



Graduation Report

Marketing communication strategy: Entering the Brazilian market

Hanze Hogeschool Groningen
Institute of communication, media and IT

Graduation report for Unikuz
Marketing communication strategy:
Entering the Brazilian market

Adler Ferreira Luderer
ICV4
340425

First reader: Mark Kierans
Second reader: Antonia Hein
June 2th 2014

Amount of words from the main body: 17.311

Confidentiality: No

Table of contents

1. Executive summary	pg.4
2. Organization	pg.6
3. Project context	pg.7
4. Theoretical framework	pg.8
5. Research design	
5.1 Research objective	pg.12
5.2 Research framework	pg.13
5.3 Research questions	pg.15
5.4 Research strategy & methodology	pg.16
5.5 Research planning and feasibility	pg.17
6. Research Results	
6.1 Organization of eyewear market in Brazil	pg.18
6.1.1 Main competitors in Brazil	pg.26
6.1.2 Current glasses features offered by competitors	pg.26
6.1.3 Interest of Brazilian consumers in acquiring Unikuz glasses	pg.28
6.1.4 Acceptance of online sales of spectacles in the Brazilian market	pg.29
6.2 Consumer's characteristics from the spectacles market	pg.29
6.2.1 Most appropriate target market for Unikuz	pg.30
6.2.2 Buying behaviour from Unikuz target market	pg.33
6.2.3 What makes Unikuz spectacles better than competitors?	pg.37
6.2.4 Interest from Unikuz target group	pg.37
6.2.5 Most appropriate price for Unikuz spectacles	pg.38
6.3 Can online marketing help Unikuz in entering the Brazilian market ?	pg.42

6.3.1	Most appropriate social media	Pg.44
6.3.2	Content for each social media	Pg.45
6.3.3	Features for search engine optimization	Pg.49
6.3.4	Content for the website	Pg.49
6.3.5	Competition usage of online marketing	Pg.51

7.	Conclusions	pg.52
----	-------------	-------

8.	Advice	pg.55
----	--------	-------

9.	Reference list	pg.67
----	----------------	-------

10.	Appendix	pg.72
-----	----------	-------

Executive summary

Unikuz is a spectacle manufacturer located in The Netherlands, which aims at providing glasses that are durable, flexible and customized according to the customers face. For the customization of the spectacles, the company requires to their customers to take pictures of themselves via the webcam of their computers with the purpose of measurement, so, subsequently, the organization reshape the frames according to the user head size. Moreover, the organization produces its frames with 3d printers and build the parts of the spectacles by hands.

The spectacle manufacturer currently sell its products only in The Netherlands and it is interested in expanding its sales efforts to the Brazilian market, via the internet. However, the management board face the problem of not having a marketing plan and a high amount of financial support to correctly enter with their product in Brazil. Furthermore, they offered the opportunity to produce a marketing communication strategy for Unikuz, to attain their goal of selling spectacles through the internet in Brazil.

To achieve Unikuz's goals and produce a marketing communication strategy to enter in the Brazilian market via the internet, six theories were used. First of all, the environment was studied though the usage of the PESTEL framework and the five forces framework. Secondly, theories on segmentation targeting and positioning. Thirdly, social media marketing strategy, SEO strategy and content marketing were implemented as online marketing theories.

Moreover, for the development of this research, a questionnaire was distributed to 250 Brazilian spectacle consumers via the internet; a marketing expert in the Brazilian spectacle market was interviewed and plenty of material was gathered though desk research to answer the proposed research questions.

As a result of the investigation, the Brazilian market proves to be a great market to enter with Unikuz products due to the positive economic situation encountered in the country. Moreover, the spectacles market has also proven to be growing and the competition has demonstrated to lack in unique characteristics in comparison to Unikuz.

At the same time, the target market has confirmed to be highly interested in Unikuz spectacles for an average price of R\$500-R\$750, noticing that half of the group informed to be willing to purchase the spectacles via the internet, as well as waiting up to 30 days to receive the product in their home. Furthermore, the target group informed to be interested in the distinctiveness that Unikuz products have to offer.

Nevertheless, Brazilian spectacle consumers have shown a preference to buy spectacles in retailers and, at the same time, they give more importance to status and brand, which makes it hard for the entrance in Brazil.

In contrast, there is a high amount of online users in Brazil and the majority of them uses social media, as well as research for glasses via the internet before the purchase, which contributes to the objective of utilizing online marketing to attain the attention from the target group. Also, most of the target group uses Facebook, Instagram and YouTube in a daily basis and read similar contents from different eyewear companies, including pictures of spectacles, fashion pictures and offers. Furthermore, Unikuz main competitors' websites use similar structures and basic keywords to promote their products. At last, the competition also emphasizes the importance of online marketing since they received a good return on their initial investment.

Organization

1. What is Unikuz?

Unikuz is a spectacles¹ manufacturer created in the end of 2013 based in the north of The Netherlands. The manufacturer is composed by 7 employees which are subdivided within administrative department, marketing department, production department, and subcontracted organizations used for the transformation of designs from two dimensional to 3D (three dimensional), the printing of the designed material, the production of the lenses and accountancy. (Appendix 2 pg.36)

The goal of the company is to differentiate itself, by making glasses and sunglasses customizable² for consumers. For this customization, their clients are invited to take pictures of themselves via the webcam of their computers with the purpose of measurement, so subsequently the organization reshape the frames according to the user size. (Appendix 1)

Besides the customization aspect, Unikuz is also concerned in creating extra values to their product. Once the spectacle is designed by the artist, Unikuz send the 3d art to Shapeways, supplier of 3D printer services, where frames³ are produced with a material termed "elasto plastic"⁴ that makes glasses resistant and flexible (shapeways.com, 2014). In addition, due to the elasticity of the frames, the user is also capable of changing the lenses⁵ themselves (Appendix 1). At last, Unikuz assemble the glasses by hand, embracing different value in comparison to other brands such as Tom Davies, which has a mass production in China and Protos, that fully 3D print their glasses. (Forbes.com, 2013)

¹ Spectacles is defined by Collins dictionary as "a pair of glasses for correcting defective vision" (collinsdictionary.com, 2014)

² The customized concept entails in building something according to individual personal specifications (dictionary.reference.com, 2014)

³ A rigid structure that surrounds the lenses of the glasses (dictionary.reference.com, 2014)

⁴ Flexible and durable and strong material used by 3d printers (shapeways.com, 2014)

⁵ A piece of glass or other transparent substance with curved sides surrounded by a frame (dictionary.reference.com, 2014)

Project context

2. The problem

The marketing goal from Unikuz is to sell its product via the internet in Brazil due to its key economic role in South America (bbc.com, 2013), but the management board face the problem of not having a marketing communication strategy to correctly enter with their product in Brazil. The main reason for this problem is because Unikuz was created in the end of 2013 and the focus of the management board was in developing the product rather than a marketing strategy for Unikuz. (Appendix 1)

Moreover, as a contribution to the problem, the management board do not have a high amount of financial resources for their marketing activities, which implies the company is not capable of investing on expensive medium.

Trying to solve this problem Unikuz management board took some initiatives. At first the organization created accounts on diverse social medium such as Facebook, Twitter and Pinterest (appendix 1). Secondly the organization entered in contact with possible sales representatives in Brazil who could enhance its sales via the internet. At last the management board used its networking to attain partnerships which would facilitate the sales process.

Regardless of the continuous efforts from Unikuz management board, the eyewear manufacturer failed in its attempts to achieve their goal, most likely because of the lack of research, since the management board did not inform about an exploration before their marketing efforts. As a result, it has been offered by the management board the opportunity to contribute with a marketing communication strategy for Unikuz with the goal of selling their products through the internet in Brazil.

Theoretical framework

The theoretical framework is one of the first steps for the development of the research which will furthermore answer questions that will be used of the solution of the problem encountered by Unikuz. The usage of a theoretical framework is necessary because it enables the reader to evaluate theoretical assumptions critically, it gives the researcher a basis for hypotheses and choice of research methods, it permits the researcher to generalize various aspects of a phenomenon, and it specifies which key variables influence the phenomenon of interest. (Dooreward H. & Verschuren P., 2010)

3.1 Macro and Micro theories

Macro environment

The environment plays a big role in the success or failure from an organization. Daily developments and interests that happen around the world influence the future of organizations.

A. PESTEL framework (appendix 3 pg. 41)

Presented as the broadest environmental analysis, the macro environment is covered by the PESTEL framework which includes the investigation from political, economic, social, technological, environmental and legal issues.

Micro environment

The second layer within the general broad environment is the first one to represent the micro environment by exploring the industries or sectors and examining organizations that produces the same type of products or services. To understand particular industries or sectors attractiveness and possible threats it is useful to use the five forces framework. By;



Figure 1: Porter 5 forces framework
Source: mindtools.com (2014)

B. The Five forces framework (figure 1)

Helping to focus on what is most important the five forces framework developed by Porter, "helps to identify the attractiveness of an industry in terms of five competitive forces: the threat of entry, the threat of substitutes, the power of buyers, the power of suppliers, and the extent of rivalry between competitors" (G. Johnson; R. Whittington & K.Scholes 2009, pg. 25)

Being useful as a starting point for strategic analysis, the five forces framework comprise an industry structure which according to Porter (1998) is capable of providing the attractiveness of a market and its profit potential.

A complete explanation from the five

forces is present on Appendix 3 pg.43

3.2 Segmentation, targeting and positioning

The theory from Segmentation, targeting and positioning (STP), holds three stages as presented on figure 2. Firstly, it aims at establishing possible existing customers; secondly, it focus in deciding on the most appropriate customers taking into consideration the product; and thirdly at implementing the segmentation by optimizing products/services for that segment and communicating that we have made the choice to distinguish ourselves that way. (Consumerpsychologist.com, 2014)

The segmentation stage, consists of discovering the consumers with different needs in the market. According to Kevin D. Johnson "You

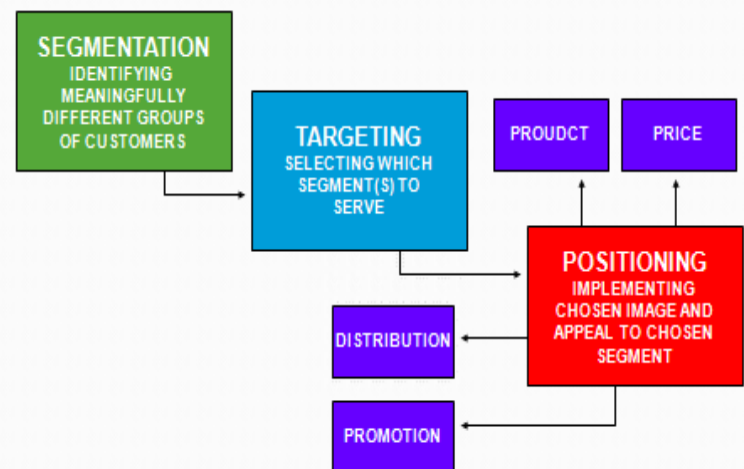


Figure 2: Segmentation targeting and positioning table
Source: consumerpsychologist.com (2014)

can't be all things to all customers" (theentrepreneurmind.com, 2014) which in his case study from apple, means firms that specialize in meeting the needs of one group of consumers over another tend to be more profitable.

Furthermore, a subgroup of the larger market is chosen as the focal group. This target marketing process consists of using demographic information so that the experts in the communication field can select effective media to reach the segment targeted. (Toolkit.smallbiz.nsw.gov.au, 2014). At last the organization has to choose a unique and significant position⁶ for its products in the mind of the target group.

3.3 Online marketing theories

The management board from Unikuz indicated to be interested in entering with their products online. Therefore, the online marketing theory is an essential concept to be studied. A basic online marketing strategy is composed by search engine optimization, content marketing and social media marketing. (Alton, 2013)

Social media marketing strategy

Functional building blocks of social media format: Kietzmann, Hermkens, McCarthy and Silvestre (2011) have developed a framework to clarify the different building blocks in social media (Figure 3). The framework is formed like a honeycomb with seven functional building blocks: identity, conversations, sharing, presence, relationships, reputation and groups. Each block provides the opportunity to examine a particular aspect of the user's social media experience and the impact it has on business. These building blocks are neither mutually exclusive, nor do they all have to be present in a social media activity. They are all constructed to understand how the different levels of features of social media can be configured. This theory is useful since the use of the honeycomb framework helps us to choose the different social media platforms. By comparing the different social media platforms with each other, it is possible to find the right social media mix. (Kietzmann, Hermkens, McCarthy & Silvestre, 2011)

⁶ Positioning is presented by Trout (1969) as the way a product is perceived by the target group on important attributes, the 'place in the mind' a product occupies relative to its competitors. Positioning is a core marketing strategy element and hence of marketing communications. Positioning, attempts to claim exclusive 'ownership' of a benefit in the mind of the customer which differentiates it from the competition (Pelsmacker and Geuens et al., 2007).

Figure 1. The honeycomb of social media

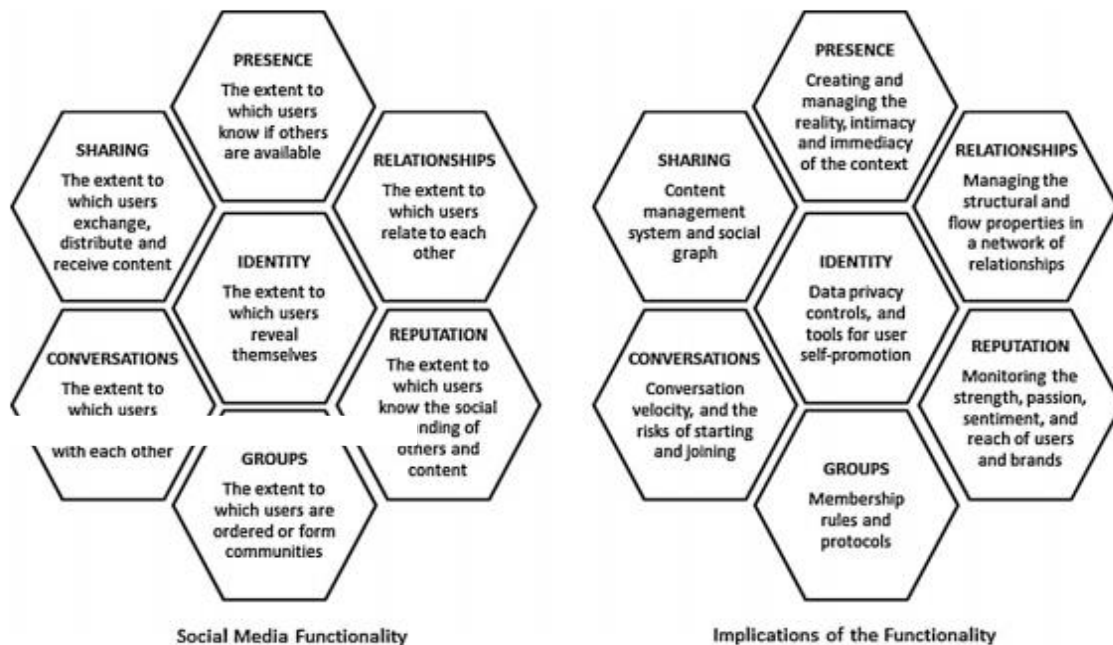


Figure 3: The honeycomb of social media

Source: (Kietzmann, Hermkens, McCarthy & Silvestre, 2011)

SEO marketing strategy

Search engine optimization (SEO) is presented by Christopher Doman (2014) as an art of creating content which helps an online media in positioning itself in search engine tools such as Google, Bing and Yahoo. The complex analysis for the creation of a SEO marketing strategy is subdivided by the author in eight steps: Company profile, Goals, Competitor research, Keyword research, content creation, web design check, link building and analysis.

By fulfilling the steps presented above the company is capable of fully analyzing, choosing the keyword creating the appropriate keyword embedded in the content to fully optimize its chances in being well positioned in search engines, which will furthermore lead to more visualization and possibly more sales.(C, Doman. 2014)

Content marketing: The Killer content

Content marketing is primordial to the development of social media activities and website content. The concept entails in the creation of appropriate written material which informs, entertain and at the same time market the product, service or brand. (Le M, 2013)

“Low quality content is the most common mistake and can affect your rankings and damage your brand. For example, content riddled with grammar and spelling errors makes you look

careless and unprofessional. Providing statements without verifying the facts can make you look foolish." (Alton, 2013)

Nguyen Quoc Binh (2013) suggests that the most effective contents are interesting, educational, fun and relevant; and to achieve this Killing content, it is important to create a perfect combination between brand content, random content and content consumers want to hear. At last he provides a step by step in how to achieve a high content strategy. (Appendix 3 pg. 47)

Research objective

4. International branding positioning

"The research objective is to contribute to a marketing communication strategy for the management board from Unikuz that provides a detailed micro and macro overview of the Brazilian market which results in a strategy to enter this market via the internet

By

Developing a segmentation targeting and positioning strategy through identification of the target market, competitors and analysis of the eyewear industry. By researching the different micro, macro economical environments through the analysis of the political, economic, social, technological, environmental, legislation and the supplier power, buyer power, competition and threats of new entry and substitution. Furthermore, by means of examining the most appropriate SEO, social media and content marketing strategy for Unikuz"

Research framework

Before the formulation of research questions, it is important to sketch how the research objective can be achieved. The research framework is the main tool for this draft which will provide a schematic and highly visualized representation of the necessary steps succeed in attaining the research objective. (Dooreward H. & Verschuren P., 2010)

5. Explanation and overview

Step 1: The aim of the research is to formulate a recommendation to the board management from Unikuz with regards to enter the Brazilian market via the internet.

Step 2: To ensure that the research objective will be achieved, the following objects will be analyzed: government policies, competitors, Brazilian spectacles consumers and google tools.

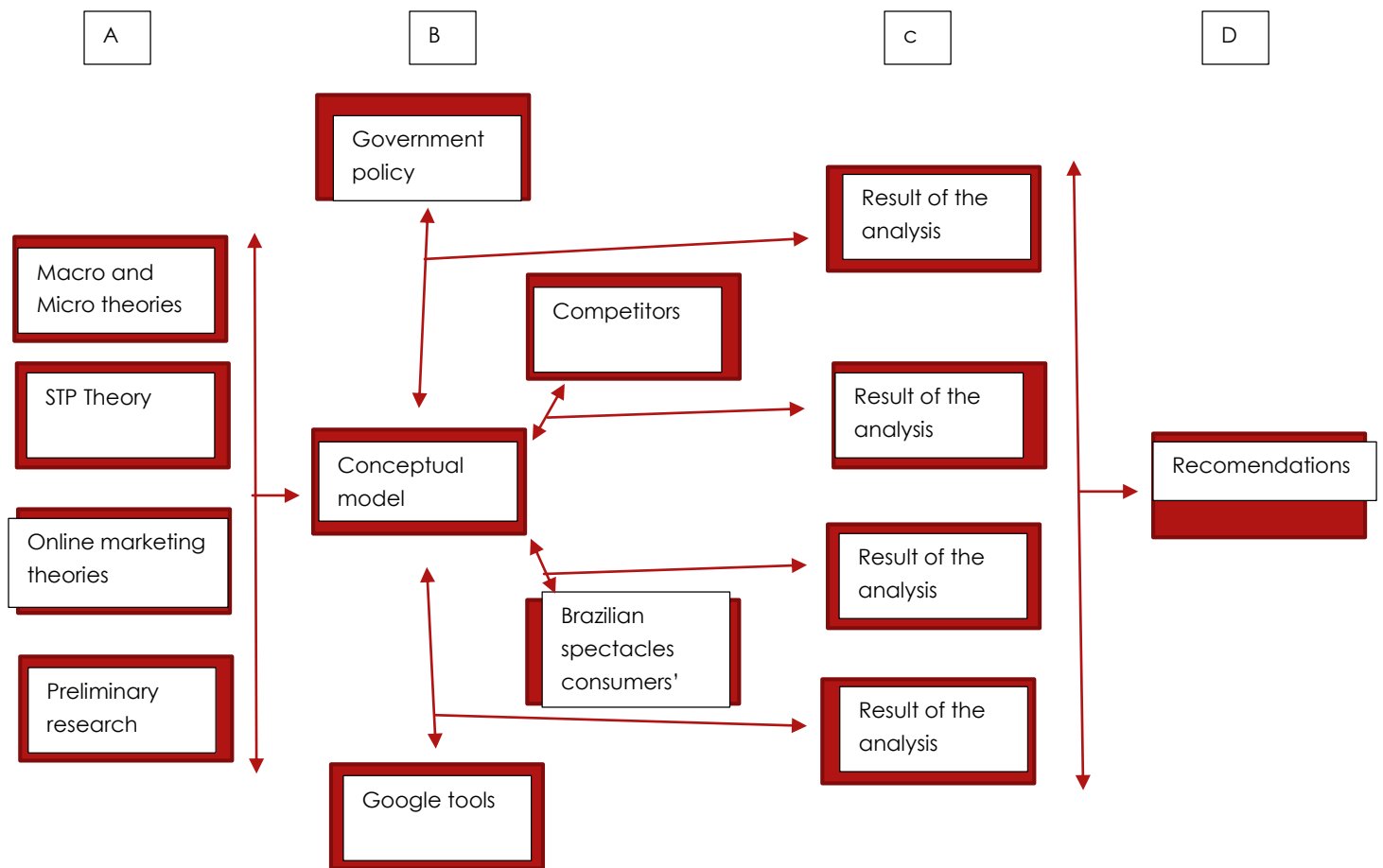
Step 3: As this concerns with a design oriented research, the research perspective consists of a practical plan to obtain a strategic solution for Unikuz entrance in the Brazilian market via online media. Taking into account the aim presented by the management board from Unikuz, this research perspective will not only steam from theoretical analysis but also from a pilot study evaluate feasibility, time, cost, adverse events, and statistical variability in an attempt to predict an appropriate sample size of the Brazilian market. To attain this results, the information will be gathered through market observations from Brazil and competitors, and also via questionnaires distributed to Brazilian consumers of glasses.

Step 4: It is possible to extract the following key concepts and theoretical frameworks for this research project:

Key concepts	Theoretical framework
Brazilian market	PESTEL analysis
Spectacles market in Brazil	5 forces framework
Market segmentation	STP theory
Online marketing positioning	SEO theory
Social media analysis	Social media theory
Content management	Content marketing theory

In the initial stage of the research project, the PESTEL analysis and the five forces framework from Porter will be studied for the discovery of the attractiveness of the macro and micro environment. In this stage, information provided by the Brazilian government regarding its economic, political, technological, environmental, social and legal will be acquired and compared with a competitors analysis developed based on the five forces theory. Furthermore, Brazilian consumers will be studied for the appropriate segmentation so Unikuz products can be properly positioned. At last, online marketing theories will be applied with the support of case studies from competitors and google tools. During the study from these theories, they will also be confronted for the complete understanding of the Brazilian spectacles market to attain the best approach to enter the Brazilian market via the internet.

Step 5: Schematic representation:



Step 6: The steps to be taken in the course of the research project are formulated as follows: (a) a study of the macro and micro theories regarding the Brazilian market, segmenting targeting and positioning theory, online marketing theories and preliminary research result in a conceptual model (b), which will centralize and organize the information gathered by the Brazilian government, competitors, Brazilian spectacles consumers and google tools. (c) A confrontation of these evaluations results in (d) recommendations for the entrance of Unikuz products in the Brazilian market through the internet.

Step 7: After some iteration there is no indication that any changes need to be made

Research questions

6. Solving the problem through questions.

Central question 1: **How is the current eyewear market in Brazil organized?**

1. Which are the main competitors in Brazil?
2. What are the current glasses features offered by competitors in the eyewear market?
3. Would there be an interest from the Brazilian consumers in acquiring Unikuz spectacles?
4. To what extent are online sales of spectacles accepted in the Brazilian market?

Central question 2: **What are the consumers' characteristics from the spectacles market?**

1. What is the most appropriate target market for Unikuz products?
2. What are the buying behavior from Unikuz target market?
3. In the target market opinion, what makes Unikuz spectacles better than the competition?
4. What differentials is Unikuz target group interested?
5. How much is the target group willing to pay for Unikuz spectacles?

Central question 3: **How can online marketing help Unikuz in selling its spectacles in Brazil?**

1. What is the most appropriate social media to attain the attention from Unikuz target group?
2. What type of content should be created for each social media?
3. What features will place Unikuz website in a good position on search engines?
4. What types of content should be created to the website?
5. How are the competitors using online marketing to market their product?

Research strategy and methodology

7. Steps and strategy

For the development of this research, the study will be based on the research questions proposed in the section above. Moreover, the induction approach⁷ will be applied for the collection of data. For the adequacy from the questionnaire, a mixed method design⁸ will be used.

The qualitative model will be used for the creation of a deep understanding about Unikuz targets attitudes, including their views regarding the eyewear market and their feeling towards Unikuz glasses. In depth, the qualitative analysis will provide information about what gender the organization needs to aim, what people think about the features from the glasses, where is the most appropriate location for sales, what features would call attention from the target group, etc. On the other hand, quantitative data is mainly used to decode graphs and figures, which will strengthen the information discovered from qualitative research. Therefore, data regarding the target group age, amount spend in glasses, prices in comparison to competitors, numbers for online sales, amount of interested people, percentage of Male and Female potential customers, and so on. Moreover taking into consideration the focus in acquiring information from the target group through the questionnaires and the necessity of data from organizations that have been previously researched, secondary data will be gathered, which includes, documentary of written materials, censuses, continuous and regular surveys, ad hoc surveys and case studies presented by organizations considered to be in the same niche. (Saunders, Philips & Adrian, 2009)

The first step of the research will include the implementation of online questionnaires with will be distributed to approximately 300 participants from Brazilian consumers of other spectacles brands sold in Brazil.

Once the questionnaires are developed and sent to the participants, the secondary stage will take place through acquiring the secondary data from the market, competitors, products, communication tools, summary from previous researches and others. This secondary step, also presented as desk research, includes databases, newspapers, literature, etc. (Dooreward H. & Verschuren P., 2010). At last, for a clear understanding of the Brazilian eyewear market, an interview will be conducted with an expert of the Brazilian industry of glasses and sunglasses.

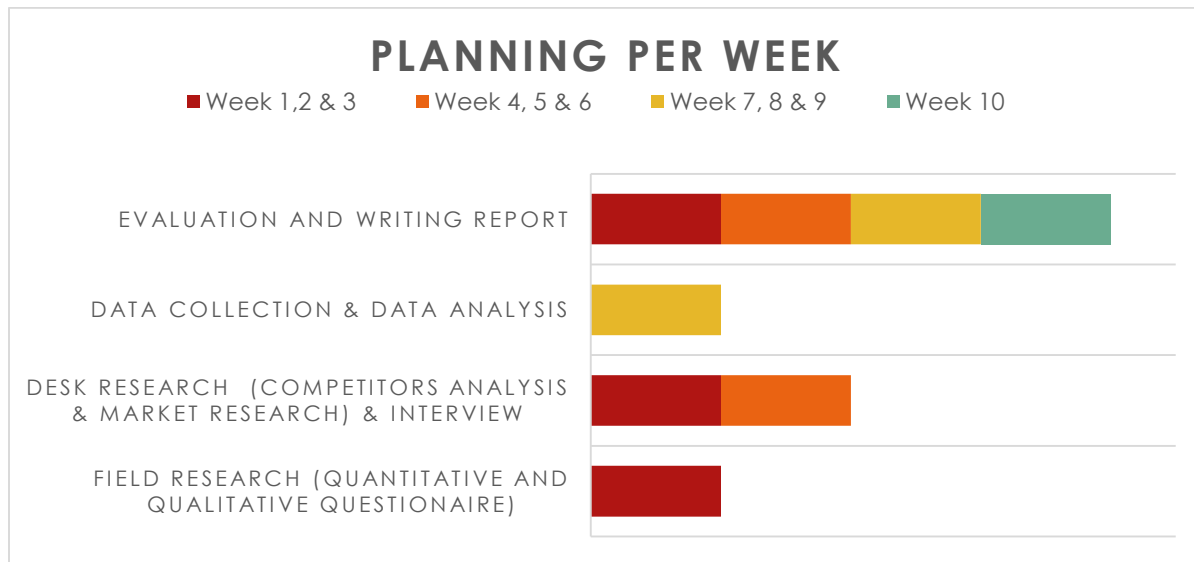
A complete table with a clear explanation per research question can be encountered in the appendix 4.

⁷ Information is gathered from the observation of questionnaires for the discovery of the most appropriate action plan (Saunders, Philips & Adrian, 2009)

⁸ Usage of quantitative and qualitative analysis (Saunders, Philips & Adrian, 2009)

Research planning and feasibility

8. Schedules and timeline



The research, subdivided in ten weeks, will firstly start with the elaboration of a questionnaire which will be distributed online to Brazilian who consumes eyewear products from other Brands. Once the material is produced it will be evaluated before being send. Furthermore, taking into consideration the necessary waiting period of approximately three weeks, the investigation process will be continued with desk research of case studies and organization reports for supplementary understanding about competitors and the target market from the organization. At the same time of the desk research, an interview with an expert in the eyewear market from Brazil will be implemented. As soon as the data is gathered from the desk, field research and the interview, it will be evaluated for the avoidance of mistakes.

In the last two weeks from the process, the data will be collected and analyzed while at the same time evaluated and written before finally delivered. Moreover during the whole process, at the end of every 3 weeks, the marketing manager from Unikuz will be informed about the process. Also, at the end of every 2 weeks the supervisor will be contacted for feedbacks of the project.

Research results

6.1 How is the current eyewear market in Brazil organized?

Understanding how the eyewear market is organized in Brazil, entails in discovering the macro and micro environment from the country in question. To understand the macro environment, information regarding the economic, political, technological, ecological, social and legal from Brazil was acquired through desk research. Moreover, the micro environment was studied with the aim at discovering how the eyewear market is present Brazil.

Macro environment

Brazilian economy

Considered as the most influential country in South America, Brazil is an economic giant contemplated as one of the world's biggest democracies in the world. Brazil has been placed as one of the rising economic powers alongside Russia, India, China and South Africa (BRICS) (bbc.com, 2013) due to the high increase in their GDP in the past years. (tradingeconomics.com, 2014) (Figure 4)



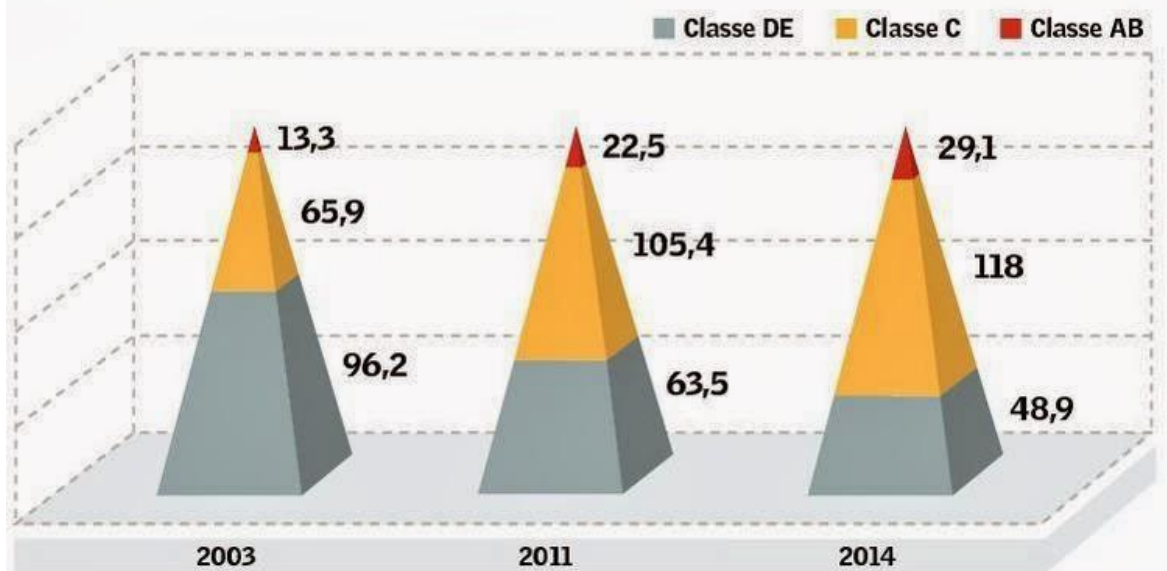
Figure 4: Brazil GDP Annual Growth Rate
Source: (tradingeconomics.com, 2014)

Alongside this positive economic boom in the Brazilian market, investments in infrastructure has been a priority with the aim of inviting new organizations to work in the country. An examples is Santander, which is "makes more money today in Brazil than in any of the other three dozen countries in which it operates; one-quarter of its earnings come from the Latin American giant. In 2011 foreign direct investment (FDI) in Brazil set a record for the second straight year, hitting \$66.7 billion, up from \$48.5 billion in 2010." (executivetravelmagazine.com, 2013)

The interest from other companies in entering the Brazilian market originated due to the fact that alongside the economic increase in the Latin American country, the purchasing power from the population has also increased. According to one of the biggest online news center from the country, Brazil has always been considered as a pyramidal social and economic distribution, where the majority of the poor population was represented on the bottom, and the richest on top as presented in the graph made by the Faculty Getulio Vargas (FGV) (<http://consumidormoderno.uol.com.br>, 2012). However, the economic increase presented in the last years has shown a drastic change in the scenario, where the medium class increased to 118 million people and rich to over 29 million. (Figure 5)

Pirâmide social

Evolução das classes econômicas - em milhões



Fonte: Centro de Políticas Sociais - CPS/FGV a partir dos microdados da PNAD, POF e PME/IBGE.

Figure 5: Social economic pyramid

Source: (Instituto brasileiro de geografia e estatística (IBGE), 2014)

With expansion from the medium social economic class in the country, and the facilitation of credit provided by the banks, the interest in purchase has also multiplied. Consequently national and international companies were able to sell more of its products, to the new medium class which was not able to purchase before and more expensive products to the richer. (consumidormoderno.uol.com.br, 2012)

According to the "secretaria de assuntos estratégicos", Brazil has 8 social economic groups as shown on the table downwards. (g1.globo.com, 2013)

Social economic group	Average family income
Extremely poor	R\$854.00
Poor but not extremely poor	R\$1,113.00
Vulnerable	R\$1,484.00
Low middle class	R\$2,674.00
Middle middle class	R\$4,681.00
High middle class	R\$9,897.00
Low high class	R\$17,434.00
High high class	Above R\$17,434.00

Although there was a reasonable increase in the average family income, the country has been facing an upturn with its inflation. From 2013 to 2014, the country annual consumer prices accelerated to 6.15%, with some immense increase in its foods prices reaching above 30% increase, its transportation 15% and the real state 12%. (tradingeconomics.com, 2014)

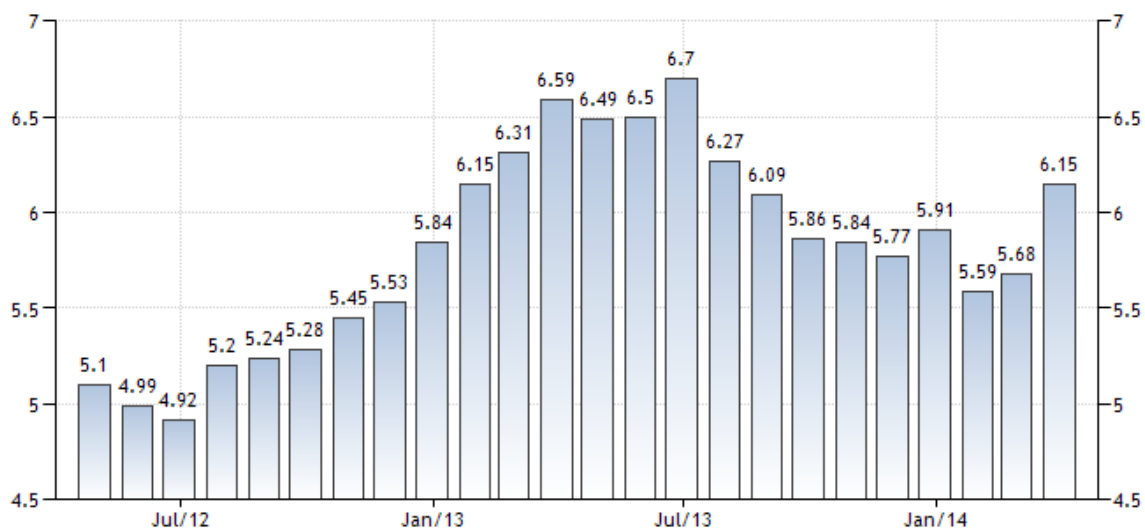


Figure 6: Brazilian monthly interest rate
Source: (tradingeconomics.com, 2014)

The eyewear market in Brazil has been showing equivalent growth in comparison to the country. According to the consultation of the optical market developed in 2010 by New space consultancy, the optical market in Brazil has grown a superior amount of 80% jumping from 8.8 billion in 2006 to 15.9 billion in 2010. This increase has happened due to the economic growth of the country as well as the facility to buy products in many instalments. (centro.otico.com.br, 2010)

Nevertheless, Brazil has been losing its prestige as a powerful developing country, which brings uncertainty to investors who once believed the country could represent a powerful force in the worldwide market. (forbes.com, 2012)

Political and legal situation in Brazil

Politically the country has been internationally considered as one of the most democratic countries in the world (bbc.com, 2013). However the corruption level is extremely high. In 2012 the industry federation of the state of São Paulo developed a study which originated a perspective that between 1.38% and 2.3% of the Brazilian GDP has been lost for corrupt actions from the government. This economic lost represents and equivalent of 61.7 billion Reais and 101.2 billion reais, which placed Brazil in the 72th position of the corruption perception index of 2013. (brasil.elpais.com, 2013)

In addition to the high corruption encountered in Brazil, the taxes from the country is considered one of the highest in the world, with an average of 36.37% for the highest social economic classes in the country. (ibpt.org.br, 2013)

The country currently reinforces antidumping techniques with a high amount of importing restrictions. The main importing restriction is made by the taxation of over 60% over imported products, plus an 18% taxes for the transition of the product between states. In spite of this, it is possible to bring products to Brazil without paying taxes if the total amount of the product is lower than U\$50.00 and it has been shipped via postal service from an individual and not a company. (receita.fazenda.gov.br, 2014)

Besides the BRICS the Brazilian government is one of the key participants of the Mercosur. Mercosur is an economic a political agreement among Argentina, Brazil, Paraguay, Uruguay, Venezuela and Bolivia. The economic agreement from the southern common market has the purposed of promoting free trade and fluid movement of goods, currency and people, facilitating the economic growth from the participant countries. (mercopress.com, 2013)

Despite the corruption in the country, Brazil has developed on the 14th May of 2013 laws specifically for the e-commerce. According to the senator legislative consultant, and responsible for the creation of the new regulations, Leonardo Garcia, the Brazilian online sales surpasses the 32 million in a daily basis, therefore it is essential the creation of regulations which obliges the companies to

deliver the right product on the proposed time with the promised quality as shown on their web shop. (senado.gov.br, 2013)

Technology in Brazil

In the past years, Brazil has drastically increased its investment in technology. One of the latest measures created by the government to demonstrate their interest in developing the technology in the country is the program "science without frontiers". The program has the aim of promoting the expansion and internationalization from science and technology, by providing exchange programs for Brazilians to international universities (cienciasemfronteiras.gov.br, 2010). The investments for this program aims at financing 101 million Brazilian students with the usage of R\$5 Billion. (blog.planalto.gov.br, 2010)

Besides the science without frontiers, the technology in telecommunications are expected to reach R\$420 billion, which represents an increase of 9.2% in comparison to 2013.

As an example of what was happening around the world, the internet in Brazil have been having a massive growth (teleco.com.br, 2012). In 2012 Brazil had an average of 44.6 million active users and has reached more than 60 million by May 2014 (tecnologia.uol.com.br). However Brazil faces a problem of infrastructure, since its internet speed is ranked in the 84th position in comparison to 122 countries. Nonetheless such has not directly influenced in the success from e-commerce activities in the country since there is still over R\$29 million on online purchases in a daily basis. (olhardigital.uol.com.br, 2013)

Regardless of the investment made by the government, the country still lays behind in comparison to countries such as Australia, USA, Germany, France and South Korea. According to UNESCO and the ministry of science and technology, Brazil currently uses 0.55% of their PIB investing in technology which is a low investment in comparison to other countries. Nonetheless it is important to notice that over 75% of this investment is made by companies and not the government. (senado.gov.br, 2012)(Figure 7)

While in Japan, United States and some European countries are rapidly evolving in the 3d printing technology due to high investments, the Brazilian government lays behind in this technology. The result of this low investment is seen through the amounts of 3d printing companies in the Brazilian market, which nowadays is composed by only two that sell its products for a much higher price than international companies. (imprima3d.com, 2014) (up3dbrasil.com.br, 2014)

Empresas arcam com até 75% dos investimentos em P&D no mundo. No Brasil, Estado paga a metade

América do Norte, Ásia e Europa concentram cerca de 90% dos gastos em pesquisa e desenvolvimento. Nesses continentes, o setor privado responde pela maior parte dos projetos inovadores, ainda que subsidiados ou subvencionados pelos governos

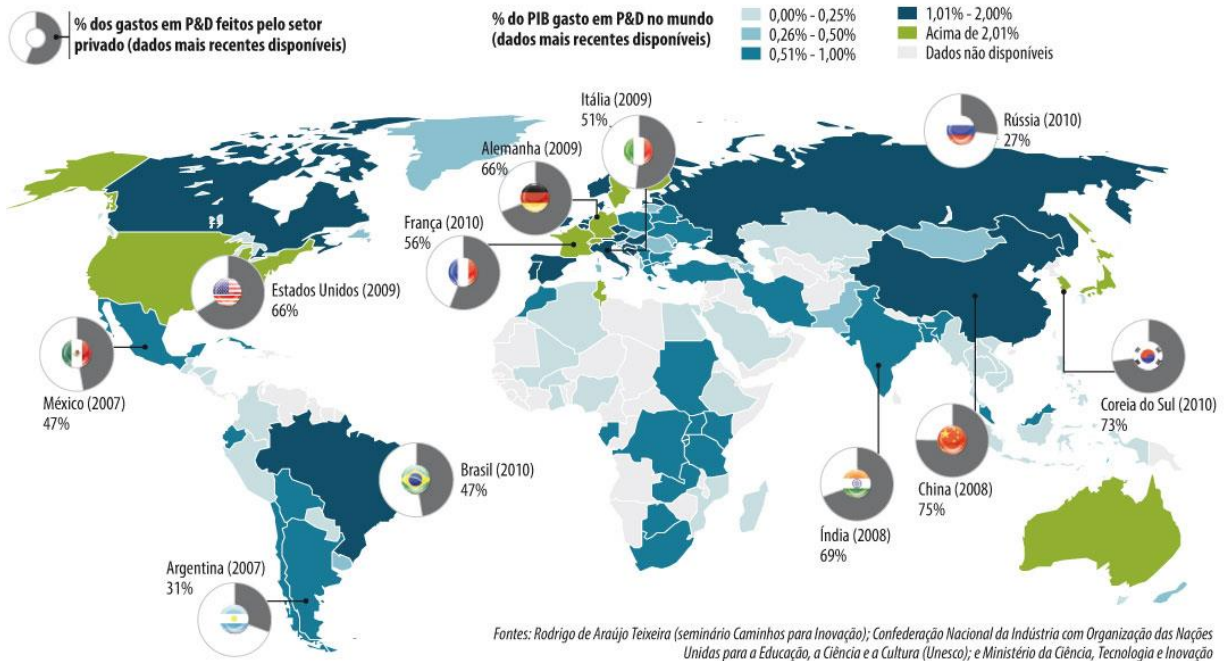


Figure 7: GDP/ investment in research and technology
Source: (senado.gov.br, 2014)

Brazil and its Social-cultural standards

According to the Brazilian institution of geography and statistics (IBGE), Brazil currently has over 202 million inhabitants subdivided within its 26 states and its national capital Brasília. From this amount, 100 million are man who lives in average up to 71 years old while 102 million are woman and lives in average 78 years. Despite the increase in life expectancy and the growth of the population in the past years, the amount of youngsters has decreased around 7% in the past 14 years while the elderly population increased over 2%. (ibge.gov.br, 2012)

Most of the families in Brazil are composed in average by 3.3 participants, being 1.6 represented by a son or daughter. This amount has been proven to be drastically decreasing in the past years, which consequently changes the lifestyle from most of the families due to its decrease in expenditure with children. (teen.ibge.gov.br, 2012)

According to the census of 2010 from IBGE, Brazil is filled by Catholics (64.6%). Nevertheless the amount of people following this religion has been losing its space to evangelists, which today

represent more than 20% of the population, followed by 8% of the population who don't have a religion and 2% of spirits'. (censo2010.ibge.gov.br, 2010)

Alongside the economic growth from the country, the consumers' attitudes have been also changing.

Since the population started making more money, their values also modified, creating a priority in spending their money on education, buying a new car or paying off debts from previous years. Thus, the growth of the consumer market, although positive, it will be moderated. In 2011 it was only 1.2 %. In 2012, Nielsen points out to the same proportion. In contrast, the growth in value of the market grew by 8.2%. This means that, the expansion will primarily occur in the sale of more expensive and higher quality products. In this sense, the industry mainstream - well positioned leader brands – will be in advantage. Therefore, anyone who wants to enter in the market, must enter with differentiated products, which will offer one or more of the following: sophistication, convenience, healthy products, convenience, credit, or profile. (cartacapital.com.br, 2012)

Micro environment

The eyewear market was not researched for many years. However, in 2006 this scenario changed with the participation from the Brazilian association of the optical industry (Abióptica). The association, which aggregates over 90% of the optical industry in the country, took the initiative to research the Brazilian eyewear market. (centro.otico.com.br, 2010)

In their investigation, Abióptica discovered the potential of the Brazilian eyewear market through several factors. The revenue of the optical market drastically increased from R\$8.8 billion in 2006 to R\$15.9 billion in 2010, which represents an increase above the 80%. These amounts came alongside a reasonable increase in retails of around 12% in the same period, which in 2010 was 30.750 spectacles shops and resellers. It is important to notice that 49% of this amount is concentrated in southeast region, while the North of the country cluster the smallest amount of retailers with only 903. It is assumed that such increase came due to the economic growth from Brazil and its social economic power. (centro.otico.com.br, 2010)

Another interesting point raised in the study, is the question of the payment terms of consumer to the retailers. Abióptica revealed that the sector is highly dependent on credit. Their research shows that only 1% opt for cash payment. Another 13% prefer payment in three times, four times in 17% and the majority (44%) share rather purchases in six times. (centro.otico.com.br, 2010)

Regardless of the positive market behavior, the retailers have shown difficulties of selling eyewear products. The major problem presented by them was due taxes, smuggling and unfair competition. However, the opticians did not considered as a problem the purchasing power from their consumers or qualified labor to produce or sell their products. (abioptica.com.br, 2010)

The increasing amount of spectacles companies, especially in the bond of production, import and distribution of lenses and frames generated the following:

- Greater competitiveness in the sector, forcing the domestic industry to come out of a process of accommodation in its main macro processes: design, production, marketing and sales;
- Pressure from this link of the production chain in order to reduce informality with the distributors, laboratories and retailers. (abioptica.com.br, 2010)

This factor is being encountered in recent years by the influence of products manufactured in East Asia, especially China, with the characteristics inherent in this process, generating the following:

- A weakening in the relationship between manufacturers, importers and retailers and the weakening of both segments;
- An increase in informality, in its various aspects: piracy, smuggling and tax evasion;
- Conditions conducive to the emergence of a retail structure without qualification, either in terms of product quality, technical training and customer service. (Appendix 6)

In 2007, despite the efforts of the manufacturers and importers, the unions and the government in curbing informality and misdemeanor, the data obtained in the study from Abióptica, showed that both the retail, manufacturers and importers were not optimistic about this fact, pointing out possible increase of informality in the future.

In 2010, this trend was more extreme since it reached 66% of informality, smuggling and piracy. Moreover, they concluded that in 2007 the aim from the eyewear companies, due to the macroeconomic changes encountered in the country were the following:

- Investment in premium products, based either on technology or in design;
- Merger, given the technological and design possibilities, sunglasses as fashion elements, forming an image of the consumer if u process of identification / reference;
- Vertical integration in the supply chain, is the integration of production, distribution / processing and marketing, is the synergy between lenses and frames;
- Search of scale and economies of scope as well as aggregation of competitive advantages through non-organic growth with mergers and acquisitions. (abioptica.com.br, 2010)

In spite of the problematic situation presented in 2010 by the research from Abióptics, the Brazilian eyewear market has proven to be strong because of its continuous growth from the past 3 years and it is expected to increase even more in the next five years. (opticanet.com.br, 2013)

According to a new research developed by GS&MD, company specialized in retailers, marketing and distribution, the Brazilian spectacles market is currently responsible for moving around R\$19.5 billion and it is expected to increase up to 39.2 in 2017. Furthermore they concluded in their study that the purchase of the market will be divided geographically as following: Southern (58%), South (16%), Northeast (16%), center east (7%), North (3%). Also the discovered that around 87% of the purchases will be made by the medium social economic class who has an average salary from R\$4.000,00 to R\$9.000,00. (opticanet.com.br, 2013)

6.1.1 Which are the main competitors in Brazil?

According to the GuiaView magazine from 2014 the Brazilian market is currently covered by the following brands and companies presented on appendix 7. From the list, the brands with biggest impact in the Brazilian market according to the target group are: Ray ban, Oakley, Chilli beans, Calvin Klein, Diesel and Absurda. (Appendix 5 question 20)

Also, besides the ones presented above, the ex-marketing manager from view magazine says that Chilli beans is one of the biggest competitors to overcome in the current Brazilian market, due to its current 480 shops and kiosks around the country, their competitive price, and their design, which resembles the colourful and trendy image Unikuz wants to pursue. Also, in her opinion, the other main competitor is Absurda, a company that arrived in the Brazilian market three ago, and used famous people to attain the attention from the public. Both brands work with a price between 300-500 Reais, they aim at a middle class social economic target group, with an average of 18 to 32 years old. (Appendix 6)

6.1.2 What are the current glasses features offered by competitors in the eyewear market?

According to Debora Álves, the Brazilian eyewear market is currently covered by international companies and brands as present of appendix 7, which implies that international glasses features are equivalent to the ones present in Brazil. Additionally, Debora underlines that frames have different attributes than lenses. (Appendix 6)

According to center of spectacles from Londrina, the following lenses characteristics must be taken into consideration (centrodeolhoslondrina.com.br):

- Inorganic (mineral) - glass, crystal

It is a more resistant material, but its weight is higher compared lenses made of acrylic. Has little impact resistance and can break relatively easily. Therefore, there are some treatments with chemical or thermal hardening that can improve its endurance.

- Organic - acrylic, plastic resin, polycarbonate

These lenses tend to be lighter and more resistant to impact when compared to the crystal. On the other hand, are more susceptible to scratches. To alleviate this deficiency, may be subjected to anti - scratch treatment applied directly at the factory or laboratory.

- Polycarbonate

Lenses made with this material have a higher resistance, making it an option that favors the use in children and adolescents who have greater physical activity. Its edges can be made thinner allowing the use of frames that needs a nylon screw thread.

For its diopter value

- Positive or converging lenses;
- Negative or diverging lens.

For its focus

- Monofocal lenses- one field of view;
- Bifocal Lenses- two fields of vision;
- Trifocal Lenses- Three fields of vision;
- Multifocal or progressive lenses- multiple fields of view.

The lens may be also: spherical/ aspherical (myopia and hyperopia) and cylindrical (astigmatic).

In Addition, ProVision explain that quality of glasses are not only made by the lenses, but by the frames, and such are based on the features and benefits shown on figure 7.

Features	Benefits
Latest Frame Material Technology High quality plastics (e.g. Acetate) High quality metals (eg. Titanium)	Greater durability Increased comfort Flexibility of material allows for more innovative design High quality control measures
Quality Frame Hardware	Shock absorbent, heat and chemical resistant hinges Seamless finishes and hinge joins Longer wearing life
Design	More attention to design detail and quality embellishments

Original and innovative designs, international brands	<p>Unique colors, blends and patterns that are distributed throughout the frame material (as opposed to coatings which are often used in lower cost frames)</p> <p>Nose pads and molded bridges designed for superior fit and comfort</p> <p>Proprietary designs that cannot be replicated, particularly for acetates</p>
Handcrafted Traditional hand construction and processes used	<p>Time and care is invested into each frame for a premium finish</p> <p>Hand placed embellishments enable unique designs and details</p>

Figure 8: Frames features
Source: (provision.com.au, 2014)

6.1.3 Would there be an interest from the Brazilian consumers in acquiring Unikuz spectacles?

Based on the questionnaire developed to a group of Brazilians of the main economic regions from the country, there is high amount of people interested in acquiring Unikuz spectacles.

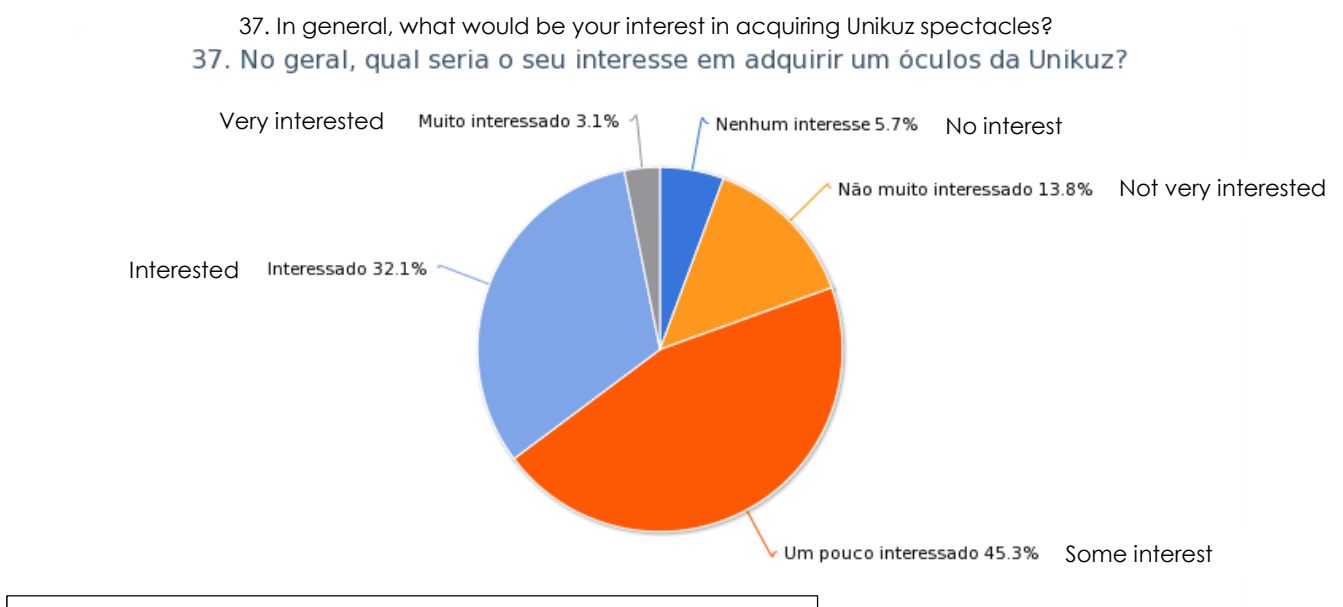


Figure 9: Interest in acquiring Unikuz spectacles
Source: Questionnaire, question 37

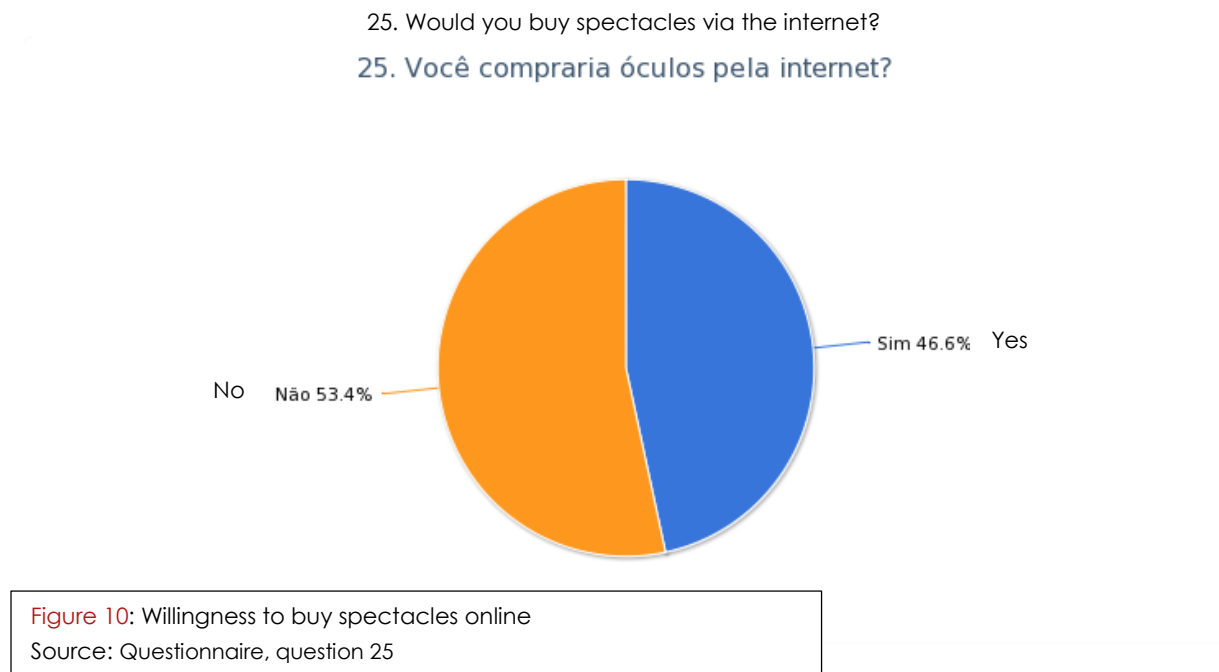
The results shows that there is a small group of people uninterested in acquiring Unikuz glasses represented by 19.5%. In contrast, a bigger group (45.3%), has shown to be a bit interested in

buying the spectacles from Unikuz. Likewise, 35.2% has said to be interested and very interested in obtaining Unikuz spectacles. (Figure 9)

6.1.4 To what extent are online sales of spectacles accepted in the Brazilian market?

According to the ex-marketing manager from View magazine, Debora Alves, the Brazilian market has been facing several changes in the past 10 years. One of this changes is regarding the acceptance from the Brazilian public in acquiring spectacles via the internet (Appendix 6). However she emphasizes that the public is still skeptical in acquiring their eyewear product via the internet, because the Brazilian consumers prefers to wear the product before purchasing it.

As a procedure to clarify this question, a sample of 163 people was asked if they would buy spectacles online. The answer to that question reached a reasonably equal result between the people who are willing to buy (46.6), and the ones that are not willing to buy (53.4%). (Figure 10)



6.2 What are the consumer's characteristics from the spectacles market?

After analysing the Brazilian consumers characteristic in the eyewear market, it was possible to observe, that the majority of the population have the tendency to give emphasises to status rather than quality of the glasses. In the questionnaire, partly developed to understand the consumers' characteristics, Brazilians were asked to rank the level of importance between price, quality, design, material, unique characteristics, colour, brand and status. (Figure 11)

The sum from the 191 respondents shows that status, brand and the color of spectacles are the most important characteristics for Brazilian buyers, while quality, price and design are considered the least important characteristics. (Figure 11)

Item	Total Score ¹	Overall Rank
Status (Status)	1222	1
Marca (Brand)	1030	2
Coloração (color)	924	3
Características únicas (Unique characteristics)	906	4
Material (material)	758	5
Design (Design)	622	6
Preço (Price)	601	7
Qualidade (Quality)	519	8

Total Respondents:

¹ Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

Figure 11: Level of importance for spectacles
Source: Questionnaire, question 12

6.2.1 What is the most appropriate target market for Unikuz products?

To start the targeting process, it is essential to discover some basic demographic information from the Brazilian public, including the gender, the age group, the relationship status and family income. Once this information is gathered, it will be easier to categorize the most appropriate group to aim in the Brazilian market.

To fully embrace the market, the online questionnaire was equally sent to both male and female Brazilians. However 10 more woman fully answered the questionnaire, resulting in 2.4% higher response rate than males.

The second issue at the questionnaire aimed at discovering the ageing group from the sample. As it is possible to see on figure 13, the majority of the individuals are aged between 18 and 26 years old (63.3%), followed by 14.8% of people aged between 27-35 years old, 8.1% from 45 to 53 years, 7.1% from 36 to 44, 5.2% from 54 to 61 and a small minority of 1.5% representing above 62 and under 17 years old.

2. What is your age group?

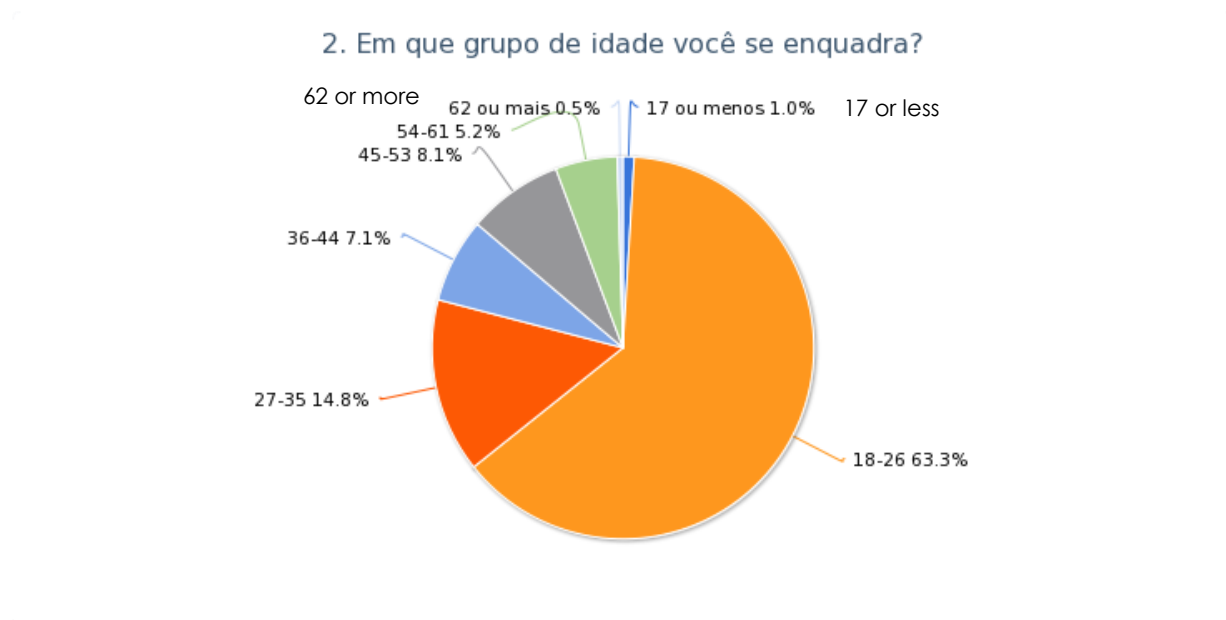


Figure 13: Age group

Source: Questionnaire, question 2

By deciphering the relationship status from the sample, it is possible to better comprehend some habits from the possible target group. Taking that into consideration 210 participants were asked about their current relationship status. According to the questionnaire 72.4% of the respondents are single, 20% married, 5.2% divorced and a minority of 2.4% is in a consensual marriage or is a widow. (Figure 14)

Value	Count	Percent
Solteiro(a) (Single)	152	72.4%
Casado(a) (Married)	42	20.0%
Divorciado(a) (Divorced)	11	5.2%

Viúvo(a) (widow)	1	0.5%
Em união estável (Consensual marriage)	4	1.9%

Figure 14: Relationship Status

Source: Questionnaire, question 3

With the aim to better understand the possible target group for Unikuz, it was asked in the questionnaire the professions from each one of the participants. The sample composed of 210 participants, was constituted by 79 students, 15 lawyers, 5 analysts, 5 architects, 6 consultants, 16 managers, 4 dentists, 15 teachers, 4 doctors, 14 engineers, 11 communication professionals and others with a minor representation. (Appendix 5 question 4)

The monthly family income is a relevant information for the discovery of the target group, since the amount of income can represent, to a certain extent, how much the target is capable of paying for the spectacles. With that in mind, a question regarding this topic was asked in the questionnaire and summed up the result presented on figure 15.

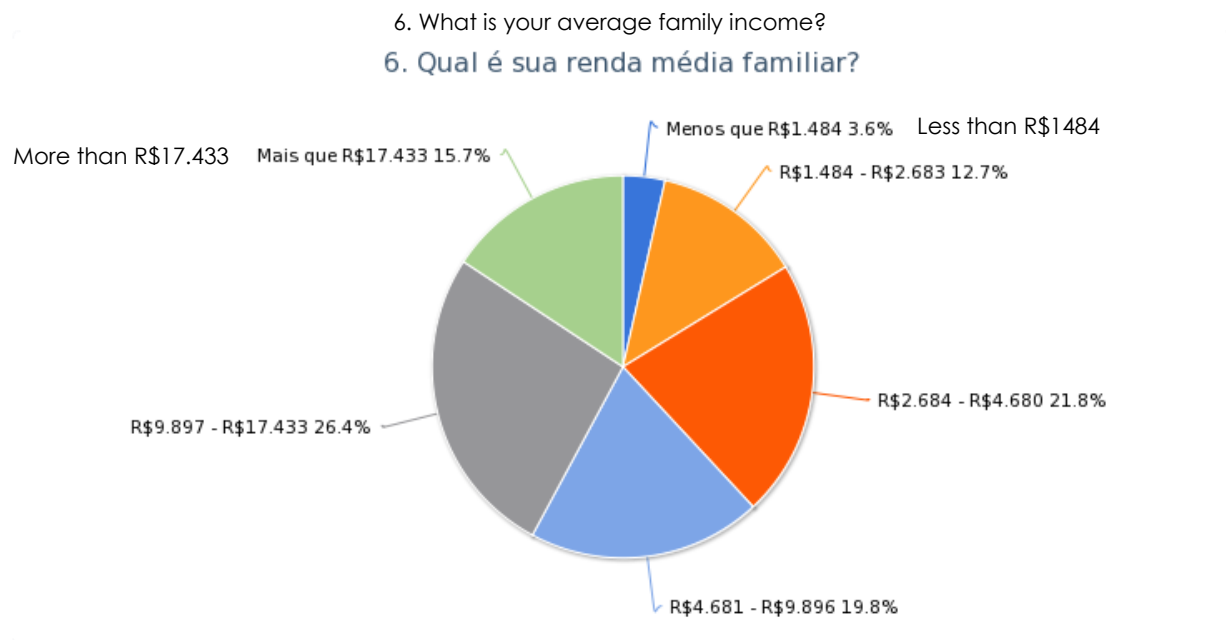


Figure 15: Average family income

Source: Questionnaire, question 6

6.2.2 What are the buying behaviours from Unikuz target market?

In the exploration to attain answers regarding buying behaviours from the target group, questions about the following issues were asked in the online questionnaire: perception of quality, purchase behaviour, willingness of waiting period for the product, research for information, location of purchase, reason for the choice of location, amount of researched places, amount of owned spectacles and reaction towards a Dutch product.

According to the questionnaire, the majority of the people (55.8%), believes the price of a brand reflects in its quality while 44.2% disbelieve a higher price represents superiority toward other brands (figure 16). The questionnaire also brought the result that 77.3% of the sample buy glasses only to themselves, 20.9% to others and themselves, and only 1.8% to other people (Figure 17). Also, 68.1% affirmed to accept the waiting period of 30 days for the delivery of the product, while the minority of 31.9% informed to be not willing to accept such waiting period (Figure 18).

23. Do you believe the price of a brand reflects in its quality?

23. Você acredita que o preço de uma marca reflete na sua qualidade?

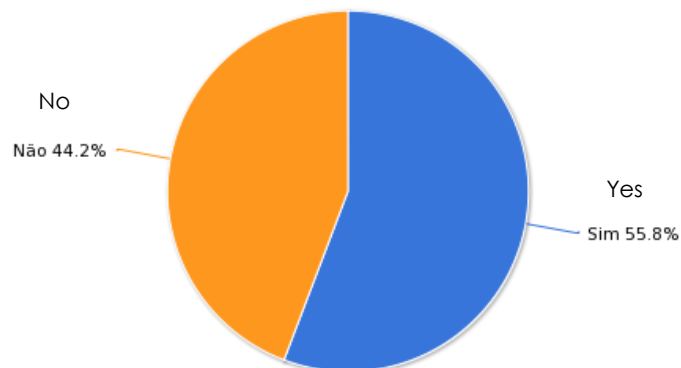


Figure 16: Reflecion of Price and quality

Source: Questionnaire, question 23

26. Would you be willing to wait 30 days to receive your personalized glasses?

26. Você estaria disposto(a) a esperar 30 dias para receber os seus óculos personalizados?

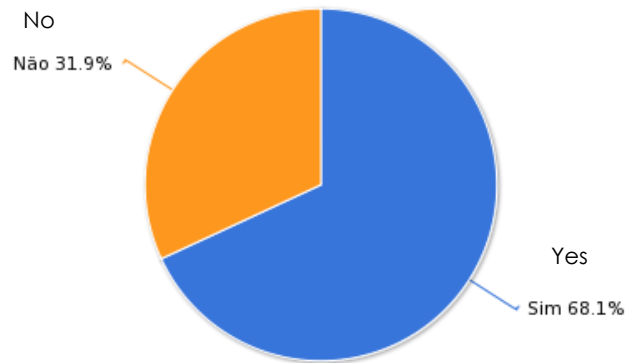


Figure 18: Willingness of waiting period

Source: Questionnaire, question 26

The questioned group was also invited to answer where they acquired their information before the purchase of their spectacles. As a result, 50.9% informed to search on retailers, 41.1% via the internet and a minor amount of 8% of people through television, magazines and other medium (Figure 19). This research process developed by the consumers is mostly done by visiting at least 3 retailers or e-commerce (38.7%), followed by 2 places visited (20.1%) or more than 4 locations (20.1%) (Figure 20).

Despite the rough result between the search of information via the internet and retailers, the mass of the Brazilians buy in retailers (90.8%) whilst only 6.7% buy online and 2.5% in other locations (Figure 21).

Value	Count	Percent
Internet (Internet)	67	41.1%
Lojas (Shops)	83	50.9%
Revistas (Magazines)	4	2.5%
Televisão (Television)	1	0.6%
Outros (Others)	8	4.9%

Figure 19: Location of search

Source: Questionnaire, question 27

30. How many shops or websites do you observe before the decision of where to buy the spectacles?

30. Quantas lojas físicas ou online você observa antes de decidir em qual comprar?

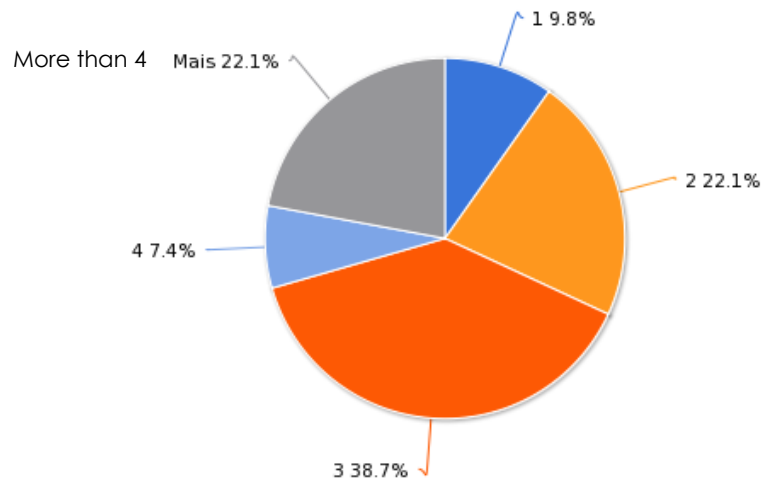


Figure 20: Amount of locations research before purchase
Source: Questionnaire, question 30

Value	Count	Percent
Loja (Shop)	148	90.8%
Internet (Internet)	11	6.8%
Outro local (Others)	4	2.5%

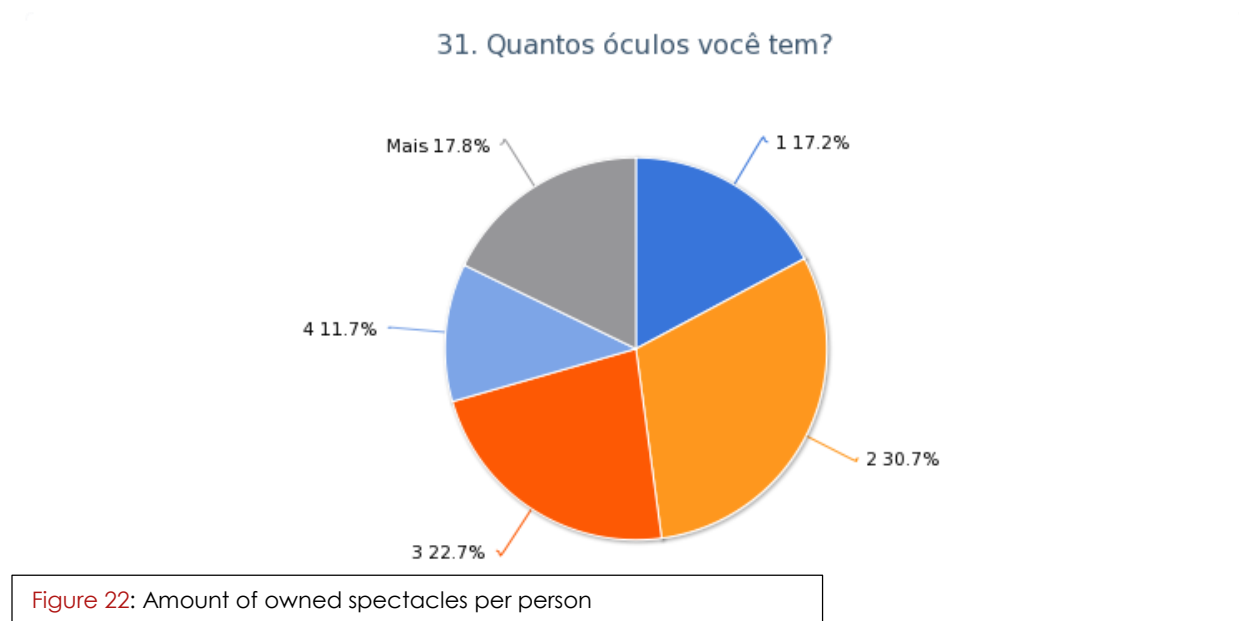
Figure 21: Location of spectacles purchase
Source: Questionnaire, question 28

The reason for the major choice from the consumers to buy their products via the retailers, is mostly due to the fact that eyewear consumers have the tendency to want to touch, see and wear the product before the purchase. Besides this main factor the choice for retailers is also due to facility, trustworthiness and fast delivery. Nonetheless 6.7% rather buy online because the price is considered to be better than retailers and there is a better variety of products. (Appendix 7 question 29)

The online questionnaire, also enabled the discovery of the amount of glasses owned by the target group. The results for this questions were equal to a certain extent, 30.7% owns 2 glasses, 22.7% have 3, 17.8% more than four, 17.2% only one and 11.7% have possession of 4 glasses. (Figure 22).

Taking into consideration that Brazilians have the tendency to value international products rather than nationals (Appendix 6), the questionnaire also included a query concerning the value Brazilians attribute to spectacles from Holland. The sum of the results concluded that 30.2% value the product for being imported from The Netherlands, 65.4% ranked to be indifferent, while only 4.4% said to cause a negative influence for their purchase (Figure 23)

31. How many spectacles do you have?



Value	Count	Percent
Positivamente (Positively)	48	30.2%

Figure 23: Influence from Dutch spectacles in Brazilian consumers
Source: Questionnaire, question 35

Negativamente (Negatively)	7	4.4%
Indifferent (Indifferent)	104	65.4%

6.2.3 In the target market opinion, what makes Unikuz spectacles better than the competition?

According to the questionnaire, Unikuz target group has repeatedly reinforced that Unikuz is better due to its differentials. More precisely, the sample group has valued Unikuz as a better purchase because of the following: (Appendix 5 question 36)

- Frames are made according to the face from the client
- You can change the lenses yourself
- The quality principle and the trustworthiness of the product
- Unikuz has shown good intentions and the proposal from the brand is good
- Customization/personalization are the core of the brand
- Frames are durable and have unique style
- The glasses are handcrafted
- It is new in the market
- The fact that want to bring their product to Brazil
- The material is flexible
- The glasses are original and modern

6.2.4 What differentials Unikuz target group is interested most?

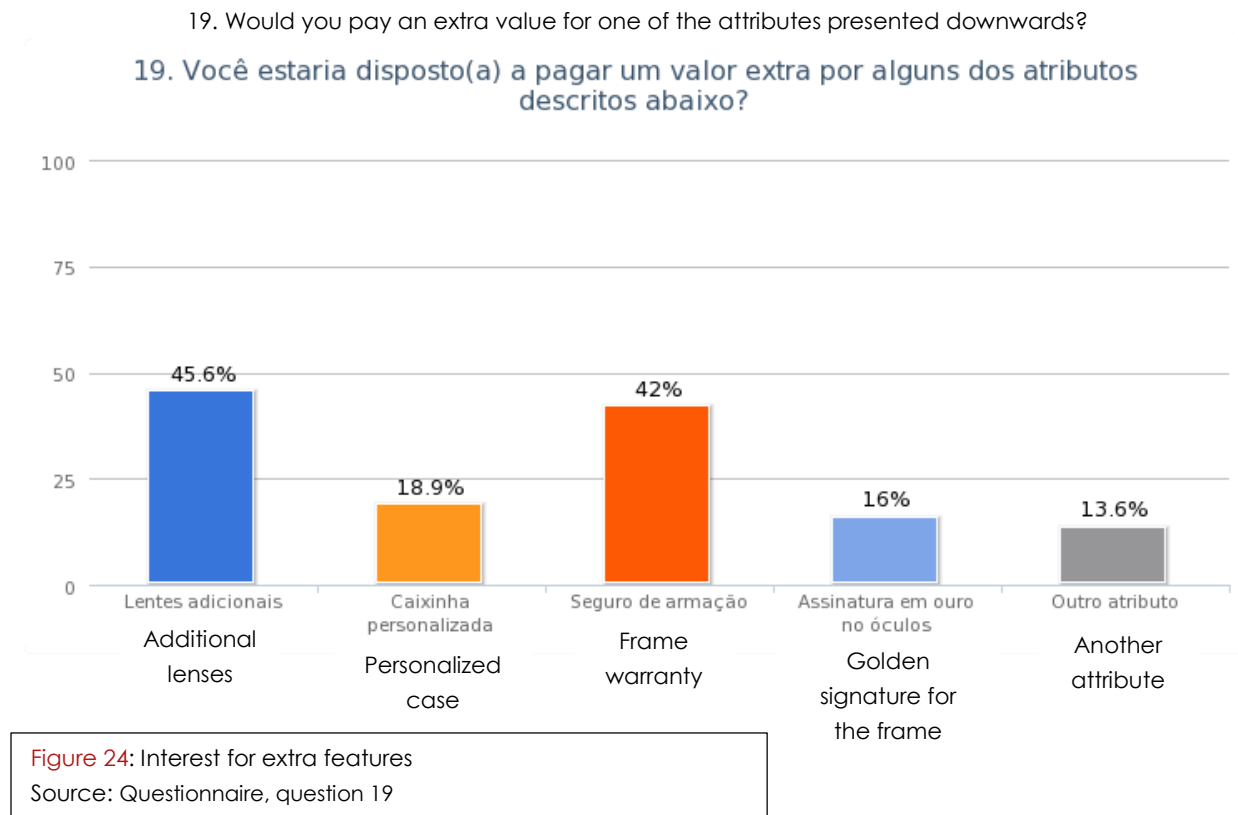
From the attributes offered by Unikuz spectacles, their target group has shown a major interest in its extremely flexible and durable material, and the 3 years warranty for the frame offered by the manufacturer. Both represented an above average interest from the public resulting in a positive ranking of 66.1% and 63.4%, and receiving a neutral score 24.5% and 20.4%.

Besides those characteristics, the customization of the glasses based in the customers face also received an above average of importance with 100 people promoting this feature.

Last but not least the choice of colors and the possibility of changing the lenses at any time also received a reasonably high acceptance but with numbers under the average reaching around 40% of promoters. (Appendix 5 question 6)

Besides the main differentials presented by Unikuz, the eyewear manufacturer also offers the possibility of buying additional lenses, personalized cases, extra eyes of warranty for the frames and golden signature for their glasses. From the questionnaire, the target group has proven to be

highly interested in acquiring additional lenses and extra warranty for the frames with an acceptance of 45.6% and 42%. (Figure 24)



6.2.5 How much is the target group willing to pay for Unikuz spectacle?

To be able to fully analyse the most appropriate price for Unikuz spectacles, several indirect questions were produced in the online questionnaire. These questions were made to discover the price of spectacles with prescription lenses and polarized sunglasses lenses, which are the main products from Unikuz. (Appendix 1)

According to the questionnaire, 60.6% of Unikuz target group informed to be expecting the price for Unikuz spectacles with prescription lenses varying between 251 and 500 Reais. Moreover, the second majority expected the price to be less than 250 Reais, while 15.3% expects this products to arrive in Brazil for a price ranging from 501 to 750 Reais. At last, just a small minority of 4.1% expects Unikuz glasses with prescription lenses to arrive in the Latin American country for more than R\$750 (Figure 25). On the other hand, the target group have shown to be expecting higher prices for sunglasses with polarized lenses, since 48.8% expects a price from 251-500 Reais, 27.1% from 501-750 Reais, 8.8% above R\$751 and only 15% for prices under R\$250. (Figure 26)

13. What is the average price you expect for Unikuz spectacles with prescription lenses?

13. Qual média de preço você espera para os óculos da Unikuz com lentes de grau?

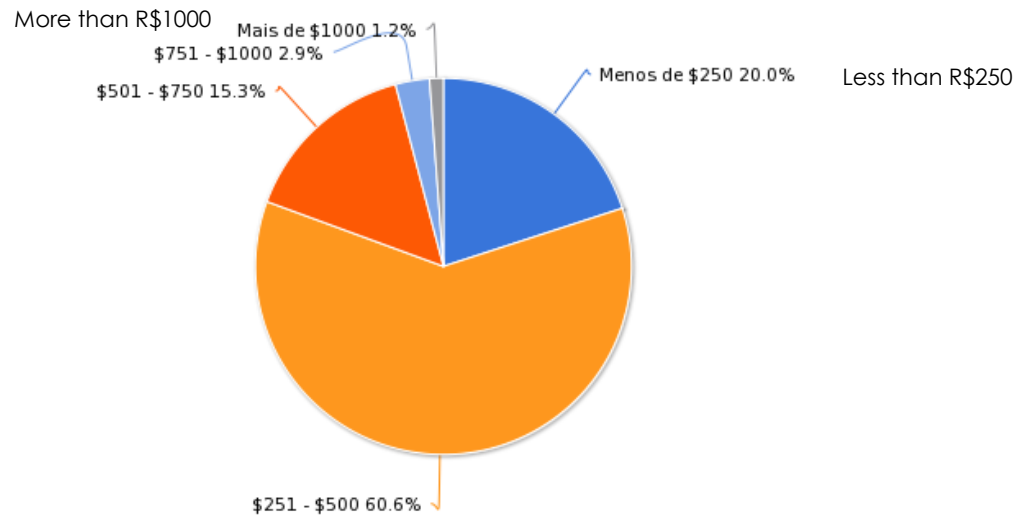


Figure 25: Average price expected for Unikuz spectacles with prescription lenses
Source: Questionnaire, question 13

14. What is the average price you expect for Unikuz sunglasses with polarized lenses?

14. Qual média de preço você espera para os óculos da Unikuz com lentes escuras polarizadas?

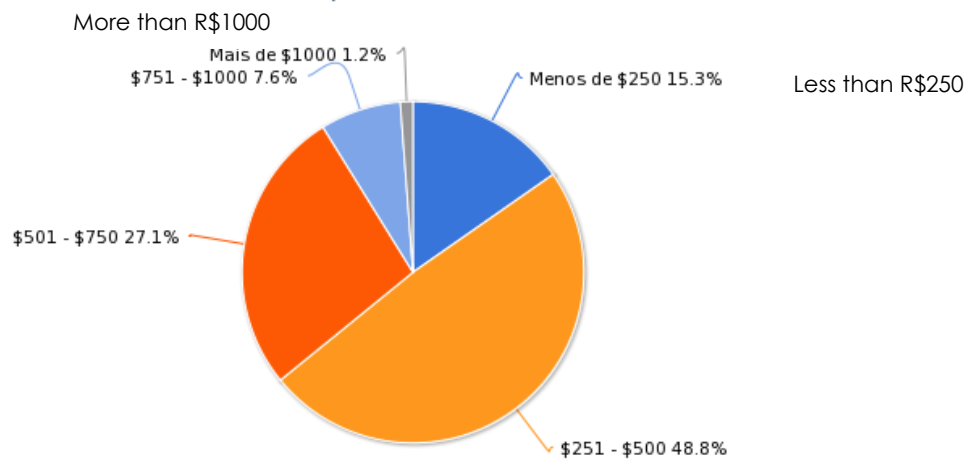


Figure 26: Average price expected for Unikuz sunglasses with polarized lenses
Source: Questionnaire, question 14

Regardless of the expectation from the target group, Unikuz wants to provide quality products. Therefore, the questionnaire gathered answers to know what price the sample group would perceived Unikuz spectacles for being of poor quality.

The result to that question was concise, for both prescription lenses and polarized lenses, conveying an above 85% of respondents confirming to believe that a price under R\$250 would create the impression of a poor quality product. (Figures 27 & 28)

In contrast, once asked what price they would consider expensive for Unikuz glasses with prescription lenses, 7.6% responded between 251-500 Reais, 25.3% 501-750 Reais, 34.7% 751-1000 Reais and 31.8% more than R\$1000. Similarly, for glasses with polarized lenses, 67.1% attributed Unikuz glasses as expensive with a price above the R\$751 while 32.9% said it would be expensive with any price ranging from 250 to 750 Reais. (Figures 29 & 30)

15. What average price of Unikuz prescription lenses would transmit the impression of being a low quality product?

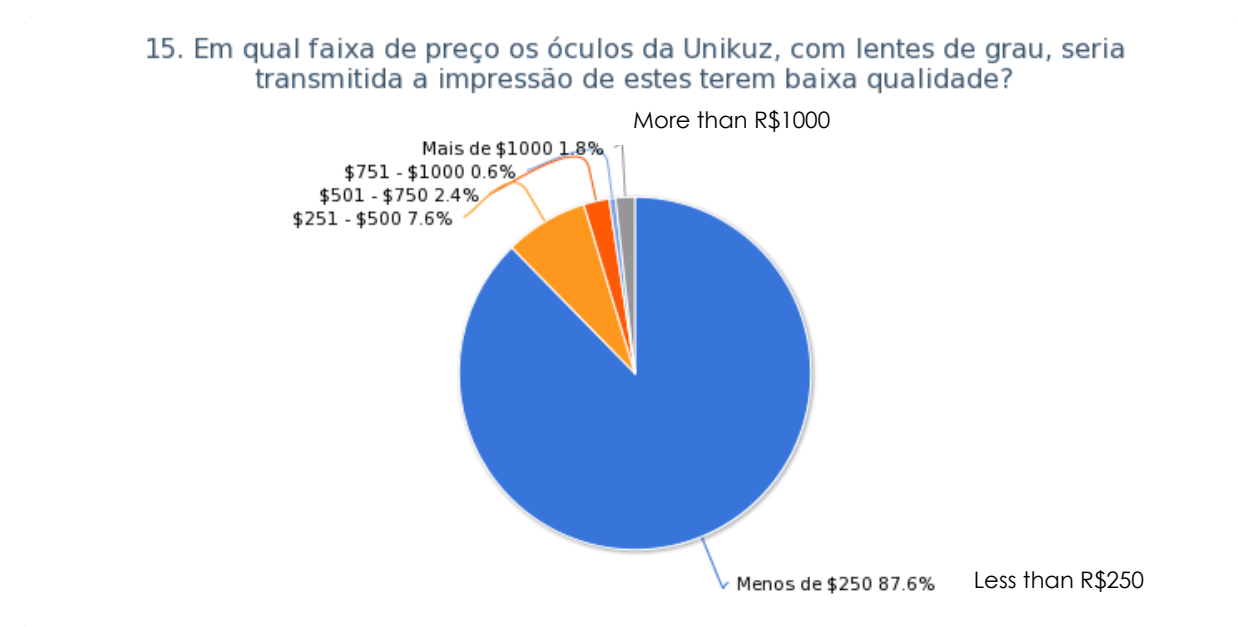


Figure 27: Average price expected for Unikuz spectacles with prescription lenses that provide impression of low quality

Source: Questionnaire, question 15

16. What average price of Unikuz polarized lenses would transmit the impression of being a low quality product?

16. Em qual faixa de preço os óculos da Unikuz, com lentes escuras polarizadas, seria transmitida a impressão de estes terem baixa qualidade?

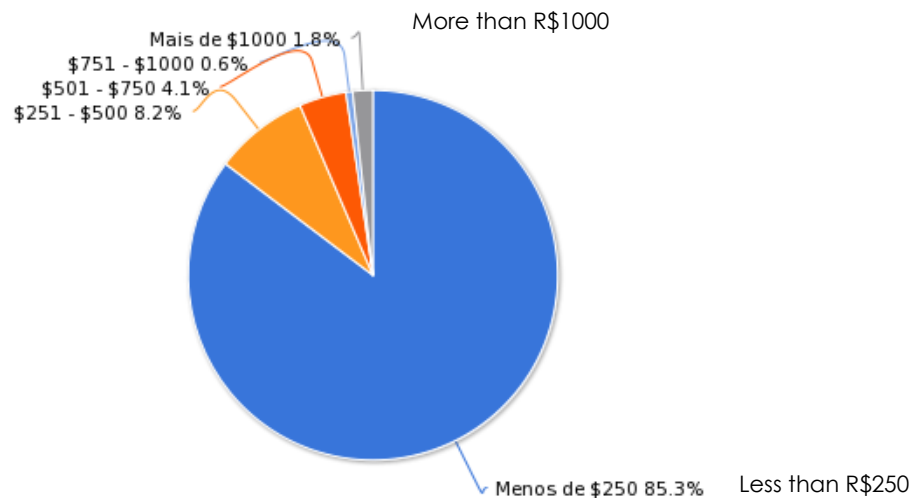


Figure 28: Average price expected for Unikuz sunglasses with polarized lenses that provide impression of low quality

Source: Questionnaire, question 16

17. What average price for Unikuz prescription lenses would be considered expensive?

17. Em qual faixa de preço os óculos da Unikuz, com lentes de grau, seriam considerados caros?

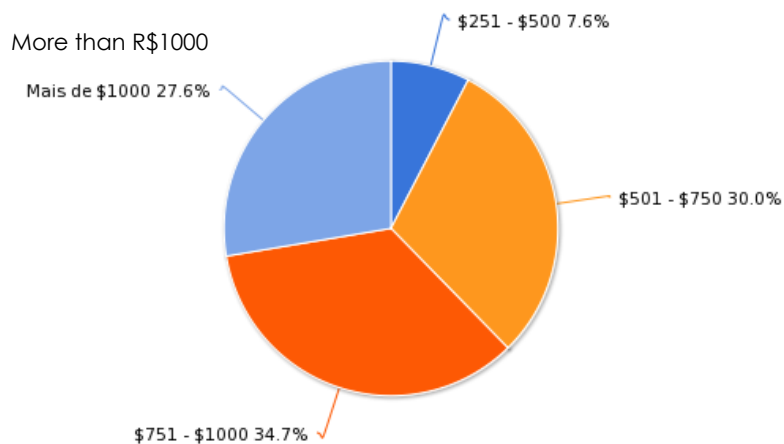


Figure 29: Average price expected for Unikuz spectacles with prescription lenses that provide impression of being expensive

Source: Questionnaire, question 17

18. What average price for Unikuz polarized lenses would be considered expensive?

18. Em qual faixa de preço os óculos da Unikuz, com lentes escuras polarizadas, seriam considerados caros?

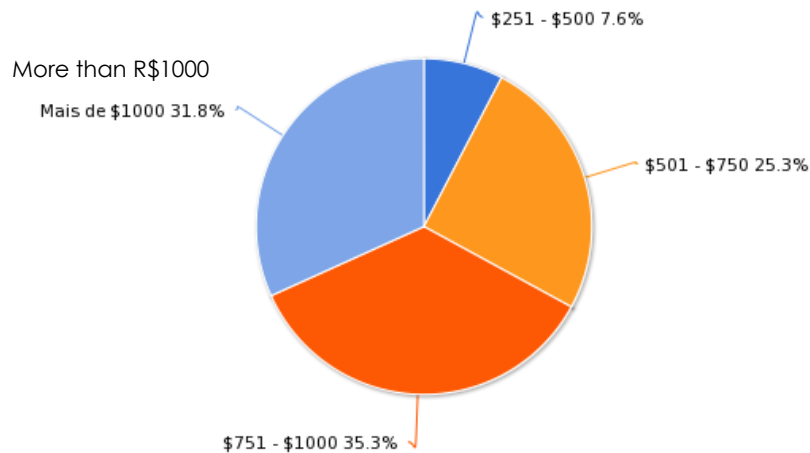


Figure 30: Average price expected for Unikuz sunglasses with polarized lenses that provide impression of being expensive

Source: Questionnaire, question 18

6.3 How can online marketing help Unikuz in selling its spectacles in Brazil?

Internet access

The number of people with internet access in Brazil, for the 1st time surpassed the mark of 40 million, according to Ibope NetRatings. The information is from the 1st quarter of 2008, and refers to the Brazilians over 16 years old, who use the web in any environment (home, work, school, Internet cafes, libraries etc.). The number is a record, according to the researcher, which measures audience of the internet in the country since 2000.

Elife affirms in their study that 54% of the Brazilians access the internet for at least 30 hours per week and 34.8% at least 40. From those who access, 71% watch TV while online and 50,5% affirms to listen to radio.

e- Commerce

A study presented by Visa Latin America, affirms that the e-commerce in the Latin American region grew 40% in 2007, reaching \$10.9 billion. Of this total, Brazil reached U\$ 4.89 billion. This increase is also due to steady economic growth in the country, advances in technology and changes in consumer behavior.

The study, which covered 17 countries, also found that credit cards played a major role in the expansion of this segment, since more than 70 % of consumers surveyed prefer this payment method for online purchases.

Electronic commerce has grown 121 % in 2008. The countries leading this growth includes Venezuela, which grew at a rate of 224%, followed by Chile with 183%, 143% with Mexico, and Brazil appears in fourth place with 116 %.

With regards to transactions, Brazil is the largest and most robust e-commerce market in the region, totaling 45 % of total transactions in Latin America in 2007. Such leadership is the result of the increase of the income per capita from the Brazilians, strong infrastructure and increased banking opportunities, and also due to the increased alliances between retailers, technology providers, banks and government agencies.

However, despite this significant growth, this channel has not yet reached maturity in Latin America, as it represents only 0.32 % of Gross Domestic Product (GDP) of the region. In mature markets, such as the United States, e-commerce constitutes 0.98 % of the country's GDP. The study points out that this positive trend of e-commerce can also help small and medium sized businesses to access more customers, benefiting from an efficient channel.

Social media

According to Pew Research, from the 60 million Brazilians who are connected to the internet, 73% uses social media. The average of most of the users from Facebook and twitter are between 18 and 29 years old while people above 80 years old only represents 18% of the users. 98% of the users affirm to use the social platforms to communicate with friends and family (exame.abril.com.br, 2014).

Besides family and friends, 66.9% of the Brazilians have shown to follow businesses, products and services through social media, with the aim of facilitating their communication with organizations. If Brazilians are not following the business or services, they are at least linking it. 93.3% of the Brazilians like's business pages on Facebook and 48.5% started admiring more the organizations. (elife.com.br, 2014)

Alongside the positive numbers from internet access and e-commerce, Unikuz target group has also shown to be using a reasonable amount of time on social media. (Figure 31)

Value	Count	Percent
15 minutos (15 minutes)	17	10.7%
30 minutos (30 minutes)	18	11.3%

45 minutos (45 minutes)	10	6.3%
1 hora (1 hour)	37	23.3%
2 horas (2 hours)	32	20.1%
Mais do que 2 horas (More than 2 hours)	45	28.3%

Figure 31: Amount of time spend on social media by Unikuz target group

Source: Questionnaire, question 34

6.3.1 What is the most appropriate social media to attain the attention from Unikuz target group?

According to Delloite, the social media usage in Brazil is currently divided within Orkut, Facebook, Pinterest, Instagram, Twitter, google+ and YouTube. (deloitte.com, 2012)

As a method to precisely chose the most appropriate social medium to attain the attention of Unikuz target group, a sample of 160 people were asked which social media they used most.

From the choices presented to the sample, Facebook was the main social media, with a daily usage of 150 participants. At the same time Instagram has shown a reasonable amount of users due to its 46% daily participation. YouTube, has also shown to have a reasonable usage from the sample with a 40% daily usage.

On the other hand, Google plus, twitter and Pinterest has shown to be of insignificant impact on the sample group, which implies, Facebook, Instagram and YouTube are the most appropriate social media to attain the attention from Unikuz target group. (Figure 32)

Value	Count	Percent
Facebook	150	93.8%
Google +	31	19.4%
Twitter	18	11.3%
YouTube	64	40.0%
Pinterest	5	3.1%

Instagram	76	47.5%
Outras (Others)	9	5.6%

Figure 32: Amount of time spend on social media by Unikuz target group
Source: Questionnaire, question 34

6.3.2 What type of content should be created for each social media?

The content most likely to be accepted by Unikuz target group is a blend of what they like to read with what Unikuz wants to communicate.

The target group from Unikuz has shown a reasonable interest in reading a variety of topics. The ones of the biggest amount of interest were sports (soccer), news, fashion, politics, technology and health (Appendix 5 question 33). However, it is important to know what the competitors communicate to their target group, in order to develop successful content on Facebook, Instagram and YouTube (socialmediaexaminer.com, 2013). According to the specialist Debora Alves, the main competitors for Unikuz are currently Chili Beans and Absurda, consequently, both are analysed downwards. (Appendix 6)

Chilli Beans

Facebook (1.149.068 likes & 11.071 talking about it)

Types of Content:

- Promotional material;
- Offers;
- Shows for their target group;
- Picture of their products;
- Sales emphasises on holydays (mother day);
- Picture of random public wearing their glasses;
- Blog articles from others;
- Wish list;
- Fashion pictures.

Instagram (5.477 followers, 614 posts)

Chilli Beans have the tendency to post their picture from 3 to 5 times a day. The pictures are mostly of their glasses and people wearing them with a diverse range of effects and location. Brazilian celebrities are also present in their images.

Alongside a daily posted pictures, the following hashtags were used: #SPFW, #futebolsemcensura, #comchilli, #chillibears, #sunglasses, #chillikravitz, #Alterdochao, #auslander, #dog, #flashipchillibears, #Chillifilter, #eyewear, #ronaldofraga, #Diadasmães, #lookchilli, #victorinocampos.

YouTube (from 2.000 to 198.000 views)

Types of Content:

- Campaign;
- Promotion for holydays
- Fashion Show
- Release of new collection
- Celebrities alongside their brand
- Music shows presented in their shop
- Their propaganda
- Video of their designer

Absurda

Facebook (179.948 likes & 695 talking about it)

Types of Content:

- Promotion of holydays (mother's day)
- Pictures of their product
- Artistic pictures
- Collection of other brands which include their glasses
- Pictures of people wearing their products
- New products
- Famous people wearing the product
- Promotional prices

Instagram (101.990 follower's 1456 posts)

Chilli Beans have the tendency to post their picture from 1 to 3 times a day. The pictures are mostly of their glasses and people wearing them with a diverse range of effects and location. Brazilian celebrities are also present in their images.

Alongside a daily posted pictures, the following hashtags were used: #hijosdelsol, #CQC, #MORUMBI, #oculos, #óculos, #moda, #design, #absurda, #absurdamkt, #BROOKLIN, design, #CHACARITA, #paciência, #vocêhegalá, #RETIRO, SANTA CLARA, #tattoo, #tattoedgirl, #TIJUCA.

YouTube (from 4.000 to 240.000 views)

Types of Content:

- Campaign;
- Promotion for holydays
- New technology
- Design of their spectacles
- Celebrities alongside their brand
- Short films related to the culture of their brand
- Their propaganda

Besides the main competitors in the country, Buzzmo have shown in their research, what are the most shared information from the content distributed by businesses. They concluded that the public have the tendency to share more infographics and lists during the week rather than weekends. Moreover, they proved that the biggest amount of information encountered in the text, bigger the chance of being shared. (Figure 33, 34 & 35)

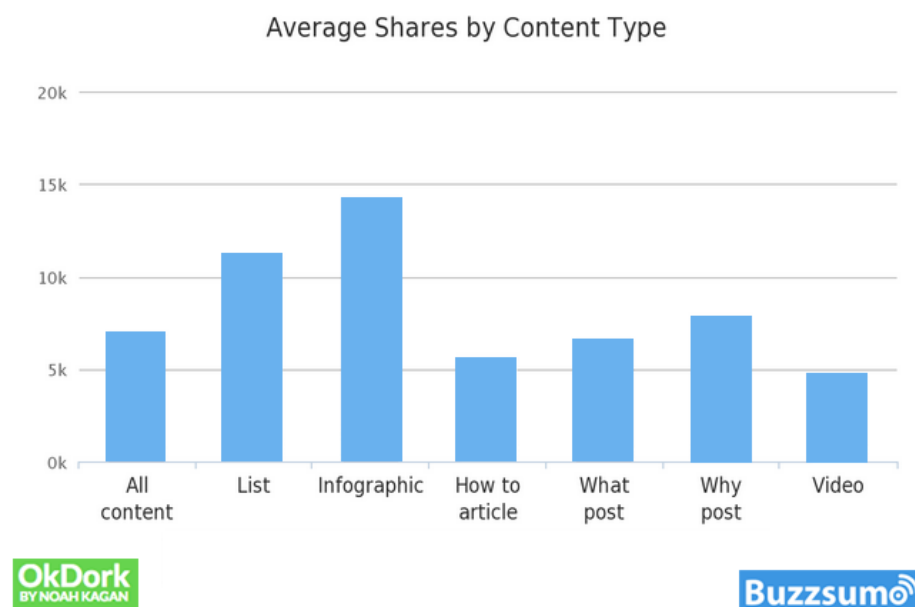


Figure 33: Average share by content type
Source: postplanner.com, 2014

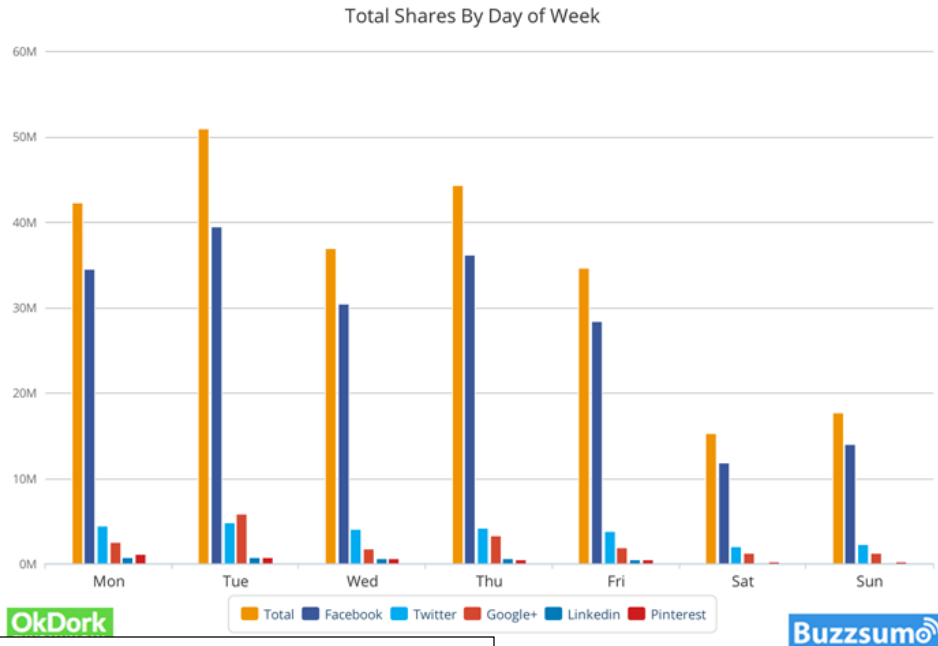


Figure 34: Total shares by day of week
Source: postplanner.com, 2014

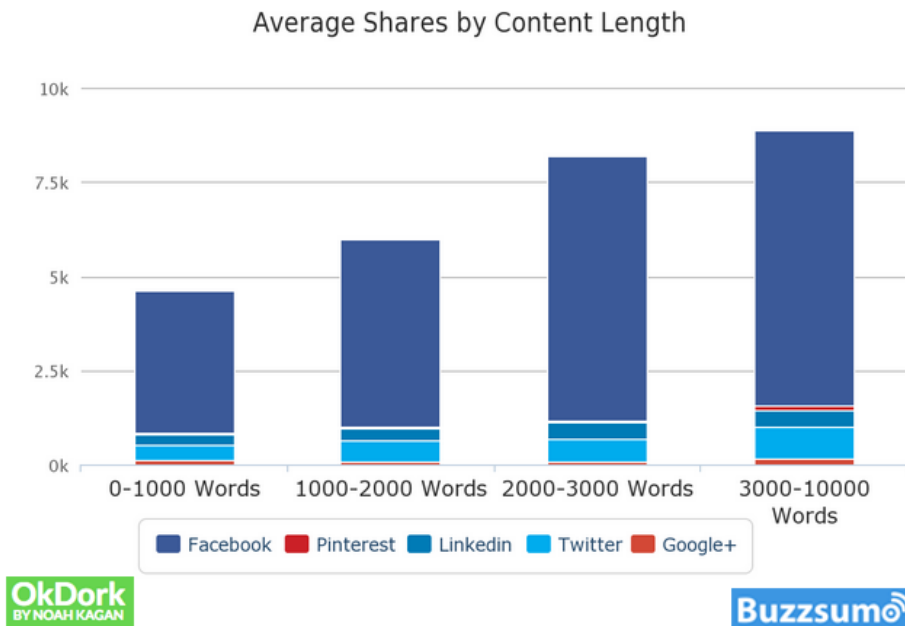


Figure 33: Average share by content length
Source: postplanner.com, 2014

6.3.3 What features will place Unikuz website in a good position on search engines?

One of the most used website builder nowadays is WordPress, representing over 18% of the websites encountered online nowadays (thenextweb.com, 2013). In WordPress it is possible to use plugins which facilitate in the creation of a better website and consequently position the pages of the site on google searches.

The best plugin in WordPress at the moment is Yoast SEO. Such has been used for the creation of the Brazilian website BarrosAlimentos.com and has proven to be of success due to its increase in traffic after applying the features offered by the SEO plugin (Appendix 8).

According to Yoast SEO plugin tool, the webmaster must fulfil the following features in each page to accomplish the best position on search engines (Appendix 8):

- Addition of output link
- Implement Keyword in the first paragraph of the text.
- Use key phrase in the page URL.
- Use tags with the keyword in the image.
- The density of keyword must be around 2% and must be encountered at least 4 times in the text
- The word should appears in two (2) side in the text headers.
- There must be a minimum of 300 words in the text.
- The title of the page cannot surpass 70 words.
- The page title should contain the word / phrase in the beginning,
- The Meta description should contain the primary word / phrase.
- Do not use the keyword more than once.
- Connect to personal social media

6.3.4 What type of content should be created to the website?

By comparing the main spectacles website brands in Brazil, Chilli Beans and Absurda, the following information would be appropriate to be placed on Unikuz website:

Website

- HOME: News;
 - Designer of the period;
 - Collection of Holiday celebration;
 - Basic blog information;
 - Social media information;
 - Location of where to buy the products;

- Projects. (chillibeans.com.br, 2014)
- BRAND: In the brand page, Chilli beans website is subdivided within information from their own brand including prizes and information from famous people they are connected with; Products and accessories they work with; promotional campaigns; their history; actions alongside fairs and shows; events; licensing and flagship. (chillibeans.com.br, 2014)
- COLLECTION: The collection page is merely composed by slides with their latest models from their newest collection. (chillibeans.com.br, 2014)
- CAMPAIGN: Similar to the collection webpage, the campaign is composed by several pictures from their products being used alongside celebrities who endorse their products. (chillibeans.com.br, 2014)
- WHERE TO BUY: This page is composed by a map where it is possible to find the shops where the customer can find the shops. (chillibeans.com.br, 2014)
- ONLINE SHOP: Link to the web shop. (chillibeans.com.br, 2014)
- WORK WITH US: Place to include your information and observe the latest job offers. (chillibeans.com.br, 2014)
- NEWS: Invite viewers to follow their newsletter. (chillibeans.com.br, 2014)
- SOCIAL MEDIA: Links from social media. (chillibeans.com.br, 2014)
- CONTACT US: field for to be fulfilled with question. (absurda.com, 2014)
- DRAWING OF THE GLASSES: This page shows how the products are handmade, painted and how the lenses are placed in the frames. (absurda.com, 2014)

Web shop

In the home webpage there is a general view of all the products, payment methods and the latest collection. At the same time, on the top of the webpage, the variety of products is divided within sunglasses, prescription glasses, watches, bags, hats and others. (chillibeans.com.br, 2014)

Once clicking in one of the products, there are pictures in several angles, price, a basic description of the product and at the bottom a place to comment on the product.

Furthermore, besides the main information presented by the websites above, each webpage must contain certain keywords for the placement on search engines (axemedia.com). According to google trends, the most used keywords for research glasses on google are:

- Óculos;
- Óculos de sol;
- Óculos de grau;
- Armação de óculos;
- Armação de óculos de grau;
- Armação de óculos de sol;
- Armações de óculos;

- Armações;
- Óculos sol;
- Óculos grau;
- Ray ban;
- Óculos rayban;
- Oakley;
- Óculos 3d;
- Óculos masculina. (google.com/trends, 2014)

6.3.5 How are the competitors using online marketing to market their product?

According to the interview produced by Uol alongside the CEO from Chilli Beans, social media has been crucial for the two way communication between business and consumer.

"We have almost a million followers on Facebook and I know we will attain two easily. Around a years and half ago, we started an intensive work in this field. I hired people to exclusively take care of this. The social media brings a trustworthy information, because the clients have direct contact with the organization. It is really cool this thing of "live complaining". You need to be prepared to answer faster the complaint from consumers and you cannot ignore them. We want to strengthen the presence in this field, not only on Facebook. Today certain blogs have the same strength as any traditional media. The social media have the tendency to be less problematic than the normal press" (propmark.uol.com.br, 2013)

To better understand the general overview presented by the CEO from Chilli Beans, Pilgrim – design and creative ideas, developed a research with the purpose of understanding in depth the integrated online marketing activities from Chilli Beans.

Besides the normal social medium, the marketing manager from Chilli Beans emphasized the importance from e-mail marketing for their integrated marketing communication activities. In their experience, with only six months of usage from the tool, they were able to increase the visit in their website on 49% and at the same time the Kiosks increased the sales in 10%. Moreover, the marketing manager affirms that email marketing is currently the 4th biggest source of access, stay behind only from adwords, direct visits on the website and searches from Google. (allinmail.com.br, 2013)

Conclusion

Brazil is considered as one of the major emerging national economies alongside China, India, Russia and South Africa. The country is politically stable, extremely bureaucratic and reinforces importing restriction through tariffs and a high amount of taxes. Due to the importing restrictions, many organizations have decided to start with production lines in Brazil, however others still prefer to export their products and pay an average importing tax of 78%.

The GDP from Brazil has been drastically increasing which consequently decreased the poverty in the country, and increased the medium and high socio economic classes of the country. Alongside the upturn from the Brazilian average family income, the purchasing power also escalated, which intensified the interest from foreigner companies to enter in Brazil. In spite of this, Brazil is currently facing problems with inflation and the country has a high corruption level.

With the increase in the GDP, Brazil has also made some investments in infrastructure and technology. However, the country still lays behind in comparison to other major economies, which means there is almost no organization working with 3d printing technology in the country.

Geographically, Brazil has over 202 million inhabitants and is subdivided within 26 states and one national capital. The majority of this population with a good family income lives in the southeast and the south regions of the country, follows the catholic religion and has been drastically changing their consumer behaviors, by purchasing more expensive products from leader brands rather than generic brands.

The microenvironment has been following the steps from the Brazilian economy. The optical industry in the country has been radically multiplying since 2006 reaching R\$19.5 billion in revenue in 2013 with expectation of increasing to R\$39.2 in 2017. The reason for such upturn are because of the positive economic situation encountered in the country and due to the increase of credits provided by banks. However, the intensification of economic power from the Brazilian population, also brought more competitors to the market, inviting producers and brands to increase the value of their product to maintain the competitiveness.

The Brazilian eyewear market is currently covered by over 500 national and international brands and manufacturers. From those, Chilli Beans, Absurda, Ray Ban, Oakley and Diesel, are the ones that causes the biggest impact in the market.

In general, none of the main brands encountered in the country offers big differentials, they have the tendency to show normal features including latest frame material technology, quality frame hardware and design.

Despite the huge amount of competitors in the market, over 80% the Brazilians consumers have suggested to be interested in Unikuz spectacles. Also, more than 40% of the target group informed to be willing to purchase the product via the internet, which represents approximately 13.5 million consumers from the target market. Moreover consumers of spectacles in the country ranked characteristics of spectacles in the following order, from more important to less important: status, brand, color of spectacles, unique characteristics, material, design, price and quality.

Taking into consideration the information gathered in the research, the most appropriate target group for Unikuz would be single male and female youngsters ageing from 18 to 35 years old with an average family income ranging from R\$4000.00 or more, which means the representation from the social economic classes AA, A and B from the country composed of around 29 million inhabitants.

Regarding the buying behavior, the majority of the target group (55.8%) believes the price of a brand reflects in its quality while 44.2% disbelieve a higher price represents superiority toward other brands. At the same time most of them have the tendency to buy glasses just for themselves and are willing to wait 30 days to receive their product at home. Moreover, before the purchase, the target group research for the product more than two times via the internet or shops. However at the end of the research more than 90% purchase the spectacles in the shops and only 6.7% through the internet because the Brazilian consumers have the preference to wear the product and see how it fits. At last, over 80 % of the target group have more than 1 pair of glasses and most of them do not value as positive or negative the fact that the product is imported from The Netherlands.

In the opinion from the target group, Unikuz spectacles are considered better than from competitors because of a variety of differential offered by the manufacturer. The differentials that most called attention from the public were the extremely flexible and durable material, the 3 years warranty offered by Unikuz in their frames and the customization of the glasses based in the consumers' face. Moreover the target group showed interest in paying an extra amount for extra lenses and for extra years of warranty for their frames.

The majority of Unikuz target group has expressed to be expecting to pay between R\$250 and R\$500 for Unikuz glasses with prescription lenses. Nevertheless, more than 85% informed that a price lower than R\$250 would cause an impression of low quality while more than 60% stated that a price over R\$750 would be considered expensive. Taking that into consideration a price between 500 and 750 Reais would be the most appropriate for the Brazilian market. Furthermore, for the sunglasses with polarized lenses, consumers have shown a higher expectation for the price but believed it would be expensive products above R\$750, therefore the price should equal to the prescription lenses.

Online marketing has shown to be extremely powerful in Brazil. There are more than 60 million users in a daily basis who access the internet for more than 30 hours per week. From this amount of users 73% uses social media in a daily basis, 66.9% follow business and are aged between 18 and 29 years old. Moreover Brazilians tend to spend almost 5 Billion Dollars on online purchase every year which is a representation of 45% of the Latin American online transactions.

Alongside the positive numbers from the Brazilian internet access and e-commerce, the majority of Unikuz target group has shown to use at least 1 hour a day on Facebook, Instagram and YouTube, which are the most appropriate social medium to attain the attention from Unikuz target group. Furthermore, the research has proven that competitors uses their own products as content alongside holidays, promotional prices and pictures of famous people from the country. Likewise, the website from competitors shows basic information regarding their brand, products and promotions.

In summary, the Brazilian market proves to be a great market to enter with Unikuz products due to the positive economic situation encountered in the country. Moreover, the spectacles market has also proven to be growing and the competition has demonstrated to lack in unique characteristics in comparison to Unikuz.

At the same time, the target market has confirmed to be highly interested in Unikuz spectacles for an average price of R\$500-R\$750, noticing that half of the group informed to be willing to purchase the spectacles via the internet, as well as waiting up to 30 days to receive the product in their home. Furthermore, the target group informed to be interested in the distinctiveness that Unikuz products have to offer.

Nevertheless, Brazilian spectacle consumers have shown a preference to buy spectacles in retailers and, at the same time, they give more importance to status and brand, which makes it hard for the entrance in Brazil.

In contrast, there is a high amount of online users in Brazil and the majority of them uses social media, as well as research for glasses via the internet before the purchase, which contributes to the objective of utilizing online marketing to attain the attention from the target group. Also, most of the target group uses Facebook, Instagram and YouTube in a daily basis and read similar contents from different eyewear companies, including pictures of spectacles, fashion pictures and offers. Furthermore, Unikuz main competitors' websites use similar structures and basic keywords to promote their products. At last, the competition also emphasizes the importance of online marketing since they received a good return on their initial investment.

Advice

1 Market analysis summary

The Brazilian market have proven to be a great country for the entrance from Unikuz products. The country has an increasing GDP, a population of 202 million people of which 29 million are from high social economic classes, is politically stable, makes part of the Mercosur and the BRICS and last but not least the majority of the questioned sample have interest in purchasing the product. Moreover, the Brazilian spectacles market has been drastically increasing since 2006 currently reaching 19 billion in market share and with expectations to double in the next 5 years. At the same time, Brazil has more than 60 million online users and most of them spend at least 30 hours online every week and also no less than 1 hour a day on social medium. In contrast, the importing duties are of around 78% and the market currently has more than 300 brands already established in the market.

With more positive assets than negative, it is advisable for Unikuz to enter with their spectacles in Brazil via the internet, utilizing their e-commerce as a sales method, and social media and AdWords to attain the attention from the public with a relatively low investment.

1.1 Target market

Taking into consideration the similar answers from the sample used for the questionnaire, the Brazilian market can be segmented into one group represented by the following characteristics:

Demographics

- Gender: male and female
- Ages 18-35
- Relationship status: Single
- Students
- Social economic class with income above R\$4.681
- Located in the Southeast and South of the country

Behavioral and psychographic

- Price represent quality;
- Buy spectacles for themselves;
- Search for information about glasses online and in retailers;
- Search in at least 2 shops before purchase;
- Buy glasses in Shops because they like to wear spectacles before purchase;
- Owns 2 spectacles or more;
- The majority is not influenced by the fact the product is from The Netherlands.
- 50% is willing to purchase Unikuz spectacles online
- More than 70% spend more than one hour on social media
- The social media used by this segment are Facebook, Instagram and YouTube
- The purchase of the glasses is mostly made based on the status, brand and color of the product rather than quality, price and design.

1.2 Market position

With the above mentioned demographics and behavioral aspects from the Brazilian market, it is essential to create a unique perception from Unikuz on the target group mind. Such unique perception will attempt to claim exclusive ownership of a benefit in the mind of the customer which differentiates it from the competition.

We advise Unikuz to position themselves as a spectacle brand that makes customized glasses based on the consumer's face, therefore creating a sense of uniqueness in the mind of the consumer. To emphasize this image of uniqueness toward customers, we also advise the slogan "stand out of the crowd".

The advised marketing position is contrary to many other companies in the sector due to the fact that Unikuz is the only company to be entering the Brazilian market that offers customization based on the consumer's face, the possibility for replacement of the lenses, several colors and a flexible material.

1.3 Competition

It has been identified three main competitors in the Brazilian market, two are local companies and the third is an international well known company from the spectacles industries.

- **Chili Beans** – Chili Beans is currently the biggest eyewear retailer in the Brazilian market with more than 30% of market share. They are present in every state of the Brazilian market with more than 500 kiosks located in shopping centers. Their glasses and sunglasses are imported from China and sold for an average price of R\$120- R\$250 to attract the attention from teenagers and young adults who wish to purchase a product for a lower price than the premium products and higher than fake products encountered in Brazil. Moreover, they call the attention from this public by promoting parties, shows sports and social actions.

Despite the increasing market share from the brand and lower prices compared to Unikuz, Chili Beans still works with products imported from China and they do not offer any different value in comparison to Unikuz, such as customization. Moreover they want to attract the young public by selling the idea of having many spectacles, while Unikuz aims at providing two glasses in one.

- **Absurda** – Making part of the conglomerate of spectacles Mormaii, Absurda was created in 2010 and in just one year, they almost doubled the amount of places selling their glasses from 300 to 500. Similar to Chili Beans, the brand aims at youngsters who want to pay a lower price for their glasses. The brand has a distinctive design with big colorful frames, different lenses.

Moreover, Absurda was one of the first spectacle brands to connect their product to celebrities which already has a similar value to their brand. This marketing strategy was the main responsible for the increase of more than 500% in their sales in just one year.

Regardless of the increasing market share from Absurda, Unikuz still offers several differentials not directly linked to the value of the brand, but the product itself. Also, the target market is not fully equal since the celebrities used by the competitor brand are shown on popular television shows.

- **Ray Ban** – Ray ban was first introduced in 1937 as a unique sunglasses that was not only functional but also stylish. Owned by the Luxottica group, the sunglasses were originally created for protection purposes of pilots and were quickly adopted by the U.S army. Their main design, and responsible for their boom in the market, is the aviator.

The first brand that comes in the mind from Unikuz target group is Ray Ban and most of them currently owns one. Moreover, the brand tend to provoke the idea of individuality. This international competitor can an average price of R\$500 which entitle this brand as one of the main competitors.

Regardless of the equal price presented by Ray Ban, the value proposition and style are completely different. Unikuz wants to focus on the uniqueness from each individual by offering customization to their products, more designs and different material in comparison to Ray Ban.

Besides the three main competitors presented above, the Brazilian market has over 300 more manufacturers and brands which compete indirectly with Unikuz glasses. However, those represent a minority of market coverage and the target market is uncommon to Unikuzs'.

2 SWOT Analysis

The following diagram summarizes how our SWOT analysis defines the Key Success Factors of the market and Distinctive Competencies of Unikuz.

Strengths

- Different product in comparison to competition
- Acceptance of the product in Brazil
- Spectacles are of high quality and durable
- Product provides many colors
- Product provides 3 years warranty
- Spectacle is customized based in consumers face

Weaknesses

- Owners have a small networking in Brazil
- The product is costly
- Unikuz is new in Brazil

Opportunities

- Large number of businesses starting in Brazil
- Business growth in Brazil
- Spectacle market in Brazil is rapidly growing

Threats

- Small budget
- Well-funded competitors
- Brazilians rather buy spectacles in shops

- Differentials make it easier for partnerships
- Consumer brand loyalty to other spectacles brands

STRENGTHS AND WEAKNESSES

Unikuz has a number of strengths that will enable it to favorably compete in this market. Its weaknesses are addressable and will be improved over time.

Strengths & opportunities – By analyzing the competitors in the Brazilian market, it is possible to affirm that Unikuz offers spectacles which are not currently offered in the Brazilian market. Moreover, the research concluded that the more than 80% of the chosen target market is interested in acquiring Unikuz spectacles mostly because they are durable and flexible, they offer a variety of colors, Unikuz offers 3 years warranty for the glasses and at last because they are customized based in their face.

The Brazilian market has shown to be full of opportunities for Unikuz products. Because of the economic increase from the past years, the country has been facing a large number of businesses interested in entering the Brazilian market. Also, this increase has been making the spectacle market grow, which consequently facilitate for making possible partnerships.

Weaknesses and Threats – Alongside the growth from the Brazilian economies, several competitors increase their sales, which makes the spectacle market complicated to enter. Furthermore, Unikuz products are more expensive than others and the brand is new in the country, which makes it harder to infiltrate since Brazilian consumers gives preference to status and brand rather than quality and different attributes.

Unikuz also faces threats for the development in Brazil. Small budget, and well founded competitors in the market make it harder and risky to enter in the Brazilian market since the competitors can consider Unikuz as a threat and “attack” the company with lower prices or use networking to damage the competition. Moreover Brazilians have shown to be more interested in acquiring glasses through the shops, which differs from Unikuz sales strategy of selling online. At last Brazilian consumers might already be loyal to other brands.

2.1 Value Proposition

For small and emerging businesses looking for opportunities to increase their chance at success, Unikuz offers their spectacles to provide the customer the image of uniqueness. Unlike traditional spectacle brands that concentrate on fashion or individuality values, Unikuz focuses exclusively on its differentials of uniqueness and customization which enhance a value where the spectacles

are made exclusively made for the customer, differently than others which utilize mass production for their spectacles.

DIFFERENTIAL ADVANTAGE

We advise Unikuz to create a value proposition based on the following differentials:

- Customization of the spectacles based on the face from the consumer;
- Flexibility and durability of the glasses;
- Warranty on the frames;
- Possibility of changing the lenses.
- Choice of 26 different colors for the frames of the spectacles.

2.2 Marketing mix

• Product

Primary product

Unikuz spectacles are not ordinary glasses. The product differentiate itself by providing extremely durable flexible frames developed to precisely fit consumers face. Therefore, in controversy to the biggest companies in the market, the product does not have a specific sizes which consumers need to adapt to, but glasses adaptable to consumers' needs. Moreover, the product enables clients to change the lenses of the frames themselves, which gives two values to the product, of sunglasses and prescription glasses.

Besides the frames, the glasses also have the lenses. Those are produced and placed in Brazil by the manufacturer of lenses Dióptica. The reason for the usage of a national brand of lenses is due to the continuous concern from the Brazilian users about the quality of the lenses. Also for the fact that by producing and placing in Brazil, the production costs decrease since no importing taxes are charged by the Brazilian government.

Secondary product:

Sustainability: Unikuz glasses pursue provide frames environmentally friendly. The glasses are made from recycled nylon powder called elasto plastic, which once it has been printed will not most likely not break since it is durable and flexible. You can hit with a hammer and nothing happens. This differential implies that only the lenses should be replaced over and it is not necessary to make new purchase of new frames. (Shapeways.com. 2014. Elasto Plastic)

Service and Warranty: We advise Unikuz to offer a three years warranty. If at that time a defect in the frame occurs, the frame may be sent back down and then repaired at the expense of Unikuz. In addition it is recommend the possibility to increase the amount of warranty time for 2 years.

Design: The design differs with every glasses because there are several models, but each frame has the option to choose from 26 different colors. Moreover the manufacturer offers different lenses colors.

Packaging: Each glasses is shipped in a protective case. It does have the option to choose what kind of case you want. The standard box is free but you can also opt for a 3D printed box with a piece of art on the inside, made by the same designer as the chosen spectacle frame. Also inside of the packaging there is a small cloth to clean the lenses of the spectacle.

Besides the main packaging for the glasses, we it is advised for Unikuz to also offer a black branded box for delivery filled with dry eats to create a different image and increase the value of the product.

Brand: The brand name is Unikuz. This name will always stand. On the side of the glasses, to ensure the authenticity of our glasses, we have chosen to engrave the name of the brand in steel. Also, to ensure the precise placement of the lenses and to ensure the quality of the lenses, we advise the implementation of the letter U on the up corner from each lens (similar to the concept of Ray Ban)

- **Price**

By bringing the product to Brazil, Unikuz is advised to change the price currently used in The Netherlands of €250 (approximately R\$759) for both spectacles with prescription lenses and sunglasses with polarized lenses.

The research have shown that the majority from Unikuz target group would consider a price under R\$250 too expensive for purchase which means that they would most likely not purchase the product. At the same time more than 62% of the target group would consider a price above R\$750 too expensive for purchase which means that they would most likely not purchase the product. Taking that into consideration, it is presumed that a price between R\$250 and R\$500 would attain the majority from the target group.

However, due to the reasonably high production cost for being handcrafted and for the importing duties taxed by the Brazilian government, this price would provide a much lower markup than the majority from the market. Therefore, the most suitable price is between R\$500 and R\$750, which would still cover more than 62% of the target market accepted price.

- **Place**

The main location for the promotion and sales of the products are via the internet. However, the product needs to pass through several phases before arriving to the final consumer in Brazil. Hence we divided the process within, importing to Brazil, length of the distribution channels, use of sales channels, distribution intensity, and control of distribution, stocks, transportation and supply reliability.

Importing to Brazil: We advise Unikuz to follow this process: Unikuz frames are produced by Shapeways in the Netherlands, and shipped to the Dutch office to check the quality of the frame. After that, to decrease importing taxes, the frames are send to the lenses manufacturer in Brazil (without a price and without the information from Unikuz), where it will be painted and placed together by hand. Once the product is placed together

Length of distribution channels: After analyzing the macro and micro environment, we recommend Unikuz to utilize a short channel strategy wherein there is no intermediate links or long channels. In other words, the product is transported from the producer to the people at home. There is thus no intermediate channels.

Use of sales channels: There are two possibilities for the marketing channels. A single channel, which is supplied by the company directly to the customer (or through one distributor). Or through multiple channels, in which the product reaches the customers through various distributors. Our product is a spectacle that is only available over the internet. Because we use short channels, the final product (the complete set of glasses including lenses) must be delivered directly to the customer's home.

Distribution intensity: The intensity of distribution can be high or low. A high - intensity distribution there are a large number of outlets where the product is available. At a low - intensity distribution, there is only one point of sale of the product. Since Unikuz glasses is only available over the internet, we use low - intensity distribution.

Control of Distribution: The choice in controlling distribution consists of outsourcing the management or distribution hold in their own hands. With the control of distribution outsource it is meant that a finished product is sold to a retailer. As a result, the business depends on the shop or distributor when it comes to sales figures, manufacturing defects and repair sensitivity. Taking into consideration the fact the product is unknown, partnerships are advised with other online retailers of spectacles. Those online partners will be only responsible for showing Unikuz in their website in exchange for a percentage of the sales which will be finalized via Unikuz website.

Stocks: Taking into consideration the products are customized and hand crafted based on the consumers face, it is not feasible to have a stock of the product. However, parts of the glasses must be stocked by the lenses manufacturer, including hinges, packaging and the paint. Although such materials has no extra costs for Unikuz since those are already encountered in the lenses manufacturer warehouse.

Transportation: We advise Unikuz to utilize Post NL as the main transportation method because of its reliability.

Supply Reliability: The reliability of delivery mostly depend on the production. Both Shapeways and Dióptica have proven to be concise during the tests, however, the logistics can causes problems, since importing products to Brazil is considered a complicated process due to protectionism actions.

- **Promotion**

The promotion for Unikuz spectacles have proven to be better distributed through the shops and the internet since 50% of the target group have the tendency to search for information about glasses on retailers and 40% online. Nevertheless, since the organization has does not have a high amount of financial resources, online medium would be the most suitable for the promotion of Unikuz products.

The advised promotions is subdivided within payable and free campaigns. The payable campaigns are produced with search engine promotions such as AdWords, and Facebook

advertisement. Moreover, the free campaigns, through a blog, Unikuz website, email marketing, search engine optimization and the three most used social medium by the target group: Facebook, Instagram and YouTube.

2.3 Competitive Edge

Unikuz has proven to attain the attention from Brazilian consumers through five competitive edges, which are advised to be used to achieve market penetration.

- **Customization** – No other eyewear company in the Brazilian market currently offers the possibility for the customization for their spectacles. The possibility to reshape the spectacle based on the face from each customer has been considered by the Brazilians as one of the main differentials offered by Unikuz. Therefore it is counseled to be used as one of the key attributes to call the attention from the public and differentiate from competitors.
- **Durable and flexible product** - The frame material is one of the key concepts used for differentiation by other companies in the eyewear market and Unikuz do not lay behind with the extremely durable and flexible frame. The flexible and durable differential presented by Unikuz has proven to be one of the most admired by the target group and should be emphasized as a competitive advantage.
- **Three years warranty** – According to the target group, the second most crucial advantage towards competitors is the three years warranty. No other competitor currently offers this possibility besides Unikuz.
- **Handcrafted spectacles** – Mounting spectacles by hand do not only creates an image of a premium product but also a competitive edge towards other brands present in Brazil. This advantage has been emphasized by the target group in the questionnaire.
- **Replacement of lenses** – Unikuz target group has also shown interest in the possibility of changing the lenses of their glasses themselves. Such has been presented as one of the positive characteristics from the company that creates an advantage towards other spectacle companies in Brazil

2.4 Sales Strategy

The main goal from the sales strategy is to provide Unikuz consumers the feeling that the website is easy and pleasing. To embrace this feeling, it is advised to provide a specific area in the website and web shop explaining the purchase process to consumers and give a step by step information while buying the product. (Complete strategy on 3.1)

We recommend to Unikuz to use 3 other factors to increase their sales. First of all it is important to provide quality service through the website. Second, when a customer places an order, they will probably be excited to see the finished product since it will take approximately 30 days to deliver the product, therefore Unikuz should ensure the fastest turnaround time possible with the picture of the frame from the customer posted on Unikuz social media. At last, it is imperative to deliver spectacle ordered by the consumer in a proper packaging.

3 Online marketing Strategy

With the aim at increasing Unikuz visibility, the online marketing activities will emphasize the fact that consumers can completely customize their spectacle based on the size of their face, they durability and elasticity of the product and the 3 years warranty. Unikuz will use several different online venues to communicate these differentials.

- **Website & Web shop** - The website should be built in WordPress, because of the adequacy and continuous updates from the tool. Also, WordPress is the best platform for the implementation of search engine optimization due to its free plugins. Moreover, for the creation of the web shop, it is recommended the usage of open cart. This tool would help Unikuz in because of its vast analytical sales information and the fact it is a free tool. (Complete strategy on 3.1)
- **Social media** - The biggest majority from Unikuz target group, uses social medium for at least one hour in a daily basis. This time is spent on Facebook, Instagram and YouTube, which are the recommended medium to spread the messages and communicating with prosperous clients from Unikuz. (Complete strategy on 3.2)
- **Search Engine Optimization**- Placement on search engines is primordial in days where many people use Google to find information, therefore (Complete strategy on section 3.3)
- **Search engine advertising** - Google AdWords should be used as the main search engine advertising tool. The tool provided by Google is extremely usefull to analyse the return on investment alongside google analytics.
- **Blog** – We also advise for Unikuz to create a blog, where content will be updated in a weekly basis. This tool is helpful for the engagement with consumers and for the implementation of keywords from the SEO strategy.
- **Email marketing campaign** – The core from the email marketing campaign should be to send emails periodically to the target group. In this emails, Unikuz should send information regarding promotions, activities, products and any other type of information that can make the target group think about the brand.

3.1 Website & Web shop Marketing Strategy

Unikuz should have a website developed that is based on the philosophy of the company. Moreover, it will be necessary to make the website in Portuguese since this is the main language from the Brazilians.

Inside of the website it is advised to provide the following information:

- **HOME:**
 - 1-Menu (Optical, Sun, Artist, how it works, Blog)
 - 2- Inclusion of a slide with pictures from the value and products from the company;
 - 3- Small description of the company;
 - 4- Most wanted products
 - 5- Footer with the following buttons: Contact us, shipping info, returns and exchange, secure payment, FAQ, about us, technology, production process, jobs, terms and conditions, privacy, legal notice and the links to the social medium from Unikuz.
- **MENU- OPTICAL:** In the OPTICAL page images from the prescription glasses should be placed.
- **MENU- SUN:** the SUN page should incorporate the sunglasses from Unikuz.
- **MENU- ARTIST:** The artist page should contain a brief explanation from the designers from Unikuz glasses alongside their pictures.
- **MENU- HOW IT WORKS:** With the aim to facilitate the purchase from the client, this page should explain how the consumer can buy Unikuz products through the website.
- **MENU- BLOG:** This page will directly link the viewer to the blog from the company.
- **FOOTER- CONTACT US:** The page will include address, phone number, email and a box where the customer can send an email to request more information.
- **FOOTER- SHIPPING INFO:** That page will include a complete amount of information regarding the shipping process, including the waiting period, how the product is delivered and who delivers it.
- **FOOTER- RETURNS AND EXCHANGE:** The page will be filled with information if Unikuz accepts returns and how the warranty works for the clients.
- **FOOTER- SECURE PAYMENT:** The page will inform customer what are the accepted payment methods, who is the provider of the service and the reason the client can trust to provide their information to Unikuz.
- **FOOTER- FAQ:** Shows answered frequently asked questions.
- **FOOTER- ABOUT US:** History information from Unikuz, what is its' goals, values, mission and differentials.
- **FOOTER- TECHNOLOGY:** This page informs clients about the flexibility and durability of the frames, customization of the glasses, possibility of colors and the possibility of changing the lenses.
- **FOOTER- PRODUCTION PROCESS:** How the product is designed, how works the 3d printers and how Unikuz place the parts together by hand.
- **FOOTER- JOBS:** Job position available at Unikuz and email for contact.
- **FOOTER- THERMS AND CONDITIONS:** Information regards terms and conditions Unikuz wants to apply in the website.
- **FOOTER- PRIVACY:** Information regards privacy Unikuz wants to apply in the website.
- **FOOTER- LEGAL NOTICE:** Information regards legal issues Unikuz wants to apply in the website.

- **FOOTER- SOCIAL MEDIA:** Buttons of social media that will link the viewer to the social media pages.

Besides the main page, it is advisable for Unikuz to produce a web shop directly linked to Unikuz website. This linkage should be made through steps which start directly from the page from the chosen spectacle and ought to flow as follows:

1. Step 1: Customers are invited to take 3 pictures of their own face (one frontal and 2 from the sides) alongside a card with 8.5 cm (credit card size). This page will turn a webcam automatically and provide pictures of how the client should take the pictures.
2. Step 2: Once the client clicks on step 2 they will enter on the other page where a picture of the chosen spectacle will be shown alongside price information, the choice of color from both frames and lenses and the client should paste the pictures taken in the previous step.
3. Step 3: At the moment everything is fulfilled the client add the product to the cart and invited to choose the payment method and confirm the purchase.

3.2 Social Media Strategy

Taking into consideration the low budget from Unikuz and the high amount of daily users of social media in Brazil, social media should be the main source of promotion and communication with possible and currently clients.

From several social medium available, Facebook, Instagram and YouTube have proven to be the most accessed ones by Unikuz target market.

On Facebook, Unikuz is advised to distribute the following information:

- Promotional material;
- Offers;
- Picture of their products;
- Sales emphasises on holydays (mother day);
- Picture of random public wearing their glasses;
- Interesting Blog articles related to Unikuz values;
- Wish list ;
- Fashion pictures including spectacles.

Moreover, for Instagram, Unikuz should post pictures at least 2 times a day from their glasses, people wearing Unikuz glasses and pictures related to uniqueness since it attains the proposed value to the company. Also, the success on Instagram is made by the hashtags, therefore, once posting the pictures, Unikuz should place the following words:

#óculos #único #especial #diferente #oculosescuros #sunglasses #glasses #spectacles #unique #love #customized #customizado

At last, it is advised for Unikuz to make promotional videos for YouTube about the following topics presented downwards and post them once every 2 weeks.

- Campaign;
- Promotion for holydays
- Release of new collection
- Celebrities alongside their brand
- Video of Unikuz designer

3.3 Search engine optimization

For a website to be encountered on search engines, several techniques should be used. Since it is already advised for Unikuz to utilize WordPress for the production of the website, it is just necessary for the company to utilize the tool provided by the website called "SEO YOST" and follow the instruction from the plugin.

Besides the plugin, it is still essential for Unikuz to constantly utilize the following keywords in the website:

- Óculos;
- Óculos de sol;
- Óculos de grau;
- Armação de óculos;
- Armação de óculos de grau;
- Armação de óculos de sol;
- Armações de óculos;
- Armações;
- Óculos sol;
- Óculos grau;
- Óculos rayban;
- Oakley;
- Óculos 3d.

It is important to notice that each keyword should be used in a different page from the website and repeated at least 4 times while creating the content. Moreover, continuous content should be developed with the keywords above for the blog. The blog should be one of the key components of the creation of content for the website.

Reference list

9. Where the information come from?

- Abioptica.com. (2010). O mercado óptico Brasileiro. Retrieved May 04, 2014, From: http://www.abioptica.com.br/2010/webapps/imagefile/arquivos/mercado%20optico%20brasileiro%202010_consolidado.pdf
- Allinmail.com.br. (2014). E-MAIL MARKETING GARANTE AUMENTO DE 49% DE ACESSOS AO SITE DA CHILLI BEANS. Retrieved May 14, 2014, From: <http://www.allinmail.com.br/cases/e-mail-marketing-garante-aumento-de-49-de-acessos-ao-site-da-chilli-beans/>
- Axemedia.com. (2013). Why are search engines important?. Retrieved May 12, 2014, <http://www.axemedia.com/FAQ/Why-Are-Search-Engines-Important.html>
- BBC.com. (2013). Brazil's economy shrinks 0.5% in the third quarter. Retrieved April 05, 2014, from: <http://www.bbc.com/news/business-25200934>
- Cartacapital.com.br. (2012). O novo consumidor Brasileiro. Retrieved May 13, 2014, From: <http://www.cartacapital.com.br/economia/o-novo-consumidor-brasileiro/>
- centroleolhoslondrina.com.br. (2014). Escolhendo seus óculos. Retrieved May 26, 2014, From: http://www.centroleolhoslondrina.com.br/dicas_olhos.asp
- Censo2010.ibge.gov.br. (2010). Novidades do Censo 2010. Retrieved May 10, 2014, From: <http://censo2010.ibge.gov.br/noticias-censo?id=1&idnoticia=2170&view=noticia>
- Centro.otico.com.br. (2010). O mercado óptico Brasileiro em números. Retrieved May 09, 2014, From: <http://www.centro.otico.com.br/component/content/article/19-noticias/571-o-mercado-optico-brasileiro-em-numeros.html>
- Consumerpsychologist.com. (2014). *Segmentation, Targeting, and Positioning--Consumer Behaviour*. Retrieved March 10, 2014 from: http://www.consumerpsychologist.com/cb_Segmentation.html
- Consumidormoderno.uol.com.br. (2012). Um novo consumidor e cidadão: o poder da classe média. Retrieved May 07, 2014, from: <http://consumidormoderno.uol.com.br/consumo/um-novo-consumidor-e-cidad-o-o-poder-da-classe-media>
- Deloitte.com. (2012). Mídias sociais nas empresas: o relacionamento online com o mercado. Retrieved May 13, 2014, http://www.deloitte.com/assets/Dcom-Brazil/Local%20Assets/Documents/Estudos%20e%20pesquisas/MidiasSociais_relatorio_portugues.pdf

- Dictionary.reference.com. (2014). Definition customize. Retrieved March 15,2014, from: <http://dictionary.reference.com/browse/customize>
- Doman, C. (2014). *SEO theory and practice: An introduction to the science behind search engine bankings*. Cambridge: Retrieved from http://books.google.com.br/books?id=8NH18sjAuGkC&pg=PA5&lpg=PA5&dq=SEO theory model&source=bl&ots=OD40LwRM8S&sig=MnEvulOyp8x5Djud-FlwUW161FE&hl=en&sa=X&ei=HUQ2U_CIFe6T0gGVroGoBA&redir_esc=y
- En.mercopress.com. (2012). Bolivia signs Mercosur incorporation protocol and becomes sixth member. Retrieved May 08, 2014, From: <http://en.mercopress.com/2012/12/08/bolivia-signs-mercosur-incorporation-protocol-and-becomes-sixth-member>
- Executivetravelmagazine.com. (2013). Brazil new economy pays off. Retrieved May 07, 2014, from: <http://www.executivetravelmagazine.com/articles/brazils-new-economy-pays-off>
- Finance.yahoo.com. (2013). Global eyewear market is expected to reach USD 130 billion in 2018: transparency market research. Retrieved march 15,2014, from: <http://finance.yahoo.com/news/global-eyewear-market-expected-reach-093000321.html>
- Folhauol.com.br. (2013). Setor óptico crescerá em 2013 menos que a projeção inicial. Retrieved May 06, 2014, From: <http://www1.folha.uol.com.br/colunas/mercadoaberto/2013/12/1379863-setor-optico-crescera-em-2013-menos-que-a-projecao-inicial.shtml>
- Forbes.com. (2014). As Emerging Market Crisis Unfolds, Brazil Interest Rates Seen Going To 11%. Retrieved May 07, 2014, From: <http://www.forbes.com/sites/kenrapoza/2014/02/04/as-emerging-market-crisis-unfolds-brazil-interest-rates-seen-going-to-11/>
- G1.globo.com. (2013). Veja diferenças entre conceitos que definem classes coaias no Brasil. Retrieved May 07, 2014, from: <http://g1.globo.com/economia/seu-dinheiro/noticia/2013/08/veja-diferencas-entre-conceitos-que-definem-classes-sociais-no-brasil.html>
- G. Johnson; R. Whittington & K. Scholes. (2009). *Fundamentals of Strategy*. Pretice Hall, second edition.
- Ibge.gov.br. (2014). Projeção da população do Brasil e das Unidades da Federação. Retrieved May 09, 2014, From: <http://www.ibge.gov.br/apps/populacao/projecao/>

- lbge.gov.br. (2014). A família Brasileira. Retrieved May 10, 2014, From: <http://teen.ibge.gov.br/biblioteca/livros-on-line/274-teen/mao-na-roda/1770-a-familia-brasileira>
- Ibpt.org.br. (2012). Carga tributária brasileira é quase o dobro da média dos BRICS. Retrieved May 08, 2014, From: <https://www.ibpt.org.br/noticia/1443/Carga-tributaria-brasileira-e-quase-o-dobro-da-media-dos-BRICS>
- Investorwords.com. (2014). Definition consumer. Retrieved March 15, 2014, from: <http://www.investorwords.com/1055/consumer.html>
- Julien Cayla, Eric J. Arnould. (2008). A Cultural Approach to Branding in the Global Marketplace. *Journal of International Marketing*: December 2008, Vol. 16, No. 4, pp. 86-112.
- Kietzmann, J., Hermkens, K., McCarthy, I., & Silvestre, B. (2011). Social media? Get serious! Understand the functional building blocks of social media. *KELLEY SCHOOL OF BUSINESS*, doi: 10.1016/j.bushor.2011.01.005
- Kippenberger, T. (2000) Remember the USP? (Unique selling proposition), *Antidote*, Vol. 5 Iss: 6, pp.6 – 8.
- Le M, D. (2013). *Content marketing*. (Master's thesis, HAAGA-HELIA, Helsinki, Finland) Retrieved from https://publications.theseus.fi/bitstream/handle/10024/62104/Duc_LE.pdf?sequence=1
- Managementstudyguide.com. (2014). *Difference between Market Segmentation, Targeting and Positioning*. Retrieved March 10, 2014, from: <http://www.managementstudyguide.com/marketing-segmentation-targeting-positioning.htm>
- Mary, B. (2014). Glasses History. [Blog]. Retrieved March 14, 2014, from: http://inventors.about.com/od/gstartinventions/a/glass_3.htm
- Olhardigital.uol.com.br. (2014). Brasil supera Rússia e se torna 5º país com mais usuários de internet. Retrieved May 08, 2014, From: <http://olhardigital.uol.com.br/noticia/40022/40022>
- Ópticanet.com.br (2013). Mercado óptico crescerá 100% em cinco anos, aponta estudo. Retrieved May 04, 2014, From: <http://www.opticanet.com.br/secao/opticanobrasil/6816/mercado-optico-crescera-100-em-cinco-anos-aponta-estudo/ler.aspx>
- Oxforddictionaries.com. (2014). Definition Eyewear. Retrieved March 10, 2014, from: http://www.oxforddictionaries.com/us/definition/american_english/eyewear

- Postplanner.com. (2014). 5 Quick Ways to Get Readers to Share Your Blog Posts on Facebook. Retrieved May 04, 2014, From: <http://www.postplanner.com/5-ways-to-get-readers-to-share-your-blog-posts-on-facebook/>
- Propmark.uol.com.br. (2013). Chilli Beans ganha espaço comparcerias. Retrieved May 14, 2014, From: <http://propmark.uol.com.br/anunciantes/44611:chilli-beans-ganha-espaco-com-parcerias>
- provision.com.au (2014). What makes a quality frame?. Retrieved May 10, 2014, From: <http://www.provision.com.au/page/qualitydifferences>
- provision.com.au (2014). Features and benefits of lenses. Retrieved May 10, 2014, From: <http://www.provision.com.au/page/featuresandbenefits>
- Pt.tradingeconomics.com. (2014). Brazilian inflation's rate. Retrieved May 07, 2014, From: <http://pt.tradingeconomics.com/brazil/inflation-cpi>
- Receita.fazenda.gov.br. (2014). Importação de Bens Via Remessa Postal ou Encomenda Aérea Internacional, Inclusive para Remessa de Compras Realizadas Via Internet – RTS (Regime de Tributação Simplificada). Retrieved May 08, 2014, From: <http://www.receita.fazenda.gov.br/aduana/rts.htm>
- Restrepo, J. (2012). SEGMENTATION TARGETING POSITIONING. [PDF] EurekaFacts LLC. pp. 01 - 04. Retrieved March 10, 2014 from: <http://www.eurekafacts.com/company/documents/STPWhitePaper.pdf>
- Saunders, M., Lewis, P. and Thornhill, A. (2012). *Research methods for business students*. Harlow, England: Prentice Hall.
- Senado.gov.br. (2014). Investimento em pesquisa e desenvolvimento no Brasil e em outros países: o setor privado. Retrieved May 10, 2014, From: <http://www.senado.gov.br/noticias/Jornal/emdiscussao/inovacao/ciencia-tecnologia-e-inovacao-no-brasil/investimento-em-pesquisa-e-desenvolvimento-no-brasil-e-em-outros-paises-o-setor-privado.aspx>
- Senado.gov.br. (2013). Comércio eletrônico já tem regulamentação. Retrieved May 08, 2014, <http://www12.senado.gov.br/jornal/edicoes/2013/05/21/comercio-eletronico-ja-tem-regulamentacao>
- Sharma. R. (2013). Custom Eyewear: The next focal point for 3d printing? Retrieved March 15, 2014, from: <http://www.forbes.com/sites/rakeshsharma/2013/09/10/custom-eyewear-the-next-focal-point-for-3d-printing/>
- Shapeways.com. (2014). Elasto plastic material information. Retrieved March 15, 2014, from: <https://www.shapeways.com/materials/elasto-plastic>

- Socialmediaexaminer.com. (2013). How to create a social media strategy by spying your competitors?. Retrieved May 14, 2014, From: <http://www.socialmediaexaminer.com/social-strategy-competitor-research/>
- Thenextweb.com. (2013). WordPress now powers 18.9% of the Web, has over 46m downloads, according to founder Matt Mullenweg. Retrieved May 13, 2014, From: <http://thenextweb.com/insider/2013/07/27/wordpress-now-powers-18-9-of-the-web-has-over-46m-downloads-according-to-founder-matt-mullenweg/>
- Tradingeconomics.com. (2014). Brazil GDP Annual Growth Rate. Retrieved April 07, 2014, from: <http://www.tradingeconomics.com/brazil/gdp-growth-annual>
- Trout, J. (1969). "'Positioning' is a game people play in today's me-too market place", *Industrial Marketing*, Vol.54, No.6, pp. 51–55.
- Viewmagazine.com.br. (2010). OS NÚMEROS DO BRASIL DE ÓCULOS VERSÃO 2010. Retrieved May 02, 2014, From: <http://www.viewmagazine.com.br/v3/visao/economia-mercado?edition=113>

Appendix

10. Supporting material

Appendix 1: Unikuz: The organization_____	pg.73
Appendix 2: Unikuz organizational chart_____	pg.96
Appendix 3: Full theories from the theoretical framework _____	pg.97
Appendix 4: Research Strategy and methodology table_____	pg.104
Appendix 5: Questionnaire results_____	pg.108
Appendix 6: Interview_____	pg.168
Appendix 7: Eyewear companies in Brazil_____	pg.188
Appendix 8: Barros alimentos analytics_____	pg.194
Appendix 9: Questionnaire_____	pg.195

Appendix 1

Unikuz: The organization

Sales representative notebook

Organization based in the north of The Netherlands, Unikuz entails to overcome the simplistic way wearing glasses by bringing it to a personalized level in which customization and uniqueness becomes the core of the business. To bring the eye wear industry into another level Unikuz connects perfectionism as its soul by bringing the best artists and designers in the field, the newest developments in technology and the passion for differentiation and trends in the Fashion industry.

Glasses is no longer used merely as a tool to see better the world around us, differently, in the past years, it became a fashion accessory which makes part of the daily life from several people around the globe. People no longer only have just one pair of glasses but several in diverse colors and shapes to fit their outfit and their personality. Also in the past years, strong researches affirms in immense increase in the ageing population which at the same time increase the amount of eye wear consumption around the globe surpassing 80 billion of dollars in sales every year with an expectation of reaching over 130 billion on late 2018.

Nevertheless this outstanding market potential still lacks in listening what the market wants and it is stagnated in time by providing the same products for decades which basic small changes in the frame and colors. With that in mind Unikuz takes a step ahead by being the first eyewear producer with full customization to literally fit the consumer face and personality by measuring the face from the customers from pictures taken from Unikuz website and letting them choose from our unique designs and the color which best fit their needs. Also, to overcome the simplistic way of fabricating the frames, Unikuz utilizes the latest in technology by using 3d printers and a specific SLS elasto plastic which makes the glasses 10x more resistant than any other. Moreover the lenses used in the glasses from Unikuz are the best in the market imported from Italy. Last but not least the glasses are fully handmade to enhance its uniqueness and perfection.

Highlights

- Fully customized
- Personalized measurement for perfect fit
- 3d printed technology
- Handmade
- Best lenses imported from Italy

- Focus on the uniqueness from each person

Objectives

The main goal from Unikuz is to diminish the problem of several when searching for glasses by giving them the freedom of choosing the glasses which they really like without worrying if it will fit or not by means of our measurement technology which makes our glasses really fit the customer. With that objective in mind we want to make the customer stand out of the crowd with a fully customized glasses made especially for them.

Mission Statement

We envision to bring the uniqueness in each individual through high quality design and personalized eyewear products.

How it works

Production

The production process is divided within 6 steps:

- **First Step**
 - Our designers and artists located around the world develop the trendiest models related to the value e culture from UNIKUZ.
- **Second Step**
 - Once the designs are developed they are sent for a research acceptance process. Once accepted by the public it is sent to India where a 2D-3D transformation is made.
- **Third Step**
 - For a perfect customization the 2D-3D transformation made in India is Send to our headquarters in The Netherlands where the product is shaped accordingly to your face.
- **Fourth Step**
 - The fourth step from the process consists of building the frames of your glasses, which are made in the most advanced 3D printing machines encountered in the market. Being ready, the glasses receive the color of your choice.
- **Fifth Step**
 - After few days for the production of each frame, they are send to Brazil where imported frames are placed in your frames according to your prescription or lenses color of your choice.

- **Sixth step**
- At this point your glasses are send back to The Netherlands where hinges, pads and bridges are placed, we complete a quality check and place your glasses in the case and sent to whatever place you are located in the world

Customer

- **First Step**
 - Choose the frame you like most
- **Second Step**
 - Take the picture of yourself with your webcam from the front and sides of your face alongside a card with 8.5 cm (credit card size)
- **Third Step**
 - Select the color of your choice for the design
- **Fourth Step**
 - *Optical*- Fulfill the prescription provided by your optician in the field
 - *Sun*- Choose the color of the lenses for your customized spectacles
- **Fifth Step**
 - Make the payment with one of our many options
- **Confirmation**
 - Once all the other steps are fulfilled you will receive an email with the confirmation of your order

Price

The price for every fully build customized eyewear glasses are of 249 euro with the best lenses with the possibility of inclusion of the customer signature in gold for 25 euro extra.

Location

Located in The Netherlands Unikuz uses a born global concept in which the core is to expand its participation in several countries at once by the usage of online medium making this approach easily attained. Nevertheless we are not only on online sales but also in big retail chains in several countries such as Brazil, Argentina, Chile, Portugal, Holland and Sweden where we currently have

representation. Furthermore we aim at entering in as many economically feasible countries as possible in the next years such as Germany, Finland, Spain, England, Switzerland and France.

Representation

For our representation program we focus on bringing the best experienced group for a fast and reliable growth in the organization, therefore we offer a long plan continuous percentage system in which who represents Unikuz gain a national control over the sales in a specific country and full managerial and marketing support from the central in the Netherlands.

The monetary gain for the representation is made out of 4% out of the final sales which happen in the country, plus full coverage of high investments in marketing with surplus over 33% of the final sold product. In other words for every glasses sold in the nation from the representation an equivalent of around 80 euros is invested to increase the sales and therefore making it extremely profitable in a long term for who represents Unikuz.

The main focus for who represents our organization is to aim retailers for a fast increase in sales and recognition in the country in the point of sales. Once in the retailer the prices are rearranged for the good profitability of their shop.

Technology

Additive manufacturing or 3D printing is a process of making a three-dimensional solid object of virtually any shape from a digital model. 3D printing is achieved using an additive process, where successive layers of material are laid down in different shapes. 3D printing is also considered distinct from traditional machining techniques, which mostly rely on the removal of material by methods such as cutting or drilling.

The 3d printed material used for the frames is names Elasto plastic. After months of research it has proven to be the most applicable material for the creation of Unikuz eyewear due to its incredible flexibility, and resistance up to the point the product can be literally hammered without breaking.

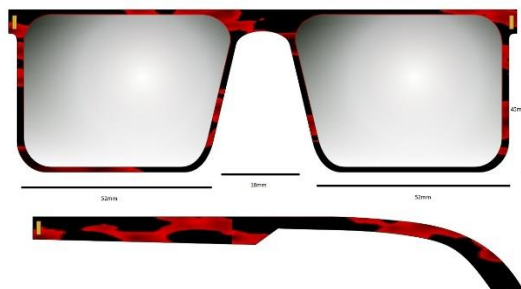
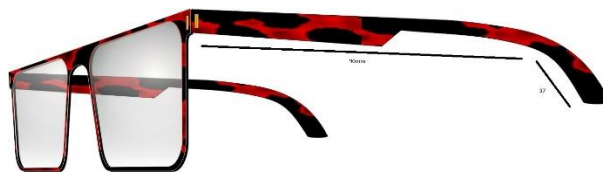
Marketing

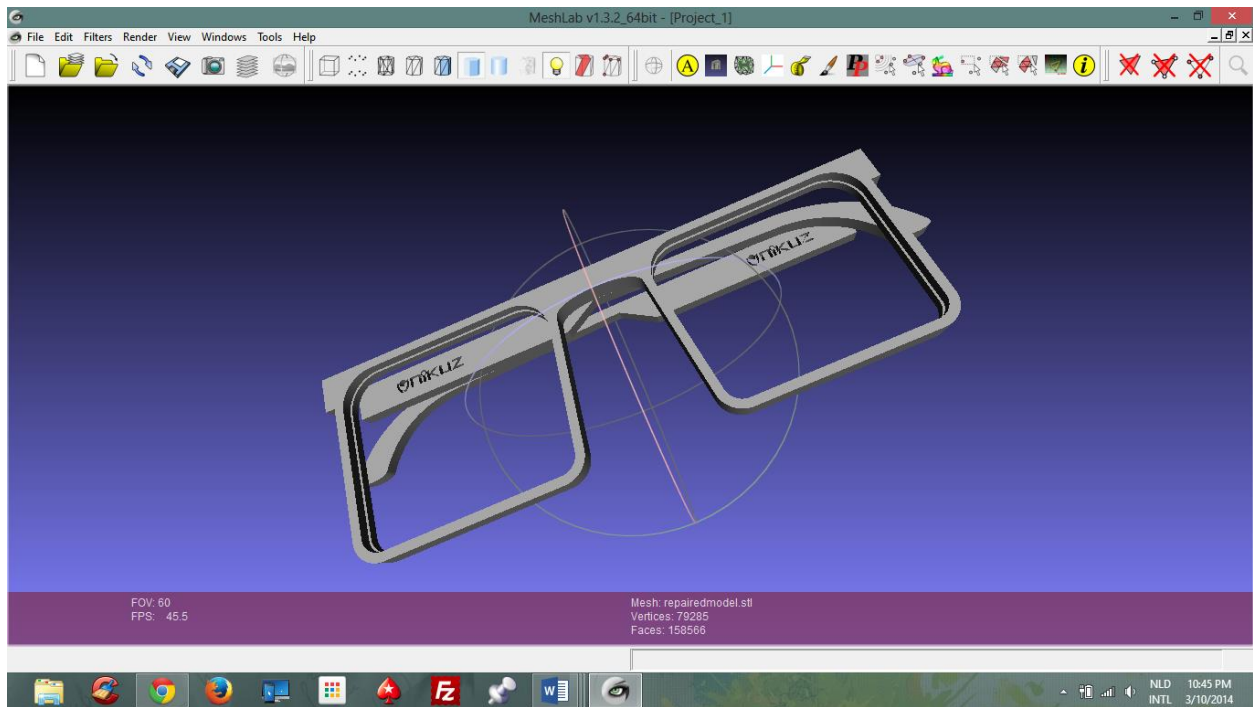
The marketing activities from Unikuz goes beyond normal marketing activities. For the development of awareness in the start, the organization will have a high investment online with the usage of SEO and focus on social medium though Facebook, twitter, Pinterest, Instagram, You tube and Linked in. Furthermore, once there is a cash income there will be investments on fashion magazines and fashion blogs, billboards and any other types of visual aid that makes us stand out of the crowd and show the real values from our organization.

Moreover, due to the importance in the retails placement for the increase in the amount of sales which with Spec savers only in Holland for example can easily overcome 2 thousand units per month, we will be investing on direct marketing activities specifically at the retail shops.

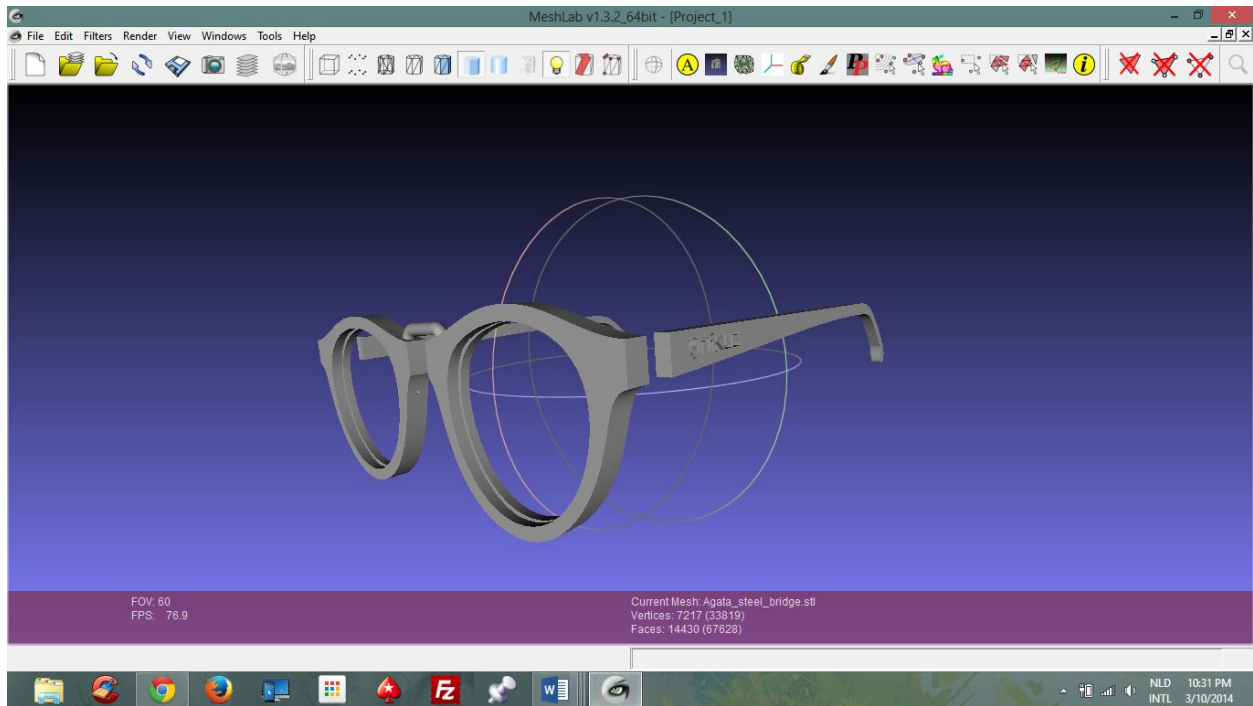
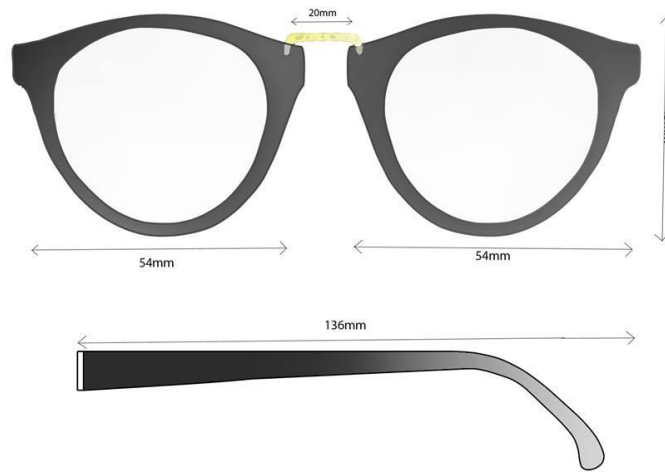
Taking into account the importance from the image of the organization which we want to attain, the last marketing strategy consists of sending glasses for free as a gift to high standard internationally recognized celebrities and fashion medium with the aim of acquiring their attention and helping the organization in the creation of awareness of Unikuz.

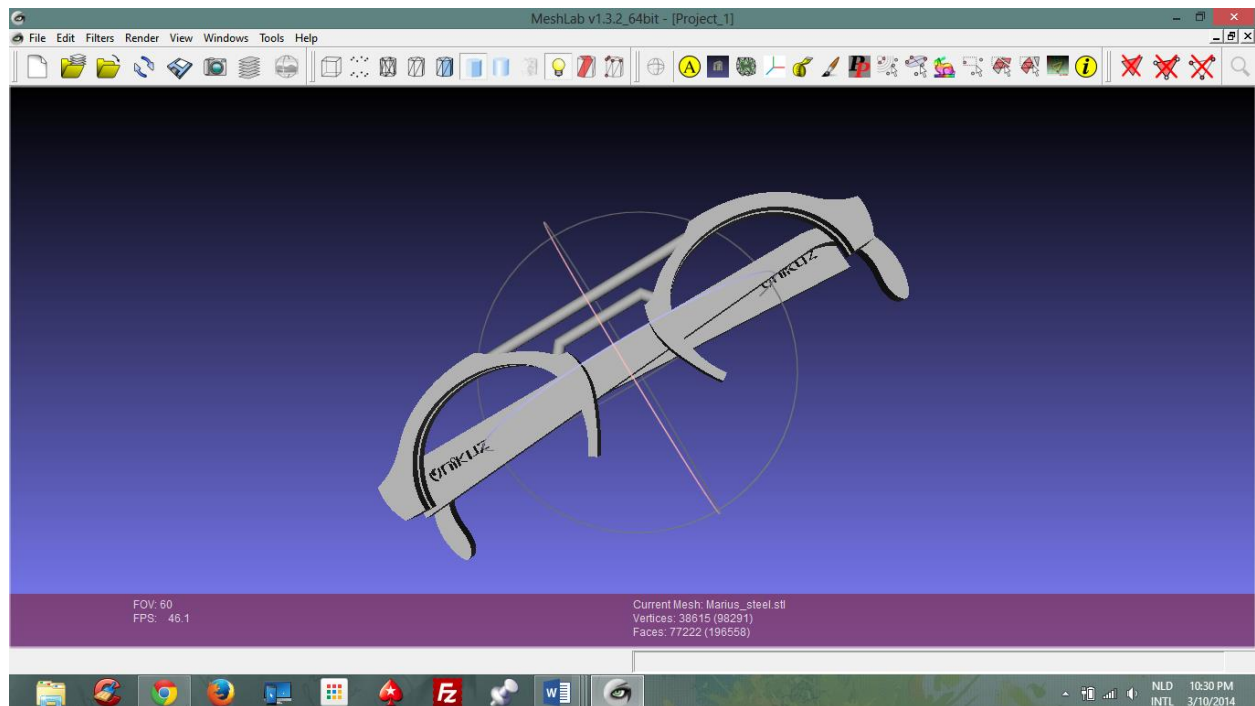
Designs



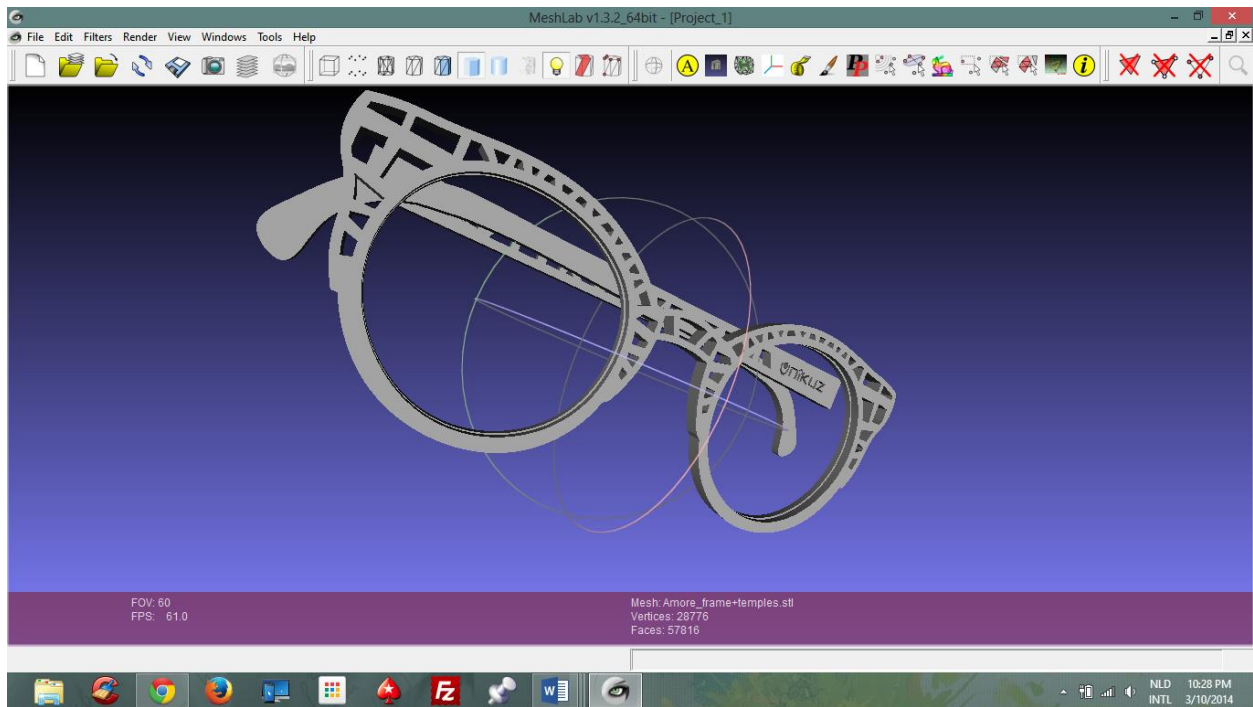


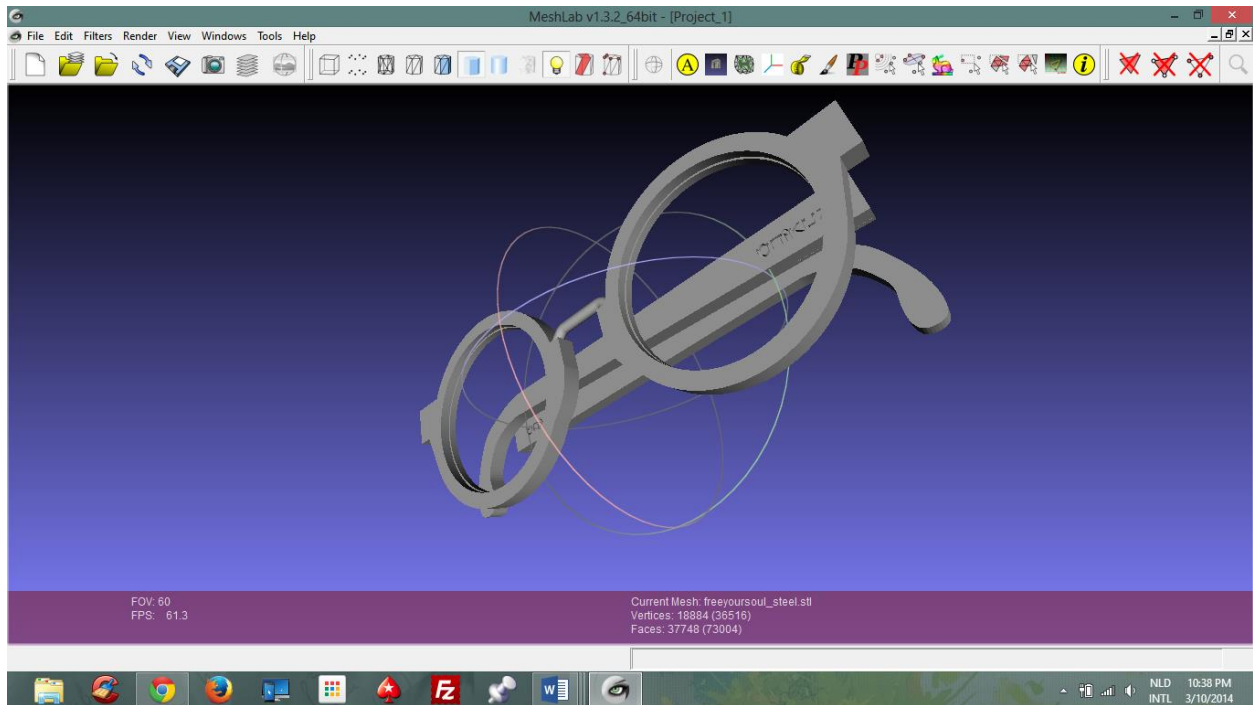


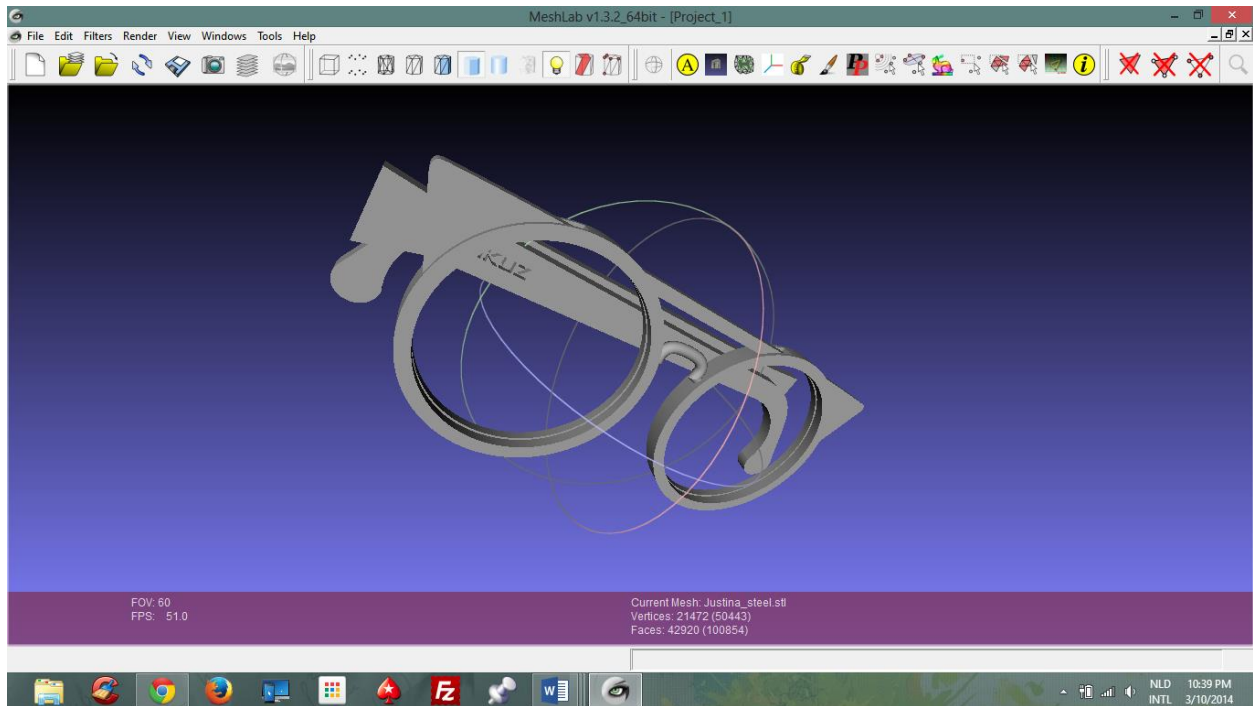


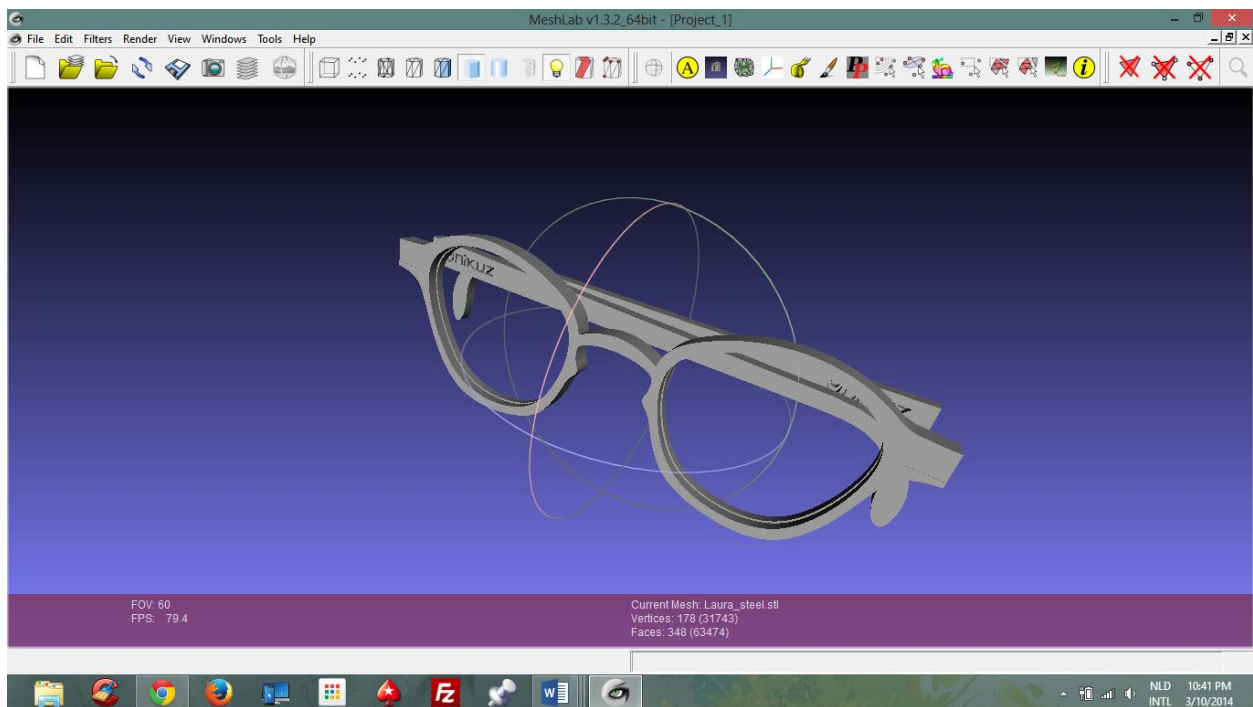


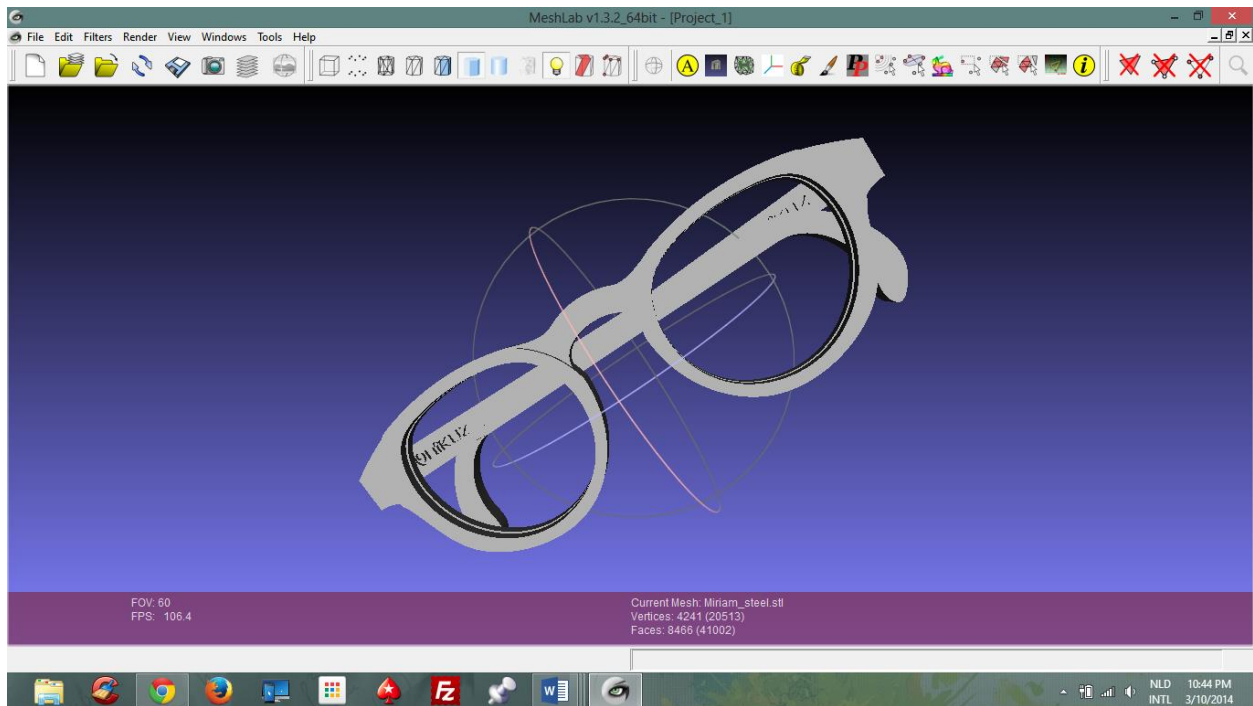


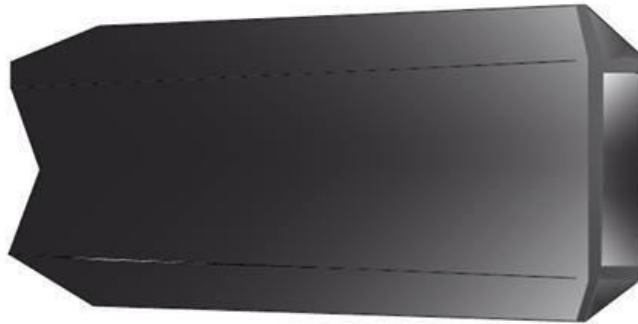
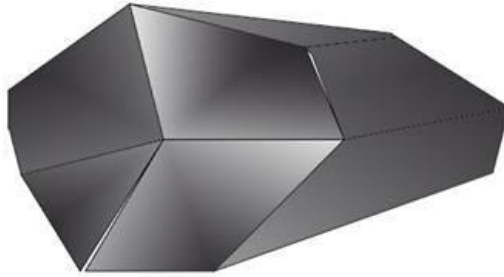




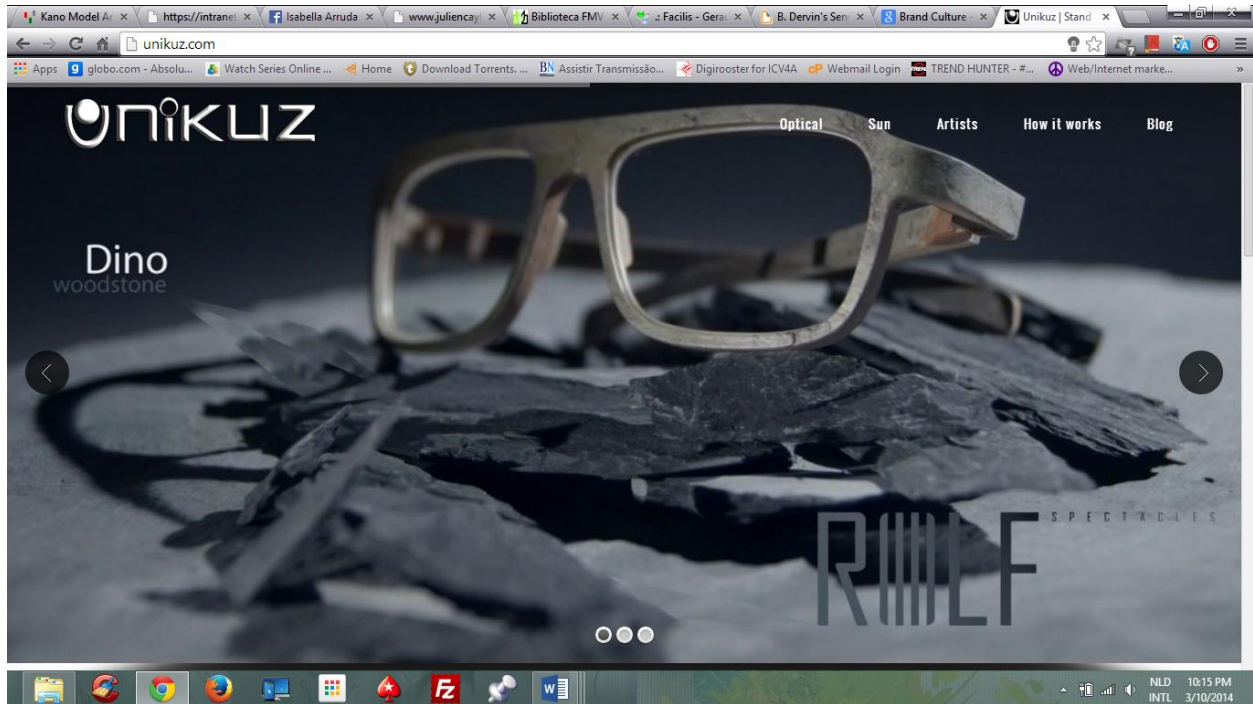


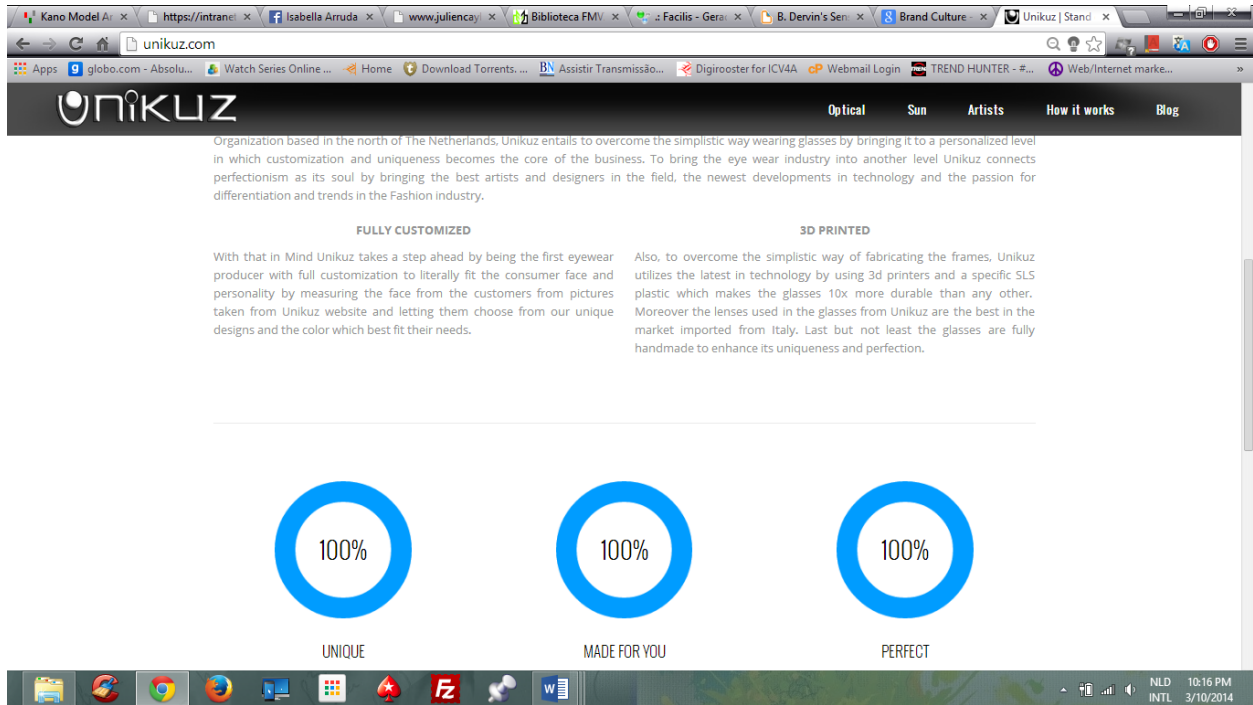


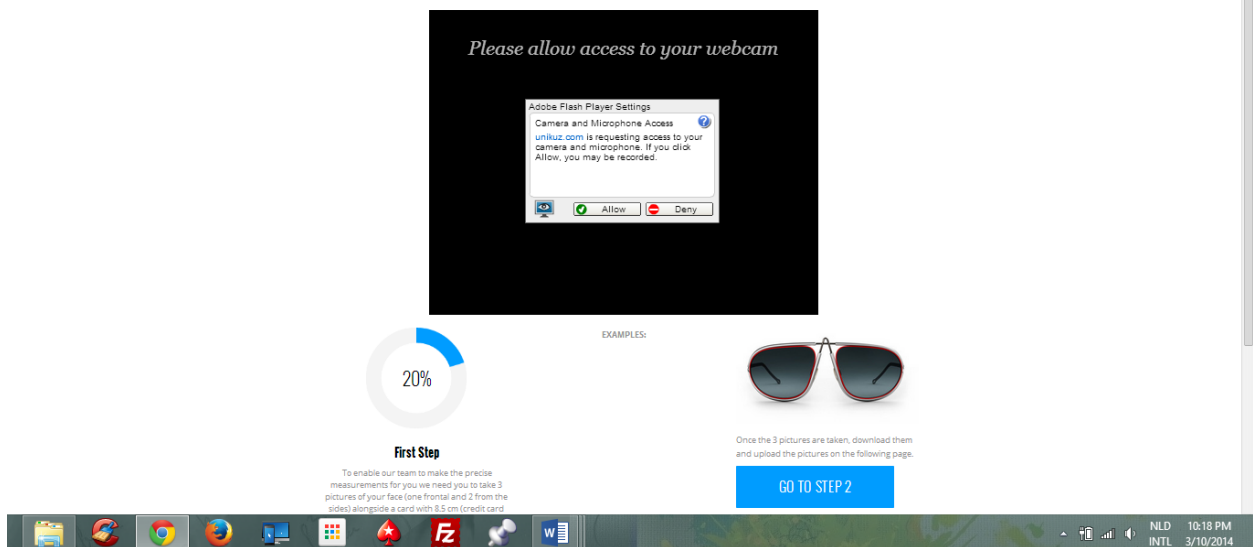
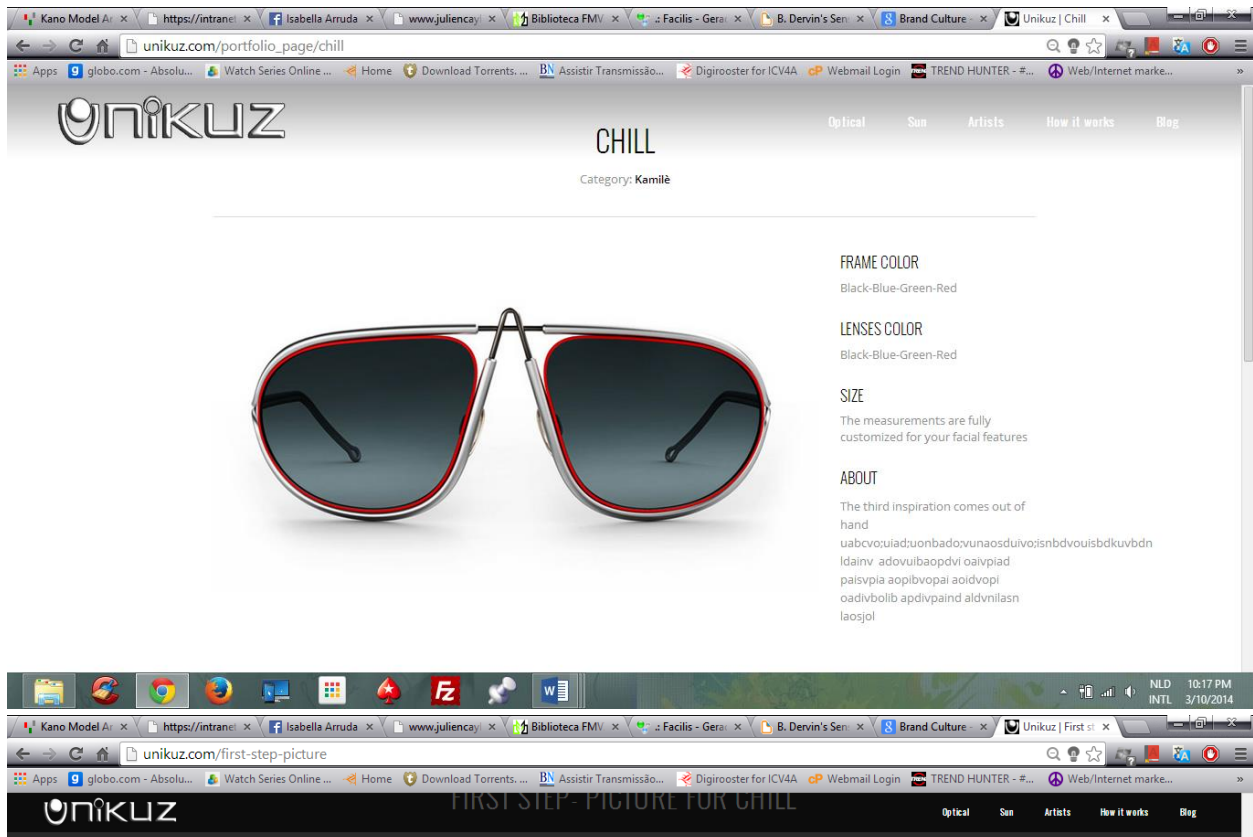


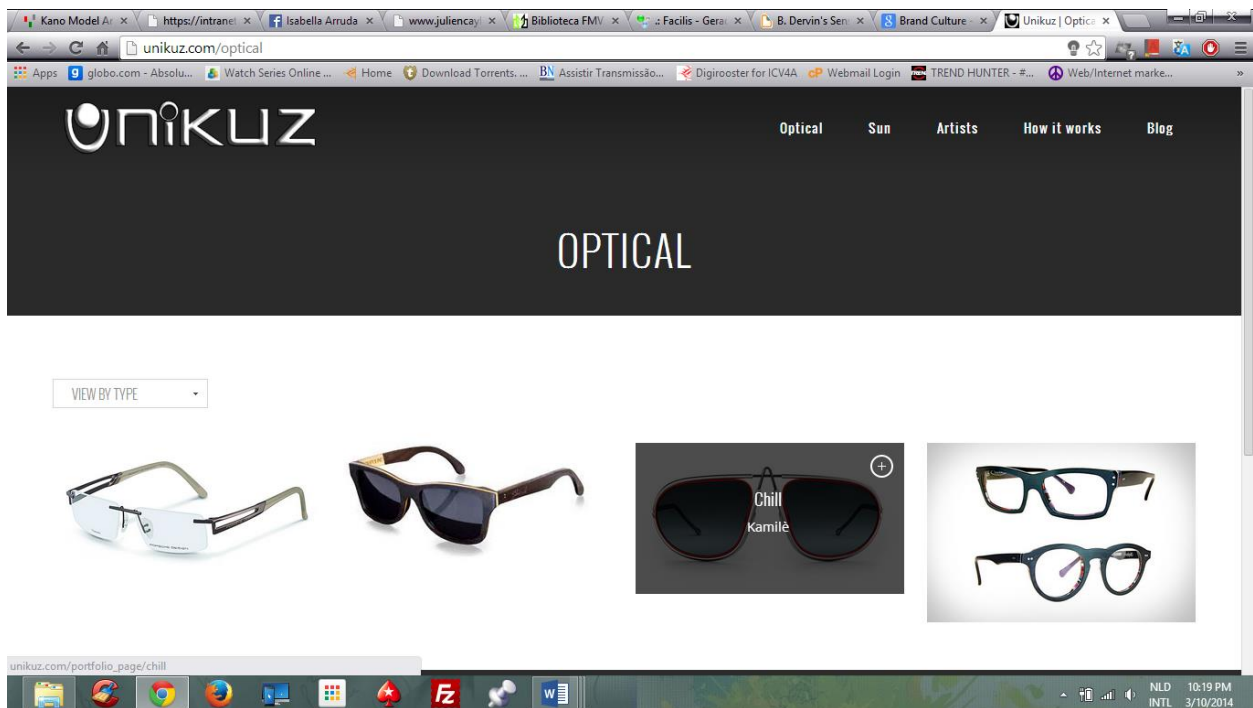
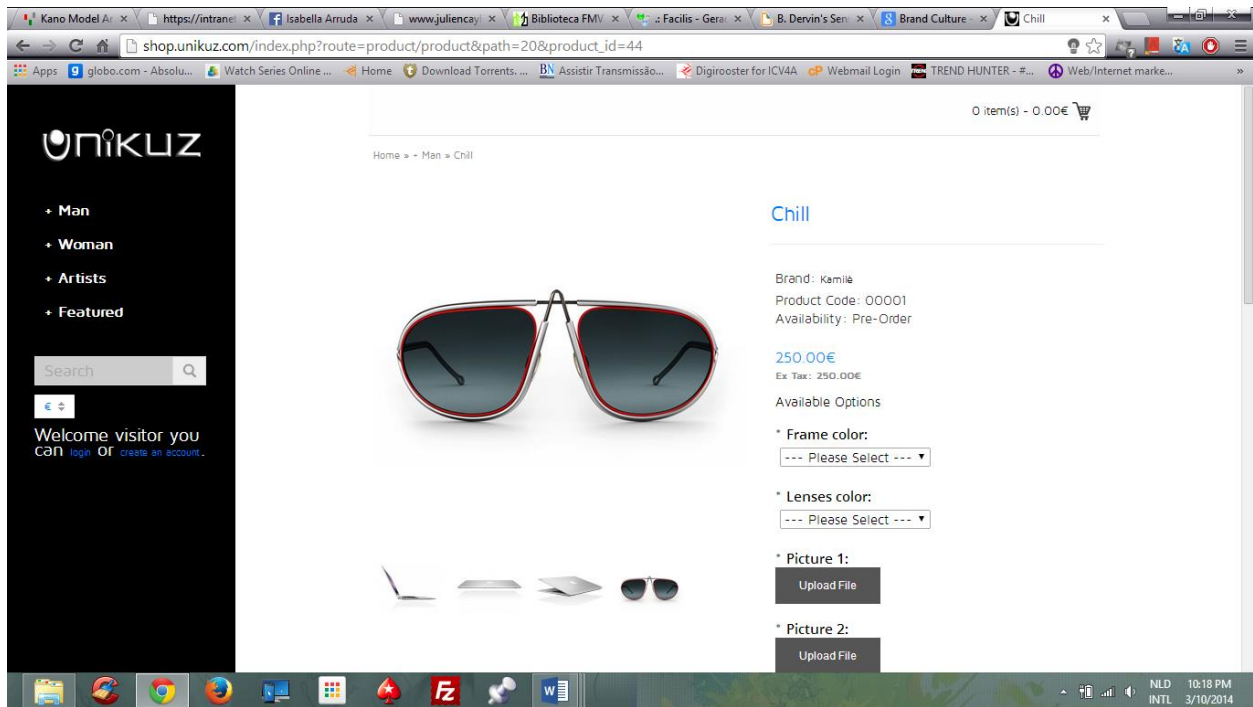


Webpage design










unikuz.com/art-designs

unikuz

Optical Sun Artists How it works Blog


ARTISTS



Kamille Grusauskaitė

Drawing has always been one of my favorite things to do. When I look back into my life, I come to realising art has always been around me. I have had a sparkle inside of me who is always pushing me to take my sketchbook where ever I go. It gradually became something, I couldn't live without anymore. I would draw on the paper, on the walls, everywhere I could find a free spot.

One of the most important things in my life for me is quality. It's something that my art couldn't exist without. I believe, that it comes from loving what you do, and putting your heart into it. Everything, that has quality is worth your time and every single minute I put into my designs is important and valuable.



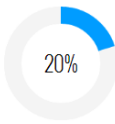
Raul Dintz

unikuz.com/how-it-works

unikuz

Optical Sun Artists How it works Blog

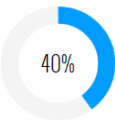
HOW IT WORKS



20%

First Step

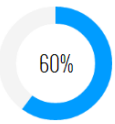
Choose the frame you like most



40%

Second Step

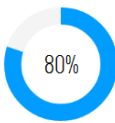
Take the picture of yourself with your webcam from the front and sides of your face alongside a card with 8.5 cm (credit card size)



60%

Third Step

Select the color of your choice for the design




80%

Fourth Step

Optical: Fulfill the prescription provided by your optician in the field


Sun: Choose the color of the lenses for your



100%

Fifth Step

Make the payment with one of our many options

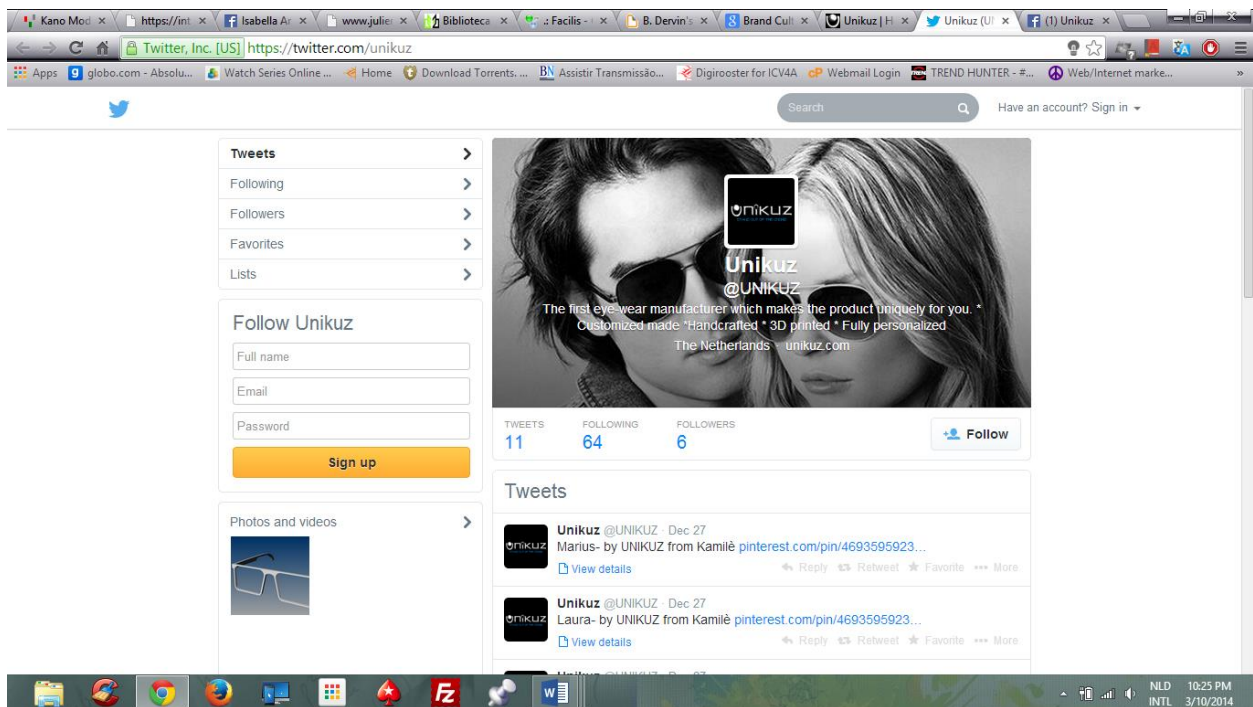
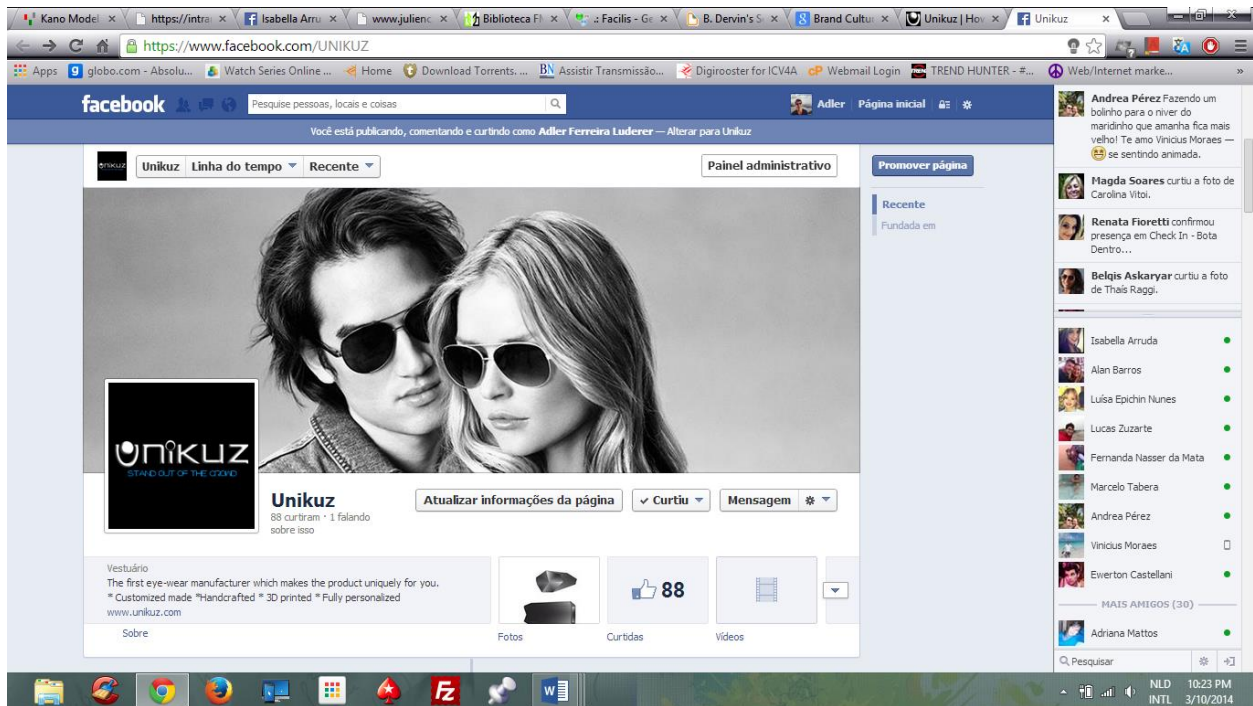


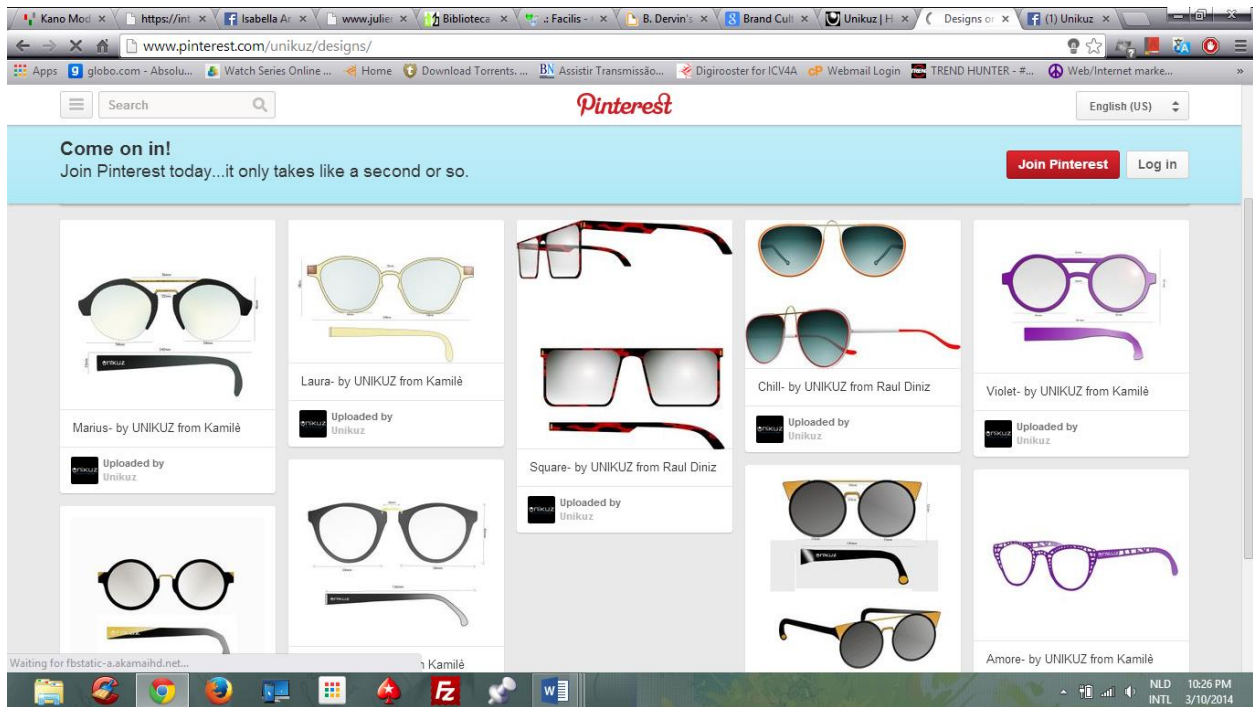
200%

Confirmation

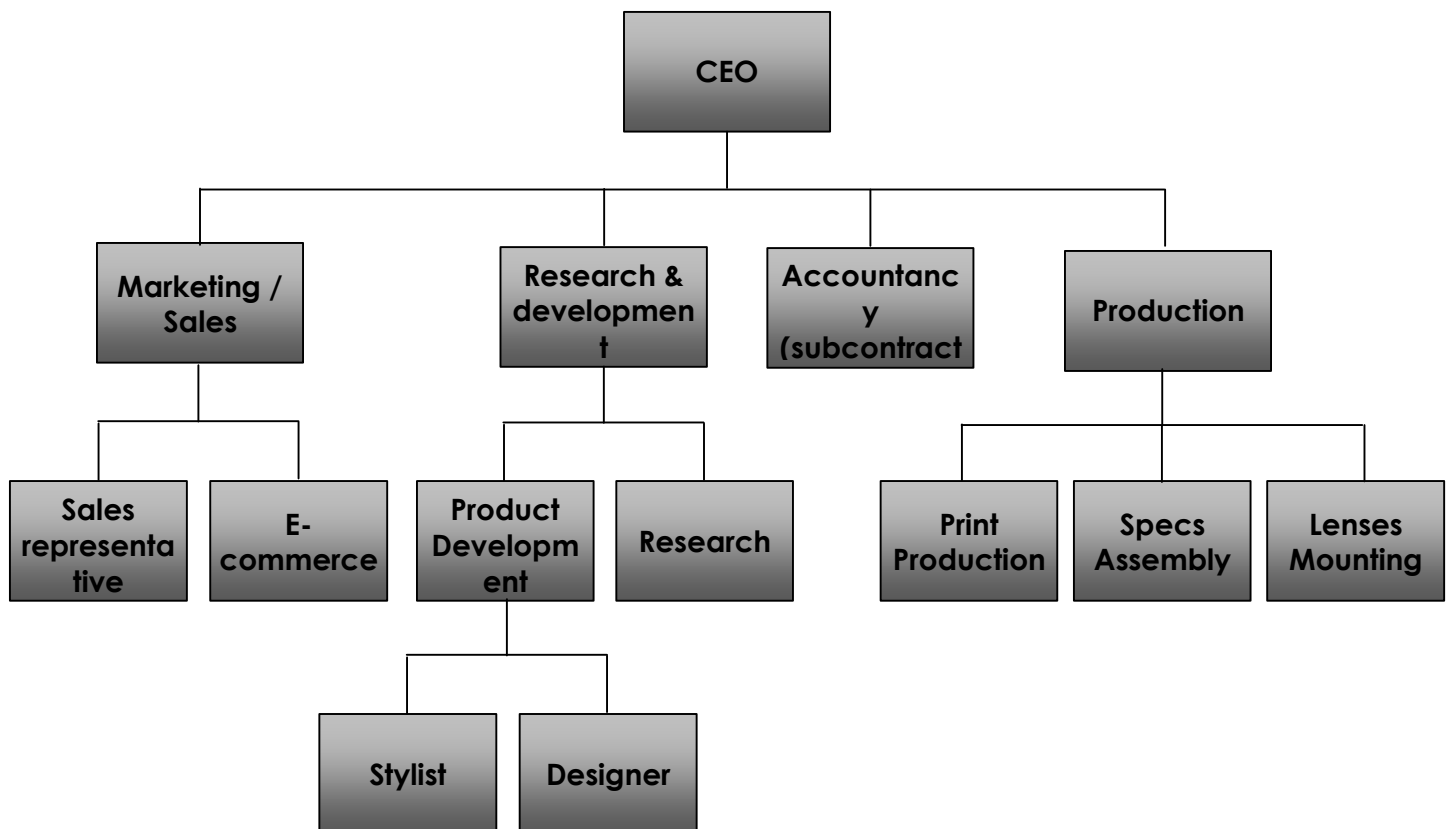
Once all the other steps are fulfilled you will receive an email with the confirmation of your order

Social media





Appendix 2: Organizational Chart



Appendix 3: Full theories as used for theoretical framework

Macro and micro theories

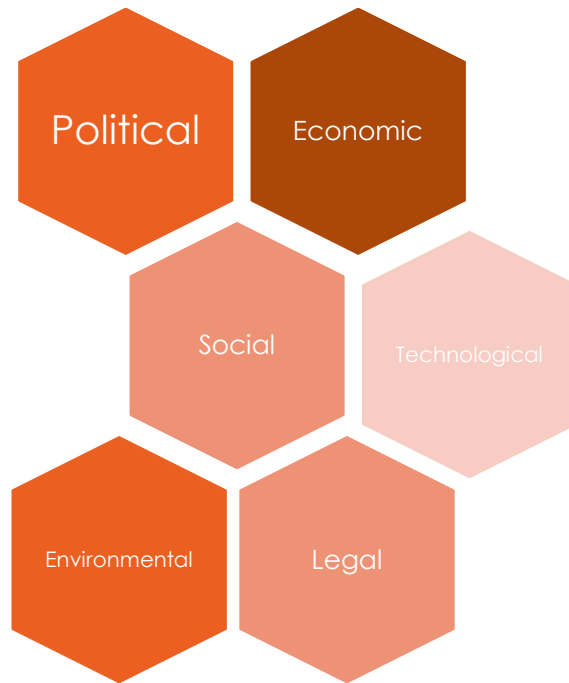
The environment plays a big role in the success or failure from an organization. Daily developments and interests that happen around the world influences in the future from organizations, for example the crisis in the European Union and United States that opened opportunities for the development of the Chinese market by increasing its production, sales and economic development in the past years.

According to Gerry Johnson, Richard Whittington and Kevan Scholes the business environment can be divided within four layers: Macro environment; Industry or sector; competitors and markets; and the organization. (2009)

Macro environment

C. PESTEL framework

Presented as the broadest environmental analysis, the macro environment is well covered by the PESTEL framework which includes the investigation from political, economic, social, technological, environmental and legal issues. The role of government is highlighted by political issues; Exchange rates, business cycles and economic growth is represented by economic issues; cultures and demographics by social issues; technological influences imply innovative tools such as the internet or nano technology; environmental issues stands for pollution and waist in the planet; and last but not least legal comprise legislative constraints and changes.



Micro environment

The second layer within the general broad environment is the first one to represent the micro environment by exploring the industries or sectors and examining organizations that produces the same type of products or services. To understand particular industries or sectors attractiveness and possible threats it is useful to use the five forces framework. Furthermore, also inside the micro environment, the third inner layer covers competitors and market analysis which by utilizing the concept of strategic groups it is possible to identify different types of competitors. (2009)

D. The Five forces framework

Helping to focus on what is most important the five forces framework developed by Porter "helps to identify the attractiveness of an industry in terms of five competitive forces: the threat of entry, the threat of substitutes, the power of buyers, the power of suppliers, and the extent of rivalry between competitors" (G. Johnson; R. Whittington & K.Scholes 2009, pg. 25)

Being useful as a starting point for strategic analysis, the five forces framework comprise an industry structure which according to Porter (1998) is capable of providing the attractiveness of a market and its profit potential. The evaluation from the 5 forces are based in high and low levels- when most of the forces are high the market is not attractive to enter due to competition and pressure and when low the sector provides an easier entrance for the organization and therefore bigger possibilities of success.

The buyer power deal with the amount of buyers the organization works with. With the same relevance, the power of supplier assesses how easy the suppliers have control over the prices of their products or services. Moreover, the competitive rivalry entails the capabilities of your competitors and the differentials they offer that might make a certain organization less powerful due to its limitation or more powerful because of its differentials. Observing the external market, threat of new entry is presented as high or low level based on the easiness or difficulties for entering in the market. For example the entrance cost for the sector, the necessary technology, the amount of economy of scale in the sector can be a positive factor for your organization or negative depending on the position in the sector. At last, the Threat of substitution is the risk of losing market to other products or services which can fulfill the customer needs by the usage of alternative products or services. (2013)

Segmenting Targeting & positioning

It is the responsibility of the marketers to create awareness of their products amongst the consumers. It is essential for the individuals to be aware of the brand's existence. The USPs of the brands must be communicated well to the end-users. An organization can't afford to have similar strategies for product promotion amongst all individuals. Not every individual has the same requirement and demand. Therefore Marketers set up an STP Strategy.

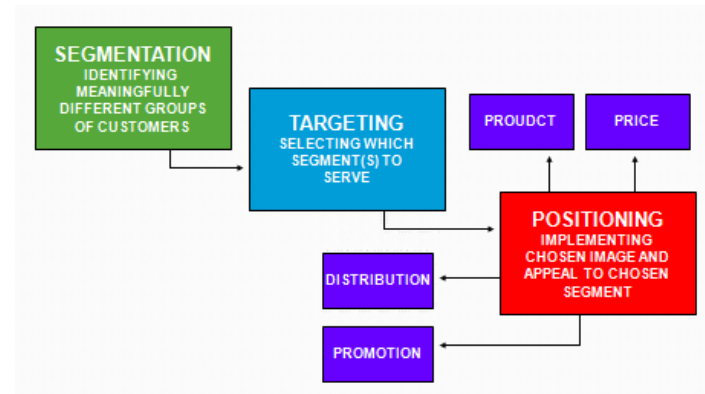
There is a marketing revolution in progress today as the environment continues to change with new technologies and the availability of data to assist marketers in focusing on a target audience.

Today's marketing concept considers the needs of consumers as the primary aspect for success of the firm. Long term relationships are sought by providing information and developing the proposition of value whereas the old marketing concept was simply to

make a sale. Both old and new concepts utilize market segmentation, market targeting and positioning.

Segmentation, targeting, and positioning (STP) together contain a three stage process. "First (1) determine which kinds of customers exist, then (2) select which ones we are best off trying to serve and, finally, (3) implement the segmentation by optimizing products/services for that segment and communicating that we have made the choice to distinguish ourselves that way." (Consumerpsychologist.com, 2013)

Segmentation involves finding out what kinds of consumers with different needs exist. In the auto market, for example, some consumers demand speed and performance, while others are much more concerned about roominess and safety. In general, it holds true that "You can't be all things to all people," and experience has demonstrated that firms that specialize in meeting the needs of one group of consumers over another tend to be more profitable. (Consumerpsychologist.com, 2013)



"Some different ways you can **segment** your market include the following;

- Demographics which focuses on the characteristics of the customer. For example age, gender, income bracket, education, job and cultural background.
- Psychographics which refers to the customer group's lifestyle. For example, their social class, lifestyle, personality, opinions, and attitudes.
- Behaviour which is based on customer behaviour. For example, online shoppers, shopping centre customers, brand preference and prior purchases.
- Geographical location such as continent, country, state, province, city or rural that the customer group resides." (Toolkit.smallbiz.nsw.gov.au, 2013)

STP Process

1. Definition of segmentation criteria
2. Definition of segment profiles

3. Assessment of the attractiveness of segments
4. Selection of target groups
5. Definition of the desired unique position in the mind of the target customer.
(Pelsmacker and Geuens et al., 2007)

Market segmentation should ideally to more homogeneous subgroups in that the members of one group should react in the same way it marketing stimuli and differ in their react in the same way to marketing stimuli in their reactions to these stimuli from the members of other segments. It is not sufficient for men and woman to be physiologically different. If there is no systematic difference between the two groups in the way they react to marketing stimuli, there is no sound reason to distinguish between them.
(Pelsmacker and Geuens et al., 2007)

Once segment profiles have been identified, their attractiveness can be assessed. Segment attractiveness will depend on the size and predicted evolution of sales, buying power and the amount of competition targeted at the same segment. On the basis of this analysis of attractiveness the marketer will select a number of target groups to focus on, based on their attractiveness and for which the company has relevant strengths.
(Pelsmacker and Geuens et al., 2007)

With **target marketing**, a subgroup of the larger market is selected as the focal point for the marketing and advertising campaign. Often target marketing uses demographic information so that the advertiser can select effective media to reach the segment targeted. (Toolkit.smallbiz.nsw.gov.au, 2013)

“There are three general strategies for selecting your target markets:

- Undifferentiated Targeting: This approach views the market as one group with no individual segments, therefore using a single marketing strategy. This strategy may be useful for a business or product with little competition where you may not need to tailor strategies for different preferences.

- Concentrated Targeting: This approach focuses on selecting a particular market niche on which marketing efforts are targeted. Your firm is focusing on a single segment so you can concentrate on understanding the needs and wants of that particular market intimately. Small firms often benefit from this strategy as focusing on one segment enables them to compete effectively against larger firms." (akhimbanotes.hpage.in, 2014)

Multi-Segment Targeting: This approach is used if you need to focus on two or more well defined market segments and want to develop different strategies for them. Multi segment targeting offers many benefits but can be costly as it involves greater input from management, increased market research and increased promotional strategies. (Toolkit.smallbiz.nsw.gov.au, 2013)

Finally the company has to define a unique and relevant position for its products in the mind of the target group. Positioning can be defined as the way a product is perceived by the target group on important attributes, the 'place in the mind' a product occupies relative to its competitors. Positioning is a core element marketing strategy and hence of marketing communications. Positioning attempts to claim exclusive 'ownership' of a benefit in the mind of the customer which differentiates it from the competition. (Pelsmacker and Geuens et al., 2007)

The receivers of the sent communication, are not always the people of the aimed target group. There are multiple categories in which people can be divided when it comes to receiving communication messages. Nillesen, 2000 states in his theory that there are four different types of receivers for your communication message:

- Targeted receivers
- Available/accessible receivers
- Potential receivers
- Factual receivers. (Nillesen, 2000)

This means that the people you actually reach with the communication campaign are not always the people you targeted to reach.

Positioning means taking into account a complicated set of perceptions, feelings and impressions a consumer has to have about a brand or product. Consumers will position

brands in certain associative schemes even if a company is not actively promoting the competitive advantages of its products. (Pelsmacker and Geuens et al., 2007)

There are six basic questions that should be asked when creating a market position:

- What position, if any, do we already have in our customer's or prospect's mind?
- What position do we want?
- What companies must be outgunned if we want to establish this position?
- Do we have enough marketing budget to occupy and hold that position?
- Do we have the guts to stick with one consistent positioning strategy?
- Does our creative approach match our positioning strategy?

Content marketing Framework and Steps

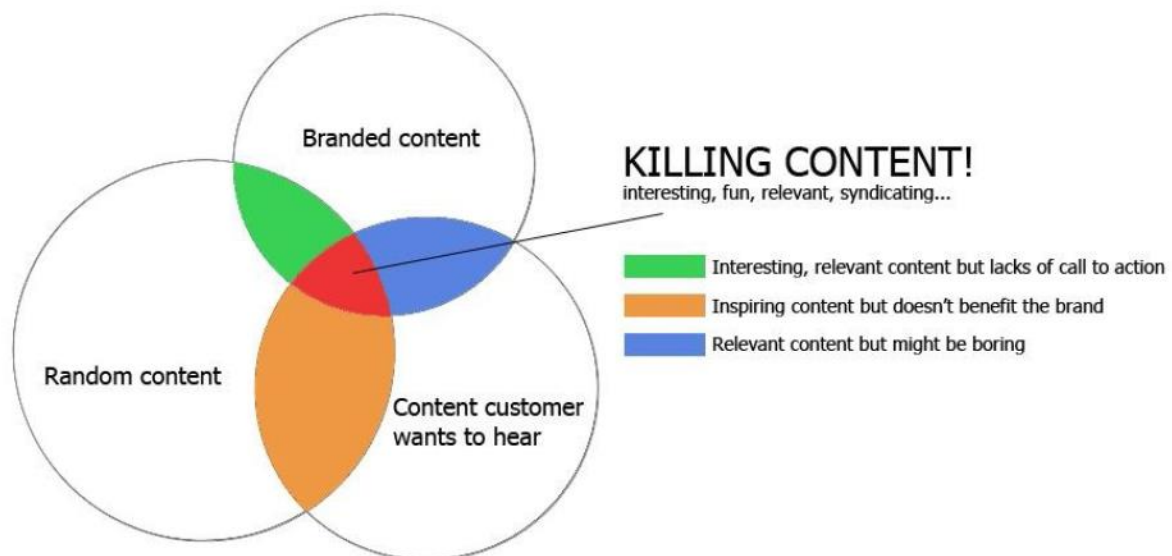


Figure 4: How to make the best out of content marketing
Source: Nguyen Quoc Binh (2013)

In order to achieve the right content strategy, Nguyen (2013) suggests the following steps:

1. Categorize contents by the type A-B-C above. Divide audience into sample sizes for segmentation. Prepare appropriate contents according to the customer segment.
2. In each segment, lists out the possible topics to be discussed.

3. Map the topics together.
4. Set KPIs and implementation strategy according to schedule, and
5. Measure and report to make sure you are on the right track

Appendix 4: Research strategy and methodology table

Research Questions	WHY	WHAT	HOW	WHEN
How is the current eyewear market in Brazil organized?	For the reason that an overview of the market will enable Unikuz to see the big picture of what can be expected regarding economic, political, technological, ecological, social and legal situation from Brazil.	<ul style="list-style-type: none"> Economic information from the Brazil eyewear market. Political information from the Brazil eyewear market. Technological information from the Brazil eyewear market. Legal information from the Brazil eyewear market. Social information from the Brazil eyewear market. 	Desk research (Census/Journals). Interview with expert in the Brazilian eyewear industry. And using PESTEL analysis	Weeks 2, 3 and 4. Interview will be made based on the schedule from the expert within the weeks.
Which are the main competitors in Brazil?	Will help in the discovery of the possible threats in the country for Unikuz and from Whom to acquire information regarding success or failure in past	<ul style="list-style-type: none"> List of competitors in the spectacles market from Brazil. General information regarding each competitor. Ranking of the competitors in the Brazilian market. 	Desk research (Journals & magazines). And using the five forces from Porter	Week 2

	attempts of offering their products in Brazil.	<ul style="list-style-type: none"> Monetary power of each competitor in the Brazilian market. 		
What are the current glasses features offered by competitors in the eyewear market?	Because it will let Unikuz know what the spectacles consumers are used to see on other glasses in Brazil.	<ul style="list-style-type: none"> Features of the glasses. Different values offered by competitors. 	Desk research (Journals & magazines). Interview with expert in the Brazilian eyewear industry.	Weeks 2, 3 and 4. Interview will be made based on the schedule from the expert within the weeks.
Would there be an interest from the Brazilian consumers in acquiring Unikuz spectacles?	It will let Unikuz know if the current features from the glasses are of interest from the Brazilian consumers.	<ul style="list-style-type: none"> If the Brazilian spectacles consumers value what Unikuz has to offer. The acceptance of the design. Acceptance of the price. Acceptance of features. 	Questionnaire developed to the Brazilian spectacles consumers. (300 participants)	Weeks 1, 2 and 3.
To what extent are online sales of spectacles accepted in the Brazilian market?	The answer for this question will provide the information if it is recommended for Unikuz to try to enter the Brazilian market via the internet or not.	<ul style="list-style-type: none"> How is the online ecommerce in Brazil for spectacles? Level of acceptance of Unikuz online sales in Brazil. If Brazilian consumers would buy glasses via the internet. 	Questionnaire developed to the Brazilian spectacles consumers (300 participants); Census; Journals; and Magazines. Interview with expert in the Brazilian eyewear industry.	Weeks 2, 3 and 4. Interview will be made based on the schedule from the expert within the weeks.
What are the consumers' characteristics from the spectacles market?	The characteristics will provide a general overview of the actual consumers of glasses and sunglasses which makes it easier to understand the consumers and how to attain their attention.	<ul style="list-style-type: none"> How are the consumers from the competitors? Which places those consumers go? What they like? Who they like? Why they like? 	Questionnaire developed to the Brazilian spectacles consumers (300 participants). Magazines; Internet and case studies from competitors.	Weeks 1, 2, 3 and 4. Noticing that the 3 first ones are also for the questionnaire.
What is the most appropriate	Will enable Unikuz to know who, what, where,	<ul style="list-style-type: none"> Discover the target market that fits most the features and 	Questionnaire developed to the Brazilian spectacles	Weeks 1, 2 and 3.

target market for Unikuz products?	when and how to attain the attention from a consumer group in Brazil.	culture from Unikuz product.	consumers (300 participants).	
What are the buying behavior from Unikuz target market?	Will let Unikuz aware of how their possible consumers act when buying spectacles which enables the manufacturer in knowing how to better attain their attention when selling.	<ul style="list-style-type: none"> Where spectacles consumers usually buy? How they buy it? What type of glasses the buy most? When they buy spectacles? Do they buy it for other people or for themselves? 	Questionnaire developed to the Brazilian spectacles consumers (300 participants).	Week 1, 2 and 3.
In the target market opinion, what makes Unikuz spectacles better than the competition?	The reason of this question is to discover if Unikuz attributes are considered better than the competition.	<ul style="list-style-type: none"> The opinion from the targeted market regarding the pros and cons from Unikuz products in comparison to other spectacles organizations that sell their products in the Brazilian market. 	Questionnaire developed to the Brazilian spectacles consumers (300 participants).	Weeks 1, 2 and 3.
What differentials is Unikuz target group interested?	This question enables Unikuz to know which of its various values are of biggest value to their potential consumers.	<ul style="list-style-type: none"> What the target group want from Unikuz products. If the products need extra differentials. 	Questionnaire developed to the Brazilian spectacles consumers (300 participants).	Weeks 1, 2 and 3.
What is the most appropriate price for Unikuz spectacles in Brazil?	This question will provide the average price to enter in the Brazilian Market.	<ul style="list-style-type: none"> What is the most appropriate price for Unikuz spectacles? 	Questionnaire developed to the Brazilian spectacles consumers (300 participants).	Weeks 1,2 and 3.
How can online marketing help Unikuz in selling its spectacles in Brazil?	This central question will provide help in the discovery of possible methods, strategies and theories used by other organizations	<ul style="list-style-type: none"> Methods other spectacles brands have used to market their product online. Reasons online marketing is good for Unikuz entrance. 	Desk research (Case study from other organizations that sells spectacles online in Brazil)	Weeks 5 and 6.

	in the spectacle industry from Brazil.	<ul style="list-style-type: none"> Best approach for Unikuz entrance via the internet in Brazil. 		
What is the most appropriate social media to attain the attention from Unikuz target group?	This question will make Unikuz aware of what is the best online social media to communicate with their target market and also where is the best place to possibly advertise.	<ul style="list-style-type: none"> The positive and negative attributes from each social media for Unikuz online marketing. The best social media to attain the attention and market Unikuz products online. 	Google tools, case studies, other organizations from the spectacle industry from Brazil. Questionnaire developed to the Brazilian spectacles consumers (300 participants).	Week 1 for the questionnaire. Weeks 5 and 6 for google tools and case study analysis.
What type of content should be created for each social media?	By answering this question Unikuz will know what should be communicated (written) in each social media chosen from the previous question.	<ul style="list-style-type: none"> The appropriate topics to be written on the social media used by Unikuz. Schedule of the topics in each social media used by Unikuz. How it should be written in each of the social media used by Unikuz. 	Google tools, case studies, other organizations from the spectacle industry from Brazil. Questionnaire developed to the Brazilian spectacles consumers (300 participants).	Week 1 for the questionnaire. Weeks 5 and 6 for google tools and case study analysis.
What features will place Unikuz website in a good position on search engines?	This question will help Unikuz in the development of their website and e-commerce for the positioning on search engines.	<ul style="list-style-type: none"> Features to be taken into consideration when creating the website from Unikuz. Keywords to be used in the website. SEO Rules placed by google. 	Google tools, WordPress and case studies from other organizations with e-commerce in Brazil	Weeks 5 and 6
What types of content should be created to the website?	By answering this question Unikuz will know what should be communicated (written) in their website.	<ul style="list-style-type: none"> Topics to be placed on Unikuz website. How the content should be written to attain the target group attention. 	Google tools, case studies, other organizations from the spectacle industry from Brazil. Questionnaire developed to the Brazilian spectacles consumers (300 participants).	Week 1 for the questionnaire. Weeks 5 and 6 for google tools and case study analysis.
How are the competitors using online marketing	By discovering the competitors attitudes in their online marketing activities Unikuz	<ul style="list-style-type: none"> Competitor's failure and success on social media activities in Brazil. 	Case studies, other organizations from the spectacle industry from Brazil. Magazines of the	Weeks 5 and 6.

to market their product?	can avoid previous mistakes made by other companies and have a guidance of the most appropriate strategy for the success in Brazil.	<ul style="list-style-type: none"> Competitor's website content. Competitors online strategies. 	eyewear industry from Brazil.	
--------------------------	---	---	-------------------------------	--

Appendix 5: Questionnaire results

4. Qual é a sua profissão? (What is your profession?)

Count	Response
1	ARQUITETA
8	Advogada
1	Advogada e Empresária
4	Advogado
1	Analista adm jr
1	Analista de Sistemas
1	Analista de relacoes com investidor
1	Analista em TI

Count	Response
1	Analista programador
1	Aposentado
1	Arquiteta
1	Arquiteta e Urbanista
1	Arquiteto
1	Arquivista
1	Assistente financeiro
1	Autonomo
1	Autônomo
1	Bancária aposentada
1	Bancário
1	Consultor de Marketing Digital
1	Consultor de TI
1	Consultor de empresas
3	Dentista
1	Desempregada
1	Desenvolvedor de Sistemas

Count	Response
1	EMPRESARIO
1	Empresario
4	Empresário
1	Enfermeira
1	Enfermeiro
1	Engenheira
9	Engenheiro
1	Engenheiro de Produção
1	Estagiária de marketing
51	Estudante
1	Fisioterapeuta
2	Func. Pública
1	Gerente Comercial
1	Gerente comercial
1	Gerente de Contas
1	Gestor
1	Guia de Turismo

Count	Response
1	Ing. Comercial
1	Instrutora de mergulho
3	Jornalista
1	Operador de maquinas
1	Pedagoga
1	Personal Trainer
1	Pesquisador
1	Professor
1	Professor de Inglês
1	Professor do Ensino Superior
3	Professora
1	Professors
1	Profissional do marketing
1	Publicitario
1	Publicitária
2	Publicitário
1	Publicitários

Count	Response
1	Recepcionista
1	SÓ ESTUDO
1	Turismólogo
1	Técnico segurança do trabalho
4	advogada
2	advogado
1	arquiteta
1	assistente de arte
1	assistente qualidade
1	bancaria
1	chef de cozinha
1	confeiteiro
2	consultor
1	consultora de organizações
1	coordenadora de qualidade
1	coordenadora pedagógica
1	corretor de imóveis

Count	Response
1	culinarista
1	dentista
1	educador físico
1	empresario
1	empresária
1	empresário
1	engenheiro
1	engenheiro químico aposentado
1	escritora
1	estagiária
25	estudante
1	estudante, estagiario
1	gerente
1	gerente de Marketing e Comercial
1	jornalista
1	medico
1	pedagoga

Count	Response
6	professora
1	psicologa
1	psicóloga

5. Qual é o seu email? (What is your email address?)

Count	Response
1	3.pires@gmail.com
1	ABCDE@hotmail.com
1	Alehbh@hotmail.com
1	Arrudacarlos12@gmail.com
2	Bianca.midlej@gmail.com
1	Danialmeida@deloitte.com
1	Fran.si
1	Fran.siq.soares@gmail.com
1	Gbressanteixeira@gmail.com
1	lbogea@spcd.br

Count	Response
1	Isalanzelotti@hotmail.com
1	Jardelbosi@gmail.com
1	Juliamatto_s@hotmail.com
1	Leilazuquim@gmail.com
1	Leticiaferrari1005@hotmail.com
1	Ludcl@hotmail.com
1	Luisagcrocha@hotmail.com
1	Luizhdalvi@hotmail.com
1	Nao tenho
1	Tercio.souza@usiminas.com
1	adanspsobral@gmail.com
1	adbernardina@unimedvitoria.com.br
1	adoryanbas@hotmail.com
1	adrianopeclat@hotmail.com
1	aline.angeli.ribeiro@gmail.com
1	amandasantarosa__@hotmail.com
1	amrondeli@hotmail.com

Count	Response
1	anacarlinalapa@hotmail.com
1	anapaulareisss@gmail.com
1	andrechips234@hotmail.com.br
1	andrew_lobato@hotmail.com
1	andreyfsmatos@gmail.com
1	andrezoem@gmail.com
1	ava_design@hotmail.com
1	balacr7@hotmail.com
1	bdm.moreira@gmail.com
1	beta_cezar@hotmail.com
1	brena_calegari@hotmail.com
1	brenocabral@hotmail.com
1	brunacb.sousa@gmail.com
1	brunofdv@gmail.com
1	brunolorbas@gmail.com
1	caiofurtado@outlook.com
1	carolmirandasilveira@hotmail.com

Count	Response
1	carolpeluchi@hotmail.com
1	cesarmocelin@hotmail.com
1	chefeudes@hotmail.com
1	cjpersonaltrainer@hotmail.com
1	crisaguerra@yahoo.com.br
1	cristianne@ig.com.br
1	cynthialud@gmail.com
1	danielresende@hotmail.com
1	danilo_henrique1@hotmail.com
1	debora@dinamoeditora.com.br
1	deiagutz@yahoo.com.br
1	denisbdon@hotmail.com
1	duromanelo@hotmail.com
1	e_cardozo_m@hotmail.com
1	elenivalda@gmail.com
1	emanuelyoliveiralves@hotmail.com
1	erich@iron.com.br

Count	Response
1	es.michael@gmail.com
1	fatimaarruda30@hotmail.com
1	felipe.garayp@gmail.com
1	felipecavalini29@gmail.com
1	felipesacomana@gmail.com
1	feofranco@ig.com.br
1	fernandatoledo7@hotmail.com
1	fernandavmuller@gmail.com
1	fred.feroli@hotmail.com
1	fredericoleo92@hotmail.com
1	ft.ferreira@hotmail.com
1	gabrielenfrmmagem@hotmail.com
1	georgeampontes@hotmail.com
1	gilglioli7@hotmail.com
1	giselletribeiro@hotmail.com
1	gisleine82@gmail.com
1	givagodm@hotmail.com

Count	Response
1	gloranmar@gmail.com
1	greysial@uol.com.br
1	guicrp@gmail.com
1	guilherme.felippe@yahoo.com.br
1	guisegretti@gmail.com
1	heloisamarques@gmail.com
1	hiago_cruzeiro@hotmail.com
1	hugoleonardobaldini@hotmail.com
1	igorlannag@gmail.com
1	isa.cassa@uol.com.br
1	isabaiocco@hotmail.com
1	isabellampa@live.com
1	isampa3000@hotmail.com
1	isis_perini@hotmail.com
1	jamilepgama@gmail.com
1	janaynaal@hotmail.com
1	jardelfigo@hotmail.com

Count	Response
1	jbg.julia@hotmail.com
1	jenimalingeries70@hotmail.com
1	jessicalrebel@hotmail.com
1	jujuparrini@hotmail.com
1	juliana.castellan@hotmail.com
1	jvbissoli@gmail.com
1	karlacoser@gmail.com
1	laisdapaz3@gmail.com
1	lalafreguete@hotmail.com
1	leaocapelari@uol.com.br
1	leonardobassini@gmail.com
1	lilinha_125@hotmail.com
1	livia_neffa@hotmail.com
1	lolo_maluca@hotmail.com
1	lorenambaltazar@hotmail.com
1	lucas.rol54@gmail.com
1	lucaspinhel@live.com

Count	Response
1	lucianacamiloguarabira@gmail.com
1	luizavalle@hotmail.com
1	lukasc10@hotmail.com
1	magdaluderer@hotmail.com
1	marcelamagris2@gmail.com
1	marcelo@faccioliimoveis.com.br
1	mariana.siqueira@usiminas.com
1	mariane.darosa@yahoo.com.br
1	marilene_cp@hotmail.com
1	marquinhocintra@hotmail.com
1	meri_oliver@hotmail.com
1	moraes.b.allan@gmail.com
1	mz_f21@yahoo.com.br
2	na.moura@hotmail.com
1	nana_maciel@hotmail.com
1	nelsonpadilha@hotmail.com
2	nicoleoliani@yahoo.com.br

Count	Response
1	ottopinheiro@hotmail.com
1	pbarbosaferrari@bol.com.br
1	pedro0658@ig.com.br
1	pvalladao_1@hotmail.com
1	queiroz.am@gmail.com
1	r.suelen@hotmail.com
1	rafaelbroggio@gmail.com
1	rafaelgoes8@hotmail.com
2	rayannecarrara@hotmail.com
1	rdscalfoni@hotmail.com
1	refzacharias@hotmail.com
1	renata.o.s@hotmail.com
1	ricardorodgo@gmail.com
1	roseregis@iron.com.br
1	rovef.amorim@gmail.com
1	saam.gomes@yahoo.com.br
1	samiravago1@hotmail.com

Count	Response
1	samisami1@hotmail.com
1	sil.ferracuti@gmail.com
1	taticastrosousa@hotmail.com
1	terezapajaro@yahoo.com.br
1	thaisalbani@hotmail.com
1	thales_fassina@hotmail.com
1	thpnascimento@gmail.com
1	tina.galvao@uol.com.br
1	tizadiniz@hotmail.com
1	tmdepoli@hotmail.com
1	vagnersb@gmail.com
1	valeriaarrudinha10@hotmail.com
1	vcsabe
1	vi-m@hotmail.com
1	vicbaldini@gmail.com
1	vini_notwork@hotmail.com
1	vinigestao@terra.com.br

Count	Response
1	xfilipex@hotmail.com

Qual é a importância atribuída aos itens a seguir? (Rank the level of importance for the following items)

A possibilidade de customização do tamanho dos óculos baseada em fotos do rosto do consumidor. (The possibility of customizing the size of the glasses based on picture of the consumers' face)

Net Promoter Score:	32.8	
	COUNT	PERCENT
Promoters:	100	52.1%
Neutrals:	55	28.6%
Detractors:	37	28.6%
Total Count:	192	100%

Utilização de material extremamente flexível e duradouro, o qual impede que o óculos quebre (Utilization of an extremely flexible and durable material, which avoids that the glasses break)

Net Promoter Score:	56.8
----------------------------	-------------

	COUNT	PERCENT
Promoters:	127	66.1%
Neutrals:	47	24.5%
Detractors:	18	24.5%
Total Count:	192	100%

A possibilidade do consumidor escolher entre 26 cores oferecidas para a armação do óculos (The possibility to choose between 26 different colors for the frames)

Net Promoter Score:	5.2	
	COUNT	PERCENT
Promoters:	77	40.1%
Neutrals:	48	25.0%
Detractors:	67	25.0%
Total Count:	192	100%

A possibilidade do consumidor trocar as próprias lentes a qualquer momento (The possibility of changing the lenses anytime)

Net Promoter Score: 22.9

	COUNT	PERCENT
Promoters:	91	47.4%
Neutrals:	54	28.1%
Detractors:	47	28.1%
Total Count:	192	100%

O oferecimento de 3 anos de seguro em relação à armação do óculos (The offer of 3 years insurance for the frame)

Net Promoter Score: 47.1

	COUNT	PERCENT
Promoters:	121	63.4%
Neutrals:	39	20.4%
Detractors:	31	20.4%

Total Count:

191

100%

20. Qual é a sua marca de óculos preferida? (What is your favorite spectacles brand?)

Count

Response

2

-

1

A que me cair bem

1

Ana Hickman

2

Armani

1

C. Beans

1

Carrera

1

Chanel

1

Chili Beans

2

Chilli Beans

1

Chillibears

2

D&G

1

DOLCE E GABANA

1

Diesel, Prada, Vogue, Ray Ban

Count	Response
1	Dior
1	Ermenegildo Zegna
1	Evoke
2	Gucci
1	Jean Monier
1	Michael Kors
1	Miu Miu
1	Mormai
1	Mormaii
1	Mormaii e okley
2	Nenhuma
1	Não possuo
1	Não possuo preferência
1	Não tenho
1	Não tenho marca preferida
1	Não tenho preferida, escolho a mais resistente e barata (o meu é speedo)
1	Não tenho.

Count	Response
12	Oakley
1	Playboy
4	Prada
1	ROBERTO CAVALI
1	Raider
1	Ralph lauren
22	Ray Ban
1	Ray Ban!
8	Ray ban
4	Ray-Ban
2	RayBan
15	Rayban
1	Roberto Cavalli
1	Secret
1	Speedo
1	Tom Ford, Cavalli e óculos com design alemão
1	Triton

Count	Response
1	VISION LINE
1	Vogue
1	anna hickmann
2	chili beans
3	chilli beans
1	dolce e gabanna
1	evoke
1	killerloop
1	lacoste
1	michael kors
1	mão tenho
1	na0 tenho
2	nao tenho
4	nenhuma
1	nenhuma específica
9	não tenho
1	não tenho preferência

Count	Response
3	oakley
1	playboy
2	prada
4	ray ban
2	ray-ban
5	rayban
1	roberto cavalli
1	silhouete
1	vogle

21. Por que a marca de óculos descrita acima é a sua preferida? (Why is the brand above your favorite?)

Count	Response
2	-
1	...
1	Armações boas e tradição
1	As armações são bonitas

Count	Response
1	Assim eu penso
1	Atemporais
1	Boa qualidade e design
1	Boa qualidade e preço bom
1	Conforto e qualidade
1	Custo beneficio
1	Custo benefício e qualidade
1	DESIGNE, SOFISTICAÇÃO
1	DESING
6	Design
1	Design aviador
1	Design e Durabilidade
1	Design e qualidade
1	Design!
1	Design, Humor, Simplicidade na Forma
1	Desing
1	Desingner

Count	Response
1	Devido a beleza e qualidade
1	Disaginer e qualidade
1	Durabilidade
1	Durabilidade e Preço
1	Durabilidade sempre na moda
4	Estilo
1	Estilo e tradição
1	Estilosa
1	Fico mais sexy assim. Tipo FODA
1	Lentes boas, modelos bonitos, preço bom
1	Me agrada em todos os modelos
1	Modelo
1	Modelo dos óculos, qualidade, preço acessível
1	Modelo e qualidade
1	Modelos
1	Modelos bonitos que ficam bem no meu rosto
1	Modelos e formatos clássicos, além da ótima qualidade.

Count	Response
1	Modelos mais interessantes
1	Nenhuma
1	Nunca deu defeito ou algo do tipo
1	Não possuo marca favorita
1	Não posuo preferência
2	Não tenho marca preferida
1	Não tenho marca preferida...é o meu óculos atual.
1	O designe
1	POis faço uso dessa marca e nunca tive problemas
1	Pela qualidade, ótimo preço, e diversidade nos designs
1	Pela ótima qualidade dos produtos
2	Pelo design
1	Pelo design e qualidade.
1	Pelo design, status e qualidade
1	Pelo designer e qualidade
1	Pois me agrada
1	Por causa dos modelos

Count	Response
1	Por conta do design
1	Porque eu tenho 1 oculos dessa marca
1	Porque existem modelos mais adequados ao formato do meu rosto e design mais bonitos.
1	Porque não uso.
1	Porque tenho um modelo que gosto muito.
1	Porque é barata
1	Preferência
1	Preferência pelos modelos
1	Preço acessível, variedade
1	Preço baixo e design
10	Qualidade
1	Qualidade das lentes, do material e design
1	Qualidade e Design
4	Qualidade e design
1	Qualidade e durabilidade
1	Qualidade, desenho e custo beneficio
1	Qualidade,garantia

Count	Response
1	Refinada
1	Sem muitos enfeites, mas de qualidade e design interessante.
1	São os melhores
1	Transmite minha personalidade
1	X
1	beleza e luxo
1	boa
1	bom encaixe
1	conforto e design
1	design
1	design / cores / materiais
2	design e qualidade
1	design moderno
1	design. bom custo x beneficio
1	designer
1	designer e conforto
1	diversificação de óculos, sempre trazendo designes novos pelo menos 3 vezes por ano.

Count	Response
1	durabilidade
1	estilo
1	estilo , qualidade ,design,preço
1	estilo e qualidade
1	estilo, preço e conforto
1	estilosa
1	gosto
1	lentes perfeitas
1	leves e resistentes designer esportivo
1	mais bonitos
1	mais lembrada
1	melhor qualidade no geral
1	modelos clássicos e qualidade
1	nada a declarar
1	nao rspondo
1	nao tenho
1	nenhuma

Count	Response
1	nulo
1	não compro pelo nome da marca
1	não ligo pra marca
5	não tenho
1	não tenho marca
1	não tenho preferência
1	o que me influencia na compra é o preço e o design
1	pela qualidade
1	pela variedade
1	pelo estilo dos óculos
1	porque o designe e lindo
1	porque sim
1	porque tem um bom preço e é ótima qualidade
1	prejudicado
1	preço acessível e qualidade
1	preço mais acessível
3	qualidade

Count	Response
1	qualidade, resistencia, durabilidade
1	resistente
1	resistente e design modwerno
1	sem resposta
1	status
1	são de qualidade
1	xxxxxxx
1	Óculos bonitos
1	Ótima qualidade dos produtos
1	Única que me vem a cabeça e conheço
1	è muito resistente
1	é estilosa

22. Ao pensar em óculos, qual é a primeira marca que vem na sua cabeça? (When thinking about glasses. What is the first brand that comes in your mind?)

Count	Response
1	-

Count	Response
1	A minha preferida, é claro.
1	Ana Hickman
1	Armani-último que comprei
2	Chanel
1	Channel
1	Chili Beans
1	Chilli Beans
1	Chilli beans
1	Chillibears
1	D&G
1	Da Banca do Japonês perto da minha casa
1	Design
1	Dolce gabanna
1	Ferrari
1	Gucci
1	Jean Monier
1	Michael Kors

Count	Response
1	Mormai
4	Nenhuma
1	Nenhuma marca.
9	Oakley
1	Oakley nike
1	Pierre Cardin
1	Playboy
1	Prada
1	RAY BAM
1	ROBERTO CAVALI
1	Raider
31	Ray Ban
1	Ray Ban!
1	Ray Ban, Prada, Vogue
1	Ray Ban, porque todo mundo fala.
15	Ray ban
3	Ray-Ban

Count	Response
2	Ray-ban
3	RayBan
13	Rayban
1	Vogue
1	armani
2	chili beans
1	chilli beans
1	dolce & gabbana
1	essa que falei
1	gosto dos oculos da chilli beans
1	killer loop
1	lacoste
1	michae l kors
2	mormaii
3	nenhuma
1	nenhuma, o que vem é quanto vai aguentar
1	nunca me liguei à marca

Count	Response
1	oakley
1	pierra cardin
1	playboy
1	prada
16	ray ban
2	ray-ban
10	rayban
1	silhouete
1	speedo
1	vision line
1	vogle

29. Por que você compra na opção descrita acima? (Why do you buy in the option written above?)

Count	Response
1	Acho óculos é preciso provar, pela internet é arriscado ficar ruim
1	Adequação ao rosto

Count	Response
1	Ajuste no rosto
1	Análise pessoal do produto
1	Apenas por conveniência.
1	Chance de provar o modelo no rosto.
1	Comodidade
1	Comodidade.
1	Confiança
1	Confiança no vendedor
1	Consigo ver a qualidade do óculos e ver como ele fica em mim
1	Consigo ver como fica no rosto
1	Costume
1	Custo benefício
1	Dá para experimentar e negociar
1	Dá para experimentar, pegar no produto, sentir o material
1	Entrega rápida!
1	Escolha e a possibilidade de experimentar o mesmo.
1	Experimentar

Count**Response**

1

Experimentar opções de armação.

1

Facilidade e preço baixo.

1

Facilidade em testar

1

Facilidade.

2

Gosto de experimentar

1

Gosto de experimentar o ocular antes de comprá-lo

1

Gosto de ver

1

Gosto de ver o produto ao vivo

1

Gosto de vestir o óculos

1

Hábito

1

Maior confiabilidade

1

Mais Seguro

2

Mais barato

1

Mais confiável

1

Mais conveniente

1

Mais fácil

1

Mais perto de casa

Count**Response**

1	Mais seguro
1	Menor chance de arrependimento no tamanho
1	Necessidade de contato físico com o produto
1	Não conheço, nem tentei pesquisar online
1	OPCAO DE PROVA-LO
1	Opção de prova-los
1	POr ser mais seguro
2	Para experimentar
1	Para experimentar a armação
1	Para experimentar vários modelos
2	Para poder experimentar
1	Para poder provar o óculos
1	Para provar
1	Para provar e ver se combina com o formato do rosto
1	Para saber se o modelo escolhido combina com o meu rosto, se fica bem em mim
1	Para ter certeza que o oculos se encaixa no meu rosto e ficará bem no meu estilo
1	Para verificar realmente o produto e como se adapta ao meu rosto

Count	Response
1	Pela facilidade e pelo fato de ver se o óculos adquirido combina com o meu rosto/estilo
1	Pelo fato de poder colocar no rosto e ver se ficou do jeito que queria.
1	Pelo fato de poder experimentar
1	Personalização
1	Poder experimentar
1	Poder experimentar e negociar
1	Pois é necessário experimentar
1	Por poder provar o óculos na loja.
1	Por poder provar o óculos
1	Por que posso experimentar, essa experiência é fundamental para a minha escolha.
2	Por ter a oportunidade de experimentar
1	Por ver as opções e testar
1	Porque dá pra experimentar os óculos
1	Porque eu preciso provar, já que meu rosto é fino e pequeno.
1	Porque gosto de provar, e ver como o óculos encaixa no meu rosto.
1	Porque minha tia é dona de uma loja de óculos
1	Porque podemos experimentar pessoalmente

Count**Response**

1	Porque quero ver e sentir o óculos no rosto
1	Porque tem como provar
1	Porque tenho a possibilidade de provar
1	Porque é óbvio. Não vou comprar sem experimentar.
2	Possibilidade de experimentar
1	Possibilidade de experimentar + rapidez
1	Possibilidade de testar
1	Possibilidade de testar o produto
3	Posso experimentar
1	Posso experimentar antes de comprar
1	Posso experimentar na hora
1	Posso experimentar.
1	Posso provar,
1	Pra ver de perto
1	Praticidade
1	Praticidade e costume.
1	Preferência

Count	Response
1	Preço
1	Preço mais em conta que no Brasil
1	Se eu usasse, gostaria de experimentar.
1	Segurança
1	Segurança é certeza do produto compeado
1	Segurança.
1	Tenho que experimentar
1	Testar
1	Testar o produto no rosto
1	Ver o produto
1	a compra é mais rapida
1	atendimento
1	certeza para efetuar acompra
1	comodiidade
2	comodidade
1	confiança
1	conodidada

Count	Response
1	contato com o produto
1	contato direto com o produto
1	conveniencia
1	costume
1	costume.
1	gosto de manusear e experimentar
1	hábito
1	loja de qualidade, e amigos da família
1	maior numero de opções
1	maior variedade de modelos e cores
1	mais confiável
1	mais segurança quando vejo pessoalmente, pois muitos modelos não combinam com o rosto
1	mais seguro
1	mais seguro. mas com o diferencial da unikuz, compraria pela internet.
1	manualizar e experimentar
1	menos risco de ser inconpativel
1	oculos para mim é muito personalizado

Count**Response**

1

para experimentar

1

para pode experimentar

2

para poder experimentar

1

para poder provar

1

pela comodidade de testar os óculos no meu rosto

1

pela rapidez de tê-lo em mãos

1

pelo fato de que dá para experimentar o mesmo

1

por poder experimentar

1

por ser mais prático e geralmente tem mais opções

1

porque dá pra experimentar

1

porque na loja você tem a opção de colocar o óculos.

1

porque posso provar

1

porque quero ver o que compro

1

porque sim

1

porque vejo o produto pessoalmente

1

possibilidade de experimentar

1

possibilidade de experimentar e comparar

Count	Response
1	posso experimentar o oculos
1	posso pegar e ver como fica no rosto
1	posso testar de acordo com meu rosto
1	praticidade
1	praticidade e velocidade
1	praticidade. pronto entrega
1	preferencia
1	preferência
1	produto na mao
2	segurança
1	segurança e credibilidade
1	Para poder experimentar, já que nenhuma loja online disponibiliza reconhecimento facial para verificar como fica o óculos no rosto.
1	É impossível comprar um óculos sem pô-lo no rosto
1	É rapido e eu posso experimentar o óculos

33. Quais os tipos de notícias que você gosta de ler em mídias sociais? (What kind of news do you like to read on the social medium you follow)

Count	Response
2	-
1	Atualidade e moda
1	Atualidades de modo geral e tecnologia
1	Atualidades e esporte.
1	Atualidades.
1	Cotidiano, esportes e lazer
1	Cultural
2	Curiosidades
1	DIVERSAS
1	De bem estar
1	Design, tecnologia, artes, filmes, 3d
3	Diversas
1	Economia/Política/Entretenimento/Culinária
1	Educação, entretenimento e esportes
1	Em geral
1	Empreendedorismo e Inovação
1	Empreendedorismo, tecnologia, marketing

Count	Response
1	Engenharia, tecnologia
2	Esporte
1	Esporte e Literatura
2	Esportes
1	Esportes e regionais
1	Esportes, Cultura, Humor.
1	Esportes, atualidades e tecnologia
1	Esportivas e investigativas
1	Eventos, oportunidades, ente outros...
1	Fatos do
1	Fatos do dia, matérias de superação, beleza e decoração
1	Fotos de amigos
1	Futebol
1	Futebol e noticiário
1	Futebol, Crime, Oportunidades, Promoções
1	Gerais
1	Geral

Count	Response
1	Globais
1	Humor inteligente
1	Info locais e internacionais
1	Informativas e engraçadas
1	Jogos, matérias jurídicas, esportes, etc.
1	Jornais, meio ambiente, desenvolvimento tecnológico
1	Medicina
1	Moda e arte
1	Moda e conhecimentos gerais
1	Moda e política
1	Moda, esporte e cotidiano
1	Mundo
1	Música, Cinema, Política
1	Nada em especial
1	Nada.
1	Negócios
1	Negócios, empreendedorismo

Count**Response**

1

Nenhuma

1

Nenhuma em específico.

1

Noticiais gerais, política, esportes, e entretenimento

1

Noticias

1

Noticias diárias

2

Notícias

1

Notícias da minha cidade

1

Noticias esportes tecnologia

1

Noticias sobre minha área de estudo, entreterimento

1

Novidades

1

Novidades, Noticias, Ciencia

1

Politica e diversão

1

Politica e sátiras.

1

Política

1

Política e Sociedade

1

Política e economia

1

Política e economia.

Count	Response
1	Política,
1	Política, moda, cultura
1	Políticas, Entretenimento, música, cinema e arte
1	Promoções mais frete grátis
1	Qualquer
1	Relacionadas a filmes e tecnologia
1	Sobre moda
1	Tecnologia
1	Tecnologia, política e atualidades.
4	Todas
1	Tribunal Superior do Trabalho
1	artigos científicos e humor
1	atualidades
1	atualidades variadas
1	atualidades/concursos/moda/ beleza/
1	atualizadas, política, moda, gastronomia
1	boas

Count	Response
2	cotidiano
1	cultura
1	curiosidades
1	esporte
1	esporte e diversos
1	esporte, saúde, entretenimento
3	esportes
1	esportes, variedades, juridicas
1	eventos
1	gastronomia
1	informativas
1	informações
1	jornalísticas
1	lazer
1	lojas e serviços
1	mercado, ciência, humor
2	moda

Count	Response
1	moda e fitness
1	moda política
3	nenhuma
1	noticiario
1	noticias
1	noticias jornalisticas
1	noticias mundiais, política e carros
1	notícias e curiosidades
1	notícias, curiosidades
1	politica + economia
1	politica e atualidades
1	politica e economia
1	politicas
1	política
1	política, moda, cultura pop....
1	promoções
1	religiosas, jornais

Count	Response
1	saúde
1	saúde , moda e comida
1	saúde, bem estar, educação
1	sobre desenho
1	tecnologia
1	tempo
5	todas
1	todos
1	todos os tipos
1	todos os tipos.
1	tudo
1	turismo
1	utilidades
2	variadas
3	variedades
1	viagens
1	viagens, moda, dieta, mundo

Count**Response****1**

Vejo o as notícias que os outros postam. Normalmente vídeos interessantes sobre assuntos que me interessam ou comerciais de televisão engraçados. =)

36. O que mais te chamou atenção nos óculos da Unikuz? (What caught you attention in Unikuz eyewear?)

Count**Response****4**

-

1

1

.

1

A armação de acordo com o rosto do cliente

1

A boa qualidade

1

A diversidade de opções

1

A garantia da armação e ser flexível

1

A personalização

1

A personalização ao rosto de cada um.

1

A possibilidade de escolher lentes e ver se o modelo combina com o tipo de rosto

1

A possibilidade de personalização baseada no formato/medidas do rosto

1

A possibilidade de se fazer algo para cada tipo de rosto.

Count**Response**

1	A princípio a qualidade e a confiança da empresa em seu produto
1	Ainda não conheço o produto.
1	Ainda não olhei os modelos
1	Ainda não vi os óculos
1	Ajuste ao rosto
1	Arrudenha. Leite de soja.
1	As boas intenções da proposta da marca.
1	As inúmeras cores.
1	CURIOSIDADE
1	Customização
4	Design
1	Designer
1	Diferenciais
2	Diferencial
1	Diferentes
1	Diversidade
1	Durabilidade

Count	Response
1	Estilo
1	Fabricação própria e personalizada
1	Grau nos olhos de sol e adequação ao rosto
1	Indicação
1	Lentes de grau
1	Material duradouro
4	Nada
2	Nada em especial
1	Nao o conheco
1	Novidade
1	Nunca vi
4	Não conheço
1	Não conheço para comentar
1	Não conheço.
1	Não os conheço
2	Não os conheço ainda
1	Não sei.

Count	Response
1	Não tenho opinião
1	Não vi o modelo..
1	O fato de querer exportar pro Brasil.
1	O fato dele ser personalizado
1	O material
1	Oculos feito sob medida
1	Originalidade
1	Originalidade.
1	Os diferenciais
1	Personalizacao
1	Personalizados
5	Personalização
1	Personalização de acordo com o tipo de rosto do cliente
1	Personalização do tamanho para o cliente, material resistente, garantia na armação
2	Qualidade
1	Qualidade,durabilidade
1	Ser personalizado

Count	Response
1	Ser personalizado.
1	Serem personalizados
1	Tamanho e material
1	Todos os diferenciais descritos são muito atraentes.
1	Variação
1	Variedade
1	Versatilidade
1	a aparência
1	a customização
1	a possibilidade de se adequar ao formato do rosto
1	a possibilidade de se ajustar ao tamanho e ao tipo de rosto
1	a qualidade
1	a qualidade oferecida na armação e o layout
1	adequação ao rosto do cliente
1	ainda não conheço a Unikuz
1	armações diferentes
1	ata gora nada, mas descobrir a lente polarizada em olhos de grau

Count	Response
1	beleza
2	design
1	design e qualidade
2	desing
1	desing e exclusividade
1	diferencial
1	diversidade
2	durabilidade
1	estilo
1	estilo único
1	exclusividade, estilo
1	garantia
1	modernidade
2	nada
1	nada a declarar
2	nao conheço
2	novidade

Count	Response
3	não conheço
1	não encontrei nenhum modelo do produto
1	não os conheço
1	não quebra
2	não sei
1	não sei opinar.
1	o design
1	o fato de poder trocar de lentes em casa
1	o fato de serem feitos respeitando as características do rosto da pessoa
1	opções de cor e lente
1	personalisavel
1	personalizacao
2	personalizado
6	personalização
1	possibilidade de se ajustar melhor ao rosto da pessoa
1	possibilidade de ter óculos personalizados.
1	proposta inovadora

Count	Response
2	qualidade
1	tamanho e design a partir do formato do rosto
1	ter formato personalizado
1	variedade de cores e que posso personalizar meus olhos
1	variedade de opções de cor
1	Gosto da ideia de ter algo feito especificamente para suas características, e da aplicação de tecnologia
1	Eu vi somente 4 modelos no site de vocês, tive dificuldade em achar outros. Achei o estilo meio "cult". Tendo a ter uma escolha mais tradicional com óculos.
1	O consumidor poderá trocar as próprias lentes a qualquer momento; • 3 anos de seguro sobre a armação
1	É moldável ao usuário

Appendix 6: Interview with spectacle market expert.

Transcript - Open interview

Interviewer: Adler Luderer

Interviewed: Debora Alves

Professional Position: Ex-marketing manager from view magazine

Time: 74 minutes

Date: 25/04/2014

Adler: Boa tarde Debora, tudo bom? Muiíssimo obrigado pelo seu tempo em me atender para essa entrevista.

Debora: É um prazer, espero poder ajudar.

Debora: A sua produção é feita lá fora?

Adler: O produto é feito inteiramente na Holanda pois o país não oferece a tecnologia para isso.

Debora: Então não é feito na China?

Adler: Feito inteiramente na Holanda e a mão. O país não oferece a tecnologia 3D, então o produto é feito nas máquinas da Holanda que depois trazemos para o Brasil para serem montados. Imagine um Rolex, é o mesmo nível.

Eu enviei o questionário para vários Brasileiros e consegui aproximadamente 220 respostas para tentar descobrir como o mercado Brasileiro está e se ele estaria aceitando a Unikuz.

Debora: Você teve um retorno legal! Mas falando do seu produto, ele é feito com uma certa exclusividade, desta forma eu creio que o mais apropriado seria colocar ele por um preço mais alto. Qual é o preço que você tem em mente para trazer o produto no Brasil?

Adler: Antes de responder essa pergunta eu gostaria de informar que estou desenvolvendo essa entrevista com um intuito acadêmico, então eu tenho algumas perguntas prontas em que eu gostaria que nos servisse como um guia para hoje.

Ao mesmo tempo eu gostaria de agradecer a você pelo material enviado da revista e o guia. Ambos me forneceram um excelente insight da ótica no país.

Debora: Essas revistas são ótimas para você conhecer quem está no mercado trabalhando, essa revista eu trabalhei durante 8 anos e é muito respeitada no Brasil. É uma pena que você não pode ir na Biótica, a maior feira de ótica da América Latina, pois você realmente sentiria como é o mercado Brasileiro.

A segunda maior será em Gramado por volta de setembro. Da para sentir também alguma coisa.

Adler: Infelizmente nesse período eu já estarei na Holanda novamente.

Debora: Mas na Europa você também poderia ir em outras feiras que estarão acontecendo no próximo semestre. Em Paris por exemplo e a Silmo em Milão que você poderia ir no próximo ano. Na Alemanha a feira também está crescendo e eu recomendo. No guia que eu te mandei você pode ver a data exata dessa última feira.

Adler: Tirando essas feiras óticas, eu fui na loja da Chilli beans em que você havia comentado sobre personalização de óculos... Eu observei que eles tem uma proposta bem diferente do que a Unikuz esta oferecendo no quesito de personalização, pois a única coisa personalizada é a coloração das armações.

A Ray Ban esta oferecendo a mesma coisa mas pela internet. A Unikuz tenta remodelar o tamanho do óculos.

Debora: Eles tem um equipamento apropriado para fazer os óculos personalizados em 3 horas.

Adler: Sim, eu observei isso e achei muito interessante.

Debora: Esses caras tem uma case study ferrado para o mercado brasileiro. Pois o dono que tem aproximadamente 40 anos, ele comessou a trazer óculos de fora e vender, e depois ele começou a trazer da china em container e vender.

Adler: Sim

Debora: Quando ele começou com a chilli Beans, ele queria tirar o conceito que oculos era ighual a ir ao medico e começar a tranformar em algo relacionado a moda e ai ele aqui no mercado a biotica e todo o resto do mercado fecharam o mercado para ele. Ninguem aceitou ele, e mesmo todos virando as costas, ele ficou trilhadrário, com lojas em vários locais no brasil e europa sem depender de ninguem no mercado.

Adler: Isso é perfeito pois é justamente o que a Unikuz esta de olho em fazer. Pois tem que ter um networking muito forte para entrar no Brasil.

Debora: Realmente é muito complicado.

Você patenteou o seu site a sua idéia, a empresa o material....?

Adler: Não, a ideia não foi patenteada, mas a Unikuz já entrou em contato com um advogado para fazer isso.

Debora: Isso é de extrema importancia para garantir a ideia. Para posteriormente apresentar a ideia para o Dono da Chilli Beans. Ele é um cara que você tendo tudo arrumadinho e patenteadado você poderia apresentar para ele pois ele gosta de muitas coisas novas e diferentes.

Adler: Sim

Debora: Você poderia fazer a venda da própria ideia, uma parceria ou seja la o que for, pois entrar no mercado Brasileiro sozinho é muito dificil e a chilli beans e muito receptiva.

Adler: A unikuz pensou sobre isso no inicio, de vender parte da empresa. A empresa tem um parceiro na Holanda neste momento que esta de olho em comprar parte da empresa por aproximadamente 100 mil euros. Mas eu achei pouco pois o faturamento de ótica custuma ter

um lucro bem alto. Por exemplo a Ray Ban contém um lucro de aproximadamente 60-80% encima de seus produtos.

Debora: Realmente. Mas eles são um esquema aparte do setor. A ótica tem um markup muito alto. É um mercado muito mal acostumado na verdade. E no Brasil é um mercado muito familiar. O que está acontecendo aqui no Brasil é que as grandes redes de varejo internacionais estão chegando no nosso mercado, coisa que já existe nos estados unidos e europa, mas está começando isso agora aqui no Brasil.

Começou a 4-5 anos atrás, e ano passado ou retrasado eu acho, tipo a Luxotica, começou a vir para o Brasil com lojas como a Sun glasses hut, com uma abertura inicial no Rio de Janeiro, e ela acabou vindo para o mercado pelo varejo. Essa atitude assustou o mercado nacional por ser algo familiar, que passou da avó, pro neto, para o filho e assim vai, entendeu?

Adler: Entendi

Debora: Então isso é o que está acontecendo no mercado. Então as grandes redes nacionais como as óticas carol, óticas diniz, fotótica estão tentando se ajustar a essas influencias do mercado internacional no Brasil.

Esse povo ganhou muito dinheiro com um markup muito alto. Ainda é um dos maiores markups para varejo, isso é fato. Mas no caso do Ray ban é uma historia muito específica e tem um investimento violento da luxotica para o consumidor final. Além da historia. Desta forma não dá para comprar muito com eles.

Então o mercado ótico é muito promissor, mas nós sempre temos que ficar de olho pois com a China e com a produção intensa deles e fora a pirataria, é muito complicado você ficar neste mercado. Mas ao mesmo tempo um esquema exclusivo, com impressora 3d, fazendo do tamanho da pessoa, é um diferencial que a Unikuz pode apostar.

Adler: Sim

Em relação ao preço, isso é algo que eu estava quebrando um pouco a cabeça agora para o mercado no Brasil, pois na Holanda o preço que eu estaria cobrando era de 250 euros com a lente, pois o meu fornecedor de lentes é um profissional de Santos que cobra muito pouco em comparação ao que as óticas costumam cobrar, sendo entre 25 reais para lentes escuras e 35 para de grau, enquanto as óticas normais cobram entre 100 e 500 reais.

Debora: De ontem vem essas lentes? Da China.

Adler: Ele me informou que era Italiana, igual a Ray Ban.

Debora: Eu desacredito que seja pois está muito barato para ser Italiana. Com certeza é da China. Pode ser de qualidade sendo Chinesa, mas importada da Itália por esse preço não é

possível. Na China você tem 3 tipos de fábrica de óculos: Nível A em que empresas do nível luxotica trabalham, a mediana e a porcária que mexe com pirataria.

Isso é algo de extrema importância para ser visto pois o mercado Brasileiro neste momento da muita importância para as lentes. Na verdade, mais para as lentes do que para as armações muitas vezes. Em questões de saúde e visual, pois existem muitos óculos pirateados no Brasil hoje em dia com lentes horríveis que queima a retina.

É incrível como o mercado mudou nos últimos 10 anos. Lentes consegue ser as vezes mais caro do que a própria armação. Isso seria leve para você se atentar para ver a qualidade da lente usada caso você venha mesmo a atuar no mercado Brasileiro pois se qualquer pessoa pegar os óculos e ver que a lente é de má qualidade, a empresa vai se queimar.

Para você ter uma ideia, a mormai acabou fazendo parcerias com a Exilor. Conhecida como a maior empresa de lentes e dona de quase todas as empresas de lentes do país. O objetivo dessa parceria era ter lentes assinadas pela exilor para destacar a qualidade de seus produtos, dar mais credibilidade no mercado. Lentes é algo sério.

Seria interessante procurar mais parcerias com marcas de qualidade de lentes. Foque na qualidade das lentes e não apenas no custo pois o mercado brasileiro vai pagar acima dessa qualidade.

Adler: A real situação da empresa é a seguinte. A Unikuz tem uma margem alta e o preço eu não quero cobrar igual ao do Chillibens.

Depois de analisar a pesquisa de mercado feita acreditamos que seria interessante cobrar na faixa dos 500-700 reais pelo produto. Para as classes médias AA A e B. O que você acha desse preço.

Debora: Eu acredito que esse seja um ótimo preço para você trabalhar. Mas apenas se esse preço já for para o consumidor final e não loja.

Adler: A ideia da empresa é vender inicialmente apenas pela internet para cortar as lojas. Para posteriormente abrir kiosks em shoppings.

Debora: Entendi. Só para complementar o negócio das lentes. Quando o cara da Chilli beans começou a trabalhar, o mercado inteiro começou a cair encima dele fazendo com que ele tenha que correr atrás de uma autorização da imetro.

Debora: Só para você ter uma noção, em tinha um conhecido chamado Fred. Ele tinha visto um óculos que tinha adorado uma marca de um óculos que ele gostou muito e gostaria de trazer para o Brasil. Mas por saber da dificuldade, ao invés de bater de porta em porta nas óticas que dificilmente te recebem, ele resolveu entrar no mercado apartar das fabricantes de lentes pois

esses hoje em dia tem um poder de mercado equivalente ao das óticas e tem uma rede de contatos muito grande.

Adler: Como isso funcionou?

Debora: Inicialmente ele bateu de porta em porta em montadoras de óculos no Rio de Janeiro por serem mais respeitados no Brasil, por ganharem prêmios. Ele fez parcerias com eles, e começou a entregar as peças para a própria montadora vender eles.

Adler: Interessante, Você acha isso algo viável para a Unikuz?

Debora: Pode ser uma opção para a Unikuz, pois isso foi uma revolução que aconteceu no mercado nos últimos anos, pois antigamente os laboratórios não representavam nada, era um lixo, mas nesses últimos 10 anos isso tem mudado, e quem merece esse mérito é a Exilor, quem profissionalizou esse trabalho.

A Exilor tem comprado vários laboratórios e entrando no varejo e se transformando em milionários.

De qualquer forma, como a Unikuz pensa em fazer kiosks, eu acho bom você ter cuidado já que você vai começar a ter esse contato direto com o consumidor final com a lente. E outra coisa importante para você é reposição de peças fáceis.

Adler: Muito interessante. A Unikuz também vai estar colocando 3 anos de garantia no produto, até porque o material não quebra, a não ser as juntas e as lentes. Você pode martelar o óculos que ele não quebra. Até porque o povo tem reclamado de ter que repor produtos aqui no Brasil.

Adler: Em questão de tecnologia, tem algo que tem influenciado o mercado nesses últimos anos?

Debora: Não tem nada. O que mais causa impacto no mercado brasileiro é a cor, produto, design. A tecnologia em si acaba sendo uma cópia entre eles.

Adler: E quais são as marcas mais fortes no Brasil atualmente?

Debora: Tirando o caso da Chilli Beans, que é algo aparte, teríamos a Mormai que é totalmente brasileira e faz óculos, relógios e coisas eletrônicas e se chama JR andaimer. O dono dessa marca se chama Morongo que tem fábricas na Argentina, e outros países da América do Sul.

Esse JR fazia muito design e eles começaram a investir muito em mulecada, cheio de criatividade e começaram a perceber que esses argentinos eram bem criativos, influenciando na criação da empresa Absurda.

Essa marca foi representada pelo Marcelo Taz do CQC, que é um programa apresentado na Band que é uma cópia de um programa Argentino.

Eles conseguiram transformar uma marca boba em uma marca “eu quero pra mim” ao modificar o conceito, o design de seus óculos e juntar eles a marca de pessoas famosas da televisão brasileira.

Esse pessoal fazia muito contato com a acessoria de imprensa com gente ligada a moda na noite de SP na noite do RJ, fazendo o nome deles dando os produtos deles de presente e quando vimos já se transformou em algo de Status.

Adler: Então eles deram óculos para pessoas famosas?

Debora: Sim, fazia fotinho, eventos, escada, tinha poucas peças.

Essa marca teve um problema serio de ser pirateado com uma lente azulada.

Eles fizeram uma exelente lição de casa.

O restante, o que acontece, as fabriacs brasileiras existem mas são poucas pois é mais facil comprar peças na china do que ficar com uma fabrica que tem processp trabalhista, assistencia médica e o Brasil cheio de imposto.

Existem algumas fabricas mas muito poucas. Por isso que eu falo que quem deu certo mesmo foi Mormai e Absurda.

Por outro lado se Formos falar de internacional, podemos identificar a Luxotica que é dona da Ray Ban e ganha dinheiro a rodo.

Você sabia que ela era de Balchimon Viella?

Adler: Não

Debora: Então era assim, A Balchi, empresa que fazia lentes de contato, tinha a Ray Ban para Guerra e a Luxotica comprou a marca e desenvolveu ela, investiu pesado.

A Balchi Vendeu pois ela queria focar em uma área médica, e até por isso as suas lentes são tão boas.

Adler: E em quesito de internet, como esta a aceitação do mercado Brasileiro nesse quesito em relação a venda de óculos?

Debora: O movimento da internet em relação a óculos começou na europa e tem outro cara no Brasil que vende óculos pela internet, mas o conceito é sempre o mesmo. Umproduto que vem da China, geralmente sem lente, apenas a armação.

Mas o brasileiro tem uma certa dificuldade de comprar óculos principalmente o receituário pela internet, pois o óculos é algo de tocar, experimentar.

Por isso é legal se você for fazer um kiosk colocar protótipos dos óculos da Unikuz.

É importante também pensar na idade do público para a venda desses produtos pela internet. Se esse público teria interesse em comprar pela internet e se o preço que você colocaria para os óculos bateriam com esse público.

Adler: Chegamos a conclusão que o mais apropriado seria um público entre os 18 e 35 anos de idade das classes socioeconômicas mais altas do país. Que normalmente recebem dinheiro dos pais.

Debora: Na verdade foi isso que deu um grande boom na Chilli Beans pois justamente eles pegaram essa rapazeada pois os óculos dele sempre foram muito baratos, aplicando um conceito que você não precisa ficar com aquele óculos para o resto da sua vida. Ficaria com um óculos por alguns meses.

Ao decorrer do tempo para deixar esses óculos um pouco mais caros ele começou a fazer umas parcerias com artistas e estilistas famosos para valorizar a marca. Algo que eu vi no site da Unikuz.

Com essas parcerias e assinaturas de pessoas famosas ele cobrava mais caro.

Eu acredito que esse público que você quer atingir, ele não paga entre 500 e 700 reais pois é um público que viaja, então ele compra coisas de moda bacana lá fora. Talvez você agregue valor se você colocar gente meio que fofinha ou gente que esse pessoal está acostumado assinando os seus produtos.

Isso é apenas uma ideia, se não for utilizado eu creio que o melhor seria reverter o preço para algo mais em conta.

Adler: Infelizmente isso não é possível pois diferente de um óculos importado da China que é irrisório, a Unikuz faz a mão e os custos chegam a 300 reais ou mais a unidade.

Debora: E por quanto ele chega no Brasil?

Adler: Ao chegar no Brasil, se enviado direto da fábrica Holandesa ele me custa 100 reais pela mão de obra mais quase 100% do imposto então apenas pela armação ele sai por mais de 200, tirando os impostos.

Debora: Então ele já vem montado?

Adler: Não, é apenas o plástico.

Debora: É muito caro

Adler: Sim, mas ao estar na Holanda eu estarei enviando de outra forma em que eu não teria que pagar esses impostos de importação pois eu excluiria a nota fiscal da fábrica holandesa e mandaria por alguns centavos. Dessa forma o imposto de 100% cairia encima de apenas alguns centavos. Mas mesmo assim no final das contas o preço sai por volta dos 300 reais.

Debora: Realmente o custo é alto. Vem bem caro.

Adler: E colocamos um lucro algo encima pois estamos colocando 3 anos de seguro, ainda mais no inicio por estar em fase de teste.

Debora: Realmente isso justifica um preço mais alto.

Adler: Nesses seus anos de experiencia, você ouviu de empresas que reclamem de algo relacionado a politica no brasil que influencie negativamente nos negócios deles?

Debora: Sim, tem muita complicação. A maior reclamação de quem fabrica no país são os produtos trazidos da China, pois tem uma reclamação muito grande dessa fabricas e marcas nacionais. Então existe uma ação untidumping muito grande no país.

O governo pega muito no pé disso quando o volume é muito grande (containers).

Adler: No quesito do mercado verde. Isso esta sendo utilizado no mercado ótico?

Debora: Quando você esta na europa você pode ver muitoas fabricantes pequenos que fazem coisas relacionadas com bamboo e preocupado, mas no Brasil não tem empresa que trabalhe no ramo verde para óculos.

"O babado aqui na verdade é fashion" Esse é o apelo no Brasil no momento ainda mais passando por uma fase de consumo, bem espirito Estados Unidos, então se consome muito. As pessoas estão viajando para os Estados Unidos para comprar produtos por la e trazer para ca.

Uma parte da população tem noção e quer algo mais exclusivo. De qualquer forma o mais jovem ainda aceita cores, o mais velho na ótica sempre vai procurar o amaronzado, preto, tartaruga e por ai vai. Apenas um ou outro vai ter uma peça de uma cor diferente, que é bem diferente da Alemanha em que várias pessoas usam algo mais colorido. Algo fantastico e lindo no meu ponto de vista.

De qualquer forma isso é algo que esta mudando no Brasil com o tempo.

Adler: E na sua opinião profissional. Você acha que o óculos da Unikuz agraga valor para o país no mercado? O que vc acha sobre os óculos da Unikuz? Ele tem como entrar no mercado?

Debora: Eu acho que a proposta do produto é muito boa, mas você tem que vir com design, com coisa diferente.

Esse universo da ótica não é um mercado fácil no Brasil pois ele é muito familiar. Até para conseguir representantes é muito complicado, então eu vou ser muito sincera com você.

O que eu vejo para o seu projeto. Eu vejo mais como uma possibilidade de venda da idéia para uma empresa do que você tentar entrar, pelo formato e pelo que eu conheço de mercado.

Eu posso estar super enganada, mas é muito mais interessante formar a empresa patenteada com os diferenciais e vender a empresa para outra no Brasil, do que ficar batendo de porta em porta ou batendo a cabeça no mercado brasileiro.

Você precisa de muito relacionamento no mercado brasileiro e conhecer muitas pessoas. Design e tecnologia significam um preço mais alto.

Quando a absurda entrou no país eles tinha um preço aproximada de 300 a 500 reais com um conceito de ver o mundo de cabeça para baixo. Por isso que deu certo. Com um apelo de balada e festas e pessoas famosas, bombando com redes sociais.

Mas essas atividades só foram possíveis pois eles tinham um conhecimento muito grande no mercado e conhece todos mundo no mercado ótico. Eles tinha tanto poder que podiam escolher as óticas que querem.

Então no seu caso, escolher representantes é quase impossível. Até mesmo marcas de grande porte não conseguem representantes no Brasil pois o representante é uma raça muito vagabunda que apenas quer vender o que traz dinheiro para eles. Então o Ray Ban, por exemplo, por vender mais, é o que eles mais querem.

O dono do chilli beans por exemplo quem fez esse trabalho, mas não deu certo e teve que abrir kiosks para fazer o negócio dele funcionar.

Adler: É até por esse motivo que temos interesse em abrir as nossas portas inicialmente apenas pela internet.

Debora: Eu vejo isso para a sua empresa. Você tem um produto com uma tecnologia diferente, você tem a possibilidade de ter algo exclusivo com um conceito bacana, você pode trabalhar o seu site pelas redes sociais, assim você vai estar fazendo um investimento bem menor, mesmo estando longe.

Acho que você pode fazer amizade com a assessoria de imprensa e coisas do gênero. Desta forma mesmo longe você pode mandar para pessoas chaves no Brasil. Mas eu vejo mais como uma possibilidade você conversar com o dono da Chilli beans ou outro forte no mercado que possa estar interessado no conceito.

Adler: Entendi

Debora: O trabalho de formiga no Brasil, é muito complicado, pois o representante não vai fazer o seu trabalho.

Adler: E se abrisse o mercado primeiro na Holanda?

Debora: Se você alinhar inicialmente na Europa, daria mais certo. Um representante Europeu ou Norte americano é melhor.

Existe uma concorrência muito grande aqui no Brasil de marcas e grifes, que acaba sendo mais um problema, pois o balconista se preocupa em vender a marca famosa. O Brasileiro se preocupa muito mais com grife do que outra coisa, então a ótica foram obrigadas a aceitar a Luxotica no país.

Adler: Então vender nas lojas não é uma opção?

Debora: Não é uma boa opção, eu não recomendaria isso pra você. Eu ficaria apenas na internet e deixaria bem redondinho, patenteando a ideia e o produto, material etc, que é algo bem diferente.

Nessa área o pessoal cobia muito, que é um absurdo. E eu pensaria em vender o pacote por completo depois o conceito por inteiro.

Provavelmente uma empresa no Brasil ou de fora queira comprar a sua empresa. Se aparecer essa possibilidade não descarte.

Adler: Quanto mais ou menos eles pagam por uma ideia dessas.

Debora: Eles pagam muito bem. Alguns milhões.

Adler: está ótimo Debora, muitíssimo obrigado pelas informações, vão me ajudar bastante no meu projeto.

Debora: Um prazer Adler, entre em contato quando quiser para tirar mais dúvidas, tenho muitos anos no setor e estou a disposição.

Translated version

Adler: Debora Good afternoon , how are you? Thank you very much for your time to meet me for this interview.

Debora: My pleasure, I hope I can help.

Debora: Is production is done outside?

Adler: The product is made entirely in the Netherlands since Brazil does not offer the necessary technology to build Unikuz eyewear.

Deborah: So it's not made in China?

Adler: It is made entirely in the Netherlands and handcrafted in Brazil. Brazil does not offer 3D technology, then the product is made 3d printed machines from a Dutch company, once the frames are produced, Unikuz brings to Brazil to be assembled. Imagine a Rolex, is the same level.

I sent questionnaires to several Brazilians and got about 220 responses to try to figure out how the Brazilian market works, and if the Brazilians would accept the product in their country.

Debora: You had a great amount of answers! But talking about your product, it is made with a certain exclusivity, so I believe that the most appropriate would be to put it at a higher price.

What price do you have in mind to sell the product in Brazil?

Adler: Before answering this question I would like to inform that developing this interview with an academic purpose, therefore I have some questions ready that I would like to use as a guide for us today.

At the same time I would like to thank you for the magazine and the guide you gave me. Both have given me an excellent insight of optics in the country.

Debora: These are great for you to know who is working in the Brazilian market, I have worked in this magazine for 8 years and is well respected in Brazil. It's a shame you could not go to Biotic, the largest fair of the Latin American, you would have gain plenty of insight from the Brazilian market

The second largest is in Gramado, around September.

Adler: Unfortunately in this period I will be already in Holland.

Debora: But in Europe you could also go on other fairs that will be happening next semester . In Paris for example and Silmo in Milan you could go next year. In the guide I sent you, you can see the exact date of next fairs.

Adler: Besides this optical fairs, I went to the Chilli beans shop you commented about the personalization aspects.... I saw they have a completely different proposal in comparison to Unikuz, since their personalization is only on the colors of the frames.

Ray Ban is offering the same thing online.

Debora: They have an appropriate equipment to ake this personalized glasses in only 3 hours.

Adler: I saw it, and I thought it was very interesting.

Debora: Chilli Beans have an awesome case study for the Brazilian market. The owner is around 40 and he started bringing glasses from the United States in his bag for a much better price in comparison to the high standard brands. After that he started bringing glasses from China with his own designs.

Adler: Yes

Debora: When he started with Chilli beans, he wanted to exclude the concept that glasses is something people use because the doctor said so to transform into something related to fashion,

once this happened the competitors directly close the doors to make business with him. Nobody was interested in making business with him, nevertheless, on his own he was able to become a millionaire in no time on his own.

Adler: This is really interesting because Unikuz have no intentions in trying to enter in the Brazilian market with the help from other companies. We are aware that networking is the most important asset to enter in Brazil, and we have none.

Debora: It is indeed really complicated to enter here without networking.

Do you have a patent for your website, your idea, for the company, the material...?

Adler: No, the idea has no patent yet, but we already contacted a lawyer for the procedure

Debora: This is of extreme importance to guarantee the idea. Once it has a patent it could be interesting to present the idea to the owner of Chilli Beans. To present to him you must have a patent, because he can get your idea and use for himself as any other company in the market.

Adler: Yes

Debora: You could sell your idea or make a partnership with him, because entering the Brazilian market on your own is very hard, moreover, Chilli Beans is really receptive.

Adler: Unikuz thought about selling the idea in the beginning. But right now we have a Dutch financial partner who is interested in acquiring a percentage of the company for around 100 thousand euro.

I thought this was not such a good amount of money taking into consideration that Ray Ban and others get around 70-80% profit for each of their glasses.

Debora: This is true, but there are unique in the market. The optical market has a high amount of profitability. The optical market is very spoiled actually. And in Brazil it is a "family market". What is currently happening in the country, is that big international companies are trying to enter in the market, something that already exists in the United States and Europe but it is starting now in Brazil.

These international companies started 4-5 years ago and last year Luxotica started to enter in Brazil with shops like sunglasses hut. Their first shop was in Rio de Janeiro. This attitude scared the national market since it has always been a "family market". A family market is a market which one family or another owns the business and other companies hardly enter in their business activities because they make it harder for others. Do you understand?

Adler: I understand

Debora: So, this is what is happening in the market. Big national companies like Ótica Carol, Óticas Diniz, Fotótica are trying to adjust themselves to the international companies trying to enter in Brazil.

These people earned a bunch of money with a high profitability over their products. It is still one of the highest markups in the market, this is a fact. But in the case of Ray Ban it is a very specific history. They had a huge investment from Luxotica for the final consumer, therefore it is not possible to compare with them.

In general the eyewear market is promising, but we always need to keep our eyes open because of the intensive Chinese production, the amount of pirated products has increased in the country, and it destroys the eyewear market. At the same time, with an exclusive product, with 3d printers, customized, is a differential that Unikuz can bet.

Adler: Yes

Related to the price, this has been something I have been trying to discover for the Brazilian market. In The Netherlands Unikuz will be charging around 250 euro with lenses, because our supplier, that is from Santos, charges around 25 reais for sunglasses lenses, 35 for normal lenses, while normal optics charge between 100 to 500 reais.

Debora: From where does he buy the lenses? China?

Adler: He informed me that it is from Italy, same as Ray Ban lenses.

Debora: I don't believe it can be from Italy, this price is too low. It must be from China. But it does not mean it is of low quality. In China you have 3 types of optical fabric: Level A for products of high standard from Luxotica, B for average such as Chilli Beans and the low quality which is pirated.

This is something of extreme importance because nowadays the Brazilian market is extremely interested in the lenses. Actually, the consumers are more worried about the lenses than the frames. Healthy and visual are the core, because exists several fake glasses being sold in Brazil today with terrible lenses that burn the retina.

It is incredible how the market changed in the past 10 years. The lenses can be some times more expensive than that frames. It is important you pay attention at the quality from the lenses used in your glasses if you decide to enter in the Brazilian market, because if any person see your glasses use lenses of low quality in here, the company will be burned in the market.

Just so you can have an idea, Mormai, ended up making a partnership with Essilor. Known as the biggest company of lenses and owner of almost every company that work with lenses in the country. The goal from this partnership was to have their lenses signed by Essilor to enhance the quality of their products, increase their credibility in the market. Lenses is something serious.

It would be interesting for Unikuz to try to engage the brand with a good lenses produces as well. Focus on the quality of the lenses and not only in the costs because the Brazilian market will be expecting this quality.

Adler: The real situation of the company is the following: Unikuz has a reasonable markup but I don't want to charge the same as chilli Beans.

After analyzing the questionnaire made specifically for the Brazilian market we believe it would be interesting in charging around 500-700 reais for the product. Selling for the A and B social economic class. What do you think about this price?

Debora: I believe that this would be a great price for you to work with. But only if the price is already for the final consumer.

Adler: The idea of the company is to initially sell only via the internet to cut costs with shops. But in the future open kiosks in shopping centers.

Debora: Understood. Just to complement the topic about lenses. When the guy from Chilli Beans started to work with glasses, the whole market tried to destroy him because of his lenses. He was obliged to get an authorization from IMETRO to show his lenses were reliable.

Just so you can have an idea, I met a guy called Fred. He saw a spectacle he really liked from an international brand he wanted to bring to Brazil. Since he already knew the difficulties of entering the Brazilian market he decided to enter in the market via the lenses producers instead of the optical shops. His choice came because nowadays the fabric of lenses are as powerful as the optical shops since they have an immense networking.

Adler: How did this work?

Debora: Initially he started knocking at glasses manufacturers in Rio de Janeiro for being the most respectable in the market, because of prizes they received. He made partnerships with them and started to deliver pieces so the manufacturer could build the glasses and then sell for them.

Adler: Interesting, do you think this could be an option for Unikuz in Brazil?

Debora: This could be an option for Unikuz, because this was a revolution that happened in our market in the last years, because in the past the lenses laboratories did not represent anything, they were like trash, but in this last 10 years this has changed, and the company Essilor is the responsible for this, who made lenses production a professional work.

Essilor have bought several laboratories and are trying to enter in the retail, becoming millionaire.

Anyway, since Unikuz intent to make kiosks, I believe you should be careful since you will have direct contact with the final consumer. Another important thing is the reposition of the parts of the glasses.

Adler: Very interesting. Unikuz will be also providing a 3 years guarantee on the product. Also because the material does not break, besides the hinges and lenses. You can literally hammer

the glasses that they will not break. Unikuz is doing that because the Brazilian consumers constantly complain about replacing products.

Adler: About technology, is there something that has influenced the market in the past years?

Debora: No, nothing at all. What causes the biggest impact in the Brazilian market is the color, product and design. The technology has been a mere copy between competitors.

Adler: And which are the strongest brands working in Brazil nowadays?

Debora: Besides the chilli Beans case, we would have Mormai, that is fully Brazilian, makes glasses, watches and electronics, JR andaimer is another one... The owner from this brand is called Morango, who owns fabrics in Argentina and other South American countries.

Jr made several designs, and they started investing a lot in teens. Full of creativity they started to perceive that the argentine people were influencing in the creation of the Absurda.

This company was represented by Marcelo Taz from a program called CQC. This program is presented in Band television channel. It is the copy of an Argentinian television program.

They were able to transform a stupid brand in a brand "I want for me" just because they changed the concept, the design of their glasses and connect those attributes to famous people from the Brazilian television.

These people were constantly in contact with the press office with people connected to fashion from São Paulo and Rio de Janeiro., making their name by giving their glasses as present to national celebrities. When we least expected they were a success.

Adler: So they gave their glasses to famous people?

Debora: Yes, they were also making photographs, events, and they were hard to be found.

Their brand had a huge problem with piracy being sold with blue lenses.

They made their homework though.

From the rest, what happened, the Brazilian fabrics exists but are very few of them because it is easier to buy glasses frames and lenses from China than having to deal with workers in Brazil who can be very expensive due to the huge amount of taxes.

There are some fabrics but very few. Because of this I say that just Mormai and Absurda worked in here.

On the other hand, if we talk about the international ones, we can identify Luxotica, who are the owners of Ray Ban and earn a lot of money.

Did you know Ray Ban was from Balchimo Viella?

Adler: No

Debora: Balchi, was a company that made contact lenses, they created Ray Ban for the war and Luxotica bought the brand and developed it. They invested a lot in the brand.

Balchi sold the brand because they wanted to focus in the medical field, and this is the reason Ray Ban lenses are so good.

Adler: And about the internet. How is the acceptance of the Brazilian market regarding sale of glasses online?

Debora: The movement of the internet in relation to the optical market started in Europe and there is another person who currently sells glasses via the internet, but the concept is always the same. A product that comes from China, normally without the lenses, only the frames.

But in general the Brazilians have a difficulty in buying glasses online, specially the prescription glasses because glasses is something that people like to touch and try.

For this reason I believe it is important, if you work with kiosk, to leave some prototypes of Unikuz glasses so people can wear them, touch them.

It is also important to think about the age of your target group for the sale of your product via the internet. If your public is interested in buying glasses via the internet and if the price that you choose would fit this target group.

Adler: We came to the conclusion that the most appropriate would be a public between 18 and 35 years old with the highest social economic classes of the country. Who normally receive money from their parents.

Debora: This was actually what gave the boom to Chilli Beans, because they got this age group for having a reasonable cheap product, applying the concept that you do not need to have the same glasses for a life time. But for few months.

With time, to make his glasses more expensive, the owner started making partnerships with famous artists and stylists to value the brand. Which is something I saw in Unikuz website.

With this partnerships and signatures from famous people they were able to charge more.

I believe that the public you want to target would not pay between 500-700 reais because it is a public that travels, therefore they buy nice fashion things outside, in other countries. Maybe you increase value if you put famous people or people your target would like to see signing your product.

This is just an idea, if it is not used I believe the best would be to review the price for something cheaper.

Adler: Unfortunately this is not possible, because differently than the glasses imported from China, that is extremely cheap, Unikuz handcraft its products making them cost around 300 reais a unit.

Debora: And for how much does it arrives in Brazil?

Adler: When it arrives in Brazil, if sent directly from the Dutch fabric, it cost me around 100 reais for the frame plus 100% of taxes for importing to Brazil, besides other taxes and lenses.

Debora: The glasses arrive ready to be sold?

Adler: No, just the plastic.

Debora: It is very expensive!

Adler: Yes, but once I'm in Holland I will be sending the frames myself which means I would not need to pay importing taxes of the full price since I will make a new invoice with a much lower price. But the cost at the end would still be around 300 reais.

Debora: The cost is really high. It arrives for a high price.

Adler: And we put a reasonable markup because we also include a 3 years warranty, especially in the start because we are in a testing the product.

Debora: Realmente isso justifica um preço mais alto.

Adler: In your years of experience, have you heard of any company complaining about political things in Brazil which can influence negatively in their business?

Debora: Yes, it is complicated. The major complain from producers in the country are products imported from China. Therefore there is an extensive antidumping action in the country.

The government is annoying when the amount of products imported is high.

Adler: What about green marketing activities. Is there any company concerned with green marketing in Brazil in the optical market right now?

Debora: When you are in Europe you can see many small producers that make glasses with bamboo and are worried about the environment, but in Brazil there is not company that work with the same concept for glasses.

"The focus in here is fashion" This is the aim in Brazil at the moment, especially now that the consumerism in the country has increased, with the same north American spirit, therefore, people consume a lot. People are travelling a lot to United States, buying there and bringing the products to Brazil.

There is part of the population who is concerned with the exclusivity concept. Anyway, the youngest still accept color while the oldest is always looking for brownish or the black colors. Only one or another look for a different color, which is a different concept than Germany where people have the tendency to wear something more colorful. Something fantastic in my point of view.

Anyway, this is something that is changing in Brazil with time.

Adler: And in your professional opinion. Do you think that Unikuz glasses enhance value to the Brazilian eyewear market? What do you think about Unikuz spectacles? Can it be introduced in the Brazilian market?

Debora: I believe the proposal of the product is really good, but you need to arrive with design, with something different.

The optical universe is not an easy market in Brazil because it is a “family market”. Even to arrange sales representatives is complicated.

I will be really sincere to you.

I believe the most appropriate for your project is to sell the idea to a company instead of trying to enter in Brazil, for the amount of knowledge I have from the market.

I might be super mistaken, but it is more interesting to patent the company and the product with the differentials and try to sell it to another instead of trying to enter in the Brazilian market.

You need plenty of networking in the Brazilian. Design and technology means a higher price.

When Absurda entered in the country, their price was around 300-500 reais with the concept of seeing the world the other way around. Because of this it worked. They had a party appeal with famous people and they were working really hard with social media.

But their marketing action was just possible because they had a vast knowledge of the market and they knew everyone in the optical market as well. They had so much power that they could choose who would sell their product.

So in your case, choose sales representatives is almost impossible. Even big brands have problems finding sales representatives, because sales representatives are a terrible breed that sells only what gives money to themselves. They normally just want to sell Ray Ban because it sells more.

Chilli Beans is a perfect example who searched for many sales representatives and was not able to find any. For this reason they work with Kioks.

Adler: This is also one of the reason we have intention of initially selling only via the internet.

Debora: I see that for your company. You have a product with a different technology, you have the possibility of having something exclusive with a cool concept, and you can work on your site with the help from social media, making a small investment.

I think you can make friendship with press release. This way, even far away you can send information to key people from Brazil. Even though I believe you have more to gain by talking to the owner of Chilli Beans or another string company in the market that would be interested in your concept.

Adler: Undersstood

Debora: The "ent" work in Brazil is very complicated. Because the sales representatives will not make the work for you.

Adler: And if the market would first open in The Netherlands?

Debora: If you align first in Europe, it would work better. A European or North American sales representative are better.

The rivalry in Brazil is really high between the high standard brands, which is a problem, because the sales personnel just want to sell famous brands. The Brazilian cares more about statues than anything else. This is the reason retailers were obliged to accept Luxotica in the country.

Adler: So selling through retailers is not na option?

Debora: It is not a good option. I would not recommend that to you. I would stay just in the internet and let everything with patent because it is something really different.

In this area, companies copy a lot, it is an absurd. And I would sell the complete package for another company later.

Probably a Brazilian company or an international one would be interested in buying your company. If this opportunity appears do not throw it away.

Adler: How much in average they pay for an idea like this?

Debora: They pay really well. Some millions.

Adler: Great Debora, Thank you very much for the information. They will be helpful in my project.

Debora: It is a pleasure Adler, enter in contact whenever you want to ask something more. I have many years of experience in this sector, I'm at your disposition.

Appendix 7: Spectacles brands in Brazil

- Absurda- Optical designs
- Acclimates- Basilor
- Acuvue- Johnson & Johnson
- Adage- Younger
- Adidas- Linz
- Adlens- OptiClass
- Adrienne Vittadini- Match
- Aero- Match
- Airlock- Marchon
- Air Optix- Alcon
- Alain Mikli- Fenícia
- Alero- ATG
- Alexander Mcqueen- Safilo
- Alpa- Optra
- Amadeus- Optnews
- Ampla Cromax- Multivis
- Ana Hickmann- GO
- Angelo Falconi- Luftov
- Antonia Fontenelle- Luxx
- AO- Carl Zeiss Vision
- Ápice- Perego
- APX- Insol
- Aquacare- Carelens
- Argentum- Stepper
- Argos- Hoya Brasil
- Arnette- Luxottica
- Armatti- Formaq
- Arrow- Lougge
- Aspen- Edmagno
- Astralens- EyeSis
- Athenas- Edmagno
- Atitude- GO
- Atitude kids- GO

- Atitude MMA
- Atoz- Biocon
- Aurum- Stepper
- Auto-Fold- Brevil
- Avanzato- Tecvision
- Avaira- coopervision
- Azzaro- Arkótica
- A/Z Collection- Arkótica
- Babiators- OptiClass
- Baccara- Pro Look
- Balmain- Luxx
- Banana republic- Safilo
- Barberini- Schott
- Bass- GV Bassani
- Baron- Optnews
- Batali- Optnews
- Batman- Lougge
- BPI- Mello
- BCBG MaxAzria- Innova
- Ben 10- Escuderia
- Benetton- Luxx
- Berclaus- Kimotica
- Berlac- Dinger
- Best fit- Solótica
- Billabong- GSM
- Biofinity- Coopervision
- Biomedics- Coopervision
- Blackfin- Italiana investimenti
- BlueControl- Hoya Brasil
- Blue Magic Eye- Innova
- Bora Bora- Vision Line
- Boss- Safilo
- BPI- Brevil
- Brietfield- Rode
- Briot- Briot weco
- Briot- Rode
- Bulgari- Luxxotica
- Bulget- GO
- Burberry- Luxottica

- Calvin Klein- Marchon
- Calvin Kein Jeans- Marchon
- Camaro- KRB
- Carmin- CMC
- Carrera- Safilo
- Carros- Master Glasses
- Cartier- GO
- Catherine Deneuve- Viva
- Cats- Biz
- Cavalera- CMC
- Céline- Safilo
- Centro style- Vanin
- Century-Optolentes
- Ceo-V- Sptegger
- Ceratocare- Carelens
- Cerox- Maclens
- Chameleon- CK
- Champion-Magnum
- Chanel- Luxottica
- Charmant- Opsion
- Charmant Z- Opsion
- CH Carolina Herrera- Wilvale De Rigo
- Chloé- Marchon
- Chopard- Wilvale De Rigo
- Chroma- Mega ótica
- Ck Calvin Klein- Marchon
- Clean Extra- Hoya Brasil
- Clearlens- Optolentes
- Clens-100- Alcon
- Clic- Fanícia
- Clipsutil- Dynamic
- Coca-Cola- Master Glasses
- Colcci- JR Adamver
- Cocoons- Innova
- Cole Haan- Innova
- Comes- Martinato
- Converse- Luxx
- Cooperflex- CooperVision
- Corolla- Master Glasses

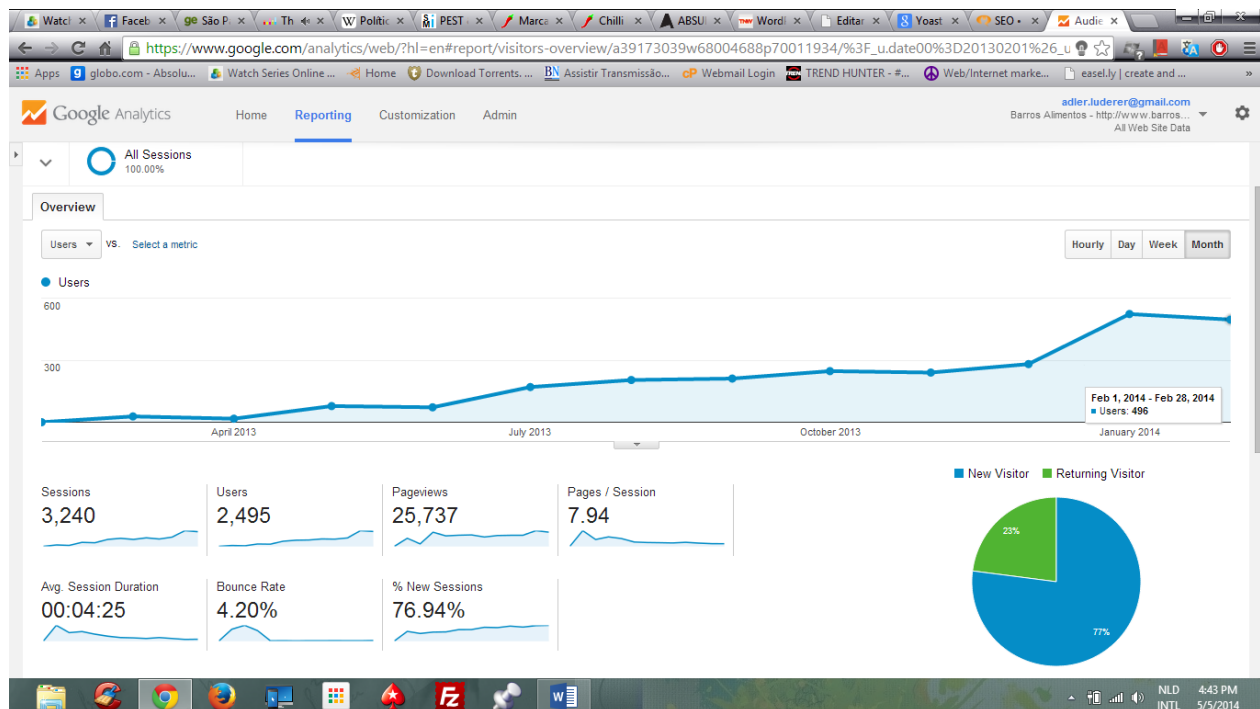
- Correct- Perego
- Corvette- KRB
- Cosmolit- Rodenstock
- Country- Wilvale De Rigo
- Crizal Alizé UV- Essilor
- Crizal Easy UV- Essilor
- Crizal Forte UV- Essilor
- Crizal Provencia- Essilor
- Cross- Fenícia
- Dac Vision- Essilor Solutions
- Dagas Daemyung
- Dakar- DK
- Definition- Brevil
- Deklin- vanin
- Delta T- Essilor Solutions
- Desktop- Hoya Brasil
- De Stijl- Brillen
- Detroit- Kontmartre
- De ville- Clair Mont
- Diamond- Segment
- Diane Von Furstenberg- Marchon
- Diesel- Marcolin
- Dilab- Dataweb
- Di Lione- Yves St. Paul
- Dior- Safilo
- Direct- Perego
- Disney- Master glasses
- D&G- Luxottica
- DKNY- Luxottica
- Dolce & Gabbana- Luxottica
- Dolphin- Opnews
- Dragon- Marchon
- DSquared- Marcolin
- Dunhill- Rodenstock
- Duocare- Carelens
- Dupont- Nippon
- Dynamic- Mega Ótica
- Easy Twist- Golden Vision
- Eck unLtd- CMC

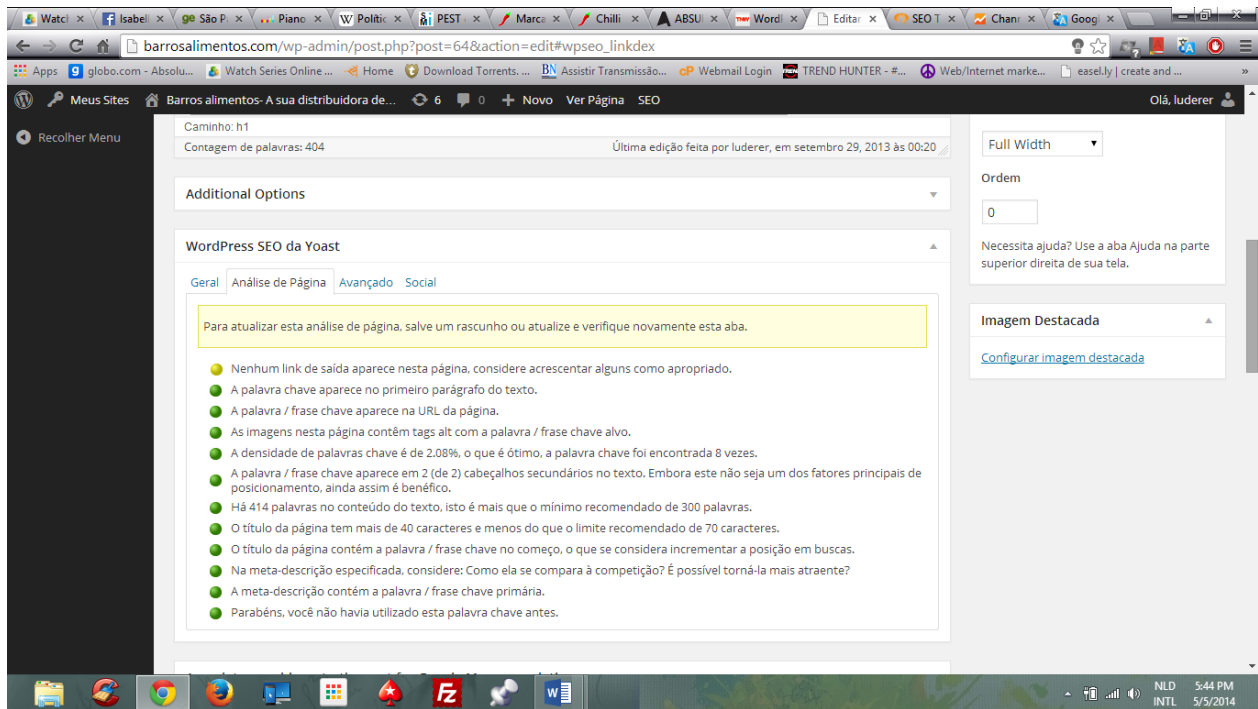
- Acletic- Stepper
- Electron- Optra
- Element GSM
- Ego- Formaq
- Emilio Pucci- Marchon
- Ermenegildo Zegna- Wilvale De Rigo
- Escada- Wilvale De Rigo
- Espace- Brasilor
- Espace Small- Brasilor
- Espace selective- Brasilor
- Essilor Advans 360- Essilor
- Essilor airwear- Essilor
- Essilor anti fatigue- Essilor
- Essilor interview- Essilor
- Essilor Physio Tints- Essilor
- Essilor Styli- essilor
- Etnia Barcelona- Brevil Design
- Evoke- Brazilian Lab
- Exclusive- Stepper
- Expression Colors- Coopervision
- Extra Cromax- Multivis
- Eyecode- Essilor
- Eyepocket- OptiClass
- Eye Soft- Eye Sis
- Facheli- Oftalchelli
- Faconnable- formaq
- Ferrati- Optisol
- Ferrovia- Inbrasol
- Fine- Macprado
- Fiorucci- Montmartre
- Flair- Euroclass
- Flexon- Marchon
- Frey & winkler- Dinger
- Flex- Segment
- Flexcare- Carelens
- Float- Match
- Fluorcare- Carelens
- Focus dailies- Alcon
- Focus 10- Optidados

- Form 180- Macprado
- Forum- Luxottica
- Fotolux- Uni vision
- Fox- Top design
- Free Line- Perego
- Freshlook- Alcon
- Fusion- Stepper
- Gant- Viva
- Germany- Rodenstock
- GFC- Martinato
- GFC- Mello
- Gia- Maclens
- Gilras- Fenda
- Gilras- Global Vision
- Givenchy- Wivale De Rigo
- Golf- Criativa
- Gottfried- Dinger
- Grand- Macprado
- Greg Norman- Golden Vision
- Gucci- Safilo
- Guess- Viva
- Guess by Marciano- Viva
- Guga Kuerten- Louge
- Hagnus- Master Glasses
- Haecker- Dinger
- Harley-Davidson- Viva
- Harry Potter- CMC

Appendix 8

Barros alimentos analytics





Appendix 9: Questionnaire

Informações pessoais

1) Qual é o seu sexo?*

- ☐ Masculino
- ☐ Feminino

2) Em que grupo de idade você se enquadra?*

- ☐ 17 ou menos
- ☐ 18-26
- ☐ 27-35
- ☐ 36-44
- ☐ 45-53
- ☐ 54-61
- ☐ 62 ou mais

3) Qual é o seu estado civil?*

- ☐ Solteiro(a)
- ☐ Casado(a)
- ☐ Divorciado(a)
- ☐ Viúvo(a)
- ☐ Em união estável

4) Qual é a sua profissão?*

5) Qual é o seu email?

6) Qual é sua renda média familiar?

- ☐ Menos que R\$1.484
- ☐ R\$1.484 - R\$2.683
- ☐ R\$2.684 - R\$4.680
- ☐ R\$4.681 - R\$9.896
- ☐ R\$9.897 - R\$17.433
- ☐ Mais que R\$17.433

Diferenciais & Importância

7) A possibilidade de customização do tamanho dos óculos baseada em fotos do rosto do consumidor.*

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

8) Utilização de material extremamente flexível e duradouro, o qual impede que o óculos quebre*

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

9) A possibilidade do consumidor escolher entre 26 cores oferecidas para a armação do óculos*

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

10) A possibilidade do consumidor trocar as próprias lentes a qualquer momento*

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

11) O oferecimento de 3 anos de seguro em relação à armação do óculos*

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

12) Relacione a ordem crescente de importância entre os quesitos apresentados abaixo, de 1 a 8, do que você leva em consideração no momento de compra de um óculos. (1 para menos importante e 8 para o item mais importante) (exemplo: marca-1, qualidade-2, preço-3, status-4, material-5, design-6, características únicas-7, coloração-8)*

_____ Marca

_____ Preço

_____ Design

_____ Coloração

_____ Características únicas

_____ Qualidade

_____ Material

_____Status

Preço

13) Qual média de preço você espera para os óculos da Unikuz com lentes de grau?*

- ☐ Menos de \$250
- ☐ \$251 - \$500
- ☐ \$501 - \$750
- ☐ \$751 - \$1000
- ☐ Mais de \$1000

14) Qual média de preço você espera para os óculos da Unikuz com lentes escuras polarizadas?*

- ☐ Menos de \$250
- ☐ \$251 - \$500
- ☐ \$501 - \$750
- ☐ \$751 - \$1000
- ☐ Mais de \$1000

15) Em qual faixa de preço os óculos da Unikuz, com lentes de grau, seria transmitida a impressão de estes terem baixa qualidade?*

- ☐ Menos de \$250
- ☐ \$251 - \$500
- ☐ \$501 - \$750
- ☐ \$751 - \$1000
- ☐ Mais de \$1000

16) Em qual faixa de preço os óculos da Unikuz, com lentes escuras polarizadas, seria transmitida a impressão de estes terem baixa qualidade?*

- ☐ Menos de \$250
- ☐ \$251 - \$500
- ☐ \$501 - \$750
- ☐ \$751 - \$1000
- ☐ Mais de \$1000

17) Em qual faixa de preço os óculos da Unikuz, com lentes de grau, seriam considerados caros?*

- ☐ \$251 - \$500
- ☐ \$501 - \$750
- ☐ \$751 - \$1000
- ☐ Mais de \$1000

18) Em qual faixa de preço os óculos da Unikuz, com lentes escuras polarizadas, seriam considerados caros?*

- ☐ \$251 - \$500
- ☐ \$501 - \$750
- ☐ \$751 - \$1000
- ☐ Mais de \$1000

19) Você estaria disposto(a) a pagar um valor extra por alguns dos atributos descritos abaixo?*

- ☐ Lentes adicionais
- ☐ Caixinha personalizada
- ☐ Seguro de armação
- ☐ Assinatura em ouro no óculos
- ☐ Outro atributo: _____

Outras marcas

20) Qual é a sua marca de óculos preferida?*

21) Por que a marca de óculos descrita acima é a sua preferida?*

22) Ao pensar em óculos, qual é a primeira marca que vem na sua cabeça?*

23) Você acredita que o preço de uma marca reflete na sua qualidade?*

☐ Sim

☐ Não

Personalidade

24) Você compra óculos para você ou para outras pessoas?*

☐ Você

☐ Outras pessoas

☐ Ambos

25) Você compraria óculos pela internet?*

☐ Sim

☐ Não

26) Você estaria disposto(a) a esperar 30 dias para receber os seus óculos personalizados?*

☐ Sim

☐ Não

27) Onde você procura por informações para a compra de óculos?*

☐ Internet

☐ Lojas

☐ Revistas

☐ Televisão

☐ Outros: _____

28) Onde você normalmente compra os seus óculos?*

☐ Loja

☐ Internet

☐ Outro local: _____

29) Por que você compra na opção descrita acima?*

30) Quantas lojas físicas ou online você observa antes de decidir em qual comprar?*

☐ 1

☐ 2

☐ 3

☐ 4

☐ Mais

31) Quantos óculos você tem?*

☐ 1

- ☐ 2
- ☐ 3
- ☐ 4
- ☐ Mais

Midias sociais & perguntas finais

32) Quais mídias sociais você segue diariamente?*

- ☐ Facebook
- ☐ Google +
- ☐ Twitter
- ☐ Youtube
- ☐ Pinterest
- ☐ Instagram
- ☐ Outras: _____

33) Quais os tipos de notícias que você gosta de ler em mídias sociais?*

34) Quanto tempo você passa em mídias sociais diariamente?*

- ☐ 15 minutos
- ☐ 30 minutos
- ☐ 45 minutos
- ☐ 1 hora
- ☐ 2 horas
- ☐ Mais do que 2 horas

35) O fato dos óculos da Unikuz serem importados da Holanda influenciam na sua escolha?*

☐ Positivamente

☐ Negativamente

☐ Indiferente

36) O que mais te chamou atenção nos óculos da Unikuz?*

37) No geral, qual seria o seu interesse em adquirir um óculos da Unikuz?*

☐ Nenhum interesse ☐ Não muito interessado ☐ Um pouco interessado ☐ Interessado

☐ Muito interessado

Obrigado