Readability of the texts and information on the labels / Materials of the packaging that produce zero waste

Question 16: What is the brand name of the package below ?



Answer: Lush

This is the Lush's biodegradable package which can contain four bath balls (Pick 'n' Mix Box, 2019).

Question 17: What is the brand name of the package below?



Answer: DIYS Soap

Section 5 of 5 Company research

My graduation program is to research the awareness of the company called 'DIYS Soap'. It is a Dutch start-up company in Amsterdam which sells sustainable personal care products. 'Do It Yourself' is the concept of the company, and it produces vegan, organic and animal cruelty-free products by people from a social day care in Leiden, the Netherlands.

Question 18: DIY stands for 'Do It Yourself'. When you think of 'DIY', which products do you think about ?

Furniture / Gardening / Cooking / I do not think about a particular product / Other

Question 19: Are you a customer of DIYS Soap ? Have you ever purchased any products, or attended the workshops ? (This will include the purchase by a gift card.)

Yes / No

Question 20: The products of DIYS Soap are reusable, so customers will be able to reuse the jars to refill and receive discounts. In general, what would be any inconvenience for you to refill the products ? Please choose ALL the answers that apply to you.

*this is the question that respondents can choose as many answers as possible.

Location to travel and refill products / I prefer to use a new jar each time / It is bothering to dry a jar each time / I buy the products for a gift so I cannot refill / Other

Question 21: If you have any feedback, questions or comments, please write down below.

D : Interview Questions

D-1: Focus group short interview

Short interview [2 questions, approximately 5 minutes]

The two questions below are prepared to measure Sub Question 4, which is to measure the expectation of the customers of DIYS Soap to do regarding its branding.

1. What was your expectation for today's workshop, such as you see on Facebook and Instagram, and how did it change after joining the workshop ? Did it change ?
2. What would be your expectations for DIYS Soap to focus on in the future, either 'Sustainability' or 'Natural health' element such as to improve your health condition ?

In-depth interview [7 questions, approximately 15 minutes]

1. Please tell me about yourself, such as your first language, occupation (student, part time, full time, retired) and your living place (only name a city) ?
2. What is the most favourite product of DIYS Soap according to you?
3. How often do you come to the workshop ? (=Questions 3, 4 and 5 are prepared as the alternatives to retrieve information regarding the width and breadth of brand awareness)
4. How often do you buy at diys soap ?
5. How often do you use refill service ?
6. What was your expectation for today's workshop, such as you see on Facebook and Instagram, and how did it change after joining the workshop ? Did it change ?
7. What would be your expectations for DIYS Soap to focus on in the future, either 'Sustainability' or 'Natural health' element such as to improve your health condition ?

D-2: Interview with Expert in branding for a start-up company

Recording Script

11 December 2019

Interview with Mr Titus

9:00-9:40 AM at ov 4. 38 [his office at the Hague University]

He has agreed on revealing his identity including name and occupation on the research paper, and permissioned the audio recording. The video filming was not chosen by the researcher because it is assumed as unnecessary to retrieve information during the interview.

During the interview, the researcher has shown the website of DIYS Soap, the internship company, with her laptop so that Mr Titus could freely browse the content. The other social media channel such as Instagram and Facebook were not shown during the interview.

The interview was conducted in a semi-formal, but gradually in a relaxed manner which both Mr Titus and the researcher could freely ask questions and intervene should any questions or opinions rise.

SCRIPT

The words are typed in **black**, whereas the questions distributed beforehand were typed in **blue** to differentiate. Some questions were rephrased by the researcher to make a smoother connection among questions. Below are some terminologies for the script.

(R) = Researcher, (T)= Mr Titus

Bold words / phrases = where both R and T have emphasized on.

(R) Ok, I think it's time now.

Good morning Mr Titus, I would like to ask you **9** questions. Please feel free to ask any questions.

I would like to begin with the first question.

Question 1: What would be the first branding advice that you would give to a start-up or entrepreneur ?

Hmm I think **test your products** in a market **a lot**, so start small, take your products to customers, see what they think, willing to improve the products in the early stages so you don't have to **invest a lot**.

And then you realize that there's no market or your pricing is too high, or your branding is not correct. So I think, the biggest advice would be talk to your customers. That would help you over all.

If you are a start-up as well, you are selling these kinds of products, have to have a **decent size of market**, so make sure that you have a **big market**. Might have some returning customers but you have to sell lot of **volumes** for a company like this (Having shown the website of DIYS Soap before the interview starts).

Question is **how do you sell volumes**. You sell that online, should you sell in stores, you need to find that out.

Question 2: What are the typical challenges that these start-ups face during the first 5 years ?

Resource limitations so often if you are start-ups you have one or two or three people working, on the start-up, which means you might not have all the **in-house skills**. You need either technical skills, marketing skills, branding skills, communication skills. **Financial skills** is the huge problem. Often small start-ups like these are started from the **passion** for the product but doesn't mean that it makes a financial sense. That can be quite dangerous if you look at the financial health of the idea.

Commitment is a huge problem if you are not making money. Typically start-ups like this don't make money for few years so... can you afford that ? It can be emotionally very draining. Those are typical problems I think.

(R) So 'Emotionally draining' ... ?

(T) Imagine you start a start-up and let's say you are married. You are working day and night for the start-up and you are not making any money yet, and your husband starts to think, like, "oh man I've never get to see her" "you're so focused on your work" "you're not making any money, why are we doing this ?" These things are **very** common. That can be quite difficult I think. Because as an entrepreneur you get **really focused**. Sometimes you are almost **blinded**, and you can see anything except start-ups.

So I've a friend for example, his partner works till 3 o'clock in the morning. Every day, but there's... the start-up isn't really working but it's been **years and years** like this. Definitely have an effect on your relationship as well.

Question 3: What are the... might be **similar** question, but what are the typical pitfalls for these start-ups when it comes to branding, so like, how to make it different ?

(T) Hmm, with the focus on branding specifically ?

(R) Yes.

(T) Ok. Hmm, I would say... I don't know, typically I found the branding is okay. It's about finding a bit of **a unique selling points**. What is, how is your product different from the other products and that doesn't have to be just from **branding**, hmm, it can be branding but it can also be not tested the products long enough to see if it maintains its shape and its branding over time or... not testing if the pricing in relationship to the branding is good or, seen what competitors are doing, how are you different from the competitors. Hmm, so, I think with, I think lots of start-ups actually focus maybe **too much on branding**. And should focus a bit more on financial structures, how they are selling their products. Because the brand is the **fun** part, often. So... I think the **main** pitfall for branding is **too much focus** on branding.

And with the branding I guess if, would you include **marketing** under that ? Cause if you include marketing under that, I think... companies need to spend a lot more on online marketing now, so you also have to have **budgets** for that to cost money. To put stuff on Facebook or to put some stuff on Instagram costs money. Question is are they **spending that money or not** ? That's something to think about.

Question4: Could you tell me some successful start-ups, if you know in the Netherlands, or maybe abroad, which have successfully developed its brand awareness to wider audience ?

Ok. Relation to this, there's actually an **Indian** company called '**Forest Essentials**'. Similar product line but a bit more with a luxury field to it. They are based in India though, but they did **really well** because they were one of the, kind of the first **local brands** that started with a real focus on **natural, herbs, cultural history** in the products etc. So they are doing very well. So that's an interesting case.

Over here... let me think. Are you looking at something your business right ? Something like this business or in general ?

(R) hmm, in general.

(T) Ok. You have 'Happy Tosti' which is like a **restaurant** here in the Hague that works with people that have mental disability or some sort of disability, and they hire these people to work in this restaurant. And they are **very** successful now, they are doing very **well**, they are **expanding**, and I think... they don't focus so much in the branding on the fact that they will help people with a disability but they also focus on it. They **empower** them, it's very **positive messaging**. I think that works quite well.

So I think those are good examples.

‘Suit Supply’ did very well. So ‘Suit Supply’ is a suit store. It’s not new anymore, but it has really expanded. It’s also a Dutch company I believe. And they just did really well in finding...you know, this kind of **unique** mix between hire the idea of higher-end men’s suits at a more affordable price. Italian cuts, but also contemporary, very contemporary and **modern**, and **it works for the market**. So, instead of being another traditional suit shop, they try something **new**. And I think that’s the same these kinds of start-ups as well, like, how are you **new** ? How are you different ? Are you just another organic natural product store ? Because there are thousands of them. Or, like, what is **different** about yours? Is, sometimes the thing that they have to figure out I think.

Question 5: It is more about marketing and advertisements. So, a lot of advertisements today try to appeal to one of the customer’s personal values such as security, self-fulfillment and mature love. In your opinion, what are the typical values of consumers who are interested in DIY – Do It Yourself lifestyle ?

This is uh, because this company’s concept, is also ‘diy’, so you can produce, you can make your own products by your own experience, your own knowledge.

I guess for that kind of consumer base you are probably looking at politically more **left**. You are looking at consumers that believe in **climate change**, for example. But also believe of, consumers that, are quite interested in like healthy lifestyles, healthy consumption. Often probably consumers enjoy or find it’s important to focus on **reducing waste, recycling**.

I think you would be looking at that sector but also that considering the **price category**. You’re looking at a higher income, slightly higher educated price category, or demographics sorry. Because I mean, you know, a deodorant sticks for 19 euros is extremely pricy for the average consumer.

So I think it’s that kind of a person. I also think that it’s kind of a person who would probably shop at **higher end department** stores in general. So higher disposable income, what type of values... you could even maybe consider that it’s people that wanna live more healthy and naturally but also people that wanna that enjoy **unique products** that shop at for unique products. So you might also have people that buy it once and then move on to another **unique** products. So I think that you might have some results as well.

‘Higher ends departments is like a Bijenkorf or ?

Yea like Bijenkorf or... like a Bijenkorf exactly. Yea exactly like that kind of brand range. I know that you can get **alternatives** that are natural, better, **cheaper**. So if you are only a **conscious** buyer but you are on a limited budget then you probably **wouldn't** buy this.

I can imagine people that shop at **Lush**... maybe liking this....is there getting bored of Lush ? That might go **here** maybe ?

Yea exactly. So, I had an interview with this company. And, Lush is definitely the dominant competitor. Scale, size, brand awareness, everything is like huge difference. My kind of assignment is to research what Lush is doing, ethically of course, but then, maybe still or apply to a new company.

I think the concept of **workshops** could be very interesting for customers. That's **unique selling points** I think. So that is something I can imagine that becoming a **vital** part of the brand, or the vital part of the business. Just to become unique. So that's very interesting actually.

Question 6: So, you've already kind of mentioned the workshop, but, which product categories, so from here to here (showed the website of the researcher's laptop) So which product category should be the strength, and which product category perhaps the weakness ?

I found it's hard to say. I don't know this industry so well.

For me, when I look at it, it just looks like the **standard** products are there. Right ? It doesn't look that, it doesn't look like the products are so **unique**.

So, I would say that the most interesting thing is the workshops. Cause all these I can get anywhere else with exactly the same products on...you know what I mean like I can get shea butter coconut oil, olive oil, these are not very unique.

So I think the strength could be here.

But it's also expensive workshops are expensive to host so I'm not sure how effective that is.

Cause I think is like, quite expensive actually. So the price range starts from 17.50 up to 55.00.

Then you get something for it ?

Oh yes. In the end you get your own. So, this is perfume (show the website with the price 55.00 euro).
You get your own, I think the this gel ... (show the website)

Deodorant skin care products... (the researcher showed Mr Titus the Facen or body scrap...

Is this well visited ?

Uum, actually this is the thing I'm still negotiating with the data, like sales data, how many visitors, how many sales... this is the, hmm, actually I'm waiting, but,

I do believe it's going to expand, but because there's only one store, only a single store, smaller than this office, the size, where they host workshops three or two times a week. So, now they want to kinda expand but because of budgets, this might be difficult.

Okay. Because I mean, if you look at it, right ? It's 17.50 per person, times five people minimum, that's 87 euros. That's **already not enough money** to cover the cost of the person, running the workshops, their pension, their insurance, the cost of the building so it's **not enough** but it is interesting. I do find that interesting angle. And I think these are some of the problems with these start-ups the margins are so small, of earning money. Then you have to sell a lot of **volume**. And, you can't sell a lot of volumes from one shop. It's almost impossible.

Because, if might shop, ok let's say I have a shop in the city center. Of course I'll have some tourists and new people come in but most of the people that shop there would be the local people that always coming in and out. So, there's only a maximum number of people that will use my shop. **Unless** might, somehow I come up with an amazing concept for the shop and people just **love it**. So you have to find the way to become quite unique. And that can be through **branding**, could be through a **branding**, could be through a marketing stand, that can be through anything.

Question 7.

Nowadays, there are almost all personal care products and fast fashion brands that are advocating for 'sustainability', 'natural, organic' 100% natural ingredients', 'vegan' and 'free animal testing or no animal cruelty'. So, we talk about being unique. So, besides emphasizing these points, what will be the additional elements that any sustainable businesses can differentiate and impress customers ?

This is an interesting question because lot of these terms are becoming **overused**.

Yea, I think too much, and some are fake.

Some could be fake, but some could also highlight just what consumers **want** now. So that's a very interesting. So I think something that you can do is to become **certified**, so get **certification** from **external bodies** that certifies you.

I also think that some companies only focus on the **natural** products and not on the **packaging** or, the supply chain. So, one thing you look more at with a **circular economy**. How's that ? That's more like the kind of a **newest trendingness**.

But also just tapping into other things like people that like these things also like **personalization**. They also like, hhm, **unique** mix of the **ingredients**. I don't know, I think people might be a little tired of shea butter, for example. These are coconut oils, shea butter, they're, **it's the most standard thing**, so, I know for a fact that a lot of people just buy organic coconut oil from a, like a **normal store** and use that instead of going to like a **cosmetic** brand.

I think I will do this.

A lot of people do this.

Cause it's more convenient.

Yea, so, I think people are getting tired of **brands** like this, using the idea be, that is a good idea to **charge** high prices. I think people are getting tired of that.

It's because, I think, you're also going to see a bit of **trend** that products like this are going to become **cheaper**, and then you'll have a **problem** if you are a small brand.

So I wouldn't be surprised if very soon we have something like H&M or Uniqlo, but **then fully sustainable** and impact you. That is **affordable**, cause now most sustainable brands are **pricy**, but I can imagine that it's all going to be **cheap** within a few years time.

So then, the question to a brand like this is, what's your **unique selling point then** ? Why would I still go to **you** if I can get everything for a **cheap** price?

What is the 'circular economy'? Is it like a supply chain ?

It's like a **sustainable supply chain**. So, I think they seemed to have it a bit that you can **return** this, or you can take it again to **refill** it. But the idea here is that every single element can be **reused** somehow after. It can be returned and brought back to the supply chain. So with the phone, the example would be that let's say, have you heard the 'moduler phones'? where you can change parts in the phone ?

Yea, my classmates talked about that.

So that's an example of the circular economy where if I could, instead of having to throw this phone away, which lot of people do, or sit somewhere for years and no one uses it and it can be recycled easily because it's, there's too many things that are can interconnected.

If the phone is made in such a way that we can remove every single part, and recycle every single part, but then I can also take a camera and replace it with a more advanced camera that I don't have to replace the whole phone, then you're moving towards circular thinking.

So that seems to be quite hard. The **animal issue** is huge, it's also growing. So I think that's already a good one to be aware of, but it's on the list so that's good.

Question 8: It might a little bit of my personal opinions, but, some people believe that it might be lipservice or not genuine, so how can, for instance, certification would be an idea, but how can increase more authenticity and differentiate ?

I guess certification is one thing. Another one is to actively be part of the **political debate**. So, if you're going to talk about animal cruelty, it would be strange if you don't participate in advocating protests, etc. But then to show that **presence** as well. So, you know, on the Instagram feed, are they showing that they are going to **protest**, or **lobbying at policy level** about certain rules or regulations ? Then you can show more authenticity. I think just putting the **brand on there** is, it's ok, but it's becoming less and less of enough.

And something, yea, it might be a **lipservice**, but something are becoming **standardized** so, you know, if you are gonna say sustainability what does it mean to you as a company ? Because sustainability can mean many different things to different people.

I mean, if you are **organic**, are you certified organic? That's ... wait, you're talking about sustainability only here... So if it's sustainability then... what does it mean to you ? You know, some people think sustainability is only about the environment. Sustainability is also about financial well-being, and being able to survive as a company. Sustainability is also about the impact on people. So if you are... you can also talk about ethical, ethical business practices, how much should you charge for a product ?

That if you are buying organic shea butter for one euro and then slapping it into a nice box and so on for 19 euros... is that ethical ?

So, I agree. It could be lips (=lipservice), I think there's gonna be some changes there. Maybe legislation as well.

Are they **social enterprise**?

Yes, if you go to 'about' I think it's mentioned somewhere or somehow... I don't know....

What I would also do is there's an organization called 'social enterprise NL', which is kind of like a member's **organization** for **all social enterprises**.

They promote this sector a lot. You do have to be able to **prove** that you have an **impact**, but that's something they could look at... you can also look at '**B Corp**' which is a certification, and these places can also help **promote** you. So, it's also good for a **marketing**.

Question 9: The CEO of DIYS Soap is one brand element that can represent the brand. The personality, or background, with the mother with daughters...so because like, if I go to the website it says, because her daughter has a sensitive skins and she has already a lot of knowledge about how to make a good product. That is why she started her own business. So I believe that it can be more like a pushing point to make it differentiate, and also doing yourself concept, and how does CEO or any other personnel like employees can contribute to the branding ?

It is interesting question. Especially if she has this kind of this mother with a daughter relationship, personal charm, but also what you said about, like, you know, making products that are good for your child's skin. This can be a **very powerful** message. I do believe that it doesn't have to be a case but in a small business like this that's trying to promote itself as you know, passion-driven, healthy, sustainable etc. The personal branding of the CEO can be very important, **if** that person is able to do that. And it sounds like she's **able** to do that. Then it's **worth** her being almost like an influencer for her brand. That can be very powerful. But it takes time and investment, and you have to **want** to do that. So I wouldn't say every CEO **should do that**, or every employee **should do that**, but if someone in the company is really **good at that, or likes it**, then it's... I would definitely say that you could make the CEO part of the branding. Again, takes time. But it could start a movement a bit. People started to **follow** the brand not because of the products but because of **her**. It's an interesting angle, and I think, with the **rise** of kinda like social media and influencers as well, but also just like we live now through other people's lives a lot. So most people follow someone just because they find it interesting to see what's going on in their lives.

That's very **fascinating** as a marketing concept. You know, how can you make people part of, **want to be part of your story**. I'm not sure how it translates to sales. Because there's certain brands that I

follow, and they have that approach, of a story-telling a bit, but that doesn't mean that I'm going to buy their products. I just find it fun to look at it, so... **I don't know what the effect is**, to be honest.

But like, especially with the **workshops**, to show the workshops, to show how people react to the workshops, you can take little videos or little posts during the workshops... share in...I don't know, mothers' group online or like my sister is pregnant now, and she made me realize what a **huge industry that is**. Because you know, you have yoga for kids, you have painting classes for parents and kids to help them **bond** and become **closer**. Like this is the huge industry, so if you can do workshops where you and your kids learn how to make soap and learn about the **environment**. Maybe it's **huge**.

So could be an interesting market.

Thank you very much.