



Building an authentic purpose-driven brand

Incorporating brand authenticity in the early
brand development for purpose-driven brands.

A case study for Forestwise

MASTER THESIS BY
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Master thesis

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Preface

Dear reader,

*What you are about to read is my graduation report for MSc. Strategic Product Design at Delft University of Technology. The graduation project has been very close to me. This experience has taught me a lot about **my purpose** as a strategic designer, as well as my **authentic** self. Before moving forwards, I would like to express my thanks to many people who have been involved and who have been with me throughout my thesis and studies;*

First and foremost, I would have not been able to deliver this report without the people who gave me this opportunity. I would like to thank Dirk-Jan and Arjan from Forestwise for giving me this opportunity, having the patience and believing in me to deliver. I want to thank my supervisory team for supporting me throughout my graduation. Erik-Jan for asking critical questions during meetings that pushed me in the right direction and Pinar for being there when I was stuck in the process.

Special thanks to James for your ongoing support and mentorship throughout my master degree, but especially for your coaching during my graduation. Without your contagious passion for branding, I wouldn't have found my own love for branding.

Furthermore, this graduation would not have been possible without the constant support and love from my family and friends. Thank you for believing in me, for encouraging me to push forward and taking care of me when I needed it the most.

Last but not least, I want to thank the reader for taking the time to pick up my thesis. Enjoy reading!

*Sincerely,
Jill*

Reading guide

Insights that are relevant for the case study are gathered at the end of every chapter. It is presented in figure 1. The color of the box represents in which phase the insight is gathered. In addition to this, details about the specific chapter where the insight is gathered, is perceived in the title.



Fig 1. Reading guide visualization

Building an authentic purpose-driven brand

A case study for Forestwise



Purpose-driven brands encounter intention behavior gap (Iannuzzi, 2018).



Gap is caused by skepticism about brand authenticity (Portal et al., 2018; Ritson, 2018).



There's a need for brand authenticity building in brand development (Beverland, 2010; Guevermont, 2018).

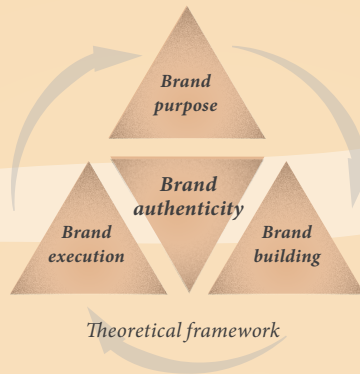
LITERATURE GAP

Drawing links between purpose-driven, authenticity & brand development literature

KEY THEORIES

Derived from literature

1. Creating consistency is essential for authenticity for new brands. This can be done through guiding principles.
2. Brand purpose should be tested on its positioning.
3. Brand authenticity is perceived through cues in brand touchpoints.



RESEARCH QUESTION

“How to increase perception of authenticity by regarding brand authenticity attributes in the development of a (new) purpose-driven brand?”

DESIGN DIRECTION

An inspiration tool for creatives to get the ‘illipe by Forestwise’ brand ready for kick-off in the near future by applying the framework.

KEY FINDINGS

Derived from analyses

1. Forestwise differentiates by working with local farmers directly.
2. Brand creator personality is an opportunity for Forestwise.
3. Focus should be on the unique qualities of harvested rainforest ingredients.

THE STUDY

External analysis

- Desk research
- Expert interviews
- Questionnaire

Internal analysis

- Observations
- Creative session

DESIGN

All designs are used as an inspiration tool during sessions between Forestwise & creatives. The designs can also be used together or individually.



Roadmap

Strategic direction in a visual representation



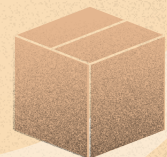
The brand book

Visual brand guidelines



Brand narrative animation

Visual representation of the brand narrative



Brand touchpoints

Examples of brand touchpoints

Executive summary

In recent years, a preference for purpose-driven brands, brands that display values and intentions beyond simply making profit, is increasing amongst consumers (Schaeffer, 2019; KPMG, 2018).

However, this growing preference comes along with brands that use purpose as an opportunity for marketing purposes, creating skepticism in consumer's mind about the authenticity of the brand (Portal et al., 2018; Ritson, 2018). As a consequence, purpose-driven brands encounter an intention-behavior gap (Iannuzzi, 2018). Thus, there is a need for brand authenticity in brand development (Beverland, 2010; Guevremont, 2018). This thesis draws links between purpose-driven, brand authenticity and brand development literature, of which a theoretical framework is developed and applied to a case study for Forestwise to build a beauty consumer brand.

Forestwise

Forestwise is a Dutch social enterprise, located in Indonesia, offering harvested rainforest ingredients for the food, beauty and personal care industry (B2B market). Forestwise's purpose is to protect the rainforest by working directly with local forest community. Together with the local farmers, they create value for the rainforest to prevent palm-oil plantations from impeding and protect the rainforest.

Study & findings

The theoretical framework is built around the principles of purpose-driven brand development (Miltenburg, 2017). These

principles are guided by brand authenticity guidelines (Gundlach & neville, 2012; Guevremont, 2018).

Conducted analyses for Forestwise suggested resulted in five guiding principles that encompasses the whole brand and compared to competitors and industry synergy. 1. *Harvest with love*, 2. *Protect the rainforest*, 3. *Radiate natural beauty*, 4. *Support the conscience*, 5. *Learn from traditions*.

These guiding principles are the building blocks for the new beauty consumer brand by Forestwise and are used to develop the brand proposition and the final designs.

1. *Roadmap*
2. *A brand book*
3. *Brand narrative*
4. *Brand touchpoints examples*.

The designs are for Forestwise to use as a stepping stone for the new brand to inspire potential partners and use as a discussion tool to further develop the new brand .

To conclude, the thesis suggests a new approach to purpose-driven development by regarding brand authenticity factors. However, the value and effectiveness to this approach remains uncertain. It is suggested to do further research regarding these topics.

Content

1. PROJECT

<i>1.1 Introduction</i>	11
<i>1.2 Forestwise</i>	14
<i>1.3 Research question</i>	18
<i>1.4 Design approach</i>	20

2. RESEARCH & REVIEW

<i>2.1 Theoretical framework</i>	23
<i>2.2 Brand authenticity</i>	26
<i>2.3 Phase 1: Brand purpose</i>	30
<i>2.4 Phase 2: Brand building</i>	33
<i>2.5 Phase 3: Brand execution</i>	38
<i>2.2 Case studies</i>	41
<i>2.3 Main insights</i>	44
<i>2.4 Conclusions</i>	45

3. ANALYSES

<i>3.1 Overview analyses</i>	47
<i>3.2 Internal analyses</i>	48
<i>3.3 Industry analyses</i>	54
<i>3.4 Consumer research</i>	62
<i>3.5 Main insights</i>	64
<i>3.6 Conclusion</i>	65

4. STRATEGIC DIRECTION

<i>4.1 Strategic decisions</i>	67
<i>4.2 Persona</i>	71
<i>4.3 Brand personality</i>	74
<i>4.4 Guiding principles</i>	75
<i>4.5 Brand proposition</i>	78
<i>4.6 Brand narrative</i>	82
<i>4.7 Roadmap</i>	85
<i>4.8 Design brief</i>	88
<i>4.9 Conclusion</i>	89

5. DESIGN

<i>5.1 The Brand book</i>	91
<i>5.2 Brand narrative animation</i>	94
<i>5.3 Brand touchpoint designs</i>	96
<i>5.4 Implementation of designs</i>	102
<i>5.5 Conclusion</i>	104

6. EVALUATION

<i>6.1 Evaluation theoretical framework</i>	107
<i>6.2 Evaluation strategic direction</i>	109
<i>6.3 Evaluation design</i>	110

7. DISCUSSION

<i>7.1 Implications</i>	113
<i>7.2 Recommendations & limitations</i>	114
<i>7.3 Conclusion</i>	115
<i>7.4 Personal reflection</i>	116

REFERENCES

1. Project

This chapter provides the reader an overview of the project, through setting the objective, defining the gap and design approach. Research question are formulated that act as guidelines throughout the research. Lastly, an introduction of the organization of the study is made.

1.1 Introduction

1.2 Forestwise

1.3 Research question

1.4 Design approach

1.1 Introduction

In recent years, a shift towards adopting a more conscious mindset in consumers' life is occurring (JWT Intelligence, 2018). This is acknowledged by practitioners and supported by data on the growing preference for brands that display values and intentions beyond simply making profit, purpose-driven brands (Schaeffer, 2019; KPMG, 2018). This is due to the fact that consumers believe that companies and brands play a major role in driving this change (Bocken, 2017; Bemporad & Coulter, 2018). Moreover, the shift creates new opportunities for (new) brands to rise and drive this change and the ability to build a deeper brand-consumer relationship (Grubor & Milovanov, 2017).

Conscious living is still an aspiration rather than a daily lifestyle commitment. This is known as the intention-behavior gap phenomenon. Brands that are purpose-driven are mostly affected by the gap (Papaoikonomou et al., 2010; Iannuzzi, 2018). Moreover, the gap has important implications on stakeholders. The gap makes it hard for marketers to predict the actual market share for ethical products. (Cowe & Williams, 2010).

Brand authenticity

Academics and practitioners recognize that the growing skepticism and criticism towards purpose-driven brands, are caused by the authenticity of brands. The skepticism arise from brands that use purpose as a marketing activity for 'quick wins' rather than embed purpose into the organization. Furthermore, credibility of quality marks or certifications are being questioned by consumers and practitioners (Portal et al., 2018; Wagner, 2018; Vos, 2018; Ritson, 2018). Brand authenticity supports brands in bridging the gap. In

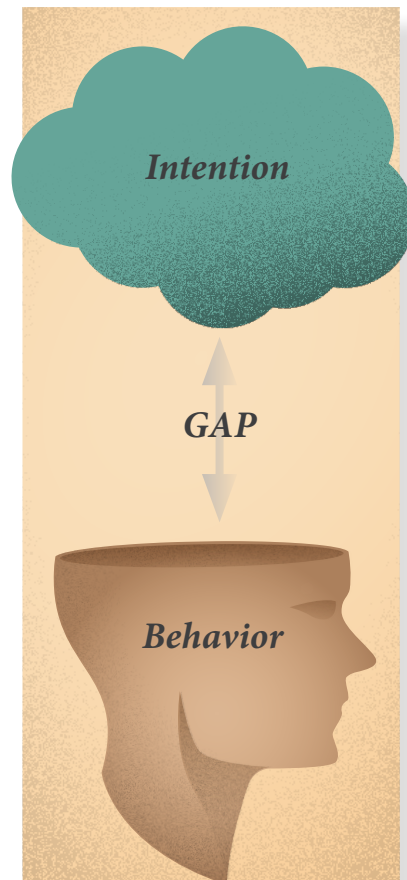


Fig 2. Intention behavior gap

addition to this, it can strengthen the brand-consumer relationship and support brands in the differentiation from competitors if it is implemented correctly.

Brand authenticity development

Brand authenticity is developed from the 'inside-out' (from brand strategy to brand execution). Additionally, consumers need to be able to connect with the brand (Neumeier, 2007; Ritson, 2018).

Extensive literature on brand authenticity exist. However, most literature discuss the nature, assessments and the consequences of brand authenticity (Morhart et al., 2015; Napoli et al., 2014). On the contrary, little research has been done about the creation of brand authenticity in the brand development. Particularly about the translation of brand authenticity into brand attributes. Brand practitioners and academics suggest using storytelling and imagery in the brand narrative to connect with consumers authentically (Beverland, 2006; Ewing et al., 2012; Taylor, 2018).

Most of the studies found in literature regards brand authenticity of established brands (Beverland, 2006; Gundlach & Neville, 2012). However, young brands have exhibited that it is possible to be perceived as authentic despite their young existence (Marketing Association, 2018; Guevremont, 2018). Few literature is found on building brand authenticity for new or young brands (Beverland, 2010; Guevremont, 2018).

- » *Purpose-driven brands are affected by the intention-behavior gap.*
- » *Brand authenticity plays a role in bridging the intention-behavior gap.*
- » *Purpose needs to be embedded into the organization in order to be perceived as authentic.*
- » *Brand narratives give support in brand authenticity perception.*
- » *Few existing literature on brand authenticity for new brands,*

This thesis aims to make a contribution to the brand authenticity and brand development literature.

PROBLEM STATEMENT

Purpose-driven brands are dealing with the intention-behavior gap caused by skepticism towards the authenticity of brands. New brands can bridge this gap by regarding brand authenticity in the early stages of brand development. However, there's a lack of awareness regarding this.

1.2 Forestwise

In this section, the main stakeholder in this thesis Forestwise is introduced. Forestwise is a social enterprise in the B2B-market. They are looking to expand their proposition towards the B2C-market with a consumer brand. They are looking to explore the beauty & personal care industry. Forestwise will be used as the case study for this thesis.

Background

The story of Forestwise begins with the meeting of Theo Smiths and Dirk-Jan, while working together for an Indonesian NGO in 2013. At that time Dirk-Jan decided to follow his girlfriend Alexandra Vosmaer, in pursuing her dreams of working together with the endangered orang-utans in Indonesia. In the meantime, Theo was looking for a new challenge after thirty years of working in The Netherlands. In the years that followed, Theo and Dirk-Jan experienced first hand the effects of deforestation caused by the mono-culture plantations driven by multinationals. It did not only affected the habitat of wildlife, but it affect the livelihood of the local forest community, as well. In addition to this, they experience the many benefits harvested rain forest have on the local forest community. In 2018, they decided to set up Forestwise with the mission to reverse deforestation and show the world the true nurturing value of rain forests.

Purpose of Forestwise

Their purpose is to reverse deforestation. But how were they going to do this? Soon it became clear that in order to stop companies from planting mono-culture

plantations in the rain forest, cooperation from the local people is needed. Usually, palm-oil companies approach local people to sell their land to them and offer them jobs to work on the plantation. However, by doing this, they sacrifice their love for the forest. Forestwise empowers the local forest community in protecting the rain forest by buying harvested rain forest ingredients directly from the local farmers at a fair price.

“We have a story to tell with our product. Our first mission is to save the forest, and the second mission is to help the people.”

- Pris, Forestwise employee (2019)

Forestwise approach

Currently, Forestwise has 10 employees operating in Sintang, Indonesia and Rotterdam, The Netherlands. At the moment, there are approximately 500 farmers over 20 villages around the rainforest area with whom Forestwise are working with and buying from. In addition to this, Forestwise has obtained the ‘Fair for life’ certification, which ensures the fair working condition for the farmers.

Product offerings

Forestwise current offerings are illipe butter, virgin coconut oil, kemiri oil and arenga rain forest sugar. They are looking to extend their offerings. Currently, Forestwise offers their products in bulks to manufacturing companies and big companies. Their main customer is IMCD, which is a manufacturing company for cosmetics and personal care industry. They buy illipe butter. Lush cosmetics and Naturalheroes (Webshop for DIY cosmetics) have shown interest in the illipe butter product as well.

Illipe butter

Illipe butter (tengkawang fat) comes from the nuts of the endangered Shorea Stenoptera tree and is native to the forests of Borneo. Traditionally it is being used for therapeutic and cosmetic purposes for skin and hair. Illipe butter is known for its moisturizing properties and its ability to restore the elasticity and flexibility in the skin. It prevents the skin from drying which leads to the development of wrinkles. It reduces degeneration of the skin cells. In addition to this, it is even used in cooking by the local forest community.

Consumer brand

With their current proposition in the B2B-market, Forestwise is not able to reach the consumer with their story. Therefore, Forestwise wants to develop a consumer brand to be able to tell their story and reach a bigger audience to create awareness about the effects of deforestation. In addition to that, they want to regain control over the destination of their products.



Fig 3. Forestwise approach

Brand strategy

The set-up for the brand strategy is to have four propositions, B2B market for the food industry, B2B market for the cosmetics & personal care industry, B2C food market and B2C cosmetics & personal care market. The B2C cosmetics & personal care market will first be explored in the Dutch market with the illipe butter ingredient as foundation for the first product.

Conclusion

The first step for Forestwise to build a relationship with consumers is through a consumer faced beauty brand using illipe butter as the starting point. The overall aim for Forestwise is to tell their story and create awareness around deforestation in the rainforest.

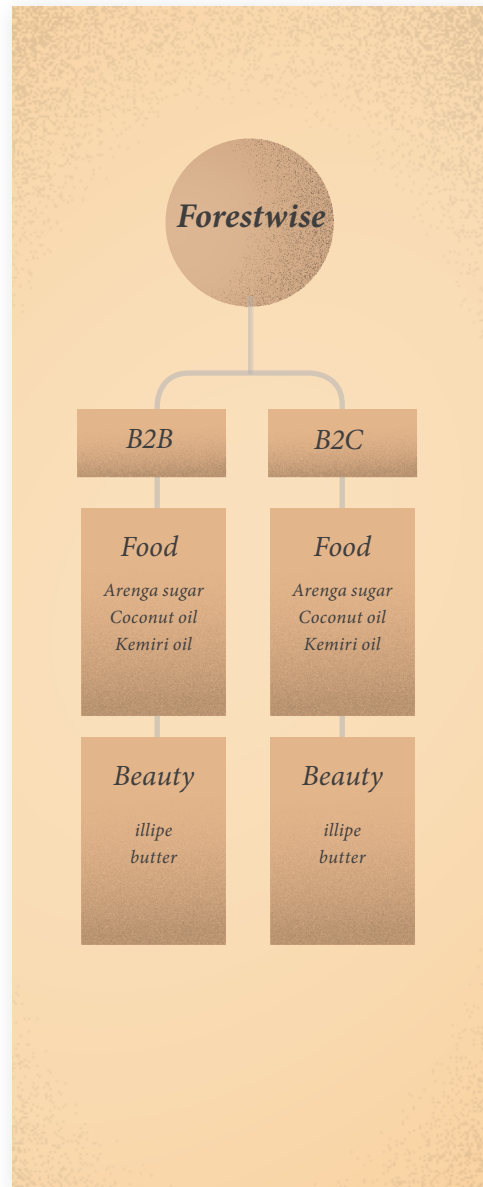


Fig 4.Brand strategy structure

ASSIGNMENT

**Develop a Forestwise'
consumer beauty brand
using the illipe butter as a
starting point for the new
brand.**

1.3 Research question

Based on the problem statement and the challenges of the context, research question and sub questions have been formulated. These questions bring focus to the study and guidance to the reader throughout the thesis. Furthermore, the goals of this study are discussed.

This thesis will address the problem statement defined in the *Chapter 1.1 Introduction* by drawing on several related themes in literature. Drawing links between purpose-driven brands, brand authenticity, and brand development. Generated insights from these topics are applied to the thesis' design solutions and applied in the case study.

The problem statement and the lack of literature regarding the relevant topics pose the following research question:

To answer the research question, several sub-questions have been formulated. These questions give guidance in the literature review, internal and external analysis.

1. *How do consumers develop perception of brand authenticity for new purpose driven brands in the natural beauty and personal care industry?*
2. *How are brand authenticity attributes translated in the brand development?*
3. *How does an authentic brand affect the consumers' overall perception of brand authenticity?*

“ How to increase consumers' perception of authenticity by regarding brand authenticity attributes in the development of a (new) purpose-driven beauty brand? ”

Solution space

The intended solution space for the thesis is as follows, also found in *Appendix A Graduation project brief*:

Theoretical framework

A theoretical framework will give guidelines on how to connect and implement brand authenticity, purpose-driven brands, and brand development literature to the case study.

Strategic direction

A strategy for Forestwise to launch the brand. It includes internal and external analyses.

Brand book

A brand book used internally to communicate the strategy and create consistency in the behavior. It is there to inspire creatives to develop brand touchpoints.

Brand narrative

A short visual representation of the brand narrative to use for internal and external communication.

Mock-up (brand touchpoint design)

An example of a product concept that is a result of the strategy and brand book.

Launch strategy (brand touchpoint design)

An example of a launch campaign that is a result of the strategy and brand book.

Relevance

The aim of this thesis is to gain insights and design a solution to overcome the problem statement. This is achieved by combining insights found in literature and practice. The relevance of the thesis is twofold:

Scientific relevance

As mentioned before, this thesis will draw links between purpose-driven brands, brand authenticity and brand development literature. It will address the gap in literature and will explore a different approach in brand development for new purpose-driven brands.

Managerial relevance

On the organization level, the case study conducted in this thesis for Forestwise, will provide Forestwise new insights and design solution that they can apply for the continuation of the brand development.

1.4 Design approach

In this chapter, the design approach is discussed. The approach that is followed, is the double diamond approach (Design Council, 2018). The approach consists of four stages; discover, define, develop and deliver.

Discover: Build a theoretical framework

In the discover stage, the main goal is to dive deep into literature and gain insights from stakeholders. Several activities are conducted: *Literature review*: Gain understanding about relevant topics in literature. *Case studies*: Gain understanding from practice. *Internal analysis*: Gain understanding about the company. *External analysis*: Gain understanding about the industry and consumer's values and needs.

Define: Find opportunities

The second stage is about finding opportunities for Forestwise. All insights gained from literature and practice are synthesized possible opportunity areas are presented.

Develop: Brand development

At this stage, brand strategy is further developed and the designs for the thesis are further developed. Several iterations on designs are taken place.

Deliver: Finalize & evaluate

The designs are finalized, an implementation strategy is proposed and the thesis is evaluated.

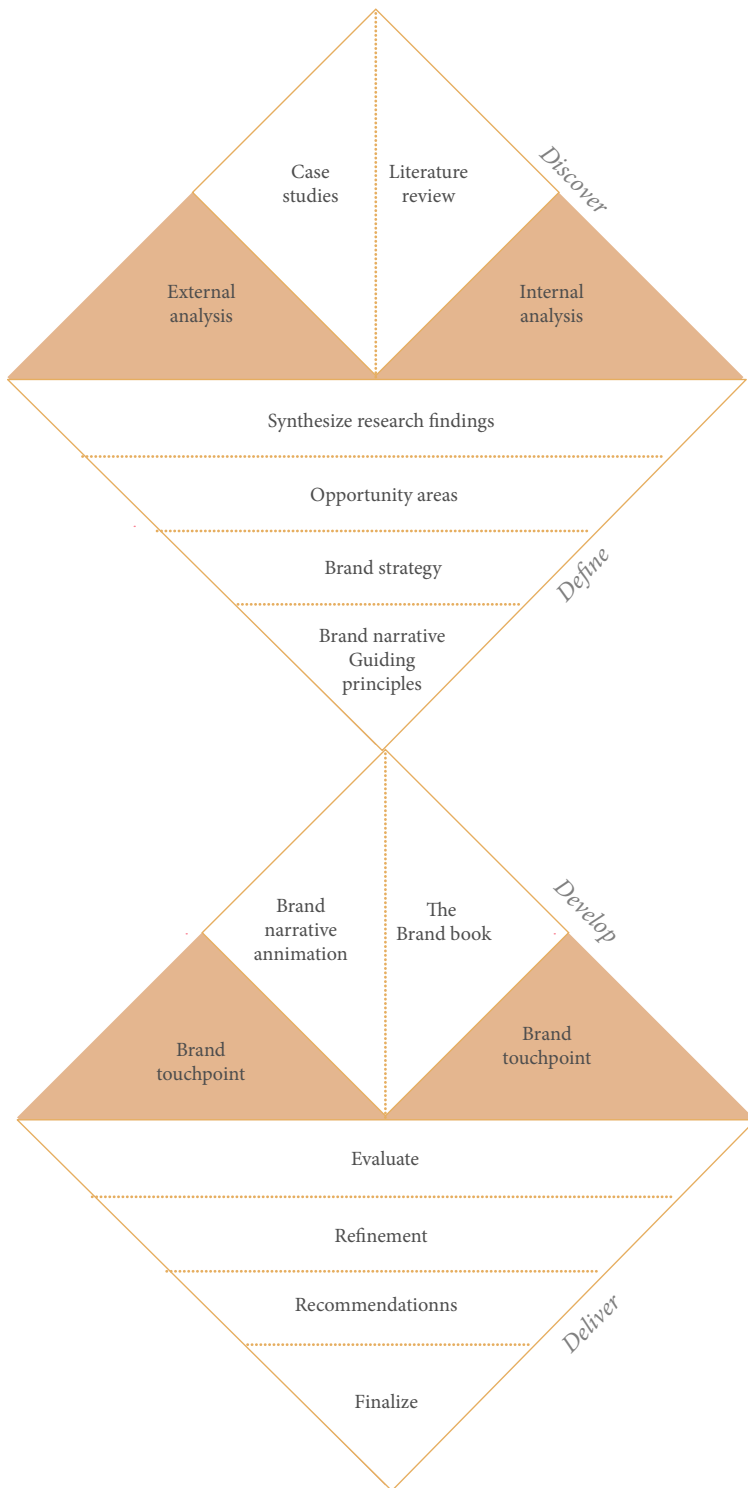


Fig 5. Double diamond process

2.

Research & review

This chapter discusses the theoretical framework which is a result from the synthesis of literature review and conducted case studies.

This chapter addresses the following topics per order:

- 2.1 Theoretical framework*
- 2.2 Brand authenticity*
- 2.3 Phase 1: Brand purpose*
- 2.4 Phase 2: Brand building*
- 2.5 Phase 3: Brand execution*
- 2.6 Case studies*

2.1 Theoretical framework

The theoretical framework (fig. 6) is a result of the synthesis of literature review, expert interviews and case studies regarding themes related to the intention behaviour gap, purpose brands, brand authenticity (B.A.) and brand development. The framework presents the established relations between themes and answers the research sub-questions. Each element is discussed separately in this chapter.

Theoretical framework

The theoretical framework presents the answer to the main research question defined in *Chapter 1.3*.

Every element in the framework gives answer to sub-questions derived from the main research question.

The theoretical framework is suitable for brands, of which brand authenticity plays an important factor in creating brand-customer relationship (e.g. a purpose-driven brand). In addition to this, the framework is applicable for to-be-developed brands or new/young brands.

However, the focus of this thesis is about the development of a new brand. The emphasis can be noticed throughout the literature review for each element.

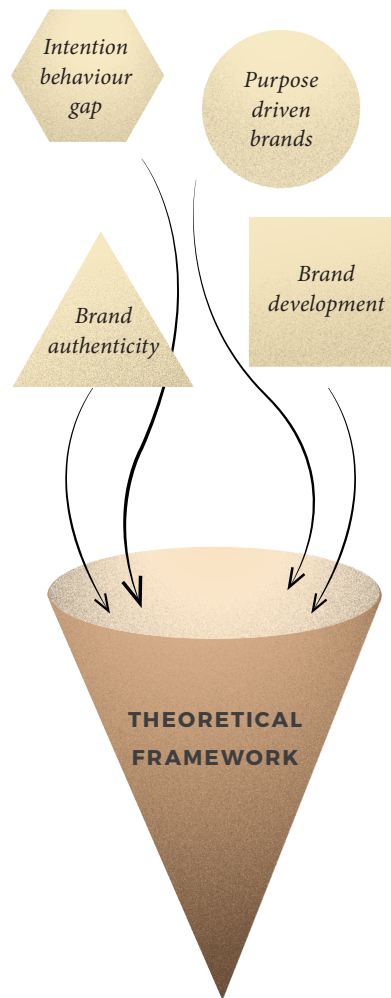


Fig 6. Literature review visualization

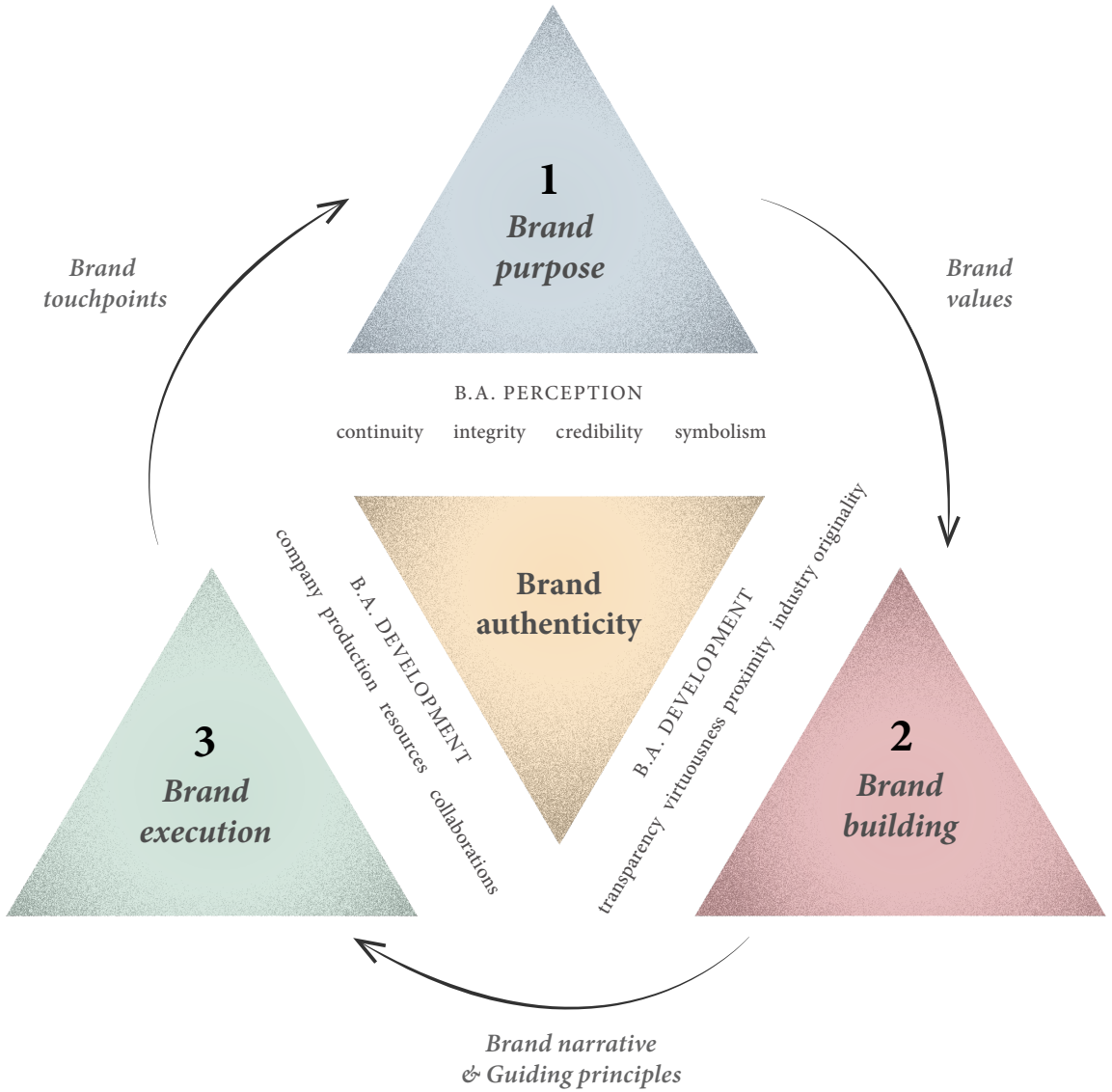


Fig 7. Theoretical framework new brand authenticity

Set-up of the framework

According to brand experts and academics, an authentic brand is constructed from inside-out (Beverland, 2018). The conceptual framework follows a similar construct by starting from defining the brand purpose, to brand building and lastly to brand execution.

Phase 1: Brand purpose

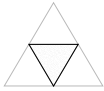
The first phase in the framework is about building a brand core. It defines the reason why it exists, mission and vision through internal and external analyses. As a result, brand values and core competences arise that captures the entire brand essence. *This phase gives answer to the first sub-question defined in Chapter 1.3. The application of this phase for Forestwise is found in Chapter 3. Analyses.*

Phase 2: Brand building

The brand building phase is the phase where a strategic direction is developed, in which brand narrative and guiding principles are described. For establishing an authentic brand experience, brand authenticity development (mediating) factors are incorporated in the brand narrative and guiding principles. *This phase gives answer to the second sub-question defined in Chapter 1.3. The application of this phase for Forestwise is elaborated in Chapter 4. Strategic direction.*

Phase 3: Brand execution

This phase starts with a design brief with the guiding principles and strategic direction described. Brand touchpoints for the brand are designed and developed. B.A. development attributes and driving factors are used to support brand touchpoints design and establish an authentic brand experience. Additionally, brand touchpoint design are assessed on B.A. perception factors through the lens of the three perspectives (indexical, iconic and existential) of brand authenticity. *This phase gives answer to the third sub-question defined in Chapter 1.3. The application of this phase for Forestwise is discussed in Chapter 5: Design.*



2.2 Brand authenticity

An understanding of brand authenticity is established to apply the theoretical framework correctly. For the reason that brand authenticity forms the primary foundation for the theoretical framework. This chapter discusses the main components and the relation between the components briefly.

Brand practitioners and academics acknowledge that brand authenticity perception is positively affecting the consumer-brand relationship. In particular, brand authenticity is proven to influence brand trust positively (Beverland, 2010; Morhart et al., 2015; Pattuglia et al., 2016; Fritz et al., 2016). However, a lack of definition of brand authenticity remains amongst practitioners and academics (Morhart et al., 2015). The lack of clarity is partly due to different perspectives of people on the perception of brand authenticity.

“Authenticity, for me, is doing what you promise, not “being who you are.”
- Seth Godin (2009)

Brand authenticity perception

Brand authenticity perception (B.A. perception) is shaped by assessing brand touchpoints through three different perspectives and four dimensions. The perspectives are intertwined, and each view provides input in building brand authenticity perception (Leigh et al., 2006). The three perspectives are defined by objective, subjective, and existentialist point-of-views (Morhart et al., 2015; Pattuglia et al., 2016). Figure 8 depicts this.

Objective perspective (indexical)

The objective perspective suggests that brand authenticity arises from an evidence-based reality that can be assessed using verifiable information about the brand (e.g., founding date)

Subjective perspective (iconic)

The subjective perspective of brand authenticity is the result of socially constructed brand meanings, which can be interpreted by each person differently (e.g., communication through marketing efforts).

Self-referential perspective (existential)

This perspective refers to the ability for brands to support consumers in producing the self and developing their identities (e.g., brand meaning).

Each of these perspectives assesses a brand on four dimensions; continuity, credibility, integrity, and symbolism (Urde et al., 2007; Beverland, 2014; Morhart et al., 2015).

Continuity

The continuity dimension reflects a brand's timelessness, history, or heritage. In addition to this, it refers to brand consistency over time.

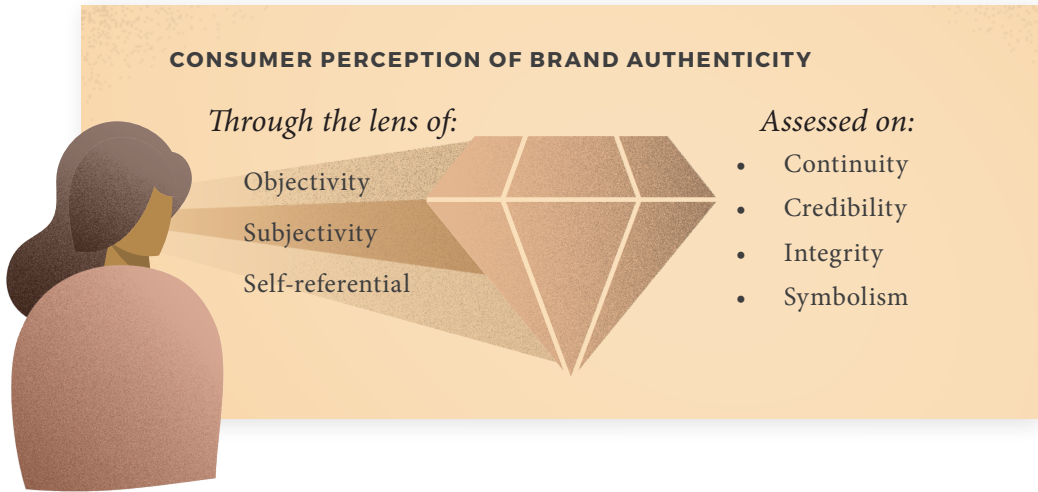


Fig 8. Brand authenticity perception

Credibility

Credibility reflects the brand's transparency and honesty towards the consumer. The brand shows the willingness and its ability to fulfill its claims.

Integrity

The integrity dimension reflects the true intentions of the brand. It reflects the sense of virtue, moral purity, and responsibility of the brand.

Symbolism

Symbolism reflects the symbolic quality of the brand that consumers can use to define who they are or who they are not. A real authentic brand combines the three perspectives with the four dimensions of brand authenticity perception. It is defined as follows:

DEFINITION

“It is the extent to which consumers perceive a brand to be faithful toward itself, true to its consumers, motivated by caring and responsibility, and able to support consumers in being true to themselves through an interplay of objective facts, subjective associations and self-referential motives.”

Brand authenticity development

Brand academics and practitioners postulate that brand authenticity is developed through several factors. Three main types of factors are brand authenticity attributes, driving factors, and mediating factors. The interplay and relation between these factors are the building blocks in developing a unique authentic brand (Beverland, 2006; Gundlach & Neville, 2012; Fritz et al., 2012) (see fig.9).

B.A. Attributes of driving factors

Brand authenticity attributes relate to aspects of brand touchpoints. In general, it refers to all characteristics the brand has, which are driving brand authenticity (Gundlach & Neville, 2012).

- » *Commitment to consistency & quality*
- » *Relationship with place*
- » *Aesthetics*
- » *Heritage & pedigree*
- » *Exclusivity*

B.A. Driving factors

Brand authenticity driving factors describe the different means to make B.A. attributes tangible (Gundlach & Neville, 2012). The combination of the attributes and driving factors regard the design of brand touchpoints.

- » *Company or craftspeople*
- » *Method of production*
- » *Resources (ingredients & materials)*
- » *Partners & collaboration*

B.A. Mediating factors

The interplay of B.A. attributes, B.A. driving factors are mediated by B.A. (intangible) mediating factors. These factors mediate the overall judgment of brand authenticity in the consumer's mind (Gundlach & Neville, 2012). Brand practitioners and academics claim that the hierarchy of these factors depends on the context and the maturity of the brand (Marketing Association, 2018; Guevermont, 2018). The research resulted in a more nuanced view on the 'genuineness or craft motives' of new brand authenticity development (Gundlach & Neville, 2012; Guevermont, 2018).

- » *Company's originality*
- » *Product experience (context)*
- » *Genuineness or craft motives:*
 - Brand transparency*
 - Brand virtuousness*
 - Brand proximity*

Conclusions

This chapter presents insights gathered from the literature review on brand authenticity. From the insights, links are detected between brand development and brand authenticity. Brand authenticity perception connects brand authenticity with the brand's purpose. Brand authenticity development factors connects brand authenticity with brand strategy (brand building) and brand execution.

INSIGHTS 2.2

Brand authenticity perception

- » *B.A. is assessed on continuity, credibility, integrity and symbolism dimensions.*
- » *B.A. is perceived through brand touchpoints and the interplay of the touchpoints through objective, subjective and self referential perspectives..*

Brand authenticity development

- » *The interplay of B.A. Attributes and B.A. Driving factors (brand touchpoints) are mediated by B.A. Mediating factors which drives B.A. Development.*
- » *B.A. Mediating factors for new brands regards brand transparency, virtuousness and proximity.*

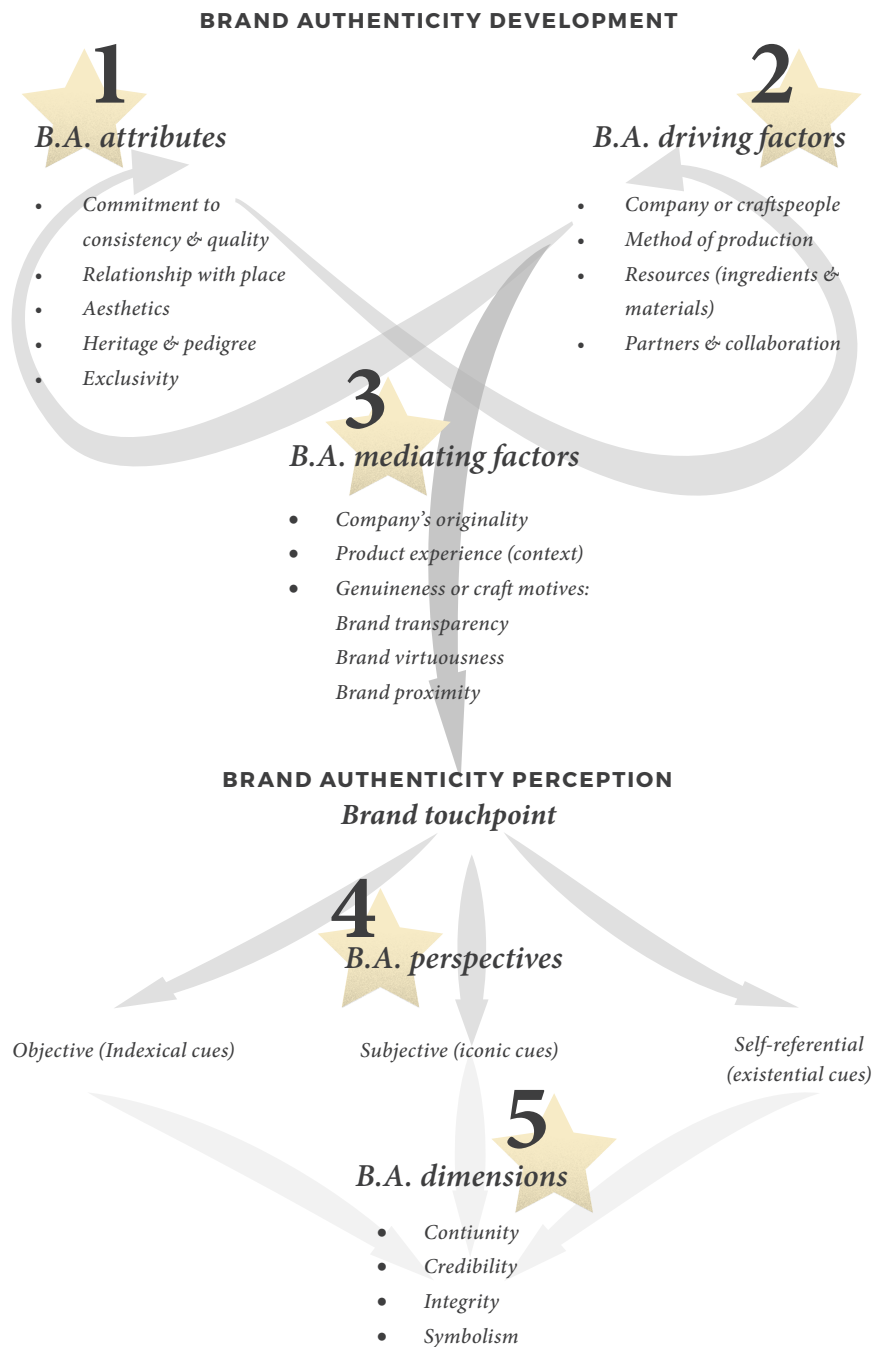
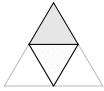


Fig 9. Relation between B.A. development & perception



2.3 Phase 1: Brand purpose

The first element of the theoretical framework is about performing internal and external analyses to define the brand purpose and values. Insights from literature and expert interviews about purpose-driven brands are gathered in this chapter.

According to consumer trend research reports and brand practitioners, people base their purchase decisions on brands with values that are aligned with their values or purpose (Sinek, 2009; Scheaffer, 2018; KPMG, 2018). Similar to building brand authenticity, aligning a brand's purpose with consumers' values support brands in building strong consumer-brand relationships (CFG & Futerra, 2018; KarshHagan, 2018). This shift in consumer's purchase behavior creates new opportunities for new (small) or young brands that are purpose-driven. The shift applies to all product categories in different markets, in particular, the beauty category (Williams, 2015; Accenture, 2018; Kantar consulting, 2018; Mckinsey, 2018).

Purpose-driven brand definition

Academics and brand practitioners describe purpose-driven brands as organizations where the 'Why' of the brands are consciously placed front and center in their communication and behavior (Schmidt, 2018; Ritson, 2018). These brands exist and operate out of their core conviction (Williams, 2015; Miltenburg, 2017; Caves, 2018). Purpose-driven brands aim to create a positive impact on people's lives and the world they live in, often regarding social, ecological, or political issues (Crawford, 2017; Kantar consulting, 2018). Traditional

brand practitioners see the pursuit of profit and a sense of higher purpose as either profit or purpose trade-off. On the contrary, purpose-driven brand leaders believe that these two concepts can go hand in hand if the purpose is treated and applied as a part of the business strategy. A purpose-driven brand is defined as:

DEFINITION

“A brand with a purpose to make a positive impact regarding a social, ecological or political issue in people's lives and the world they live in besides making profit.”

Skepticism purpose-driven brands

There is skepticism about the effectiveness of the purpose-driven approach in brand development. Part of the reason is the misuse of brand purpose by some practitioners in the purpose-driven method. Brand purpose needs to pass the tests of brand positioning regarding consumer, company, and competitors (Williams, 2015; Couchman, 2017; Whitlock, 2018; Ritson, 2018).

“Brand purpose should be built around the most meaningful impact you can have on a customer that they will find hard to get anywhere else.” - Andy Whitlock, brand expert (2018)

Additionally, some brand practitioners regard brand purpose as the only differentiating factor a brand needs from competitors. This mindset can be dangerous for the brand as the purpose is easily replicated (Miltenburg, 2017; Ritson, 2018).

“Implementing social, ecological or political causes into a brand will not be a differentiating factor forever across all categories. However, consider other differentiating factors of the brand as well”- Anne Miltenburg (2017)

For this reason, an understanding of the unique attributes of the brand compared to competitors is essential.

“Having the same purpose is not necessarily a bad thing, as long as it has a different take on it than others.”
- James Whittaker, interviewed brand expert (2019)

Brand values & core competences
Brand values drive brand development. Every brand touchpoint must regard brand values. However, for it to develop the brand, it needs to be different and distinctive from the competitors (Urde, 1999).

“We work with the core values the whole time and they must be sufficiently discriminating in order to really work. If they are too general, they become more the values of the category, that do not develop the brand.”
- Urde (1999)



Fig 10. Purpose-driven brands (top to bottom; Dove, Tony Chocolonely, TOMS)

Last but not least, skepticism about the purpose-driven approach is driven by a lack of credibility of the brand purpose's aim. Consumers are susceptible to claims that seem 'too good to be true' or are 'too high' regarding the brand's offering (Whitlock, 2018). Brand purpose should be complimented by brand values that help the brand in achieving its brand claims (Stengel, 2011).

Brand authenticity for purpose-driven brands

On top of this, an increasing number of brands are following this approach for marketing purposes. As a consequence, consumers are more skeptic about brands' motives. Therefore, purpose-driven brands need to be perceived as authentic by consumers (Portal, 2018; Ritson, 2018; Wagner, 2018). Therefore, brand authenticity perception factors are considered in the early stages of brand development, when defining the brand purpose and values.

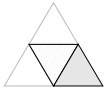
Conclusions

Purpose-driven brands need to be aware of the skepticism surrounding the purpose-driven approach. Internal and external analyses need to be conducted to be able to define a brand's values and purpose that are differentiating from competitors.

Furthermore, this chapter points out that brand authenticity occurs from the very core of the brand in its values and purpose. Through brand authenticity perception factors, a brand can determine if their values and purpose are perceived as authentic.

INSIGHTS 2.3

- » *Brand purpose needs to be tested on its positioning.*
- » *Brand purpose is not the only differentiating factor of the brand.*
- » *Brand purpose is achievable and credible regarding brand's offerings and brand values.*
- » *Regard B.A. perception factors when defining brand values.*



2.4 Phase 2: Brand building

The second element of the theoretical framework is the brand-building phase. In this phase, insights from internal and external analyses are gathered, and a strategic direction is developed. By the end of this phase, the building blocks for the (new) brand experience and a design brief are defined.

Core competencies

Core competencies are derived from insights from the internal and external analyses. Defining core competencies support the brand in the brand strategy. It aids in differentiation from competitors, and uncover value propositions (Dunford, 2017).

Brand personality

Similarly, as people judge others based on their appearance and behavior, brands also need to look and behave a certain way (Herskovitz & Crystal, 2010). Psychologist Carl Jung used the concept of archetype in his theory of the human psyche. He identified 12 archetypes that reside within our collective unconscious (Jung, 1954). The same archetypes can be applied to brands. Deciding on the personality of the brand is a strategic decision where brand values, industry developments and persona of the customer are considered. In addition to this, it drives the brand narrative (Herskovitz & Crystal, 2010).

Authentic brand narrative

An effective way to convey a brand's message and tell a story that consumers can connect to is to build a brand narrative as presented in figure 11 (Holt, 2004; Beverland, 2009). Brand narratives are defined as follows



Fig 11. Types of brand stories



Fig 12. Infographic research of Binet & Field (2017)

“Brand narrative is the story of the ideas, experiences and values that represent the tangible, authentic depth and integrity of the brand’s relationship with its consumer”
- Campbell & Simpson-Bint (2010)

The challenge is to craft a unique brand narrative distinguishable from competitors. It poses an even more important and difficult challenge for new purpose-driven brands that often compete with corporates with a big market share.

“[...] to go up against the big multinationals in this industry and find the unique story.”
- Hubert, USP Consultant (2019)

Well written brand narratives are compilations of multi-layered stories connected to the brand. It tends to follow four primary constructs: heritage, contemporary, folklore, and vision. Each type plays a different role in the brand narrative. It allows brand managers to tell multiple stories in different ways at different times. The stories empower the brand and can be more engaging with customers. (Smith & Wintrob, 2013).

“Brand storytelling need not be just one over-arching story; it can involve the telling of multiple stories serving different purposes at different times.”
- Smith & Wintrob (2013)

The message and brand narrative depends on the maturity of the brand. The benefit ladder by Thomson & Arson (2014) explains the need for customers to fulfill their functional needs before their emotional needs. The benefit ladder applies for telling a compelling, authentic brand narrative as well. Additionally, marketing strategy plays a role in the relevancy of brand stories throughout time. According to brand practitioners and academics Binet & Field (2017), an effective marketing strategy is to split into 60 percent brand building and 40 percent on sales activation efforts. The synergy between these marketing efforts works on the long and short term (see fig. 12) (Binet & Field, 2017).

“Brand building is, in many ways, the harder yet more important of the two jobs, which is why it requires more investment and different kinds of media.”- Binet & Field (2017)

Guiding principles

Guiding principles is an approach to bring the brand narratives to life and to ensure the brand in developing a consistent brand experience for consumers throughout all touchpoints and informs the tone of voice across all touchpoints (DesignBridge, 2013). According to an interview with brand expert, they are exploration areas for the brand to ideate on the look and feel of the brand (Whittaker, 2019). An unique set of Guiding Principles differentiates the brand from others. *Inform Appendix B for expert interview.*

“The guiding principles should encompass the whole brand in maximum five principles.”

- James Whittaker, interview brand expert (2019).

Crafting Guiding Principles

A useful set of guiding principles is distinctive from its competitors. Therefore, tools such as bipolarity from the contrarian branding approach is a good exercise to ensure differentiation (Van der Vorst, 2017). The process of crafting guiding principles is described in *figure 13*.

Bipolarity

Common elements in the industry that have surfaced up during external analysis are extracted and polarized. The polarized component is then analyzed on complimentary brand values (Van der Vorst, 2017). Afterward, the polarizing brand values are implemented in the guiding principles.

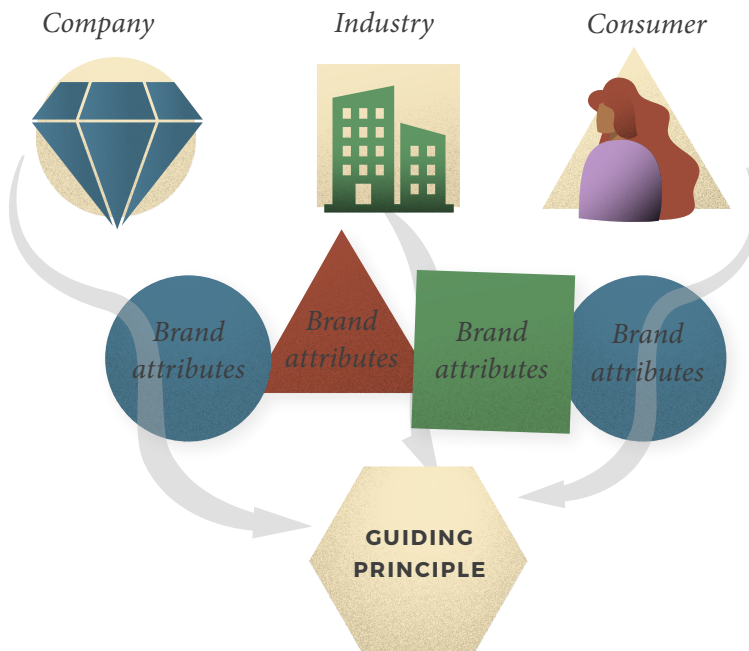


Fig 13. Guiding principle process

Opportunity areas

By plotting the guiding principles on two axes concerning the themes related to the guiding principles, opportunity areas for brand proposition arise, by mapping out the competitors on the same map. Guiding principles regarding the opportunity areas will be more relevant in the brand experience (see fig.14). The most promising opportunity areas are chosen and further explored.

Authentic brand experience

Brand authenticity mediating factors are factors to consider that gives an overall subjective judgment of authenticity, which resides in the consumer's minds (Gundlach & Neville, 2012). Therefore, these factors are the guidelines for building an authentic brand experience.

Company originality

This mediating factor relates to the uniqueness of the brand. It is hard for other brands to replicate (Gundlach & Neville, 2012)

Product experient

This factor regards the interaction between product and consumers (e.g., product quality, product efficacy).

Brand transparency

This factor regards the ability of the brand to act intuitively (by an inner voice) and can show vulnerability (Eggers et al., 2013; Guevremont, 2018).

Brand virtuousness

Brand virtuousness regards the ability to be perceived as having moral and ethical values and living up to these consistently. In addition to this, consumers believe that the brand is not solely driven by profits and the quest for success but by altruistic motivations and pure passion (Guevremont, 2018).

Brand proximity

Brand proximity is the ability for brands to create familiarity and intimacy within the community.

Conclusions

This chapter describes an approach to building brand strategy using guiding principles that are tested on brand authenticity factors. Crafting the guiding principles happens through internal and external analyses. With these authentic guiding principles a brand narrative and brand proposition can be developed.

Furthermore, a brand strategy is a synthesis of all gathered insights from both analyses. The synthesis comes in forms of personas, a brand personality, and a strategic roadmap.

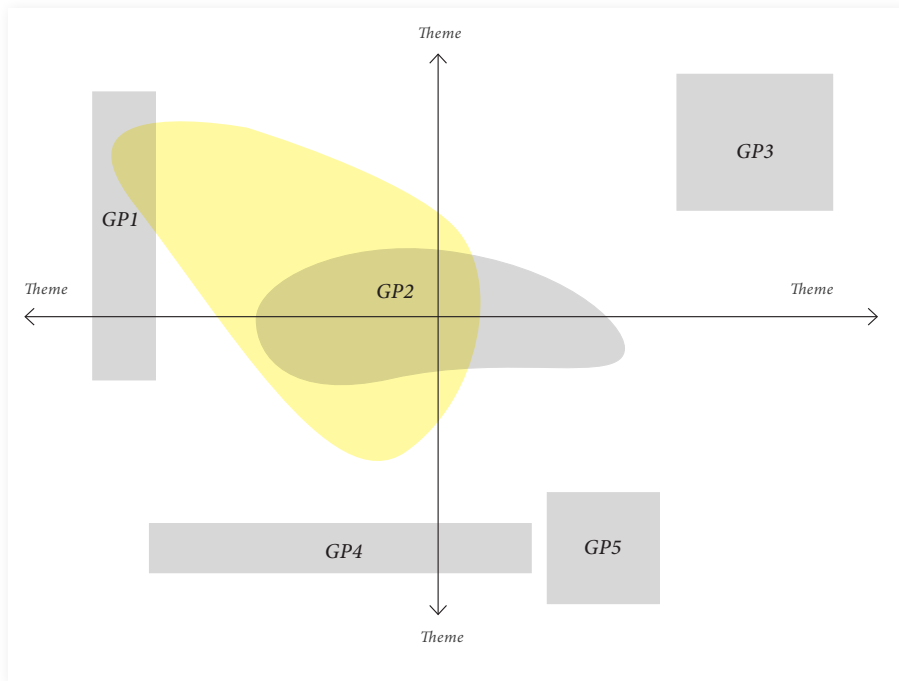
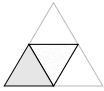


Fig 14. Opportunity area

INSIGHTS 2.4

- » Core competences will help in discovering potential differentiating factors.
- » Brand personality or archetypes are aligned with brand values, core competences and target customers' personality.
- » Brand narrative are compilations of multi-layered stories; heritage, contemporary, folklore and vision.
- » Marketing effectiveness 60% brand building and 50% sales activation. Create synergy.
- » Brand narrative are guided by guiding principles, to ensure consistency in brand experience, which can change over time.
- » Guiding principles embodies brand authenticity mediating factors.



2.5 Phase 3: Brand execution

The third element of the theoretical framework is the brand execution phase. Brand experience is designed through multiple touchpoints that are assigned in a design brief, with the help of a brand book.

Brand book

Brand books are used internally for communicating consistently, it is for creating an understanding of the strategic direction of the brand and the brand identity (Wheeler, 2017). In addition to this, creatives are able to use the brand book to develop brand touchpoints, using visual guidelines (design language). Figure 15 showcases several examples of brand books.

“The purpose of a brand experience design is to bring one thing (brand) to life through the design of many different things (touchpoints).”

- Bakker-Wu, interview brand expert (2019)

Brand touchpoint design

Touchpoints are perceived through three types of cues or triggers; these cues relate to the B.A. perspectives, which are described in *Chapter 2.2 Brand authenticity*. These cues are described as follows:

Indexical cues are cues based on evidence by providing consumers verifiable information. A way to do so is establishing a connection with a trusted point of reference (e.g., certifications) (Ewing et al., 2012).

Iconic cues are cues that suggest “schematic fit” with expectations for an authentic



Fig 15. Brand book examples

BRAND TOUCHPOINT DESIGN

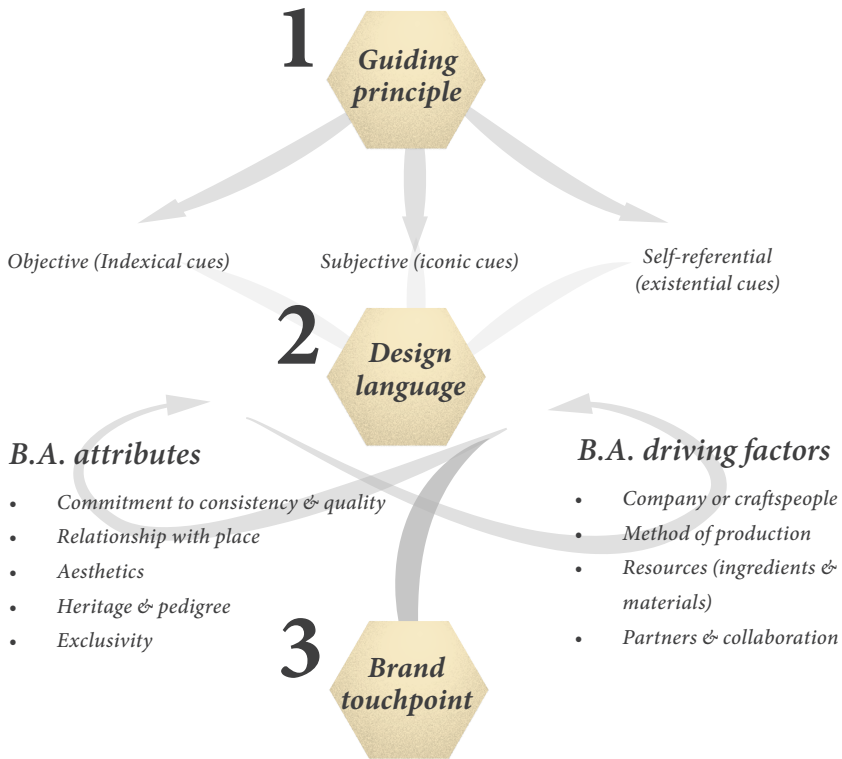


Fig 16. Brand touchpoint design infographic

object but don't have a verifiable reference point (Mick 1986). The effectiveness of these cues is hard to predict due to this (Gentry et al., 2006).

Existential cues are cues that deliver consumers experiences that contribute to a meaningful, fun, and pleasurable life (e.g., fun and freedom).

By combining the three types of cues, design languages is crafted, which creates consistency, and brand experience can be built through several touchpoints.

Brand authenticity in brand touchpoint design

In addition to this, brand authenticity literature complements literature on brand touchpoints design (Gundlach & Neville, 2013; Beverland, 2018).

According to Gundlach & Neville (2013), brand authenticity is developed through an interplay of B.A. Attributes of driving factors and B.A. driving factors, as mentioned in *Chapter 2.2. Brand authenticity*. The considered factors are described as follows:

B.A. Attributes of driving factors

Commitments to consistency and quality

There should be consistency in product quality. Brand authenticity perception creates the perception of better product quality.

Heritage and pedigree

Heritage, pedigree, and history contribute directly to authenticity. The authenticity lay in tradition and an established position in the market.

Relationship to place

Country of origin and manufacturing are of importance to brand authenticity. Different country of origin and country of production decreases authenticity.

Aesthetics

Aesthetics of products is an essential medium for conveying authenticity (e.g., packaging).

Driving factors (tangible)

Company/craftspeople

The founders of the company and manufacturers are in line with the brand's vision. Experience and reputation of founders and manufacturers also contribute to the authenticity and trustworthiness of the brand.

Method of production

A better method of production equals better product quality and contributes to the authenticity (e.g., price-quality perception and handmade production).

Ingredients and materials

Brand authenticity relates to using better-quality ingredients or materials

(e.g., Natural and organic ingredients are perceived as quality ingredients that contribute towards the health).

Authentic brand experience

An authentic brand experience is the overall judgment of brand authenticity regarding all brand touchpoints and its interplay between each other. B.A. perception factors; continuity, credibility, integrity, and symbolism are regarded during the assessment of the brand experience.

Conclusions

The third phase of the theoretical framework, is where the brand strategy comes to life. The first part of this chapter describes the translation between the strategy and touchpoint design, through the use of brand books.

In developing a design language for the brand, brand authenticity cues are considered. The interplay of B.A. development factors gives creatives a guideline to design authentic brand touchpoints, and eventually an authentic experience.

INSIGHTS 2.5

- » *Through indexical, iconic and existential cues, a design language can be developed.*
- » *By regarding the interplay of B.A. development and the types of cues an authentic brand experience can be developed.*
- » *B.A. perception factors are used to assess overall judgment of authentic brand experience.*

2.2 Case studies

Three case studies in multiple markets are performed to gain insights on consumers' perception of brand authenticity regarding new purpose-driven brands. For each case study, two customers of the selected brands have been selected and interviewed.

Aim for the case studies

The case studies aim to build a bridge between literature and practice. (Mills et al., 2010). The case studies explore the relevancy of brand authenticity mediating drivers for new purpose-driven brands through the perception of the consumers. Moreover, it explores consumers' opinion on brand authenticity.

Insights gathered from the case studies supports the theoretical framework. A combination between desk,- and qualitative research is conducted to build the case.

Case study selection

The cases were selected on the maturity of the purpose-driven brand and the strategies they applied for driving their purpose.

Participants selection

Participants are selected on their relationship with the brand. Due to time constraints, only two have been interviewed.

Interview guide

Interview guides and notes during the interview are found in *Appendix C*.



Fig 17. Case studies visualization

Case study 1: Ace & Tate

Ace & Tate, is a Dutch fashionable eye-wear company with the purpose to make stylish frames for an affordable and fixed price to give consumers the flexibility to change their frames more often (according to their outfit) (Ace & Tate, 2019). To work towards their purpose, they 'cut the middlemen' in their supply chain.

Authenticity perception

Consumers' perception of brand authenticity is mainly due to the perception of continuity and symbolism. Customers refer to the uniqueness and originality of the brand through the timelessness designs of the frame collection. In addition to this, they mention the feeling of belonging when regarding the authenticity of the brand.

“Ace & Tate gives off a ‘level of sophistication’ vibe and it’s what I really like to achieve. Even though, I feel like I’m not there yet, I do feel I fit into the community and feel connected to the brand”

- Roz, Ace & Tate customer (2019)

Case study 2: The Ordinary

The Ordinary is a beauty/skincare brand with the purpose to offer consumer quality products for a fair price. The concept is to buy 'pure' ingredients which customers can use to match with their skin and skin routine at an affordable price (The Ordinary, 2019). Similar to the case of Ace & Tate, the strategy applied by Deciem (parent brand of The Ordinary) fully control their supply chain and is, therefore also 'cutting the middlemen'.

Authenticity perception

Consumers' perception of brand authenticity is mainly due to its transparency in the selling price and the perception of product efficacy due to its scientific and clinical aesthetics.

“I like how cheap, yet effective their products are. I feel like they are honest in their pricing.”

- Fleur, The Ordinary customer (2019)

Case study 3: Lush cosmetics

More mature than the other case studies, Lush cosmetics is a purpose-driven beauty brand. This case represents an example of an established purpose brand in the cosmetics and beauty industry, and insights from this case can contribute to context factors.

Authenticity perception

Consumers perceive Lush cosmetics as authentic through the 'handmade' aesthetics throughout brand touchpoints (packaging, in-store experience). In addition to this, consumers purchase their products mainly because of the product efficacy, not necessarily their purpose.

“I don’t buy it because it’s ‘green’, but more because ‘green’ products usually are made of natural ingredients and eventually you don’t want any junk on your face”

- Iris, Lush customer (2019)

Conclusions

The case studies showcase that young brands can be perceived as authentic using associations and or building a community. Regardless of brand authenticity, product efficacy remains the first aspect customers look for in a product of a brand.

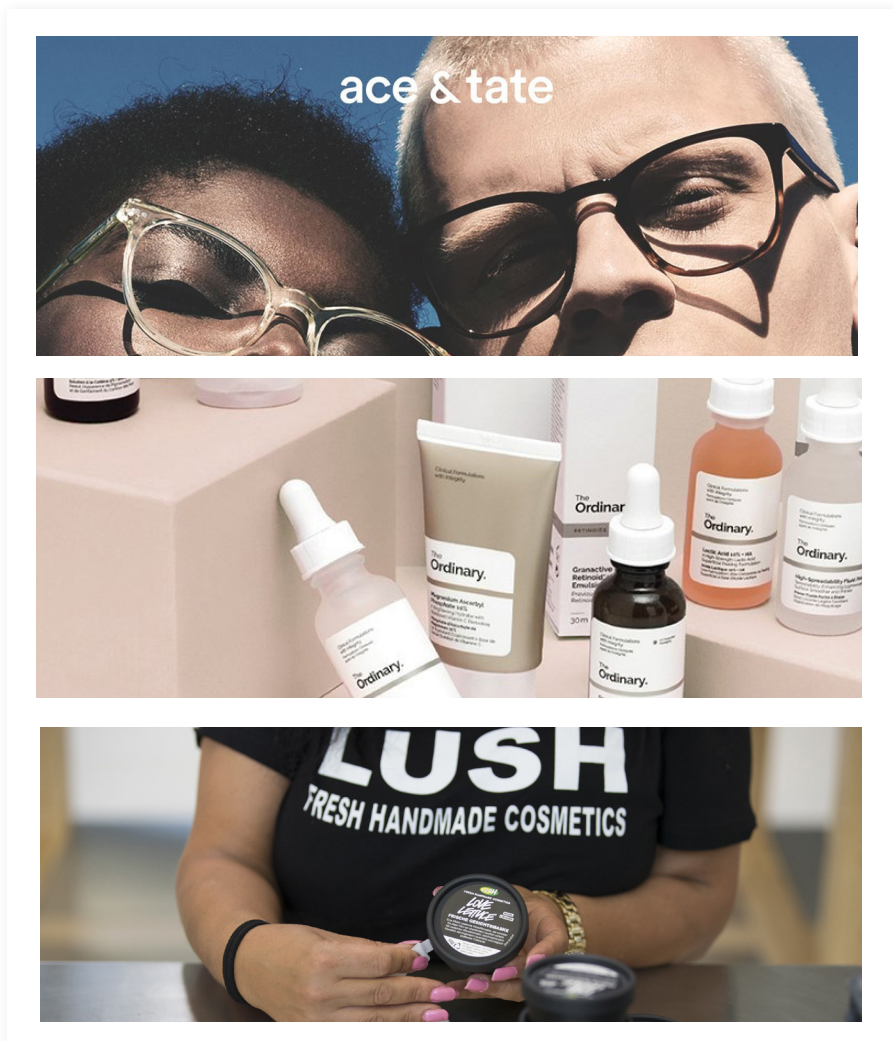


Fig 18. Case studies (top to bottom; Ace&Tate, The Ordinary, Lush cosmetics)

INSIGHTS 2.6

- » Young brands can be perceived as authentic
- » Product efficacy is what consumers look for first, which contributes to authenticity as well
- » Regarding uniqueness & originality of the product offerings is an effective way to develop perception of authenticity.
- » Building a community is an effective way to develop perception of authenticity. Create symbolism for using the product.
- » Using associations with certain consumers' perception (e.g. handmade/green/scientific) is an effective way to increase perception of authenticity.

2.3 Main insights

This section gives an overview of all gained insights from this chapter with the required steps to apply it to the case for Forestwise.

Phase 1: Brand purpose

BRAND PURPOSE <ul style="list-style-type: none">» It's tested on its positioning (insight 2.3).» It's not the only differentiating factor (insight 2.3).» It's achievable & credible (insight 2.3).	BRAND VALUES <ul style="list-style-type: none">» It's differentiating from competitors (insight 2.3).» It's aligned with brand personality (insight 2.4).★ It's tested on continuity, credibility, integrity & symbolism (insight 2.2).
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Phase 2: Brand building

GUIDING PRINCIPLES <ul style="list-style-type: none">★ It's tested on B.A. mediating factors (insight 2.4).★ Focus on brand proximity for new brands (insight 2.4/ 2.6).» Uniqueness & originality is most effective (insight 2.6).	BRAND NARRATIVE <ul style="list-style-type: none">» Four brand stories (insight 2.4).» Brand narrative are guided by GPs (insight 2.4).» Product efficacy is important (insight 2.6).
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Phase 3: Brand execution

DESIGN LANGUAGE <ul style="list-style-type: none">★ It's extracted from GPs through cues (insight 2.5).★ Use associations to improve B.A. perception (insight 2.6).	BRAND TOUCHPOINT DESIGN <ul style="list-style-type: none">★ Interplay of B.A. attributes & driving factors (insight 2.2).★ Use cues from GP's in the design process (insight 2.5).» 60% brand building, 40% sales activation (insight 2.4).
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Insights marked with a star-icon indicate brand authenticity guidelines.

Fig 19. Insights for the process of the theoretical framework

2.4 Conclusions

The theoretical framework gives answer to the research question defined in Chapter 1.3. A set of guidelines based on brand authenticity literature & research is developed for each phase of the framework.

Insights presented in figure 19 give answers to the sub-questions defined in Chapter 1.3. In giving answers to the sub-questions, the main research question is answered.

Figure 20 presents an overview of the steps required to answer the sub-questions. The theoretical framework is applied to the Forestwise case in the remaining chapters.

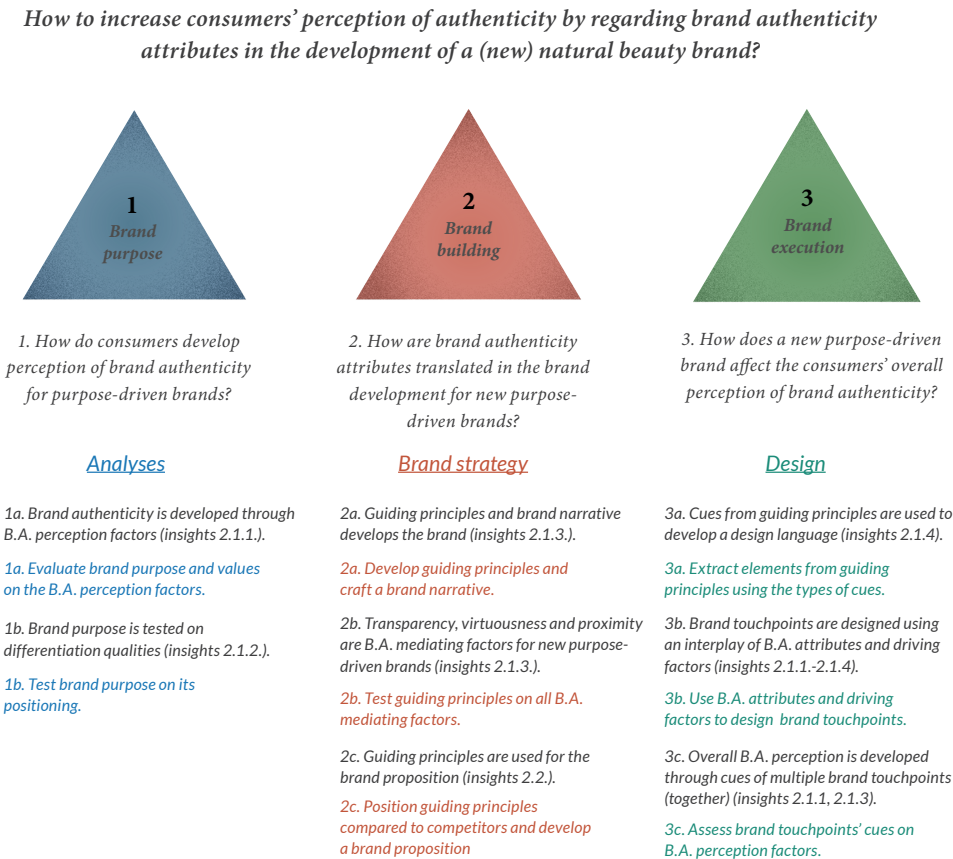


Fig 20. Overview steps to answer sub-questions

3.

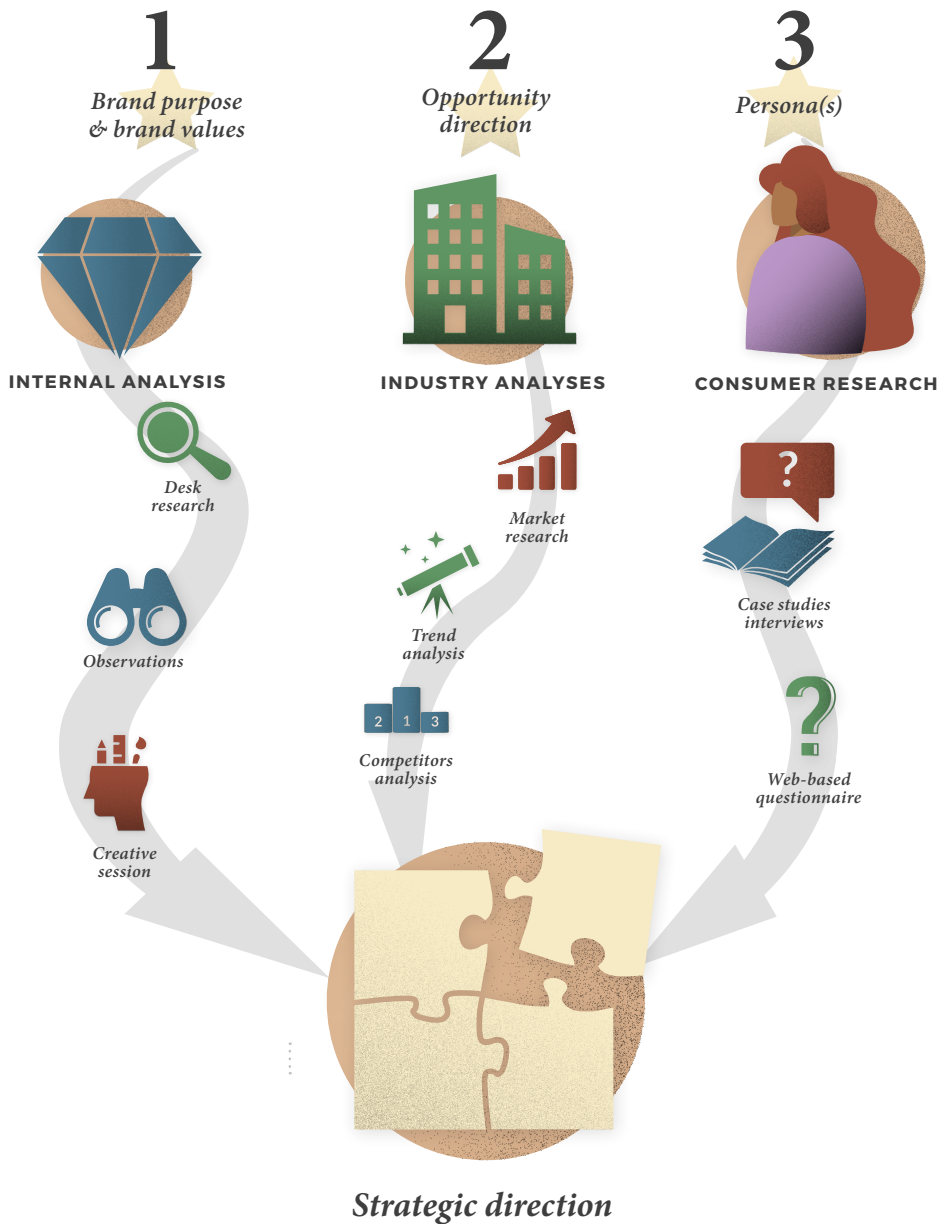
Analyses

This chapter relates to the application of the first phase 'Brand purpose' of the theoretical framework applied to Forestwise. It gives an overview of the multiple analyses conducted for achieving authentic and differentiating brand values that shapes the strategic direction. This chapter is divided per types of analyses:

- 3.1 Overview analyses*
- 3.2 Internal analyses*
- 3.3 Industry analyses*
- 3.4 Consumer research*

3.1 Overview analyses

In the overview the methods of research for the case study are presented. In addition to that, the outcomes of every analyses are described.



3.2 Internal analyses

This chapter regards the internal analyses. The internal analyses aim to gain a better understanding of the company, brand's purpose, and competences of the brand and define authentic brand values.

For the internal analyses, several types of research are done. Initial research is done through desk research and observation during a business fair. More in-depth analysis is done through interviewing and informal talks with team members. And a more extensive analysis of the company is done through a creative session (see fig.21).

Company structure

The team of Forestwise consists of four core team members. Three members are based in Sintang, Indonesia and one member in Rotterdam. Forestwise started her operations about a year ago and is still considered a small company. For that reason, the structure of the company is simple, compared to a larger organization. It currently follows a functional structure, and is flexible for change (Devaney, 2019).

Stakeholders & partnerships

Forestwise established several partnerships to conserve the rainforest (Forestwise, 2019).

Partnerships for Forests is an organization with a mission to support other organization that contributes to the preservation of the rainforest by catalyzing investments (Partnerships for forests, 2019). The organization supports Forestwise in the scaling of the illipe butter.



Fig 21. Internal analyses activities

Provenance supports brands in creating more transparency in its supply chain through a digital platform (Provenance, 2019). Forestwise is using the platform to give access to clients more information about their supply chain.

Fair for life is an organization which audits other organization on the fair working conditions and environmental impact throughout the supply chain (Fair for life, 2019). Currently, Forestwise is in the middle of obtaining the certification.

Brand purpose

A clear understanding of the problem needs to be created in order to define the brand purpose.

Problem Sketching, a creative design activity, is used in a creative session to explore what social, ecological, or political issue, the brand wants to solve (Tassoul, 2009). This group activity supports a discussion amongst the group and forces every participant to think about their motivation in pursuing the brand purpose. Results of the exercise is found in *Appendix D*.

Mission & vision statements

The statements are defined to clarify the brand's role in the solution for this issue. This is done through an overview of all the players in the industry and drawing relations between the stakeholders. A simple map and a flowchart of the operations in the industry currently is

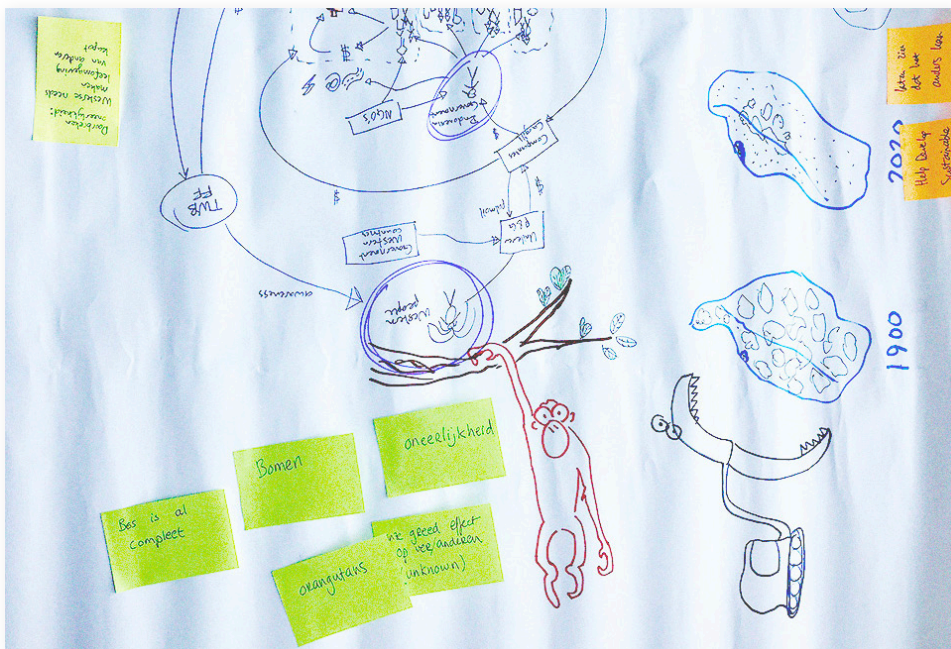


Fig 23. Problem sketching

developed (Knapp, 20). Afterward, the role of the brand is discussed in the group.

About the mission:

“I want people to know how many trees, orangutans and how many families you save by buying our products.” -Pris, Forestwise employee (2019)

A visioning exercise supports the team to think about the goals and ambition of the brand in the future. It guides the team in making the right decisions for the brand. The visioning exercise that is used is the ‘cover story’ exercise (Tassoul, 2009). This exercise forces individuals to make their ambitions concrete and forms a discussion among the group. Results of the exercises are found in Appendix D.

Brand values

Brand values are gathered quickly using the brand values cheat sheet exercise.

The goal is to find words that appeal to the individual and reduce the number of words every round. In the end, the group discusses and clusters the values that appeal to them the most. These brand values guide the personality of the brand and the type of consumers to attract.

Results of the brand values exercise

Empower the forest guardians

“To empower forest guardians to make the right decisions and create value for the rainforest.” - Dirk-Jan

Forestwise empowers the people living around the rainforest to protect the rainforest. Providing them with a stable

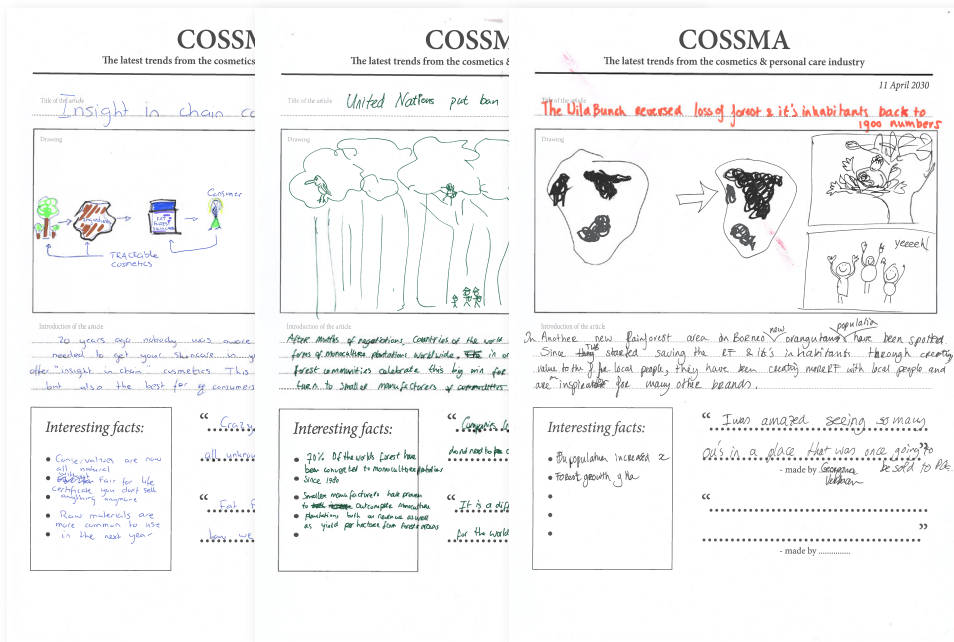


Fig 24. Results of vision exercise

income and a better quality of life is what will make a difference.

Make impact (Forest value)

“To create as much value for the rainforest and be as close to the source as possible.” -Dirk-Jan

Forestwise is ambitious and aims to make a real impact with their products. Every impact on the beauty industry matters.

Dare to be different

“To be brave and to not be afraid to take up on the challenge” - Arjan

Forestwise is proud to be different from other brands in the beauty industry. Their purpose and approach are the things that set them apart from others and challenge current operations in the industry.

Be optimistic

“To have a positive outlook on the future”- Dirk-Jan

As deforestation becomes a real problem for the world, Forestwise doesn't like to have a pessimistic mindset about the earth. They take an optimistic point of view and believe that deforestation is reversible.

Respect for nature

“To create something from the rainforest without exploiting it.” -

Arjan

Their love for nature is what drives them in everything they do. It's important to them as individuals, and it's where they unite as a team. Forestwise tries their best to keep

working on improving their actions and behavior to be as respectful as possible towards nature.

Be inspiring

“To be an inspiration for people like a rolemodel, and inspire people to join you.” -Arjan

“To be inspired by the rainforest.”

- Alexandra

Even though the brand wants to challenge big brands in the current beauty industry, they want to inspire other brands to think and act differently and be inspired by nature.

Be transparent (natural, pure)

“By being transparent, we want to show honesty, fairness and purity of nature.” - Arjan

Being honest about our operations and actions is essential to the brand. They want people to be able to trust them and want to be able to show this through transparent actions.

Conclusions

The creative session created an understanding among the team members on their personal motivation, the shared vision, mission, and brand values of the consumer's beauty brand. These findings are incorporated into the brand strategy Chapter 4.



Fig 26. Creative session with the Forestwise team

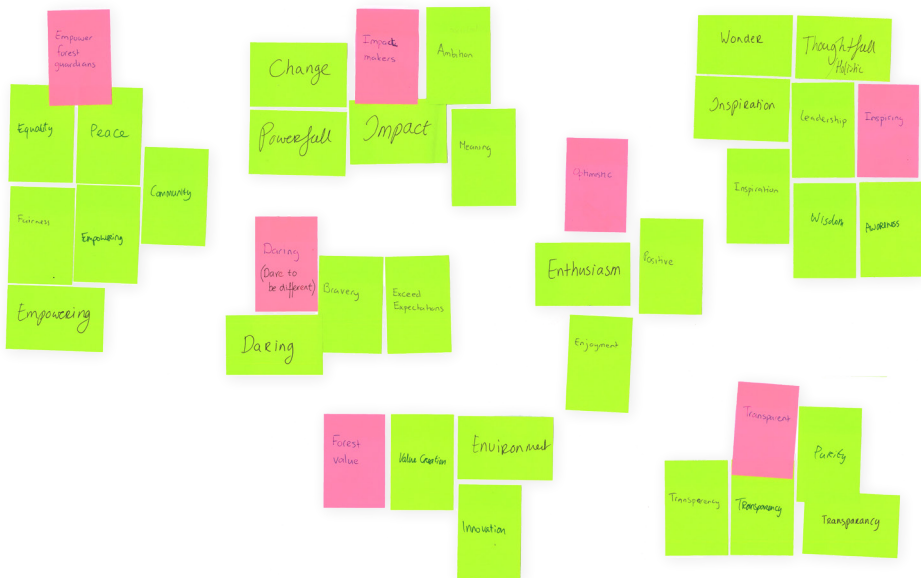


Fig 25. Clustered brand values

INSIGHTS 3.2.1

Our purpose is to reverse deforestation caused by the beauty industry by empowering the local forest community in creating forest value through rainforest harvested beauty products.

- » Reverse deforestation: desired impact.
- » Beauty industry: multinationals are the cause of the problem.
- » Local forest community: part of the solution.
- » Forest value: part of the solution.
- » Harvested: part of the solution.

INSIGHTS 3.2.2

Our vision is to work together towards a 100% palm-oil free beauty industry.

- » Work together: collaboration with local forest community and beauty consumers.
- » 100% palm-oil free: Inspiring and makes purpose more clear. Beauty industry is the biggest user in palm-oil.

INSIGHTS 3.2.3

Our mission is to create an honest experience for beauty consumers to discover the nourishing benefits of harvested rainforest ingredients on every body.

- » Honest: related to the transparency and fair working conditions.
- » Harvested from rainforest: method of production.
- » Nourishing: beauty term.
- » Every body: for every skin.

INSIGHTS 3.2.4

Brand values:

- » Empower the forest guardians
- » Make impact (forest value)
- » Dare to be different
- » Be optimistic
- » Respect for nature
- » Be inspiring
- » Be transparent (natural, pure)

3.3 Industry analyses

Analyses on the industry is conducted to gain an understanding about the market and beauty and personal care industry. The insights gathered are used to develop a strategic direction. Main analysis are; market research, trend research competitors and consumer research.

Types of research conducted for analyzing the industry are desk research, field research, talking to beauty trend experts. The visualization (Fig.27) depicts the analysis process.

Market research

According to forecasts, the market size of the cosmetics & personal care industry globally is expected to undergo a healthy grow (Inkwood, 2018; Grand view research, 2018; Statista, 2019). The revenue in Europe amounts to €2,7 billion in 2018. The market is expected to grow annually by 1.5% (NCV, 2018). This growth is also applicable for the Dutch market.

According to NCV (2018), the total revenue in 2018 for the Dutch cosmetic & personal care market was estimated €2.445 million. The biggest product-category contributing to this is the fragrances category, followed by skincare category (NCV, 2018)(Fig. 28).

Additionally, the cosmetics & personal care market can be segmented into sub-markets based on psycho-graphic needs (Fripp, 2012). The most common sub-markets based on this segmentation are; natural, organic, vegan and conventional market (Statista, 2019). According to a global study conducted by Grand view Research (2018), the rise is poised to the growing preference



Fig 27.External analyses visualization

for natural, organic and vegan personal care products and is expected to continue growing in the upcoming years worldwide.

Distribution channel

A growing number of consumers are buying cosmetics & personal care products online (e-commerce) (Socialstandards, 2018; NCV, 2018). These are consumers between the 25-45 years old and who are receptive for environmental and social issues (CBS, 2017; Socialstandards, 2018). Despite the increasing growth in e-commerce for cosmetics & personal care products, drugstores still remain the popular distribution channel (NCV, 2018; Socialstandards, 2018; Grandview research, 2018).

Characteristics of the industry

Desk research on the industry presents several characteristics of brands playing in the industry. Read more in *Appendix E*.

Beauty background

Most brands have a background or expertise regarding human health or beauty. The expertise is coming from the (co)-founders (e.g. Drunk Elephant) or by assembling the team with experts (e.g. The Ordinary).

Scientifically proven

A great number of brands base their product efficacy on science. This is noticeable in their brand messaging and visual appearances (e.g. Farmacy). However, there are also brands who base their product efficacy on old traditions and rituals (e.g. LOLI beauty).



Fig 28. Market growth per product category in the Dutch market in 2018 (NCV, 2018)

Natural, organic or vegan

In recent years, being paraben free is almost a requirement in the beauty industry. An increasing number of brands are therefore claiming to be natural, organic or vegan. However, the natural beauty industry is not regulated (Huffpost 2018), which makes it difficult to give a definition on the term. As a consequence, brands are assigning their own definition to the term.

Organic respects biodiversity. It uses natural resources responsibly and does not contain any pesticide in the production process. Brands that claim to be organic must be regulated by an institution in each country where it is produced.

A product is defined as vegan if it contains no ingredient of animal origin such as milk or honey. However, a vegan product it's not necessarily also natural or organic so it's possible that it contains synthetic ingredients or that it's even composed entirely of synthetic ingredients.

Sustainability

Most brand regard sustainability in their brand messaging all in their own way (e.g. donations, production method).

Certifications

Common certificates in the industry are 'Ecocert' and 'Leaping bunny foundation'. Ecocert is a certification body for 'natural and organic' cosmetics (Ecocert, 2019) and 'Leaping bunny' for a 'cruelty-free' process.

-

Rise of indie brands

More and more consumers are turning to small independent brands (known as indie brands) for their personal needs. Unlike

big established brands (e.g. L'Oreal), indie brands are proficient at navigating key marketing platforms, particularly social media, and they are capable of fostering personal relationships with consumers by quickly launching products that align with market trends and customers' needs. They do this through their own distribution channels, directly to the customers (D2C). In addition to this, retailers are acquiring indie brands in order to stay relevant in the market (Incocosmetics discussion BYBI, 2019)

“Smaller beauty brands can be more aggressive and have a stronger viewpoint; bigger brands need to make themselves a part of the movement [...]”

- Mintel report, (2019)

INSIGHTS 3.3.1

- » *Healthy growth for natural, organic and vegan market*
- » *The skincare category is growing.*
- » *D2C sales strategy is gaining popularity.*
- » *Characteristics in the industry should be taken into account in brand development.*
- » *Indie brands are gaining popularity.*
- » *Use of social media is growing.*



Fig 29. Indie brands panel discussion at Incosmetics fair in Paris.



Fig 30. Forestwise at the exhibition stand at Incosmetics in Paris.

Trend analysis

Looking at different trend reports, the latest drivers in consumer needs for the cosmetics and personal care industry are uncovered, which insights can be used in finding the target market opportunities. Furthermore, insights from talks with (beauty) trend experts and beauty consumers are used to support the particular trend.

A systematic approach is followed in order to obtain relevant trends that can lead to opportunity areas. Multiple trend reports that are relevant to the industry are reviewed and from that trends are extracted and clustered. The trend reports are selected on the credibility of the organization, relevance to the industry and the publication date. To ensure for a complete trend analysis, the DEPEST-method is used. Afterwards, trends are translated into consumer needs and inspiration of the trends are gathered, to ensure the legitimacy of the trend (Trendwatching, 2018). Furthermore, insights are gathered and formulated during talks with beauty trend experts, ensuring legitimacy of beauty trends.

Five themes emerges from the trend analysis that is currently and will be driving the future of the beauty industry (see *appendix E*).

- » *Bespoke beauty*
- » *Beauty is clean & simple*
- » *Beauty is wellness*
- » *Beauty is connected*
- » *East meets west*

Trends that are relevant for Forestwise and pose an opportunity have been selected.

Opportunities are based on gathered insights from internal analysis (*insights 3.2.1 - 3.2.3*) and market research (*insights 3.3.1*).

Trend: 100% versatile & multipurpose
“Segments in the beauty industry are merging. Products are going to become 100% multi-categorical. Brands need to communicate precise steps for the beauty routine for every solution.”

- Emmanuel, beauty trend expert (2019)

This trend relates to the ‘Bespoke beauty’ cluster and it entails the need for consumers to have universal product, that works for men and women. A brand that embodies this trend is personal care brand ‘Meant (Simply)’. A brand that offers unisex and hybrid (2-in-one) personal care products.

Trend: Transparent
“I make my own toothpaste and deodorant, because I want to know what stuff I put on my skin and take in”- Valentin, DIY’er.

This trend regards consumer needs to create transparency in the supply chain. Consumers want to know what they put on their skin and what they are paying for. A brand that does this well, is ‘The Ordinary’. The Ordinary offers (pure) skincare products at a fair price (The Ordinary, 2019).

Trend: Responsible innovation

This trend regards consumer needs to act responsibly as much as possible in terms of ecological and social impact. Girl undiscovered is a brand that harvest

from different cultures around the world. The brand believes harvesting is the most sustainable way of consuming nature and therefore is acting on an ecological impact (About Girl Undiscovered, 2019).

Trend: Tailored to you

This trend taps into the consumers' need for customization and personalization of beauty products. LOLI beauty is a brand that encourage consumers to blend their own mixture (Loli beauty, 2019).

INSIGHTS 3.3.2

» *The described trends are relevant and should enhance the core competences of Forestwise in order for the trend to be meaningful.*

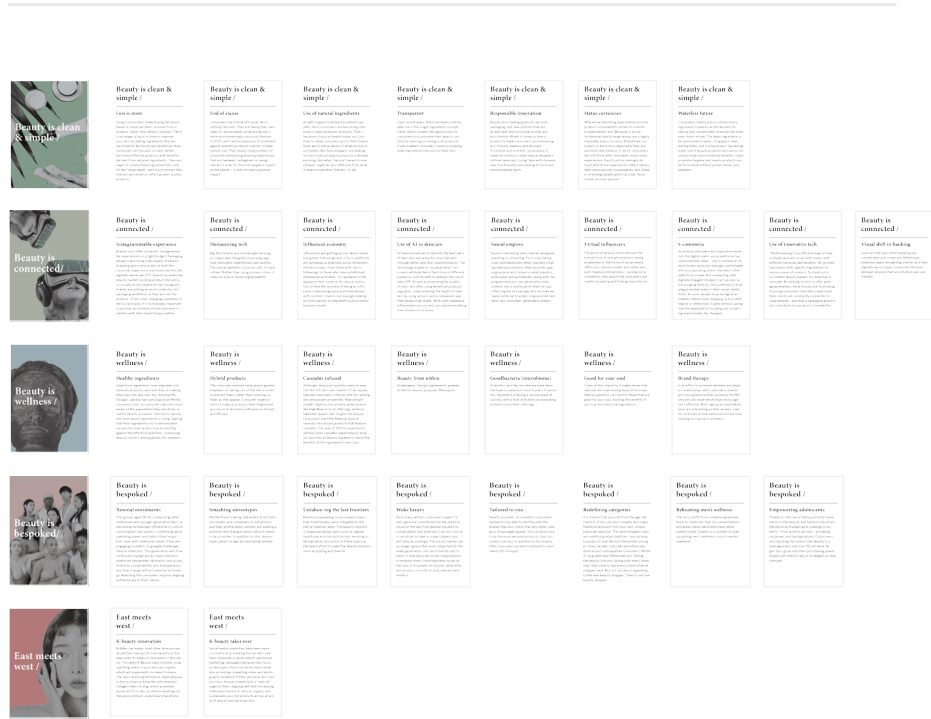


Fig 31. Clustered trends

Competitors analysis

In this section, relevant competitors of Forestwise are analyzed. The aim of this analysis is to have an overview on the competitive landscape and find potential positioning opportunities for Forestwise.

The first analysis will give an understanding on direct, secondary and indirect competitors by looking at the 'job' Forestwise will fulfill (Christensen et al., 2016; Intercom, 2017). From there an analysis on direct competitors is done, using insights from the internal analysis (*insights 3.2.1 - 3.2.3*), the market,- and trend research (*insights 3.3.1 & 3.3.2*).

Jobs-to-be-done analysis

The competitors positioning map (see fig.32) is used to create an understanding of the brand purpose positioning (Intercom, 2017). The competitors that have been

regarded as direct competitors are brands that has the job to fight against deforestation through skincare products. Secondary competitors are brands that battle deforestation in a different way.(e.g. foundations). And indirect competitors are brands with different purposes but target the same audience (e.g. volunteer work). The map reveals that there is a great amount of brands that have similar purpose in a similar way (deforestation through skincare products). This suggests that many skincare or beauty brands have similar jobs to halt deforestation, even though it is less prevalent in the brand messaging (e.g. donating to foundations, palm-oil free), they still do a similar job. Based on the type of competitors, few suggestions are made to do the better 'job'.

Direct competitors analysis

In order to find relevant direct competitors, an overview of natural, organic and vegan

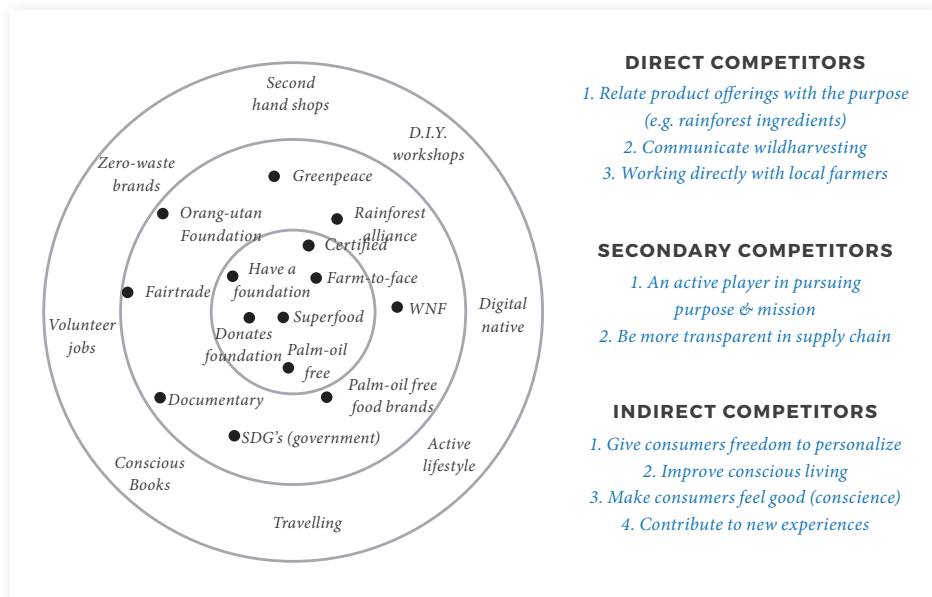


Fig 32. Competitors overview

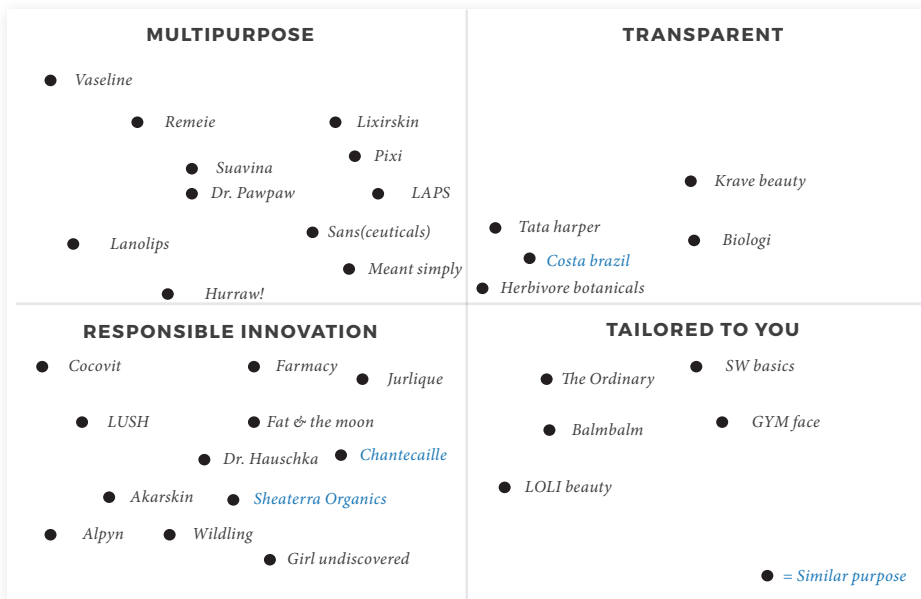


Fig 33. Direct competitors analysis

skincare brands have been compiled. The brands were cultivated through social media and insights from market,- and trend research (insights 3.3.1 & 3.3.2). Thereafter the brands are analyzed and compared on their purpose, tier, and unique attributes. See Appendix E for the full overview

Figure 33 presents an overview of brands that incorporate the trends mentioned before as these pose an opportunity for Forestwise to consider (insight 3.3.2). The overview displays that there are more brands implementing the 'responsible innovation' and 'multipurpose' trend, less on the 'transparent' and 'tailored to you' trends. However, it should be taken into account that the 'multipurpose' and 'responsible innovation' trends are easier to identify compared to the 'transparent' trend.

Conclusion

The industry analyses consist of market growth research, industry characteristics, trend analysis and competitors analysis. Findings gathered from the analyses are implemented in the brand strategy in Chapter 4..

INSIGHTS 3.3.3

- » Consider differentiating factors in sustainability in the brand messaging.
- » Beware of indirect and direct competitors, who also gets the job done (purpose).

3.4 Consumer research

The aim for conducting consumer research is to gain insights on potential customers and discover which customer identifies with the brand purpose, values and personality of the brand. Insights gathered from the research are used in the strategic direction through personas.

3.4.1 Research set-up

Type: Web-based questionnaire (N=80).

Convenience sampling, purposive sampling

Sampling respondents: People who buy natural skincare products.

Acquired on: Reddit.com/Natural beauty forum, Facebook groups, Instagram.

Bias: It should be taken into account that these respondents are already interested in natural & organic skincare products. In addition to this, the respondents are not all based in The Netherlands. Therefore, the results of the questionnaire only pose an

indication of the direction the brand can explore.

3.4.2 Research results

Results are gathered and analyzed (see Appendix F). Afterward, the results are categorized into functional and emotional needs. Functional needs are needs that customers are looking for on the first hand. They are often related to product performance of the brand:

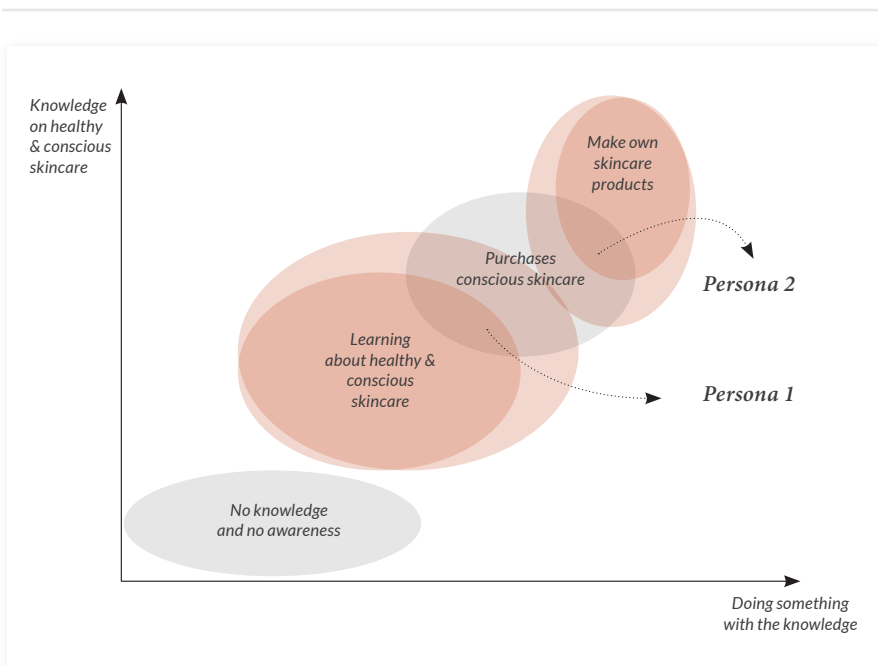


Fig 34. Persona map (Result from the questionnaire (N=80))

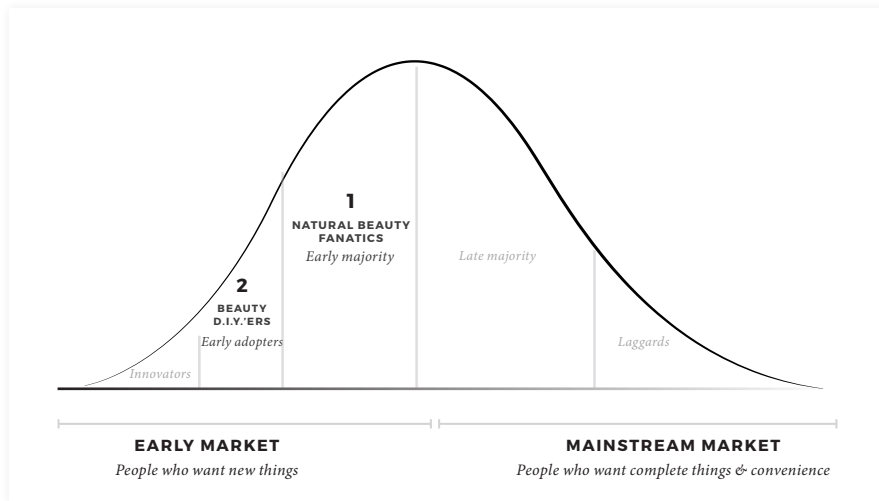


Fig 35. Adoption curve by Rogers, E. (1971)

- » Product efficacy
- » Ethical label
- » No toxic ingredients
- » Transparency
- » Good quality/price ratio

Emotional needs are the latent needs that will build a strong relationship with customers. These needs are usually the reason for functional needs..

- » Safe & healthy for them
- » Ability to self-express
- » Feel more connected to nature
- » Feeling responsible for the environment
- » Feeling responsible for others

Persona 1: Early majority

Consumers who are already buying natural skincare and have knowledge on it, but are not fully committed.

Persona 2: Early adopters

Consumers who are committed to natural skincare and make their own skincare products.

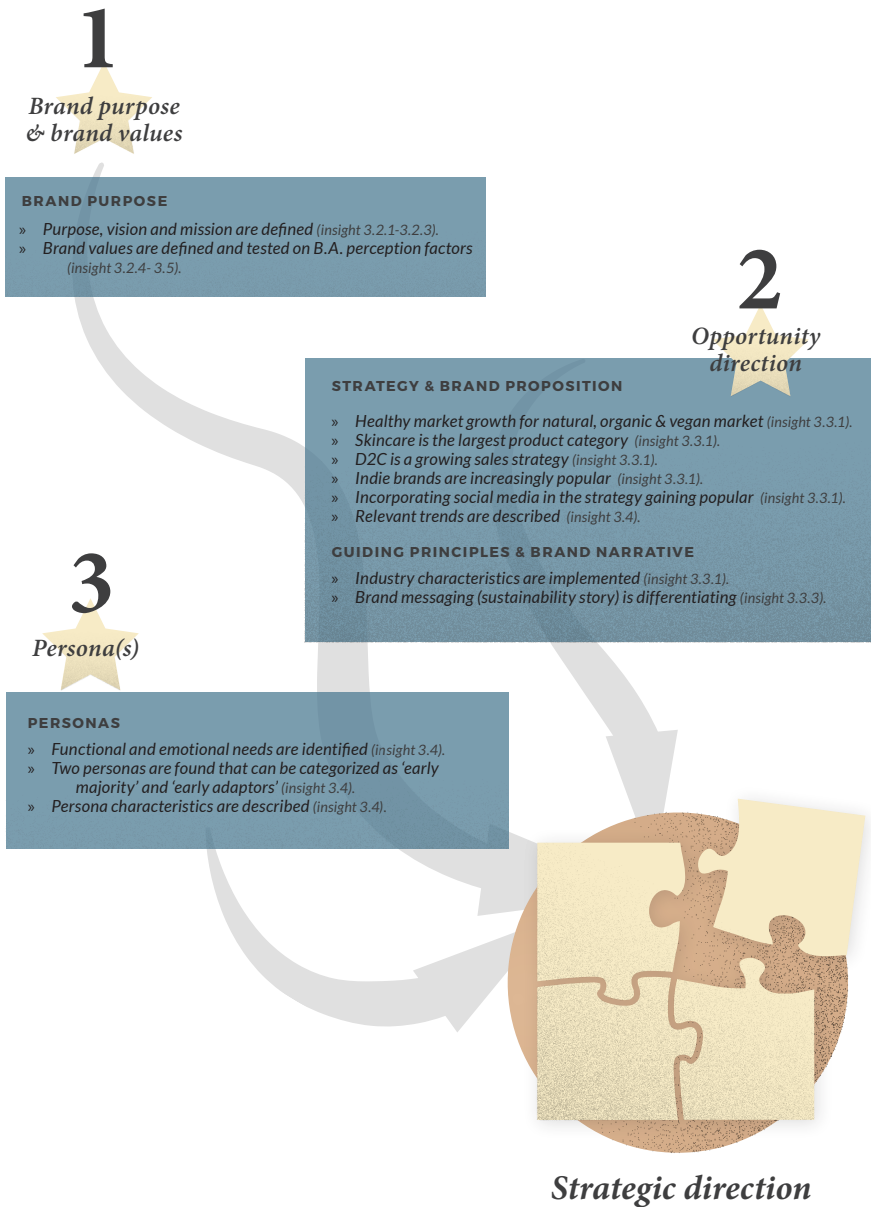
The two personas are in some characteristics similar. The main difference is that persona 1 lacks the application of the knowledge on healthy & conscious skincare. This group is more significant than persona 2. Persona 2 has the 'maker-culture' nature and likes to take risks and try new brands, whereas persona 1 predominantly wish to receive recommendations before purchasing. Mapping out the two personas in the Adoption curve by Rogers (1971), it is evident that both personas reside on the left side of the curve (see fig.35). Persona 1 is placed between the early majority and early adopters. Persona 2 lies in between early adopters and innovators.

Conclusion

The consumer research resulted in two personas, both ahead of the curve of the Adoption curve. The ideal target is to encourage persona 1 to pursue a conscious lifestyle actively and for persona 2 to trust conscious beauty products more for them to purchase as well. The brand should incorporate both personas in the strategy.

3.5 Main insights

The overview below presents the acquired insights from the analyses. The insights are categorized by the parts of the strategic direction where it is used.



3.6 Conclusion

This chapter concludes the application of the first phase of the theoretical framework to the case. It gives answer to the first sub-question: “How do consumers develop perception of brand authenticity for purpose-driven brands?”.

Looking back to the steps required to answer the first sub-question (see fig.20), the application for the case study is assessed on the following elements:

- » *Brand purpose is tested on its positioning for differentiation qualities.*
- » *Brand purpose and values are assessed on the B.A. perception factors.*

Discovering purpose and brand values

Internal and external analyses were conducted. These analyses are essential for building the foundation. The described activities (Chapter 3.1) allowed the team to dig deep and supported the process in finding authentic brand values.

Assessment brand purpose

Although, the brand purpose appeals to consumers, the differentiation qualities of the brand purpose can be improved. It has potential to be more differentiating from competitors by communicating their high involvement in the pursuit of their purpose. Their high involvement also has the potential to increase the credibility of the purpose in the long run. However, it is important to take action regarding impact measurement to increase credibility.

Assessment B.A. perception

The defined brand purpose and brand values are assessed on the B.A. perception factors. The factors have addressed all B.A. perception factors and have therefore, the foundation to be perceived as authentic. See Appendix D for full assessment.

The analyses allows the brand to build a foundation that has been guided by brand authenticity perception literature and brand purpose to be tested on its differentiating qualities.

Brand purpose is currently not perceived as a strong differentiating factor for the brand. Thus, it is recommended to implement other differentiating factors in the strategy, which will be discussed in Chapter 4 Strategic direction. Brand values suggest a strong foundation to further develop on.

4. Strategic direction

This chapter relates to the second phase 'Brand building' of the theoretical framework applied to Forestwise. It presents an overview of all insights gathered from the previous chapters (Chapter 2: Research & review and Chapter 3: Analyses) and suggests a proposition for a strategic direction. In this chapter the following topics are addressed:

4.1 Strategic decisions

4.2 Personas

4.3 Brand behaviour

4.4 Brand narrative

4.5 Guiding principles

4.6 Brand proposition

4.7 Roadmap

4.1 Strategic decisions

Strategic decisions are made from interpreting the insights gathered from the internal, industry and consumer research. At the end of this chapter, a visualization of all strategic decisions is presented.

Brand's purpose

The brand's purpose is to protect the rainforest (See fig. 36). For this reason, all strategic decisions should be in line with this purpose.

Core competences

Core competences (Fig. 37) create an understanding about the unique attributes, and the strengths and weaknesses of the brand. It is used as a strategy to choose the right competitors where the brand is able to differentiate themselves with. The method by Dunford (2017) is used. In this method the core competences are divided

into the uniqueness of the organization and the uniqueness of the product. Every unique attribute is then further analyzed on consumers' values.

Illipe by Forestwise

A brand name suggested for Forestwise for the consumer beauty brand is 'illipe by Forestwise'. For the reason that the 'illipe butter' ingredient is the inspiration for launching the consumer beauty brand. In addition to this, the unique qualities of the ingredients allows Forestwise to use this product as a base for future products, due to its multi-purposeful applications.



Fig 36. Vision, mission and purpose

Above all, when searching for the word 'illipe' in Google search engine, the fourth top link that comes up, is Forestwise. From this, we can conclude that people associate this unique ingredient with the company already. A way to leverage this, is to incorporate the ingredient in the brand name.

Indie brand

Characteristics of an indie brand seem to match with certain core competences of Forestwise. The core competence of 'being flexible' and producing with short lead times, resembles the characteristics of an indie brand. In addition to this, purpose-driven brands are more often perceived as indie brands.

Aside from having matching characteristics of an indie brand, it is more advantageous to be labeled as an indie brand, for the reason that competitors are less established than other beauty brands. This creates a bigger chance for Forestwise to gain market share. Additionally, the core competence of working directly with local forest community, differentiates them from competitors.

Most indie brands operate through digital means (such as social media) and are directly selling to customers (D2C) (see *Chapter 3.2*). Being digitally driven and implementing a D2C strategy enables Forestwise to manage their own supply and product accordingly to the demand. In addition to this, it allows Forestwise to build the relationship with

<p><i>Uniqueness organization</i></p> <ul style="list-style-type: none"> » Traceable & transparent supply chain. » No middlemen in supply chain means short lead times (flexible). » In the process of fair for life certification. » Wild harvested from the rain forest. » Creates more value for the rain forest. 	<p><i>Values for consumer</i></p> <ul style="list-style-type: none"> » Gives customers information where the products come from, improves trust. » Is able to give customers what they want fast (co-create and innovate). » Gives people assurance that the product is produced in a sustainable and ethical way. » Provides customers the most sustainable way of consuming nature. » Gives customers opportunity to contribute to the rain forest.
<p><i>Uniqueness product</i></p> <ul style="list-style-type: none"> » Multipurpose ingredient – skin, hair, medicinal. » Edible: Can be used in food. » Used by local forest community in their traditions. » Can be used raw and pure. 	<p><i>Values for consumer</i></p> <ul style="list-style-type: none"> » Gives people a sense of convenience, and 'less is more'. » Gives nutritious value to consumers. » Gives proof of product efficacy. » Gives people the perception of healthy for the skin.

Fig 37. Core competences

the target customers, which comes more authentic when the interaction comes directly from Forestwise.

Relevant trends

See *Chapter 3.3 Trend analysis* for relevant trends that enhance the core competences of the brand.

Industry characteristics

In *Chapter 3.3 Industry characteristics* of the beauty industry are mentioned. To ensure Forestwise of a strong foundation as a brand, characteristics should be taken into the strategy, as the characteristics answer the functional and emotional needs of customers (see *Chapter 3.4 Consumer research*).

Acquire/collaborate experts in the team

The beauty industry is a fast growing industry (*Chapter 3.3*). It is important to create an understanding about this industry. A way to gather this information is to acquire beauty experts in the team, or to collaborate with them. Beauty experts can guide and connect the brand with the right people, such as finding the right brand ambassadors for the brand. In addition to this, customers are able to connect better with the brand, when the brand has an understanding about beauty, it creates credibility.

Rainforest impact measurement

As transparency is gaining more importance in the beauty industry, it is also an important value for Forestwise (*Chapter 3.1*) and customers (*Chapter 3.4*). Therefore, it is important to develop a measurement tool /method to measure and keep track of

the impact of the brand on the rainforest. After the method is developed and data is collected, Forestwise is able to provide customers with the data.

Science proven

Brand in the beauty industry often proofs the efficacy of their products through science (see *Chapter 3.3*). However, some brands rely on tradition and remedies that have been proven throughout time. This approach fit the best with Forestwise, as rainforest traditions are used to gain knowledge about the efficacy of ingredients. Nevertheless, it remains important to showcase the efficacy of the product. This can be shown through customers testimonials.

Acquire certificates

In the industry, certain certificates are used to ensure consumers for being natural, vegan and/or organic. It is recommended for Forestwise to make use of the two certifications mentioned in *Chapter 3.3*.

Conclusions

The strategic direction described in this chapter are based of strategic decisions that emerge from insights during the analyses. These decisions will form the foundation for developing a brand proposition, guiding principles and brand narrative.

Illipe by Forestwise

Our purpose is to reverse deforestation caused by the beauty industry by empowering the local forest community in creating forest value through rainforest harvested beauty products.

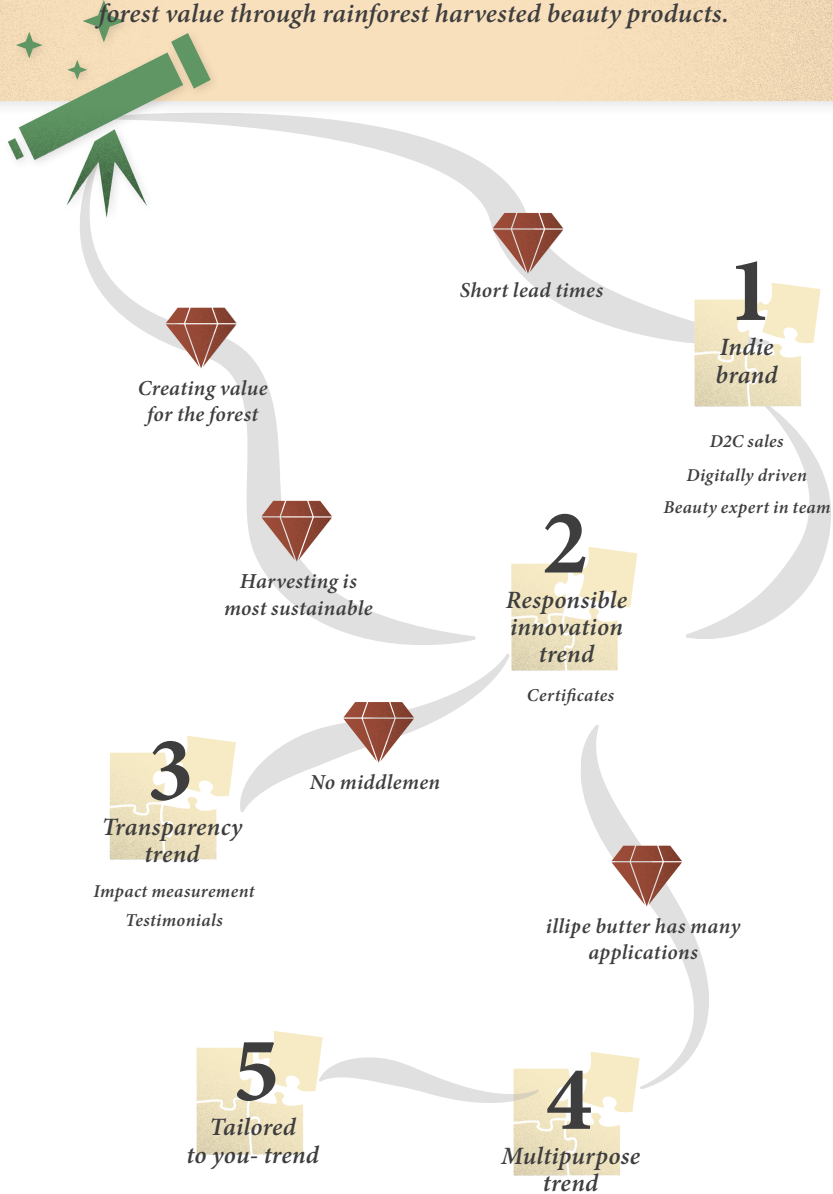


Fig 39.Strategic decisions visualizations

4.2 Persona

This section discusses the two personas that resulted from the synthesis of the analyses. Personas are used to understand user's needs and to support the process in the brand development (Interaction design foundation, 2019). It supports the ideation process in the 'brand execution' phase.

Persona 1: Natural beauty addicts 25-35 Years old, Employed

They are purchasing natural skincare products approximately once a month but are not only committed to natural skincare. They find having a healthy skin important and take good care of their skin. They have enough knowledge to lead a healthy and conscious lifestyle. However, they would like to receive more guidance in purchasing natural skincare products to improve their consciousness even more. They receive their information and knowledge through the natural beauty communities. They are aware of the consequences of palm-oil plantations and are mostly concerned about deforestation, followed by labor conditions of farmers, with extinction of orangutans closely after.

When purchasing natural skincare products, they look for products that prevents certain skin concerns, that are suited for certain skin types. They don't really care for gender-specific, age/lifestyle specific products. As long the reputation of the brand is good by reading reviews and seeing the brands circulating in the natural beauty community which is mostly through Instagram. As a consequence of using this platform for the community, they add value to the aesthetics of the brand. When evaluating a product, they look for efficacy, usability, quality-price ratio. They have their favorite brands, but are not particularly loyal to one and like to try new brands mostly recommended by friends and the community.

Values: Healthy & conscious lifestyle passive participant, community, self-expression



Fig 40. Persona 1

Persona 2: Beauty D.I.Y.'ers

25-35 Years old, Employed

These consumers are well informed and are leading a healthy & conscious lifestyle. However, they like to have more control over their products and like to take matters into their own hands. They value transparency in beauty and are willing to DIY skin care products themselves to be able to achieve that..They make their own skincare products and follow DIY projects which they find through social platforms such as Instagram, Pinterest and YouTube. These consumers like to experiment and be able to use and combine skincare products that works for them and are happy to share their knowledge to the natural beauty community. However, they use these products for their own consumption. Because they like to gain knowledge about the latest natural beauty trend, they are purchasing skincare products at least once every three months. They can also be called 'influencers.' They tend to be more loyal to certain beauty brands than the 'natural beauty fanatics,' but are still open to trying new brands. However, they tend to be more critical and do more of their research before purchasing from the brand.

When evaluating a brand they mostly look at efficacy, usability, quality-price ratio. They tend to add more importance to its ingredients than the formulation within the skincare product.

Values: Healthy & conscious lifestyle
active participant, freedom in beauty,
transparency

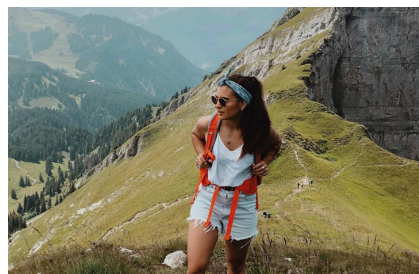


Fig 41. Persona 2

Conclusions

Main drivers for both personas to build a relationship with a brand is trust. Customers similar to persona 1 need the support and encouragement to pursue a healthy and conscious lifestyle, mainly from the beauty community. Customers with a persona 2 profile need the complete transparency to be able to trust and build a relationship with a brand. This knowledge is incorporated in the guiding principles (*Chapter 4.4*). In addition to this, personas express a need for self-expression, which match relevant trends (*Chapter 4.1*).

Similar to the approach of an indie brand (*see Chapter 4.1*), both personas are digitally driven by social media and their beauty communities. For this reason, main interactions between the brand and customers is online. The focus of the brand at the start, is to build an online community.

4.3 Brand personality

This section discusses the brand personality that will drive the tone of voice of the brand. Moreover, brand personality attracts the right customers and supports them in relating themselves with the brand.

Brand personality

Insights from the analyses (see fig.42) are used to decide upon an archetype strategically (Jung, 1954). Together with a brand consultant from USP consultancy, archetypes are discussed, and an archetype is chosen.

Archetype: The creator with some outlaw characteristics.

The creator brand archetype encourages self-expression, creative thinking, and new ideas. The brand voice is expressive, individual, and poetic. It strives for a unique, quality-driven, and exceptional brand experience (USP consultancy, 2019). Outlaw characteristics are implemented to a certain degree. The brand has a 'dare to be different' attitude but has less of a 'breaking the law' mindset.

Conclusions

The creator personality fits the brand in multiple aspects. It is embedded in the brand values and brand approach. Finding ways to generate value for the rainforest (requires creativity). Additionally, rainforest ingredients bring customers a new unique brand experience that has not been explored before. As mentioned earlier in Chapter 4.1 Core competences, illipe butter is a multipurpose ingredient, allowing customers self-expression. Lastly, the creator personality taps into relevant trends for the brand.

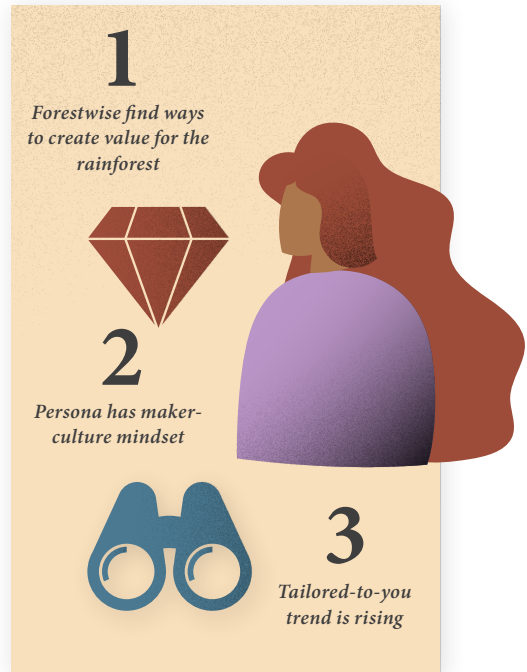


Fig 42. Insights used for brand personality



Fig 43. Examples of creator personality brands

4.4 Guiding principles

Combining insights from core competences, brand personality and persona, guiding principles are crafted. Five guiding principles are crafted through multiple iterations with brand experts.

Brand values are clustered together and guiding principles are crafted. Values and typical characteristics of the industry are used to find in crafting the principles. Bipolarity (Van der Vorst, 2017) is used to ensure the distinctive nature of the guiding principle from competitors (see Appendix G). In addition to this, brand authenticity mediating factors are taken into account when crafting the principles. Two sessions with a brand expert have taken place over a period of time to finalize the guiding principles. Last iteration took place after an evaluation with creatives.

Harvest with love

Current situation: Make use of natural and organic ingredients. Using natural ingredients still exhausts nature.

Insight: Work with natural eco-system of the rainforest through harvesting.

“We harvest from the rain forest together with local forest community with care & respect.”

This guiding principle reflects the uniqueness and originality of the brand's purpose and product. It refers to the B.A. mediating factor, uniqueness & originality.

Support the conscience

Current situation: Contributes to a healthy

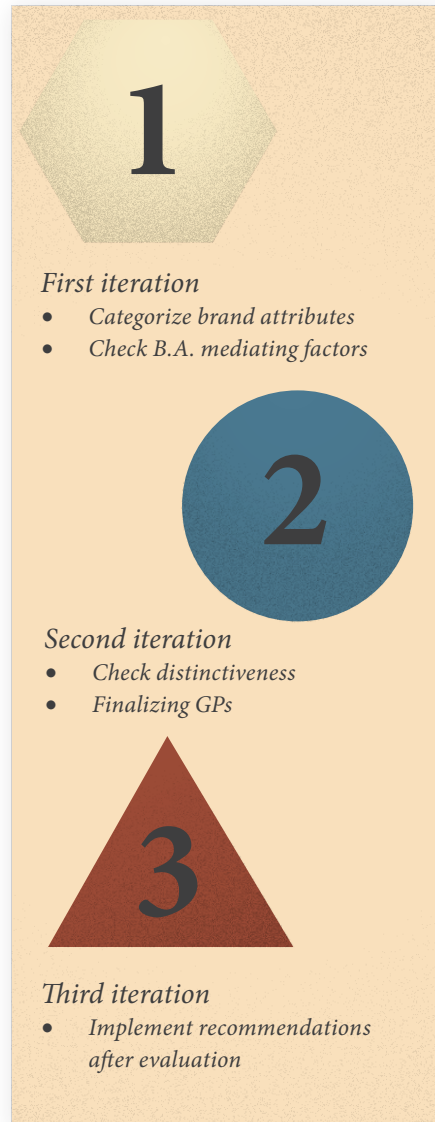


Fig 44. Three iterations in a brand expert session

& conscious lifestyle. Forming good habits takes time and effort.

Insight: Forming good habits is easy and effortless.

“We support you in your journey towards sustainable living, we do the thinking for you.”

This guiding principle describes the relationship of the brand with the customer. It reflects the B.A. mediating factor, brand proximity.

Learn from traditions

Current situation: Beauty brands are based on science. To gain credibility, proof of product efficacy is needed.

Insight: Product efficacy is not proven by science but by old forest traditions.

“We take inspiration from forest traditions using forest ingredients. We want to give people the experience the many nourishing benefits of forest ingredients on every body.”

This principle aims to give customers proof of product efficacy. It is a contextual factor.

Radiate natural beauty

Current situation: Beauty products enhance the natural beauty of consumers. It brings joy to the consumer.

Insight: Healthy skin makes you feel good and creates the ability to make others feel good as well.

“We want people to feel good about their physical and mental health and be able to radiate that to others.”

This guiding principle describes the benefits on the consumer by using the product. It is a contextual factor.

Protect the rainforest

Current situation: Beauty brands don't use palm-oil in their products to prevent further deforestation.

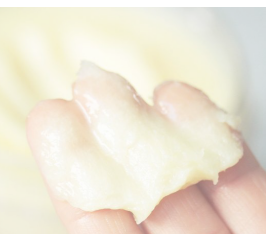
Insight: Create value from using the ecosystem of the rainforest and protect the rainforest effectively.

“We are committed to protecting the rain forest and go beyond it by using our forest knowledge.”

This guiding principle describes the brand's purpose. It reflects the B.A. mediating factors, brand virtuousness and transparency.

Conclusion

The five guiding principles encompass the entire brand. The B.A. mediating factors supported the guiding principles development in crafting authentic guiding principles. However, implementing all five guiding principles in one brand touchpoint, bears a risk that consumers won't be able to form a clear image of the brand. Therefore, the guiding principles should be balanced through different brand touchpoints in the brand experience. The balance of the guiding principle depends on the aim of the brand touchpoint. In addition to this, guiding principles that yield the most competitive advantage are used for the brand proposition.



4.5 Brand proposition

The brand proposition is the value the brand provides customers. By analyzing the guiding principles in the competitive landscape, opportunity areas are defined.

4.6.1 Opportunity areas

Four different directions for opportunities are identified. The guiding principle map defines four themes (see fig.46); Health for the rainforest, Physical & mental health, Sustainable sourcing, and community. These directions pose a foundation for finding relevant competitors.

Competitive landscape

Relevant potential competitors for Forestwise are analyzed. Relevant competitors are independent skincare brands in similar themes, brands that consumers are loving and brands that behave similarly to a creator brand archetype. Information on competitors are gathered and analyzed through online communication channels (e.g., website/webshop/social media).

Physical & mental health

This theme steps into the physical & mental health of their products. The selected brands offer consumers a personalized experience. It is mainly functional for consumers' benefits.

- » *The Ordinary*
- » *LOLI Beauty*

“..But it wasn't always this way. From Cleopatra to the Arawak Indians of Jamaica's Blue Mountains (my homeland), powerful beauty remedies

began with superfood ingredients, freshly harvested and customized.”

(About Loli beauty, 2019)

Sustainable sourcing

The following brands are ambassadors for sustainable sourcing through farming or harvesting.

- » *Farmacy*
- » *Girl Undiscovered*
- » *Alpyn beauty*

“Our 100% WILD philosophy pushes our ingredients beyond organic - our key ingredients; They are as natural and uncontained as they can possibly come..”(About Girl undiscovered, 2019)

Community

This theme uses the community as inspiration or works together with a community. It also regards (old)traditions.

- » *Comme deux*
- » *Sheaterra organics*

Health for the rainforest

The following brands are contributing to the health of the rainforest by addressing deforestation in their brand story and offerings, whether through donations to foundations or being free of palm-oil.

- » *Costa Brazil*
- » *Bloomtown*

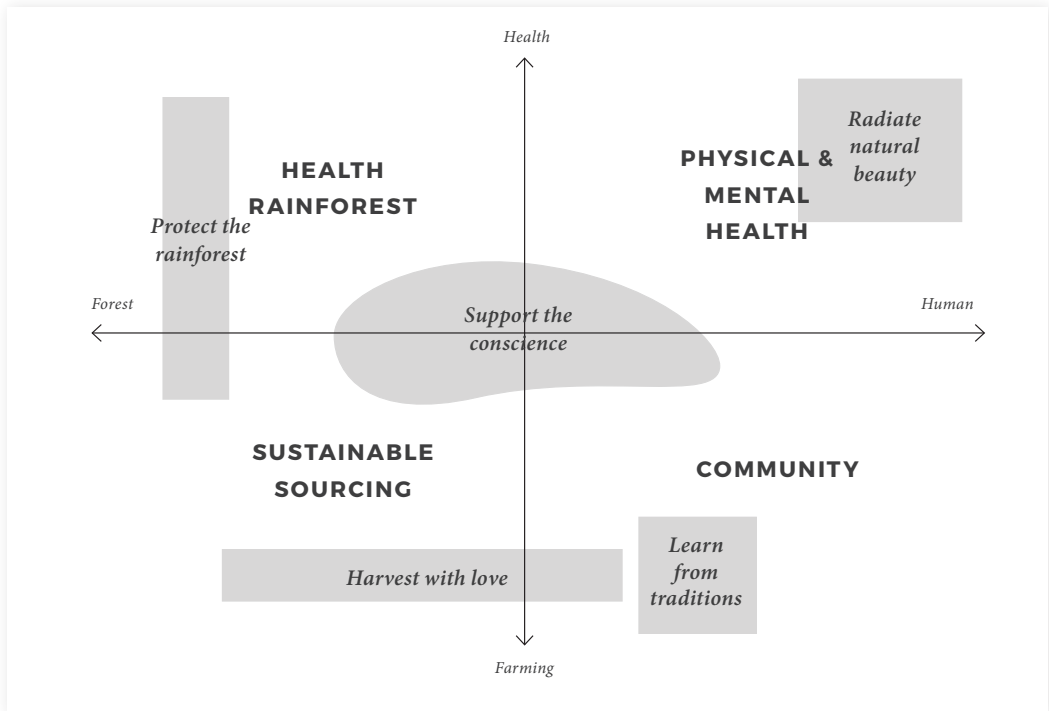


Fig 46.Guiding principles proposition map

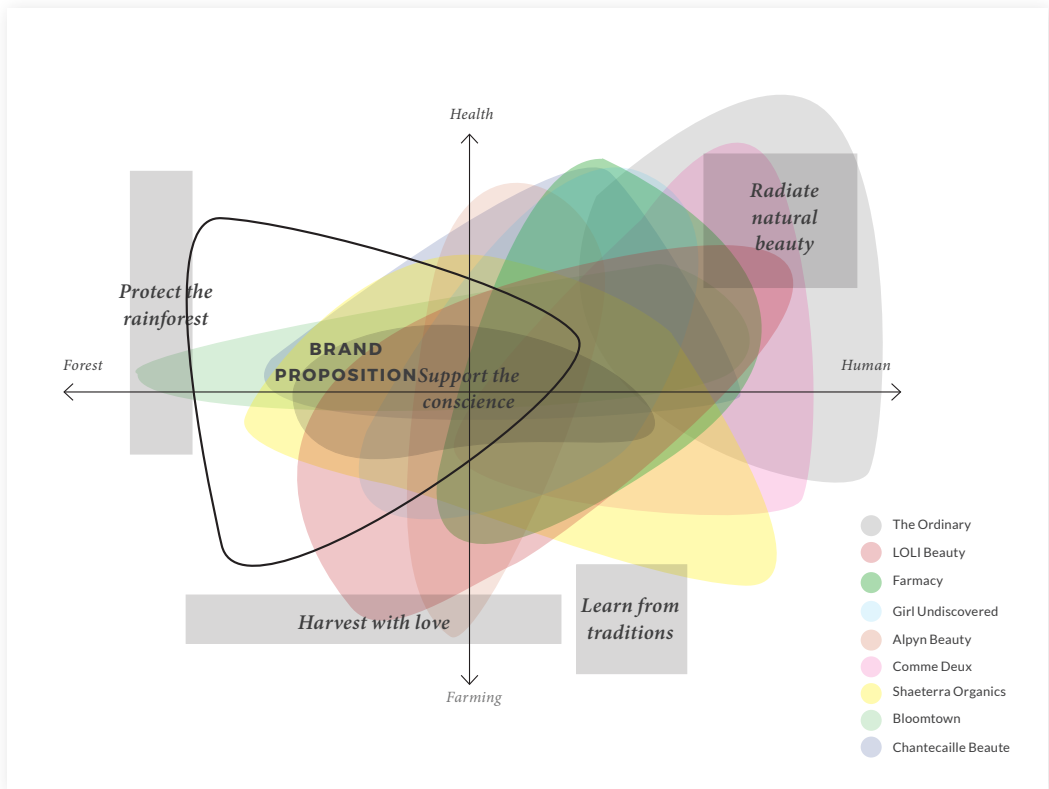


Fig 47.Guiding principle competitors map

» *Chantecaille Beaute*

“Our roots run deep into the Amazon rainforest, where we discovered some of the most potent, enriching, and intoxicating aromatic ingredients in the world. Working responsibly with local cooperatives and scientists, we created our products to be beneficial to the body and the spirit—as well as the earth.” (About Costa Brazil, 2019)

The overview of competitors suggests several opportunity areas for the brand proposition. Inform Appendix H for the full opportunity areas analysis.

Evaluation opportunity areas

Opportunity area ‘Rainforest efficacy’ is most fitting Forestwise and boast the biggest potential to position in. Compared to other opportunity areas, this positioning area fits the ‘creator’ brand archetype the most. In addition to this, it highlights the

unique attributes of the company the most. However, there are some characteristics from other opportunity areas that would enhance the proposition, such as the human aspect that the ‘forest community care’ opportunity area proposes.

In addition to this, Costa Brazil, a close competitor, incorporates the human aspect by working with local cooperatives with the harvest of ingredients. Another competitor, Bloomtown, donates to orangutan foundations. Both competitors rely on third parties to be able to give back to the rainforest and/or local communities. It is recommended to emphasize the originality of the Forestwise approach; working directly with local farmers. Therefore, the brand proposition ‘Harvesting rainforest efficacy’ brand proposition is proposed.

Harvesting rainforest efficacy

The brand proposition is about experiencing the benefits of the rainforest through

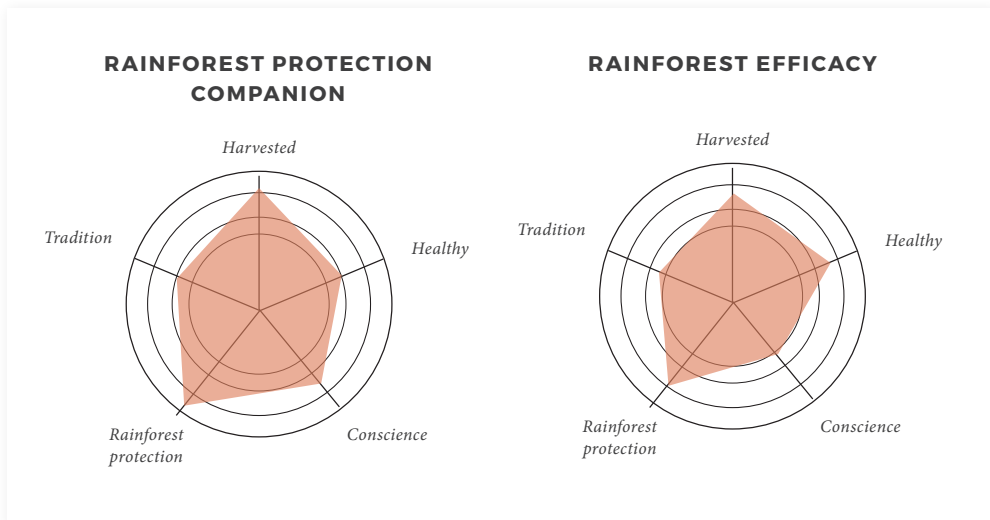


Fig 48. Opportunity areas (two out of three)

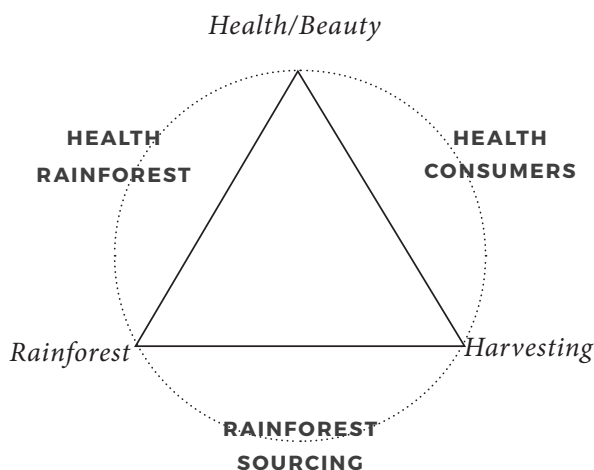


Fig 49. Tripolarity applied to Forestwise case (Van der Vorst, 2017)

harvested ingredients. In addition to this, it is also about discovering the multipurpose benefits of rainforest ingredients on every skin. It can be tailored to skin needs. The brand enables customers to implement and incorporate Illipe by Forestwise product into their own personal beauty routine according to their own skin needs.

Currently the brand is able to harvest illipe butter with potential to harvest more ingredients, such as rambutan oil, which is currently seen as a beauty superfood ingredient (BASF, 2019). In their parent brand current product portfolio, sustainable palm sugar, coconut oil and kemiri oil are found. These can also be incorporated in the beauty brand. However, since the company has a lack of expertise in the natural beauty industry, it can be difficult to target the creator personality target group without the expertise and network. Therefore, it is recommended to start with one core product, the illipe product, that serves as a

base for healthy skin. Additional products to the core product are possible in the future to fit more into a creator brand personality. Similar strategy has been implemented by BalmBalm (About Balmbalm, 2019). Relevant competitors mentioned in this chapter apply a mid-trier to premium pricing strategy (Appendix E). To be able to compete, a mid-trier pricing (€20-30) is suggested.

Conclusion

As a conclusion, the message of the brand proposition is: Discovering the beauty of the rainforest. With the brand proposition, customers experience the effectiveness of harvested rainforest ingredients on beauty, while showing the beauty of the rainforest. It is essential to put an emphasis on the 'no middlemen' approach in the brand execution, as this is a core competence of the brand and differentiating factor.

4.6 Brand narrative

This section presents the four brand stories that are crafted through the five guiding principles. This chapter further elaborates on the function and the role each brand story plays through time.

As mentioned in *Chapter 2.4*, having multiple brand stories allows brand managers to tell multiple stories in different ways at different times. The guiding principles drive the multiple brand stories. Certain guiding principles drives certain brand stories more than others. Elements of the guiding principles are analyzed and categorized per brand story. Guiding principles that are more relevant to the story than other principles are highlighted.

Heritage story

This brand story is mainly driven by two guiding principles:

- » *Protect the rainforest*
- » *Learn from traditions*

Vision story

The vision story is predominantly driven by the following three guiding principles:

- » *Protect the rainforest*
- » *Harvest with love*
- » *Radiate natural beauty*

Contemporary story

The two guiding principles that drive this brand story are:

- » *Radiate natural beauty*
- » *Support the conscience*

Folklore story

Consumers that bring the folklore story

to life are guided to construct stories regarding the following guiding principles:

- » *Radiate natural beauty*
- » *Support the conscience*

For the purpose of giving an example of the a brand story, the vision story is described in *fig 50*. The remaining brand stories can be found in the *Appendix I*.

Brand narrative strategy

Even though brand managers are able to use the brand stories interchangeably, the role of each brand story throughout time is considering the 'benefit ladder',- and the '60/40 rule'-theory. *Figure 51* depicts the relevancy of each brand story throughout time. To create a clear picture on what elements of the guiding principle the brand stories consists of, a timeline of the guiding principles is added.

Conclusion

This chapter gives a direction and strategy on what the brand should communicate to the outside world throughout time. However, knowing the aim and what to communicate is not sufficient for a brand story to be effective. Deciding upon the form of communication contributes to the effectiveness of the brand narrative (*fig 12 in Chapter 2.4*) and should be considered thoughtfully.

VISION STORY

Illipe by Forestwise aims to protect the rainforest from palm-oil plantations (and monocultures) used for the beauty industry. Together with the local forest community, Forestwise creates value for the rainforest by harvesting from the rainforest that naturally grows in the rainforest. While working directly with local farmers, we discover the many ways of creating value out of the rainforest and we empower them to protect the rainforest from palm-oil companies. We want to inspire the beauty industry with our purpose.

Fig 50. Vision story outline

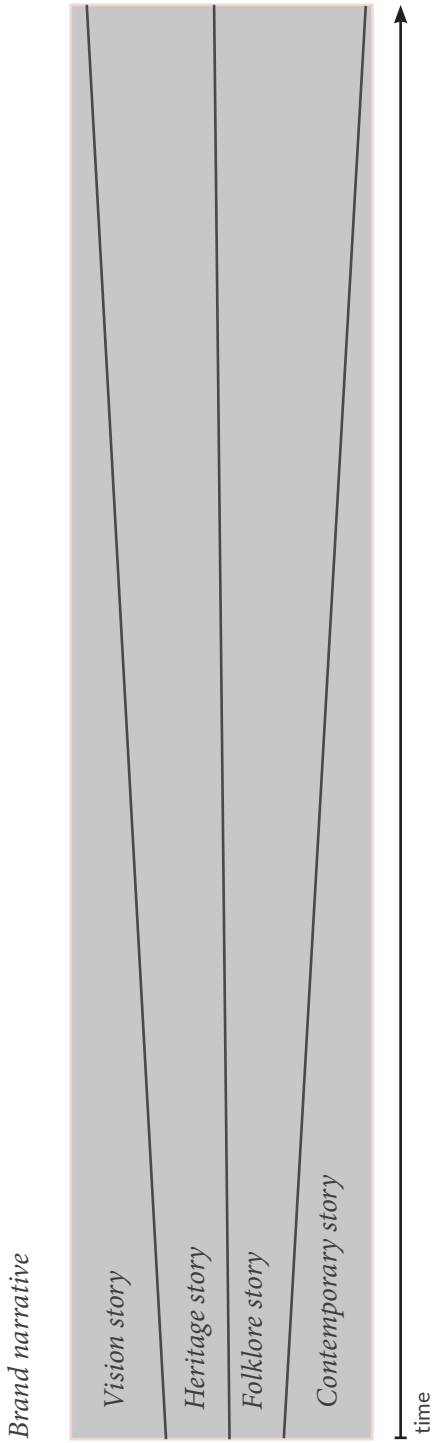
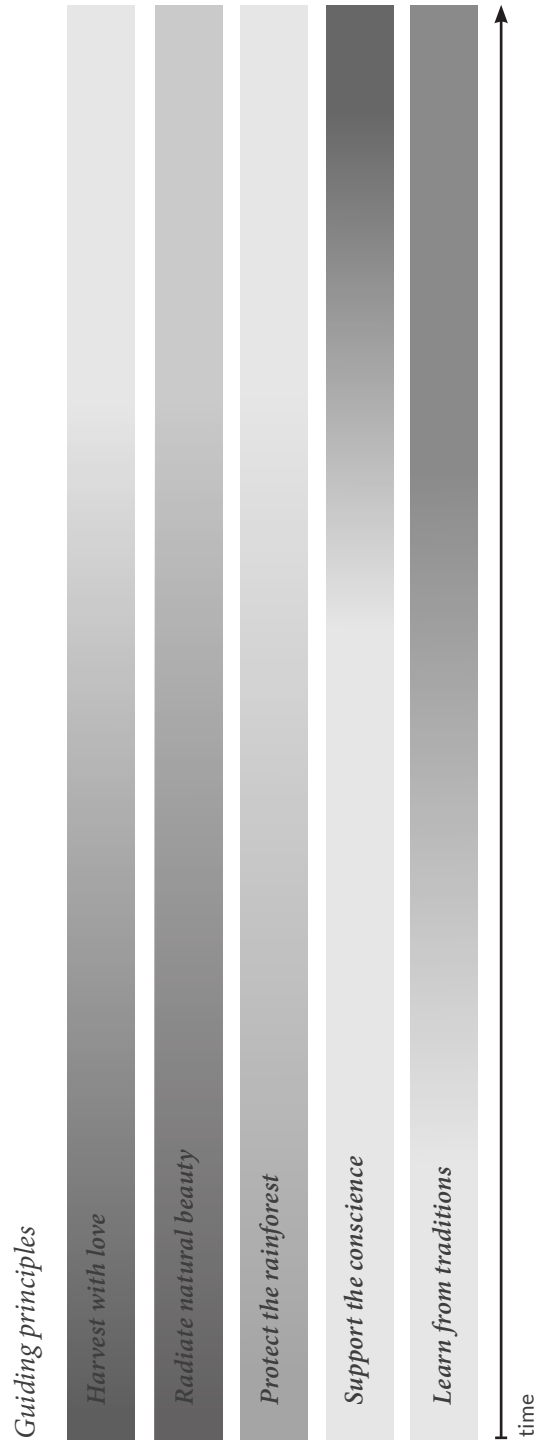


Fig 51. Brand stories timeline



4.7 Roadmap

A roadmap is a visual portrait of market, product or technology plans plotted on a timeline (Simonse et al., 2015). A brand's vision is not attainable if there's no plan or map that will guide the brand towards it. A roadmap is a strategic tool that frames the time pacing and maps pathways towards the vision. It considers competitive timing and industry's synergy.

Developing a strategic roadmap is essential important and relevant for purpose-driven brands. These brands are often considered having a vision that are ambitious and visionary. A strategic roadmap forces the vision to be dissected into smaller steps that are easy to manage and attain. However, the provided roadmap in fig. 52 is a simplified representation of the implementation of the brand proposition developed through strategic decisions that have been mentioned in this chapter.

First horizon - Discover effectiveness of harvested rainforest ingredients

The first horizon is about creating brand awareness and communicating the functional benefits for customers. Main message in this horizon concerns the skin benefits for customers from harvesting from the rainforest and the benefits of the harvesting method. Additionally, new cosmetic ingredients are introduced into the market. Main activities concern finding brand ambassadors, partnerships and proper channels that fit with the brand and increase brand awareness.

-

Second horizon - Grow potential of rainforest ingredients

As brand awareness increases and functional benefits are proven through the right partnerships (certifications) and customers testimonials, incremental product innovation occur, such as introducing multiple sizes of illipe balm. This allows the brand to increase their reach in targeting customers and gathering insights on customers' needs. In the meantime research on other rainforest ingredients is conducted. First by looking at Forestwise's current product offerings (Arenga sugar, kemiri oil, and coconut oil) and lastly by looking for possibilities for more ingredients.

Third horizon - Listen and learn from rainforest traditions

Insights from consumers are gathered and their needs are analyzed. The brand is ready to introduce new rainforest ingredients into their product portfolio. Skin oil such as rambutan oil, kemiri oil, coconut oil, are already identified as rainforest ingredients that benefits the skin and can be considered as new products. After three years of gathering data, impact of the brand on reversing deforestation can be measured.

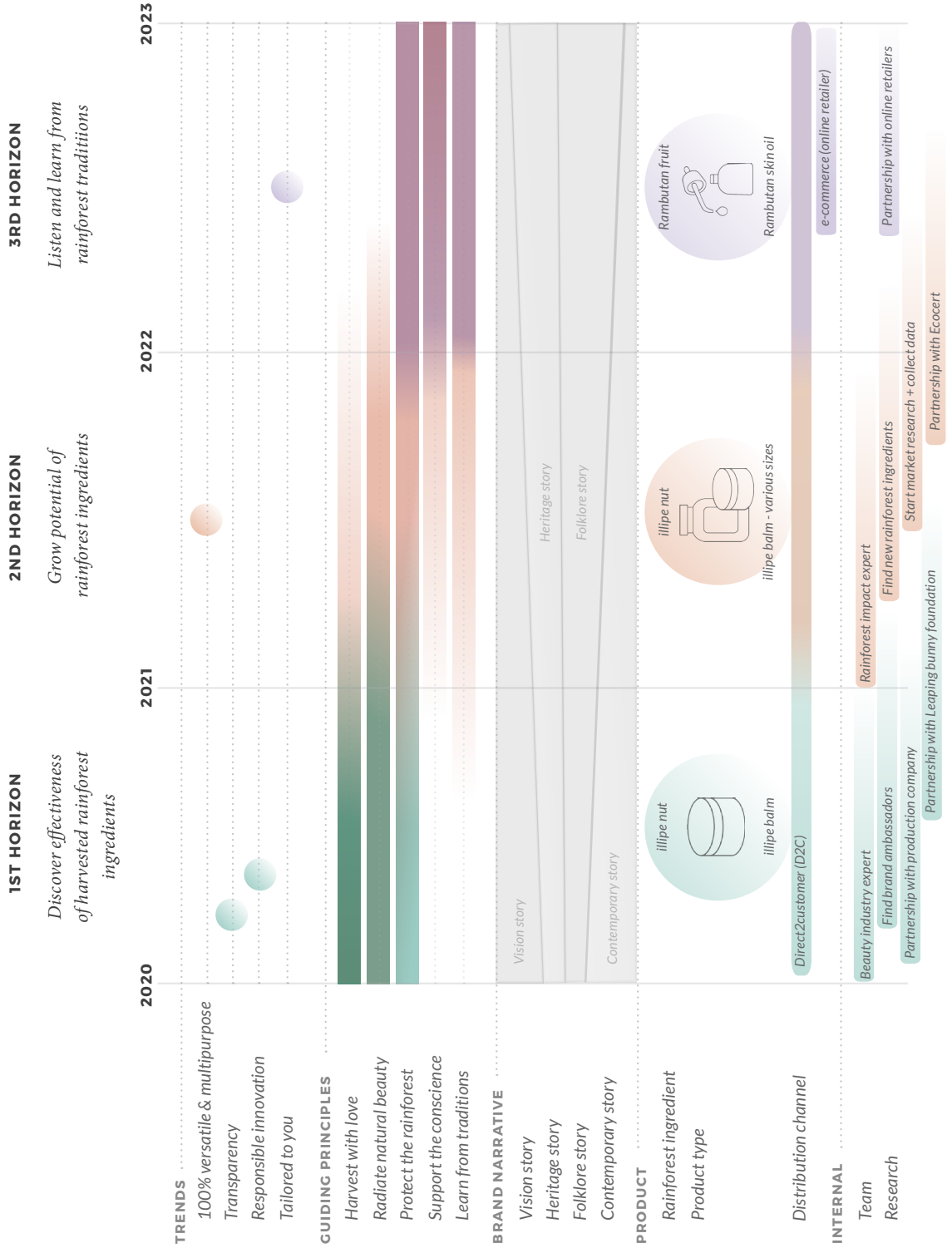


Fig 52. Roadmap

The following steps

The brand's mission is to protect and create value for the rainforest. The current roadmap depicts the first steps of working towards the mission. However, it is essential to gather data and do research on impact measurement to be able to work towards the mission. Afterwards, impact can be measured consistently throughout time.

Conclusions

The developed roadmap gives a picture of the interactions and order between strategic decisions. However, the roadmap begins at the point where the brand has defined their brand identity already and are set to launch their first beauty product.

4.8 Design brief

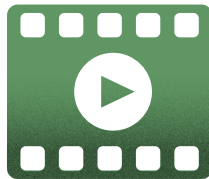
The design brief describes the brief needed for the deliverables that are mentioned in Chapter 1.3. The design brief considers insights from the analyses and the strategic direction.

DESIGN DIRECTION

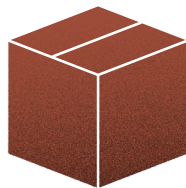
Design an inspiration tool for brand practitioners & creatives to get the ‘illipe by Forestwise’ brand ready for kick-off in the near future.



Brand book



Brand narrative animation



*Packaging design
Launch campaign*

Internal communication

It is important for a new brand to create consistency (Bakker-Wu, 2019). For this reason, it is important to create a clear understanding about the brand's identity. In order to do so, a brand book is required.

External communication

A visual representation of the brand approach is desired to communicate to the outer world. Communicating the brand narrative visually engages people more effectively than verbally.

Brand touchpoint designs

An example of a brand touchpoint by applying the brand book (internal communication) showcase the importance of the brand book. In addition to this, a launch campaign that incorporates the brand narrative and the brand touchpoint (e.g. packaging design) connects the internal with the external communication and gives an impression of the brand. The launch campaign should incorporate the digital nature of the strategic direction.

Fig 53. Design brief

4.9 Conclusion

This chapter concludes the second phase of the theoretical framework for the application of the case study. It gives answer to second sub-question: “How are brand authenticity attributes translated in the brand development for new purpose-driven brands?”.

In this phase, a strategy has been described. Additionally, guiding principles are crafted using the B.A. mediating factors as a guideline for authenticity.

brand proposition ‘Harvesting rainforest efficacy’. The proposition describes the potency and efficacy of harvested rainforest ingredients for many needs.

- » *Guided principles and brand narrative have been developed.*
- » *Guiding principles are evaluated on all B.A. mediating factors.*
- » *Brand proposition has been developed using the guiding principles.*

Development of guiding principles

Five guiding principles are crafted: Harvest with love, Protect the rainforest, Radiate natural beauty, Support the conscience, Learn from traditions. In addition to this, a brand narrative is crafted.

Assessment guiding principles authenticity

B.A. mediating factors are used as guidelines for crafting the guiding principles.

Development brand proposition

A combination of three guiding principles presents the brand proposition. Harvest with love, Protect the rainforest and Radiate natural beauty. These principles form the

5. Design

This chapter relates to the third phase 'Brand execution' of the theoretical framework applied to Forestwise. It discusses the outcomes for the design brief. A brand book, examples of application of the brandbook. Upon conclusion, a roadmap for implementation is presented, which also presents a visual representation of the brand approach. In this chapter, the following topics are addressed:

5.1 The brand book

5.2 Brand narrative animation

5.3 Brand touchpoint designs

5.1 The Brand book

Brand books are used internally for communicating consistently, it is for creating an understanding of the strategic direction of the brand and translate it to a brand identity. In addition to this, creatives are able to use the brand book to develop brand touchpoints.

Content brand book

The brand book for Forestwise is an inspiration book that provides direction for creatives in their touchpoint design. The book offers room for creativity and creates guidelines for creating consistency throughout brand touchpoints. The brand book consists of three parts.

The first part is about creating an understanding of the purpose, mission, and vision of the brand. It describes the journey of how the brand came to be. This part also describes the strategic direction of the brand.

The second part is about what the brand is all about. It presents the guiding principles with the visual elements attached, concluded by the brand proposition.

The last part describes the visual guidelines. The visual guidelines are established through the guiding principles, particularly the guiding principles that most regard the brand proposition. These guiding principles are analyzed on indexical, iconic, and existential cues. It offers guidance for verbal communication. The visual guidelines provide creatives guidance in visual communication.



Developing visual guidelines

Four designers participated in a creative session to evaluate and analyze the guiding principles with its visual elements. The goal of the session is to develop cues for each guiding principles.

Participant selection:

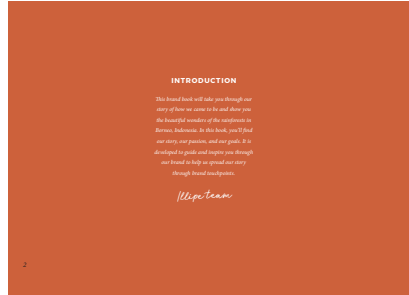
2 Industrial Design graduates. one 1
Graphic designer
1 graduate student from Forestwise

Session process:

First, the participants receive general information that is from the first part of the brand book. Participants are then asked to do an association exercise for each guiding principles. The goal of this exercise is to extract elements, words, and feelings from every principle. The next step is to develop brand touchpoints for each guiding principle. The ideas resulting from this step are used to extract cues and develop the visual guidelines.

After the session, the tone of voice and visual guidelines are defined. The full analysis of the indexical, iconic and existential cues for each guiding principle is found in *Appendix J*.





OUR PASSION

Discover the beauty of the rainforest

1

PURPOSE Why we exist

Our purpose is to reverse deforestation caused by the beauty industry by empowering the local farmer community to create value for the rainforest.

The second-largest rainforest on the world is located in Borneo, Indonesia. Borneo is also where the second biggest deforestation is happening caused by palm-oil plantations (WWF, 2015).

2

VISION What we aim to achieve

Our vision is to work together towards a 100% palm-oil free beauty industry.

Currently, the palm-oil sector is used for the food and cosmetics, footwear, and energy industry. In Europe, the food and cosmetics industry is the second largest industry that uses palm-oil. With bioisland, the largest industry using palm-oil (Oilworld, 2015).

3

MISSION How we achieve it

Our mission is to deliver a new beauty experience for beauty consumers. Together we experience the outstanding benefits of harvested rainforest ingredients while creating value for the rainforest and helping reverse deforestation.

Source:
WWF (WWF Research report 2015, Oilworld 2015)

2

BEAUTY D.I.Y.'ERS Early adopters

AGE RANGE: 25-35 years old
Female, employed

VALUES: Healthy & conscious lifestyle active participant, freedom in beauty, transparency

CHARACTERISTICS:

The "Beauty do-it-yourselfers" are the customers who like to take matters into their own hands in terms of the stuff they put on their skin. They value transparency in beauty and are willing to DIY skin care products themselves to be able to achieve that. They purchase skincare products once every three months. They acquire knowledge on social media platforms, such as Instagram, Pinterest, and Youtube, and are happy to share their experience with the beauty community. They can also be called "influencers". They tend to be more loyal to certain beauty brands than the "natural beauty fanatics", but are still open to trying new brands. However, they tend to be more critical and do more of their research before purchasing from the brand.

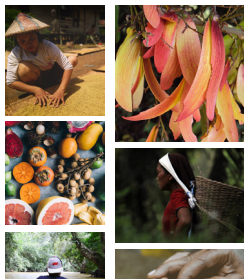
USED HASHTAGS: #skincareobsession #skincarebeauty #skincare



Harvest with love

We are committed to offering qualitative products. We show our commitment through the responsible & respectful manner of harvesting our ingredients. We do this with the local forest farmer, who knows how to do this the best. This is how we discover and deliver harvested essential products that we love to our customers.

- Creative notes:**
- Discouraging value
 - Sense of responsibility & care
 - Commitment to quality
 - Human touch
 - With integrity



BRAND PROPOSITION

The value we offer to customers

HARVESTED RAINFOREST BEAUTY

We combined three guiding principles to build our brand proposition for consumers. The principle and main proposition in our brand development and our content pillars. This enables consumers to create a clear image of the brand and their commitment to differentiation from our competitors. We take inspiration from these three guiding principles:

- 1. Harvest with love**
This principle is based on the fact that it is about discouraging raw ingredients, which is achieved and done through our commitment to quality through harvesting.
- 2. Protect the customer**
This principle provides our purpose, our values and our brand. It covers everything we do to protect the customer.
- 3. Deliver natural beauty**
This principle is about the many benefits of using essential ingredients on your skin to make it healthy and naturally. It talks about having that new moisture that other people use products.



Fig 54. Pages from the brand book

5.2 Brand narrative animation

The aim for the animation is to communicate the brand narrative to the outer world in an engaging manner. In addition to this, the animation is intended to be applicable to the parent brand Forestwise.

Storyboard

The animation tells the vision story of the brand described in *Chapter 4.5 Brand narrative*. The structure of the storyboard consists of three parts; status quo, conflict and solution. Find the complete storyboard in *Appendix J*.

harvested rain forest ingredients. We work directly with local forest farmers to harvest rain forest ingredients for fair prices. We create more value for the rainforest and empower them to protect the rainforest from monoculture (palm-oil plantations).

Status quo

Rain forests are the lungs of the earth. It absorbs the toxins out of polluted air and provides people on earth fresh oxygen that we can breathe. In addition to this, rain forests are full of hidden nutritious plants, fruits, and nuts of which forest traditions already have discovered for multiple purposes.

Conflict

However, the restorative nature of rain forests are lost on us. Rain forests are replaced by palm-oil plantations for products, causing deforestation. Deforestation puts the habitat of the already endangered orangutan even more at risk. In addition to this, deforestation has harmful effects on the quality of life for the local forest community.

Resolution

We want people to experience the restorative and nourishing benefits of



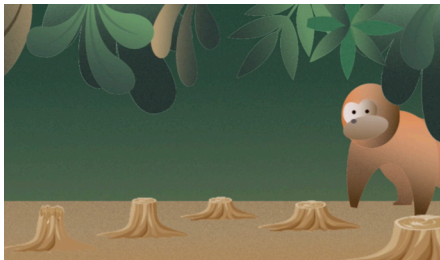
Scene 1: Introduction of the rainforest.



Scene 4: Illipe flower falling on the ground when ready.



Scene 5: Palm-oil plantation causing deforestation



Scene 6: Harmful effects of deforestation



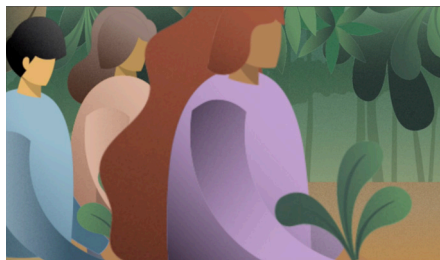
Scene 7: Harvesting rainforest ingredients with local forest farmers, directly.



Scene 8: Harvested rainforest beauty product.



Scene 10: Creating value for the rainforest.



Scene 11: Protecting the rainforest together.

Fig 55. Scenes from animation brand narrative

5.3 Brand touchpoint designs

The aim for brand touchpoints concepts is to showcase the impression of the brand. In addition to this, the concepts provide examples on how to develop brand touchpoints using the brand book (Chapter 5.1) and the design brief.

Packaging design concept

The ideation for the packaging design starts with gathering inspiration for each guiding principle from the creative session with designers and students (Chapter 5.1). Additionally, more inspiration is gathered and a concept is developed.

a concept idea, only an impression of the packaging design is provided. The impression consists of regarding the first hierarchy design elements (mentioned in the brand book).

The brand book is applied to develop the concept. It is built on the idea of bringing the customer closer to the rainforest and discovering the rainforest. Customers can track the harvested area of the rainforest ingredient by tracing the location coordinates and learn more about their specific rainforest ingredient.

On the website, more information about the harvest can be found. It provides relevant information such as 'date of harvest' and information about the specific area and location, as seen in *fig 57*. Additionally, information about the forest farmer who harvested the ingredients can be retrieved.

The harvested rainforest ingredient remains the focal point for the product packaging. The coordinates are placed in the center of the packaging. Additionally, the colors of the packaging emphasize it. When opening the packaging, the location coordinates serves as an element of surprise for the customer. Since the product packaging is primarily

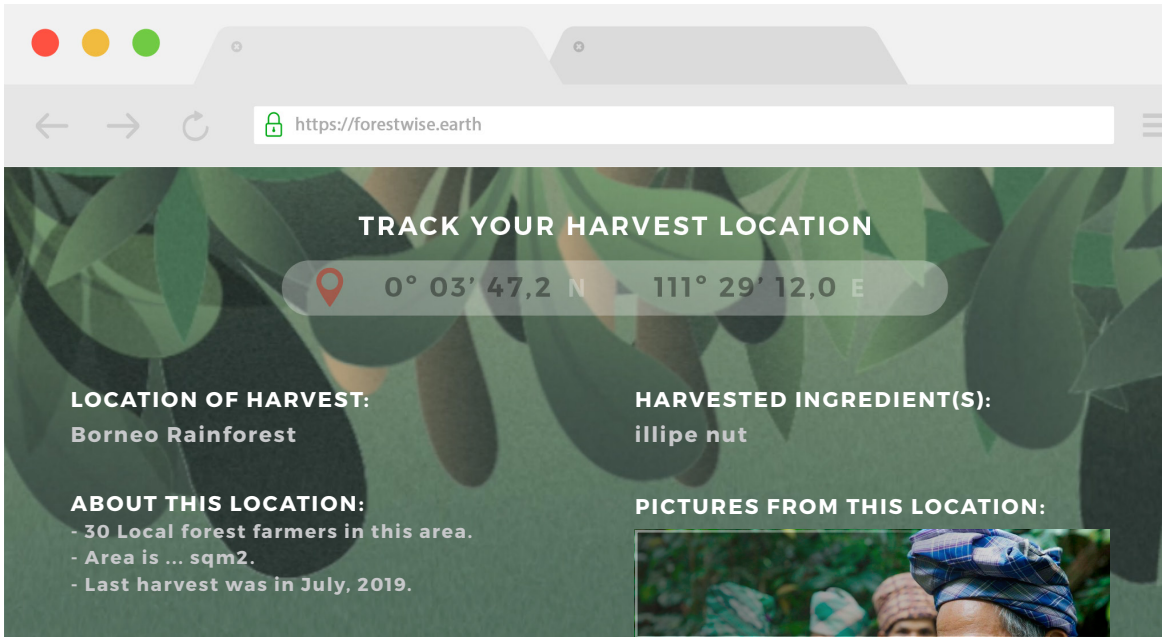


Fig 56. Product packaging concept

5.3.2 Launch campaign

To gain understanding about launching a physical product, additional literature and insights are gathered, see *Appendix K* for additional research.

The main objective for a starting brand is to reach as much people as possible (Google, 2015). Video content works the best for the 'see'-stage, as it gives the best brand impression (The Next Ad, 2019). Therefore, incorporating the brand narrative animation in the launch campaign is effective.

Additionally, as mentioned before in *Chapter 2.4 Brand building*, an effective marketing strategy is to create synergy between brand building and sales activation. Of which social media is an effective medium for activating sales (Binet & Field, 2017).

Launch campaign concept

The launch campaign strategy for the first product of the brand consists of three parts, the preparation, pre-launch and launch day. The aim for the launch campaign is to build (60%) brand awareness and (40%) sales activation.

A creative direction is decided upon using the results from the creative session with creatives (see *Appendix J*). Creative direction concept for the campaign portrays the message of 'Discovering the beauty of the rainforest' and building an connection with the rainforest. For the launch campaign concept, the launching of the product with the product packaging concept is used as a reference. The concept consists of a example posts for social media (Instagram).



Fig 57. See-think-do-care model by Google (2015)

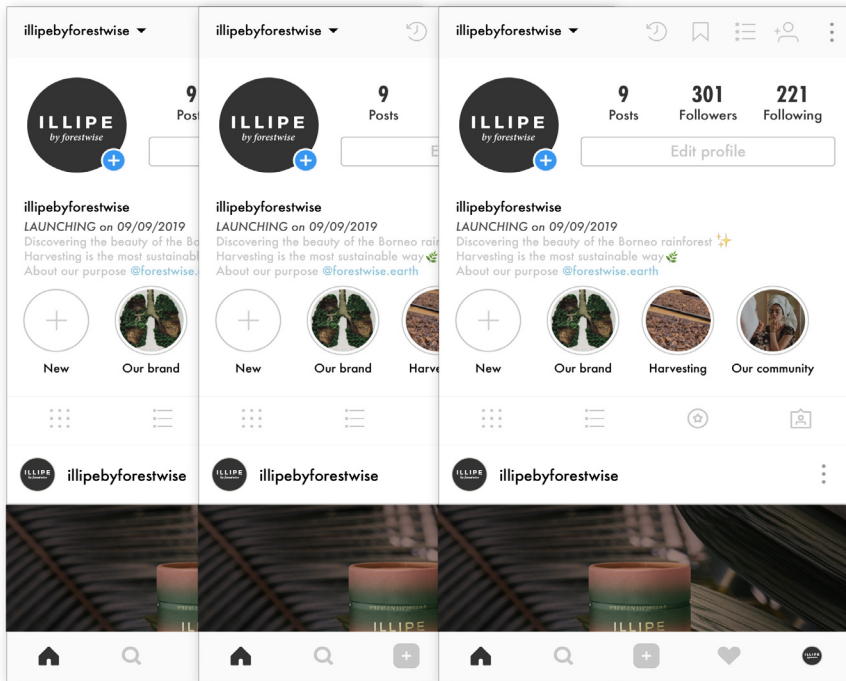


Fig 58. Instagram account example with announcement launch

Preparation

The aim for the preparation is to get everything ready for the pre-launch and launch date. It is important in this stage to create a shared understanding amongst all involved parties and have the design briefs ready for creatives. Introductions between different creatives are essential for consistent outputs between different media. In addition to this, relevant media and influencers are contacted for the launch date and are send samples to review.

Pre-launch

The aim for the pre-launch is to introduce the brand and create awareness amongst

external parties about the launch date of the first product. Activities happen online and offline. Social media posts on the brand's Instagram gives the impression on the brand by using product photos and lifestyle photos interchangeably. Figure 59 displays an example of the Instagram account for illipe by forestwise before the launch date. In addition to this, all captions refers to the announcement of the launch date.

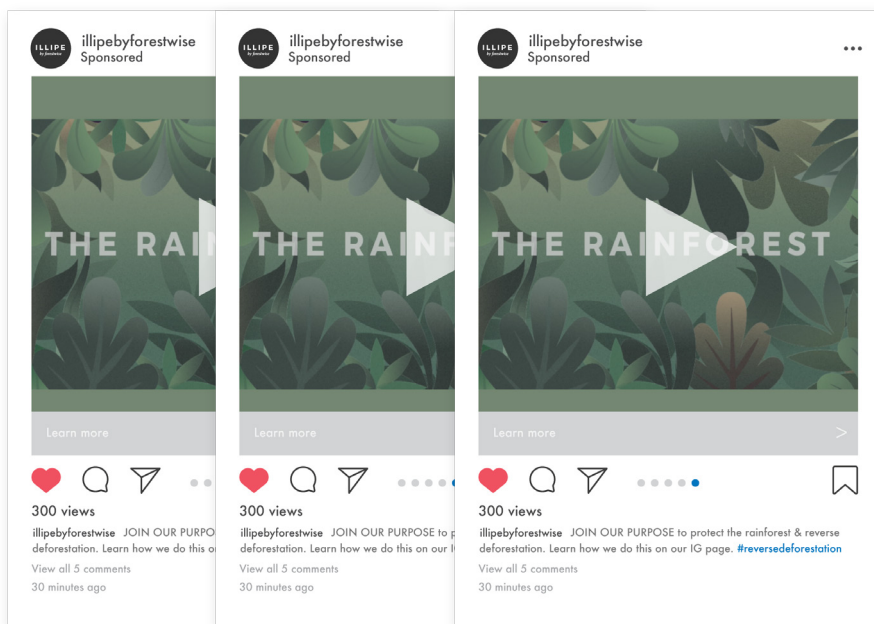


Fig 59. Sponsored post on Instagram with brand narrative animation

Launch day

The launch day is the day when influencers and selected media post their review on the product on their social media. It is also the day of launching the first product. Advertisements appear on social media such as Instagram, Facebook and Youtube.

Figure 60 and 61 depict sponsored posts on Instagram. Sponsored posts appear on people's Instagram that are following targeted influencers and hashtags. Figure 60 displays an sponsored post incorporating the brand narrative animation with the purpose for brand building. The call to action is the 'learn more' button directing the person to the main website of the brand. Figure 61 showcases a sponsored post incorporating the product packaging

concept. This post has the purpose for activating sales. A call to action to the webshop is visible.

Additionally, it is essential to keep track on the conversion rate on the webshop and the count of followers of social media. The results will be able to measure the effectiveness of the launch campaign in terms of the defined goals in the beginning of setting up the launch.

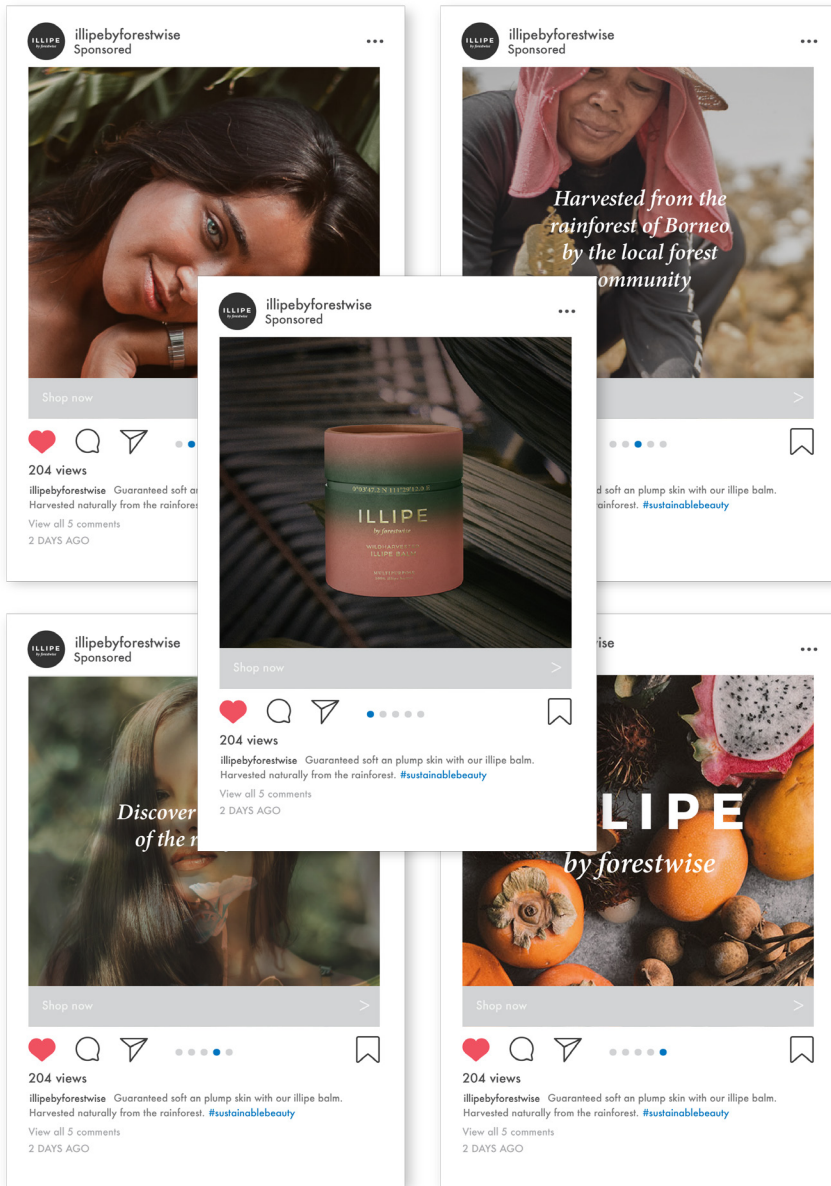


Fig 60. Sponsored post on Instagram example with call to action

5.4 Implementation of designs

This section presents the implementation of the Brand book, brand narrative animation and the brand touchpoints design. It talks about how the designs come together and how it is used. The aim for the designs is to get creatives inspired to develop brand touchpoints themselves.

5.4.1 Connecting the dots

The design briefs aim is achieved when all results of the design brief are put together. The aim was to inspire creatives to develop and kick-off the brand further.

All designs work together in a kick-off session of the brand, where creatives get to know the brand for the first time. Together with the company and creatives, the designs are explored.

5.4.2 Kick-off session

The set-up for the kick-off session is structured as follows:

Introduction of the brand

An introduction of the brand is made in the first part of the session. The purpose, vision, mission and brand values emerge.

The first part of the Brand book (Chapter #) can be used as guidelines on what to present. To set up the mood and to create a better understanding, the brand narrative animation is presented. Other video clips that are relevant can be presented as well. In addition to this, bringing the physical rainforest ingredient or product to the session helps to set the mood.

Guiding principles

Afterward, the guiding principles are

presented. Each guiding principle is presented and discussed separately. The visual representation for each guiding principle is displayed. If possible, a slideshow for each guiding principle while narrating, brings the guiding principle more to life.

The brand book

At this stage, the brand book is presented. Together with all participants in the session, the brand book is carefully browsed through. Questions are answered.

Brand touchpoint designs

To wrap up the session, examples of brand touchpoint designs are shown. The product packaging design concept and launch campaign concept are put into use. Additionally, examples from other brands are also welcomed.

Conclusion

Although each design can be used separately, the designs amplify each other to inspire creatives. The presented kick-off session is a suggestion for an effective implementation of the designs.

Kick-off session

Discussion tool to introduce the brand to brand practitioners & creatives.
Use the tool to start the discussion and get inspired.



Fig 61. Connecting the dots

5.5 Conclusion

This chapter concludes the application of the third phase of the theoretical framework to the case study. It gives answer to the third sub-question: “How does a new purpose-driven brand affect the consumers’ overall perception of brand authenticity?”.

The third phase of the framework is the translation of the brand strategy to brand touchpoints. The translation process is as followed:

- » *Cues from the guiding principles are extracted for developing the design language.*
- » *Brand touchpoints are designed using the design language and an interplay of B.A. attributes and driving factors.*
- » *Brand touchpoints’ cues are assessed on B.A. perception factors.*

Development design language

In a session with creatives, guiding principles are analyzed on associations and elements. Afterward, the brainstorm is categorized into the three types of cues (indexical, iconic and existential) to develop the design language. The creative session allowed creatives to interpret the guiding principles on their own and find commonalities in their interpretation that can be used for the design language, creating a comprehensive design language. Also, the session showed the balance between room for creativity and consistency (guidelines).

Development brand touchpoints

Using the set of visual guidelines (design language) and an interplay between B.A.

attributes and driving factors, brand touchpoints are developed. For the brand product packaging the B.A. attribute, exclusivity, with B.A. driving factor, ingredients, and B.A. attribute, commitment to quality with B.A. driving factor, method of production, are used for developing the concept (see fig 63.)

The launch campaign concept is to build brand awareness. The concept ‘discovering the beauty of the rainforest’ presents the exclusivity of the ingredients. It presents the same interplay of B.A.attributes and driving factors as the product packaging concept. The brand touchpoints are evaluated in *Chapter 6.3 Evaluation design*.

Assessment brand touchpoints

A brand is perceived through a (multiple) brand touchpoint(s), and its interplay between the touchpoints. This affects the consumers’ overall perception of brand authenticity. The overall brand authenticity perception is evaluated in *Chapter 6.3 Evaluation design*.

BRAND TOUCHPOINT DESIGN PROCESS

Discover the beauty of the rainforest

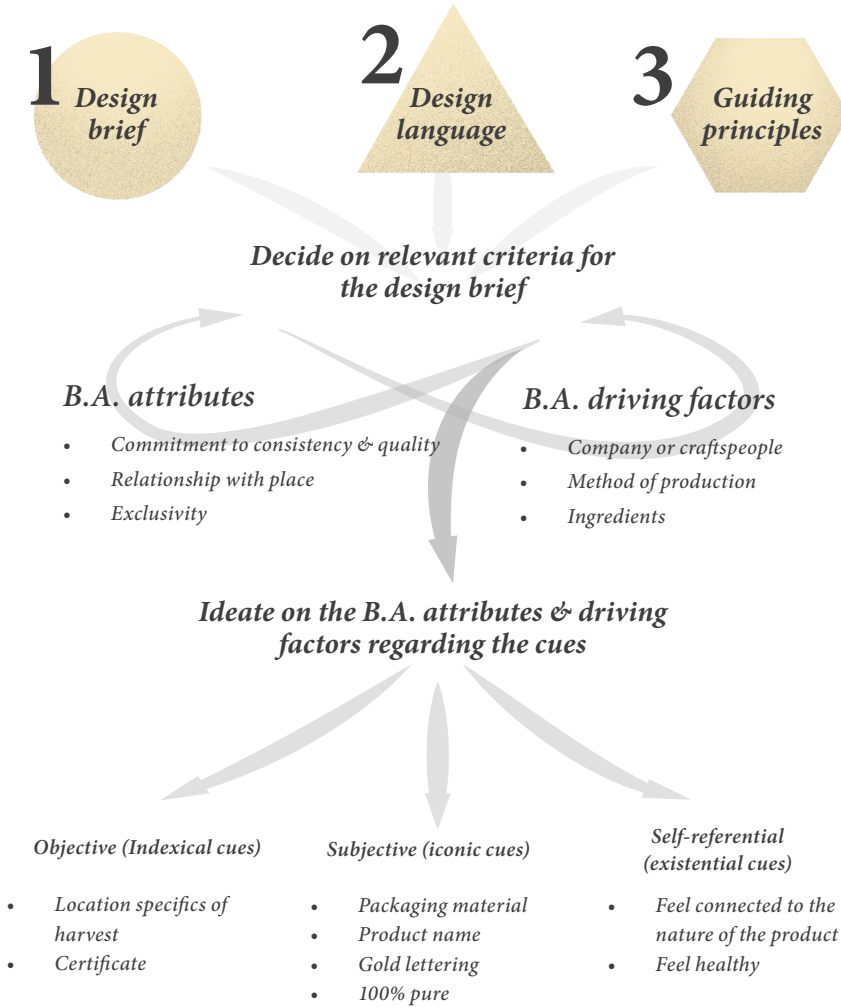


Fig 62.Brand touchpoint process (product packaging concept) visual

6.

Evaluation

This chapter describes the evaluation of the outcomes of the thesis. Based on the results and outcomes of the thesis, the defined research questions are evaluated and reflected upon by its feasibility, desirability and viability. In this chapter, the following topics are evaluated:

6.1 Evaluation Theoretical framework & Research questions

6.2 Evaluation Strategic direction

6.3 Evaluation Design (brand packaging and brand narrative animation)

6.1 Evaluation theoretical framework

This section addresses the evaluation of the theoretical framework that has been developed for this thesis (Chapter 2.1). The aim for the framework is to present guidelines for developing an authentic new purpose-driven brand.

The aim of the theoretical framework is evaluated through the application of the framework to the Forestwise case. The main user for the framework is a creative looking to develop a new purpose-driven brand. Throughout this thesis, the framework has been iterated on multiple times (see Appendix L).

Phase 1: Brand purpose

Key activities in this phase was doing proper analyses. Without internal sessions using design activities to uncover the personal ambitions and motivation, crafting authentic brand values were not possible.

Although guidelines have been set for defining the brand values using the B.A. perception factors. The effectiveness for this guideline is not completely certain. For the reason that brand values only come to fruition when the values are applied in the behavior. However, the guidelines provided authentic brand values for the guiding principles to work with.

Phase 2: Brand building

Strategic decisions are made in this phase. Most decisions have to be made from a strategic point of view that happened from gathering insights from the analyses.

Brand authenticity guidelines come in when

developing guiding principles. Similarly to phase 1, without certain activities and understanding about the industry, crafting authentic and effective guiding principles were not possible. B.A. mediating factors are used for guidelines to develop the guiding principles. Several iterations were needed to come up with guiding principles. The guidelines helped in checking if all aspects regarding brand authenticity were addressed. Especially, the ones deemed as most important for new purpose-driven brands.

Developing a brand proposition from the guiding principles was a step that in the beginning of my thesis I haven't thought of, but it is an essential step for bringing the brand to life. It is where a strategic eye is important. There were no brand authenticity guidelines set for crafting the brand proposition. All the more reason for the guiding principles to be crafted as authentic as possible.

Phase 3: Brand execution

This phase is where the guiding principles were put into use. This phase requires the user of the framework to use their creativity on applying the brand authenticity guidelines.

During my thesis, the decision has been made to test the guiding principles in

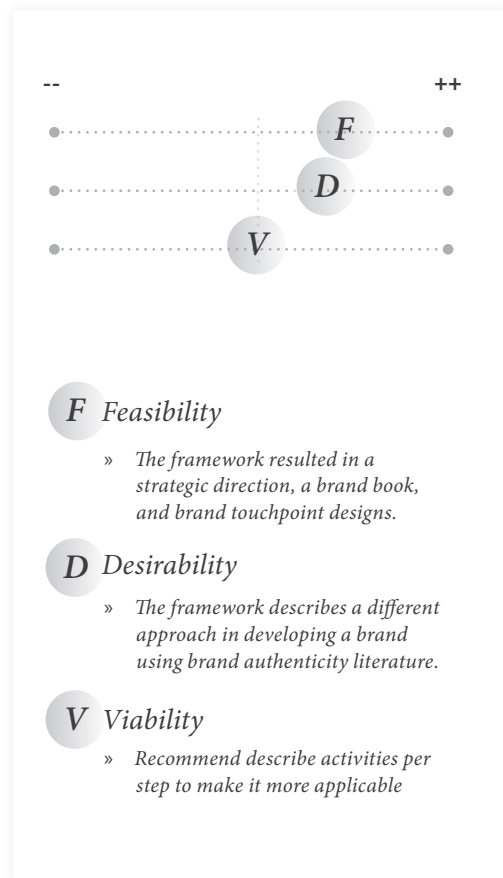
a session with creatives and uncover indexical, iconic and existential cues with they use to come up with ideas for brand touchpoint designs. This session allowed me to test the guiding principles and the effectiveness of using the cues. During the session, creatives were not able to design a full brand touchpoint due to time constraints. However, elements from the session were used to develop the brand touchpoints using the guidelines regarding B.A attributes and B.A. driving factors.

It was evident from the session that the creatives were 'too free to roam' their creativity with only using the guiding principles. Therefore, visual guidelines have been developed to create the consistency that were needed, resulting in a brand book.

Conclusion

The framework guided me through the process of brand development. Although, more elaboration on how to use certain guidelines in some phases are preferred, the framework provided me guidance. Nevertheless, the framework is only effective with knowledge about brand development and having a strategic mindset.

The framework managed to encompass literature from brand development, purpose-driven brand and brand authenticity. However, more case studies and iterations are needed for the framework to be fully effective.



6.2 Evaluation strategic direction

This section addresses the evaluation of the strategic direction that has been developed for this thesis (Chapter 4). The aim for strategic direction is to make strategic decisions with the insights from the analyses.

Brand name

In the interest for this thesis, a brand name has been suggested to be 'illipe by Forestwise'. In reality, more research need to be conducted (copyright reasons) before it can be implemented.

Guiding principles

The guiding principles have been iterated on with brand practitioners and academics several times. B.A. mediating factors were used as guidelines. In addition to this, the application of guiding principles have been tested and evaluated by creatives in a session. The evaluation of the guiding principles can be found in *Appendix L*. Recommendations that arise in the evaluation session have been implemented in current design.

Brand proposition

The brand proposition appeared during the mapping of competitors on the guiding principle positioning map. In the mapping, approximately ten direct competitors were mapped. To increase feasibility and confidence of the strategic direction, it is essential to map out more competitors.

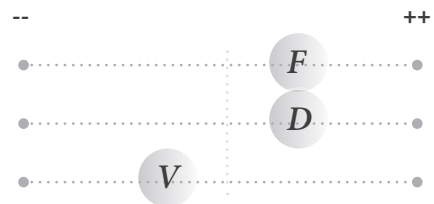
Roadmap

The roadmap presents an impression of the strategic decisions that were made in this thesis. The roadmap primarily presents the first steps in introducing the brand to

the market and setting up the foundation for measuring impact. However, the roadmap does not discuss the business model.

Conclusion

The strategic direction set up the foundation for developing the design brief and eventually guided the designs. Nevertheless, it is recommended to do further research to enhance decisions made and discuss decisions with brand practitioners. The strategic direction can be used to start the discussion.



F Feasibility

- » GPs heled creatives to develop brand touchpoints.

D Desirability

- » Strategy is based on analyses, therefore addressing stakeholders' values and needs.

V Viability

- » Evaluating strategy with brand practitioners/beauty experts is recommended.
- » Elaborate roadmap is necessary, business model

6.3 Evaluation design

This section addresses the evaluation on the design that has been developed for this thesis (Chapter 5). The aim for the design is to translate strategic direction into brand touchpoint designs.

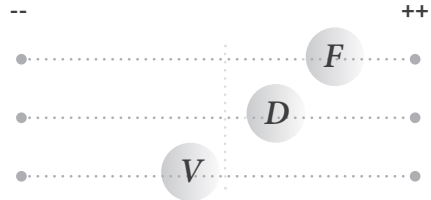
The Brand book

The aim for the brand book is to inspire and guide designers in designing brand touchpoints. As described in *Chapter 5*, the brand book is co-created with creatives during a creative session. Together with creatives, cues are extracted from the guiding principles. Recommendations during the session have been implemented in the final design. Results are then used for developing the visual guidelines in the brand book. However, due to time limitations in the thesis, the final design of the brand book has not been evaluated again. In future evaluation, the brand book needs to be evaluated on the level of freedom in creativity and consistency. It is recommended to do the evaluation with brand practitioners.

Brand narrative animation

This design concept is a result of two iterations. The first iteration is on the narrative of the storyboard. The second iteration is on the animation and the narrative combined. Each iteration is a result of evaluating the concept with three people. The evaluation is conducted online. The first person is someone with an understanding of the brand & company, the second person is a designer with experience on animation and the third person is someone without any knowledge about the project and has no design background. Remarks suggested alterations to the

THE BRAND BOOK



F Feasibility

- » Brand book has been used to develop brand touchpoints.

D Desirability

- » Brand book has been adjusted to creatives' recommendations, addressing their needs.

V Viability

- » Final design needs to be evaluated with brand practitioners on level of consistency.
- » Recommended to use other media to make brand book more engaging.

storyline which have been implemented in the final design. It is recommended to do a final evaluation with more people.

Brand touchpoint designs

Product packaging design

The location coordinates concept build the bridge for consumers to connect more with the rainforest. The packaging design is based on a standardized format to make the production costs as low as possible, which increases the feasibility. However, in order for the location coordinates to be feasible, data needs to be collected.

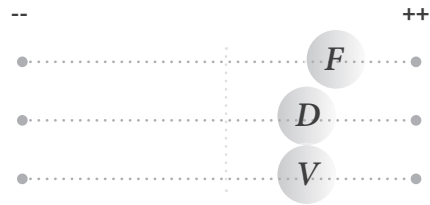
Launch campaign

The launch campaign concept is an online concept, which fits with consumers' values and needs. It requires to find brand ambassadors. Contacting the right people will make or break the launch campaign. It is recommended to acquire people with a beauty network/expertise in the team, to find the right people. Depending on the budget, an offline pre-launch activity can be designed, to increase awareness for the launch (e.g., pre-launch party with influencers)..

Conclusion

The designs have gone through several iterations. However, it is recommended to evaluate the final designs with brand practitioners and consumers in the future. As described in *Chapter 5.4 Implementation designs*, the designs help to start the discussion with brand practitioners and creatives and should be further elaborated in the future.

BRAND NARRATIVE ANIMATION



F Feasibility

» *Incorporated the vision of Forestwise.*

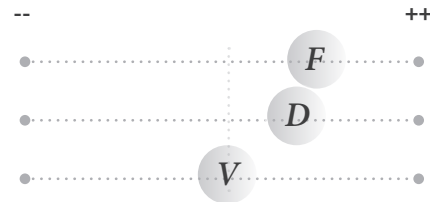
D Desirability

» *Animation can be spread through different platforms.*

V Viability

» *Can be developed into a series, with other ingredients.*

BRAND TOUCHPOINTS



F Feasibility

» *Standard packaging size/material, making it more affordable.*

» *Launch campaign is online, small budget.*

D Desirability

» *Location coordinates make consumer feel more connected.*

» *Launch campaign is online, which matches persona's values & needs.*

V Viability

» *Data for location coordinates need to be collected.*

» *Beauty network needed for launch campaign concept.*

» *Depending on budget, consider offline activation as well.*

7.

Discussion

This thesis proposes a strategic direction and guidelines for Forestwise in order to gain competitive advantage in the beauty industry by being authentic. To achieve this, a theoretical framework for 'building brand authenticity for new purpose-driven brands' have been designed and applied to Forestwise. In this chapter the following are discussed:

7.1 Implications

7.2 Limitations & recommendations

7.3 Conclusion

7.4 Personal reflection

7.1 Implications

This thesis explores a different approach in brand development for purpose-driven brands connecting brand authenticity with purpose-driven brands, and brand development literature. In this section, we look back to the main research question and discuss the contribution of this thesis to relevant topics.

Purpose-driven brands cope with a intention behaviour gap (Papaoikonomou et al., 2010; Iannuzzi, 2018) that originates from skepticism in the effectiveness of a purpose-driven approach (Portal et al., 2018; Wagner, 2018; Vos, 2018; Ritson, 2018). Brand authenticity perception can bridge this gap and build the relationship brand wants with consumers (Morhart et al., 2015; Napoli et al., 2014). This is not only evident in established brands, it is also evident in emerging brands. In particular emerging purpose-driven brands (*Chapter 2.2 Case studies*). There's a gap in literature regarding how to use brand authenticity knowledge in the early stages of brand development.

The thesis explores the gap by diving into literature, case studies and expert interviews. As a result, a theoretical framework is developed. To test the framework, a case study for Forestwise is build. Therefore, the research question for this thesis is defined accordingly (*Chapter 1.4 Research question*). The case study resulted in a strategic direction and a proposed brand identity used with brand authenticity guidelines. A theoretical framework with an application of the theory provides an answer to the main research question. However, the real value of the

results for the case study remains uncertain. For the reason, that more qualitative research with brand practitioners and consumers is needed to validate the results. In addition to this, more time will be required to measure the influence of brand authenticity perception. As a consequence, the value of the theoretical framework is uncertain as well. For this, more iterations on the framework is needed while doing multiple case studies using the framework. In addition to this, case studies will need to be tracked for a longer period, to measure the effectiveness of the framework.

Nevertheless, the thesis suggest a new approach in brand development, which contributes to the following domains; Brand authenticity, purpose-driven brand and brand development.

7.2 Recommendations & limitations

The section concludes the thesis with final recommendations for Forestwise. Furthermore, it discusses the limitations of the thesis.

Final recommendations

As mentioned before in *Chapter 6 Evaluation*, qualitative research needs to be conducted in the future to validate the strategic direction. In addition to this, results of the design brief also need to be evaluated internally and externally. Use the results to start the discussion with relevant stakeholders. A suggestion is to start the discussion internally with the team, and then externally with stakeholders. My final recommendations is to start small, be flexible and just do it. With all the resources of Forestwise, it is already possible to produce small batches of illipe skincare product. Along the way, learn more about your customers and adjust your product offerings accordingly.

for a delay in communication, which relates to time as well. Fortunately, mid-way of the graduation, a team member, located in Rotterdam, was able to support and increase the communication.

Limitations

A number of important limitations in this thesis need to be considered. The trajectory of the thesis lasts from February to August 2019. Time and timing is an important limitation to be considered. Due to this limitation, final evaluations of the results were not possible. Another important limitation is the distance (of location) between the company mentor and the graduatee during this period. In particular, in the beginning of the graduation. The graduation project took place in The Netherlands, whereas the company is located in Indonesia. This limitation caused

7.3 Conclusion

This section wraps up the thesis with final results for Forestwise and steps on what to do next with the results in an overview.

Results

1

Roadmap

A roadmap for the strategic direction for Forestwise is developed. The roadmap is a simple representation for the brand proposition on a timeline.

What's next?

Discuss the brand proposition using the roadmap with brand practitioners and beauty experts.

2

The Brand book

The first draft of the translation of brand strategy to brand identity. This book is to be used for further brand development.

Evaluate the brand book internally (is this what we want to look like?). Discuss the book with creatives and iterate on it.

3

Brand narrative animation

An animation to be used to distribute externally on different platforms. It explains the purpose and value of Forestwise. Furthermore, it is also applicable for other ingredients in the product portfolio of Forestwise.

Spread the animation across different platforms. At first, use animation to create awareness and find potential collaborators and partners.

4

Brand touchpoints designs

An example for the application of the brand book is developed.

Use the brand touchpoint designs as examples for product packaging during discussions.

7.4 Personal reflection

The final section is dedicated to my personal reflection on all my learnings throughout my graduation. I will look back to my learning goals defined at the beginning of the project and will share some thoughts about my experience.

Before starting on this journey, I promised myself to find a graduation assignment which was close to my heart. An assignment that lies close to my values as a strategic designer and close to my interests. The journey took off longer than expected, but in the end, the wait for the right assignment was worth it. I look back to my whole journey with content and no regrets. However, there are challenges to be faced in every enriching journey.

Challenges

As mentioned in *Chapter 7.2*, distance was a limitation during my thesis. However, it was also a challenge for me personally. This requires for me to be more autonomous and more effective in my communication with the company. The company gave me a lot of freedom in the assignment and gave me their trust in the decisions I made. This freedom however, forced me to trust my intuition more, which was at times a challenge as my lack of experience made me doubt myself sometimes. Lastly, I had to adjust my expectations of my deliverables. The focus was shifted from the mock-up of the concept being the 'highlight' to the 'strategy and brand book' being the 'highlight' of the thesis. After the greenlight meeting, I realized that that's where the value lies of this thesis. It is a shift in my mind that took some time to comprehend and adjust. Nevertheless, I managed to deliver the results stated in the solution space in the graduation project brief.

Learnings

In the beginning of my graduation, I set a few learning goals, I will each discuss them:

1. Involving the right key actors

During my thesis, I was lucky for people around supporting me. I was able to work with my former coach in branding, who helped me with brand development knowledge and connected me with the right people. I learned that involving people will help me to discover new directions I wouldn't have thought of. However, there's always room for improvement, as I would've liked to speak to more people to gain more knowledge.

2. Involving key actors from a distance

This was a challenge at times, as mentioned before. However, I learned how to be more autonomous and trust my instincts more. And use communicate when it is necessary.

3. Validating results with a M.V.P.

I managed to have several iterations on my designs by evaluating it with brand practitioners and creatives. However, I couldn't evaluate the final designs due to time limitations.

Overall, I wouldn't have wanted my graduation (process) gone any differently and I'm content with the results of it. I've learned so much more than this page allows me and I will always remember this experience.



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