Sanjo K200 Shoes
Value Proposition Audit & Recommendation

Consumer Behavior – 3rd Term 2012
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EXECUTIVE SUMMARY

This is a value proposition audit made to the Sanjo K200 tennis shoes, complemented with a set of suggestions aimed at increasing the value of the product from the consumer’s perspective.

Founded in 1948, Sanjo made its rebranded comeback to the market in 2009. Despite the investment in communication when the brand was re-launched, awareness remains low and the resulting attitudes of the inquired consumers towards the brand reflect its non-competitive situation.

The audit analyzes the main needs and usage occasions addressed by the product. With the support of an on-line questionnaire submitted to a random group of people and informal interviews, several insights are presented, namely regarding the beliefs and attitudes used to evaluate solutions for the identified needs and the product awareness. The different dimensions of the marketing mix are examined with focus on place – distribution and moment of purchase – and promotion – communication to the consumer.

The major insight from the value proposition assessment demonstrates that Sanjo K200 lacks an integrated communication strategy to efficiently create relevant touch points with consumers, not allowing the brand to properly monetize its investment.

This report identifies several possibilities to increase Sanjo’s K200 value proposition. Through a number of actions, Sanjo will address additional needs, increase the consumption rate and grow its number of customers, as well as extend the relationship with consumers beyond the moment of purchase.

The main actions include creating a more diverse and customizable product line, introducing seasonal product varieties, improving the positioning, and some elements of the marketing mix.

PRODUCT BACKGROUND

Sanjo’i was established in 1948 in S. João da Madeira and its sneakers were produced by “Chapelaria Nacional”. In fact, the name “Sanjo” comes from the Portuguese town’s name. Back then, Sanjo K100 sneakers targeted sports practitioners - the brand sponsored the local town’s basketball team - and workers in factories.

PRODUCT HISTORY

Because these were such comfortable sneakers, they soon started to be bought for a daily casual usage, due to features like comfort and durability. For decades, Sanjo was one of the leading sneakers’ brands in Portugal with both the K100 and K200 models, especially for young people. At a time where imports were scarce and expensive, mainly due to strong regulations and entry barriers to foreign companies, Sanjo’s sneakers were highly fashionable shoes available only for medium-high income consumers.

With the end of Estado Novo, competition arose in Portugal and Sanjo disappeared. Indeed, until 1975, the Portuguese government protected the national brands by blocking imports. Sanjo’s decline started in the 80’s when the company lost international market share and Nike and Reebok invaded the market.

In the 90’s, Sanjo’s patent and brand – vulcanized rubber – was bought in a State’s auction by €500,000 due to debts accumulated by the company. Today, the sneakers are produced mainly in India and Pakistan because vulcanized rubber for shoes is no longer produced in Portugal.

CURRENT STATUS OF BUSINESS

In 2009, Fersado, the current owner of Sanjo, did a rebranding and restyling of the sneakers and positioned them as a highly fashionable item, competing with All Star, Fred Perry, Nike, etc.

Although Sanjo’s sneakers are available in a number of stores across the country and online and they are cheaper than competitors, Sanjo’s sales are low. Between January and March, sales reached 30 000 euros. The survey conducted among potential consumers revealed low brand awareness and this can help explain the low figures and provide more than enough evidence that Sanjo needs to adopt a number of actions that will increase revenue.
VALUE PROPOSITION AUDIT

Bellow, a thorough analysis of the current value proposition by Sanjo K200 is made, using the information widely available to the public, some interviews and an on-line market research questionnaire sent to colleagues and friends.

The value increase propositions are summarized in the next section - Value Proposition recommendations.

NEEDS AND ACTIVITIES

The Sanjo K200 sneakers satisfy a Functional need for Safety – protect the feet while walking - and a Symbolic need of Affiliation - dressing style chosen as part of a group. Activities associated with the choice of a pair of sneakers include walking, either to the workplace or social events.

From memory recall and some insights provided by the survey conducted among colleagues and potential consumers, the only negative experience is the odour of the product after usage. This aspect can be improved, changing the quality of materials used.

BELIEFS AND ATTITUDES

An initial research consisting on informal interviews showed that, when Sanjo shoes are mentioned, the following associations come up: All Star, summer, weekend, cheap, young people, colour, 80’s and old. These interviews were also a way to identify the attributes considered by consumers when evaluating sneakers: brand, style, price, comfort, quality and personalization.

These insights were further explored by gathering information with an online survey. The importance of each attribute for the buying decision was measured and is summarized in the next table.

<table>
<thead>
<tr>
<th>Importance Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand</td>
</tr>
<tr>
<td>Style</td>
</tr>
<tr>
<td>Price</td>
</tr>
<tr>
<td>Comfort</td>
</tr>
<tr>
<td>Personalization</td>
</tr>
<tr>
<td>Quality</td>
</tr>
</tbody>
</table>

Scale from 1 to 7, where 1 stands for “Not important at all” and 7 for “Very important”

The consumer’s beliefs regarding these attributes for Sanjo and its direct competitors were also measured in the survey (survey/appendix 1 – question 4). The following graph shows it qualitatively.
The survey information together with the following multi attribute attitude model was used to estimate the consumer attitude toward each brand.

\[ A_{jk} = \sum \beta_{kj} I_{ki} \]

Where \( i \) identifies the attribute; \( j \) identifies the brand; \( k \) identifies the consumer; \( I_{ki} \) is the importance weight that consumer \( k \) gives to attribute \( i \); \( \beta_{kj} \) is the consumer \( k \) belief regarding the extent to which brand \( j \) possesses attribute \( i \); and \( A_{jk} \) is the attitude score of consumer \( k \) for brand \( j \).

The goal is to understand the average consumer beliefs and attitudes therefore average values were used. The importance factor corresponds to the inverse order of preferences – 5 the most important and 1 the less important. The next table summarizes the results obtained:

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Importance</th>
<th>Sanjo</th>
<th>Converse All Star</th>
<th>Vans</th>
<th>Diesel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comfort</td>
<td>5</td>
<td>2,98</td>
<td>4,5</td>
<td>4,33</td>
<td>5</td>
</tr>
<tr>
<td>Style</td>
<td>3</td>
<td>2,89</td>
<td>5,17</td>
<td>3,5</td>
<td>5</td>
</tr>
<tr>
<td>Quality</td>
<td>4</td>
<td>3</td>
<td>3,83</td>
<td>4,33</td>
<td>4,67</td>
</tr>
<tr>
<td>Price</td>
<td>2</td>
<td>3,39</td>
<td>4</td>
<td>4</td>
<td>4,17</td>
</tr>
<tr>
<td>Personalization</td>
<td>1</td>
<td>1,36</td>
<td>2,17</td>
<td>1,83</td>
<td>1,6</td>
</tr>
<tr>
<td><strong>Attitude score</strong></td>
<td></td>
<td><strong>36,93</strong></td>
<td><strong>55,5</strong></td>
<td><strong>51,3</strong></td>
<td><strong>60,28</strong></td>
</tr>
</tbody>
</table>

Results show that, on average, Sanjo is perceived as inferior to all its competitors in the five main attributes. Although Sanjo sneakers are less expensive, the consumer perception is about the relation between the price and product utility and, therefore, based on the survey, it can be inferred that Sanjo’s low price strategy is not being efficient. The resulting attitudes score reflect the non-competitive situation of Sanjo.

The consumer attitude towards Sanjo is of low elaboration but has persisted for decades. The existence of simultaneous positive and negative beliefs in the mind of individual consumers (e.g. low quality and stylish – survey/appendix 1 – question 11) denotes ambivalence in the consumer attitude and makes it more susceptible to be influenced by the word—of-mouth factor.

**MARKETING MIX**

**CONSUMERS**
Sanjo is targeted at price sensitive consumers, who value wearing a Portuguese brand and want practical and casual sneakers. Although there is an intention to broaden the consumer segment, Sanjo appeals primarily to consumers over 35 years old, who still remember the original version, calling on a certain nostalgia effect. It offers models in all sizes, so the Original Sanjo generation, now already parents or grandparents, can buy their kids the very same sneakers they used when they were young.

**PRICE**
Sanjo are much less expensive - €30/€45 - when compared to their direct competitors - Converse All Stars are €65/€80.

In the survey, price is the best – and single - point in favor of Sanjo. However, when asked what attributes they most value in a sneaker, people name price only in 4th place, after comfort, style and quality, in which Sanjo is not so well perceived.
**Promotion**

Between April and August 2010, Sanjo’s comeback to the market was accompanied by several press releases and TV coverage. It would have been the perfect timing to enter the market at full strength, with a strong value proposition and clever advertising, building brand awareness on top of the vintage redux. However, Sanjo didn’t take this opportunity. The power of nostalgia effect on the re-launch has now faded away. Up until now, its promotion efforts resulted in a feeble image, unclear value proposition, poor brand awareness (1.1% unaided awareness set), and barely any consideration (Sanjo comes up in 4th place, for sport usage and in 7th for daily usage).

Sanjo’s communication is everything but memorable. It hardly invests in advertising. It doesn’t have TV ads. But it deserved some press coverage, with print ads and articles on several magazines (eg. Time Out Lisboa). The consumer might also come across a few Sanjo banner ads on online shops.

Apparently, its biggest investment has been in product placement on TV series and in brand ambassadors, mainly people from TV and music. A miss-oriented investment, the celebrities used for its promotion grants Sanjo the spontaneous negative associations with "pirosos", "bimbos", "deselegantes" or "sem estiljo", 19% of the interviewees classify Sanjo’s sneakers as "feios". The company has plans to become more fashionable, maintaining still its original link to sports, namely to Futsal. One of the brand ambassadors is Arnaldo Pereira, captain of the of Futsal national team.

In terms of image, its advertising is very youthful-pop. Its slogan "Há um Sanjo para cada pé" fails to offer a clear value proposition, because when customers go to the shop, they cannot buy one Sanjo of each color.

On a positive note, at the shops, Sanjo’s packaging and point of sale display box design stand out [exhibits 3 and 4].

Sanjo is already present on the social networks, "The original Sanjo" facebook oficial page, hardly has any sort of activity, no promotions or contests. The "Sapatilhas Sanjo" fans page doesn’t have much movement either, last contest was launched in 2010.

Despite Sanjo’s consumer perception extracted from the survey, the brand in itself still has potential to fascinate the public. For instance, there are some interesting projects inspired by Sanjo, eg. "shoes your color" [exhibit 5], "72' Limited edition" [exhibit 6] and "Orango Sanjo" [exhibit 7].

**Place**

Presently, Sanjo is sold at a few multi-brand retailers and sports stores. It is also sold at the shop "A vida portuguesa", a shop of iconic retro-hip objects, portuguese brands. This endows the brand with a sort of nostalgic appeal.

Sanjo has an online shop in its website, a necessary presence, though its function is mainly to build brand awareness, as sales are primarily made offline. Only 10% of interviewees claim to shop for sneakers online. It offers free online shipping to Switzerland, which is interesting, being Switzerland the 3rd largest Portuguese emigrant community, with almost 279 thousand Portuguese living there.

Its short-time strategy contemplates the opening of three Sanjo stores in Portugal, and others abroad. According to the Administrator Paulo Fernandes, Sanjo's goal is to become an international brand. Sanjo shoes are already sold in France, Spain, Italy, England, Germany, Serbia and Croatia. They are present in Milan and Paris shoe trade fairs, and plan to further invest in new models, trendy styles and advertising.

**Transaction Process**

Different customers feel the need to buy sneakers with different frequencies depending on how much they are passionate about fashion and shopping. The survey indicates that the frequency of the need to buy sneakers ranges from less than one pair of sneakers per year to five sneakers per year. On average, respondents buy 1.6 pairs of sneakers per year.

Customers can find information about Sanjo’s sneakers online (on Sanjo’s website and facebook) or directly in shops. Buying sneakers does not require the same information search and evaluation as for instance buying a car and,
therefore, customers do not perform an intense information search. When searching information about sneakers, customers mainly look for available models and colors, style and price.

In order to create the consideration set, potential consumers use criteria based on positioning. Among different brands who provide different sneakers’ models for different uses, consumers select the most appropriate for the desired use. For instance, if a customer needs sneakers for weekends’ use, he or she will not choose sneakers for basketballs’ use.

After defining the consideration set, customers will evaluate the different options based on differentiation. Customers will look for unique value propositions that different competitors have to offer. Sanjo has many competitors operating in the Portuguese market such as Converse All Star, Vans, Puma, Tommy Hilfiger, Diesel, Nike and Adidas.

According to the survey, when choosing sneakers, the most important criteria for customers are comfort, style and price. Brand and customization are not priorities for surveyed customers.

When buying sneakers in a shop, at the purchase time, there are several influences that can lead the customer to reevaluate his/her choice. In a typical store where one can buy Sanjo’s sneakers, there are many other sneakers available. If, for any reason, other sneakers are more attractive - for instance because of style or price - customers can be led to reevaluate their choices. By creating own stores, Sanjo could significantly reduce the threat of these influences.

When buying Sanjo’s sneakers online, the threat of last minute influences is also lower, therefore this channel should be developed.

**After the Purchase**

When a Sanjo consumer is buying sneakers, he is buying a statement. He is saying he likes the design, but also the statement: fashionable item, vintage, cool, Portuguese.

These values and beliefs about the product should be activated in the consumer’s mind after the purchase. Actually, in fashion products, the beliefs about a brand almost always outlive the product itself. If this is achieved, repeat purchases increase, as well as brand activation and capture of new consumers, through word-of-mouth.

The information gathered under this audit context could not identify any move from the brand to establish long-term relationships with consumers.

**Company Key Success Factors**

When the original Sanjo shoes were launched back in 1948, the main competitive advantages were the manufacturing location in Portugal benefiting from government protection to potential entrance of foreign players, which translated into price, and a modern design, that appealed to style without losing their utility/work characteristics, important at the time.

Nowadays, with production facilities mainly located in Southeast Asia and product design and development in Portugal, the main Key Success Factors are the brand awareness among the Portuguese Generation X - those born between the early 60s and the 70s, for whom wearing Sanjo was an affirmation of personality, and the variety of models and colors - the new brand underwriting is “Sanjo, there’s one for every foot”.

Sanjo can take advantage of these two to fulfill the needs of Affiliation in the Portuguese market, capturing the nostalgia-prone generations, and the needs for Novelty and Uniqueness.

**Value Proposition Recommendations**

Based on Sanjo K200 value proposition reported, several actions were evaluated regarding their potential value contribution to the product. The proposed actions are intended to increase product value, and therefore, revenue and are organized in categories:

- Actions which address different needs, both to new and existing customers – by introducing a more diverse and customizable product line;
• Actions which will make the consumer feel the need more often – by introducing seasonal product variations;
• Actions which increase number of customers – by improving positioning and some elements of the marketing mix, and also by specifically creating more touch points with consumers.
• Actions which increase the identity and functional product values – by associating the product with ecological values and turning the package into a useful backpack.

**Positioning**

K200 will be positioned as highly customizable hang-out sneakers. The new slogan must translate this position in a direct and powerful manner.

Sanjo will offer a unique value proposition - the affordable customizable sneakers. The survey shows that consumers do not consider customization to be an important factor. But, in fact, the average Portuguese consumer is not even aware of that possibility. Sanjo’s competitors do not invest in communicating their customized product versions, which, anyway, are very expensive.

Affordable customization will be the core of Sanjo’s differentiation strategy, with high potential for word-of-mouth dissemination. Exploring this attribute will introduce a new belief to the brand: *uniqueness*.

**New Persona**

To better position the product and understand its potential touch points, a new SANJO K200 PERSONA was elaborated as shown below:

**Name:** Nuno Ribeiro  
**Occupation:** Product Manager, on a trendy company headquartered at LX Factory.  
**Studies:** Marketing and Advertising at IADE.  
**Residence:** Loft at Campo de Ourique, Lisbon.  
**Car:** He drives a black-red Mini Cooper.  
**Clothing:** He shops (abundantly but cheap) at Pull & Bear, H&M and Zara.  
**Music styles:** Indie pop and rock.  
**Activities:** On Friday evening, he likes to dine at The Decadent, Taberna Ideal or a cozy, fashionable small restaurant in Bairro Alto, and then hang out at Lux. During the weekends he goes down to the coast to do a bit of kite-surfing. He has an active Facebook and Instagram account to share its activities with colleagues and friends.  
**Favorite objects:** He has Starck’s Juicy Salif on display on his kitchen counter.  
**Gadgets:** iPhone, iPad, PlayStation 3  
**Magazines and newspapers:** Frame Magazine, Wired, ID, Jornal i, Marketeer, Time Out  
**Looks like:** Martinho Silva

**Product**

By introducing design variations on the K200 model, as proposed below, the product will better satisfy the Affiliation need, as well as the Hedonic need for Novelty. By creating the possibility of product customization, the customers will fill the need to be Unique. The propositions to increase the Value focus on the activities: work and hang out.

To increase the value for the customer, and addressing the belonging and uniqueness needs, Sanjo should create more canvas patterns for the K200 snickers. Besides introducing some fashion oriented patterns, it could also invite Portuguese artists to design, or associate their name, to a specific pattern or model to be produced as a limited edition, similar to the already existent Xutos & Pantapés line.

Another proposal to diversify the product line, is to allow the consumer to build its unique model as a combination of available options, such as canvas color, soles color, shoelaces color, among other possibilities such as differences within each pair.
Besides adding diversity to the product, these options should increase the number of units per customer which might buy limited editions according to its own preferences and different color combinations to match their clothing.

In order to take advantage of the global trend towards the environment and eco-friendly products, or “green” products, Sanjo could introduce the concept of “Zero Carbon Offset sneakers”. Available data point that the carbon footprint of producing a pair of tennis shoes vary between 10 and 30 Kg\textsuperscript{xxi}, and that the carbon offset of an in-house plant is about 10 Kg/year\textsuperscript{xxii}. Sanjo could offer its consumers the possibility to offset the carbon footprint of their shoes by adding to each pair a couple of plant seeds and a piece of dehydrated soil pellet. This way, the brand could be associated with environmentally friendly values with low investment and great transparency.

Another way to address the association with environmental values, is to create a recycling center to receive used tennis shoes and take clear ownership of the recycling process.

Sanjo should also create a new distinctive packaging, a backpack made of recyclable materials. This backpack has two purposes: it works as the packaging at the moment of purchase (functional need) and as brand activation item on later usage.

Finally, there is a high-value opportunity to expand the value proposition mainly associated with the hang out activity. To hang out, a typical consumer makes some effort to combine his or her clothes and accessories in a fashionable way and adapted to the context, social and physical, with the objective of having a good look. Being the sneakers part of the set of clothing plus accessories, there is an opportunity to introduce a complementary line of fashion accessories to offer the consumer good matches. Such a line could be made of items such as coloured shoe laces, socks, belts, scarfs, T-shirts, headphones, gadget covers, watches and specific cleaning products.

**PRICE**

Sanjo should maintain its price range, without calling attention to it, so it doesn’t sound cheap. There should be a different pricing strategy for customized versions and also for the “limited designer editions”. These versions could be slightly more expensive due to the perceived value of exclusivity. A conjoint analysis should be used for both cases to assess customers’ willingness to pay.

**PROMOTION**

The fashion industry follows the two collections per year cycle (Fall-Winter, Spring-Summer), sneakers are also seasonal products. In order to increase the frequency of customers’ need to buy the product, Sanjo needs to launch new models and patterns more often. One option could be to create different collections for different seasons, for instance summer collection versus winter collection. The summer collection could be made of light fabrics with vivid colors, as opposite to the winter collection with thicker and warmer fabrics and with darker colors (such as brown and black).

Sanjo’s major problem is failing in unaided recall, so the new campaign must be restructured to offer a clear value proposition and to guarantee it is effectively reaching its target audience. Sanjo should be re-launched with a big start-up pulse to create awareness, followed by a seasonal pulse campaign, which will create a great buzz for each new season collection. The objective of these campaigns is to call the consumer’s attention to the product and increase brand awareness.

Sanjo needs to be present at key purchase touch points, where consumers are open to influence. When buying sneakers people like to see what is trendy at the moment and what friends are wearing. Therefore, Sanjo should have press ads in Time Out (reinforcing the sneakers for going out position), 3 insertions in a row per season. In between campaigns, Sanjo should guarantee a regular level of media activity by creating momentum on Sanjo’s Facebook page, directing people to their website through Google Ads, reinforcing the brand with media banner ads on online shops and fashion magazines, monitoring references to the brand that appear online, encouraging brand advocates and promoting word-of-mouth marketing. Word of mouth can be promoted by investing in review articles on fashion forums and online magazines, and even by a member-get-member campaigns, for instance, “send a picture of you and your Sanjo, get your friend to register and vote, and the most voted picture get a free personalized pair”.

Sanjo’s website needs to be redesigned with a strong pop image, creating an immersive interactive experience, where people can browse the sneakers, read reviews and personalize their own model. To improve Sanjo’s rating in search engine results, its website should also be search engine optimized.

**THE MOMENT OF PURCHASE**

Sanjo also needs to improve customers’ experience at the moment of purchase. Sanjo should plan to be present in a higher number of stores and even create own stores in strategic locations such as Chiado, in Lisbon. In Sanjo’s stores, it is essential to create a unique experience for customers, making the store a destination where people enjoy going. Both the new communication strategy and the increase of distribution will contribute to place Sanjo more often in consumers’ consideration set. Own stores could be decorated with a mix of cosmopolitan style and ecologic elements showing the brand sensitivity to environmental issues.

In the stores, customers are able to try the different models always helped by the staff that will be given specific training, to better communicate the brand essence. Furthermore, own stores could be a place where customers could build and order their own sneakers by selecting fabric pattern and shoelaces.

**POST PURCHASE EXPERIENCE**

The idea is to create a post purchase experience that shapes customer’s opinion for every subsequent step in the consumer decision journey. Sanjo should aim at the active loyalists, those that not only stick with the brand but also recommend it. And, in the process, through brand activation strategies, get other consumers, the passive loyalists, on board. These are the ones that stay with a brand without being committed to it. Despite their claims of allegiance, they will switch to other brands if they like the other product’s features or attributes.

In order to create active loyalty and, thus, increase repeated sales, Sanjo has to reinforce its presence in more touch points from the moment the consumer leaves the store.

**TRACKING THE CONSUMER**

To track the consumer and enhance the post purchase experience, Sanjo should develop location-based mobile app, where users could “check in” a number of locations the Sanjo Persona usually hangs out. The check in’s will translate in promotions, invites to events from Sanjo and other activities of interest to the Sanjo Persona, special access to services and products that complement Sanjo’s offer.

Sanjo’s **sponsorship model** must be improved. Sanjo should sponsor a new set of ambassadors, just a few trendy and unique Portuguese celebrities from TV or music, with whom the target consumer identifies. The ambassadors would wear Sanjo sneakers in public social events and actively promote the Sanjo brand and identity, shaping consumer attitudes. Sanjo needs ambassadors that give credibility to the product, work for the brand in their daily lives and can deliver product placement in events and throughout social networks, whether it is Facebook, Twitter or Instagram. This is crucial to develop word-of-mouth, to tackle its awareness problem, and to raise the consumer perception.

One of Sanjo’s key success factors is its heritage; Sanjo should take advantage of that. For instance, in 1948, Sanjo sponsored S. João da Madeira’s basketball team. These people are now parents and Sanjo could sponsor the new generation kids through a contest communicated in schools.

Being a small company, Sanjo’s best option in what concerns brand activation and awareness is word of mouth and very targeted publicity. Sanjo should establish a partnership with urban magazines, such as Difel, N’Style or Timeout, to launch a monthly photo contest - the best picture wearing Sanjo’s wins a pair of Sanjo or an experience that replicates the beliefs and values of the brand.

In addition, when customers buy sneakers at Sanjo stores, they are given a discount voucher to offer to a friend. This customer reference will allow the company to assess consumer loyalty and brand recognition in its established client base and also increase it. A reward system for active loyalists would also promote word-of-mouth. For instance, a loyalty card with freebies: in the 2nd pair of Sneakers get free shoe laces, in the 10th Sanjo Sneakers get a free ticket to a concert.
EXHIBITS

Exhibit 1 - TV Ad “Young Cool Executive Wearing Red Sanjo” (class exercise)

SOUND: Alarm clock rings, quiet but animated lounge music.

SETTING: Trendy interior of a loft apartment, lots of bright morning light coming through the windows.

ACTION: Nuno wakes up late, jumps out of bed, quickly dresses up, flashes through the kitchen to grab a cup of coffee, and rushes through the urban traffic into work. Arriving to the office, he goes straight into the meeting room, where his boss, coworkers and clients stiffly await his arrival. As he goes in, one of his female colleagues gets a glimpse of his shoes and grins, the clients and his boss look in disapproval and shock. He looks down, see he is wearing Sanjo’s of mismatching colors and images of last night party immediately flash through his mind.

[Flashback]

SOUND: Changes to fast paced loud electronic music.

SETTING: Disco party, strobe lights.

ACTION: A crowd of young people dancing, no space, Nuno and the girl-friend very sensually engaged in dancing.

[Final cut to packshot with strong attention-grabbing catchphrase, like “Sanjo shoes, found your match yet?” or “Sanjo shoes, different rules apply”]

Exhibit 2 – Current Ambassador
Exhibit 3 – Packaging

Exhibit 4 - Point of sale display
Exhibit 5 - "Shoes your color"

Exhibit 6 - "72' Limited edition"
Exhibit 7 - "Orango Sanjo"

Consumer Behavior – Buying, Having and Being; Michael R. Solomon

See loja.sanjo.pt and exhibit #NNNN - loja online_precos.jpg

(Hoyer and Macinnis, page 123)

"Entrevista - Paulo Fernandes, Proprietário da marca Sanjo", AICEP, 2012-04-04


See survey.


See survey.


See survey.


The Sanjo persona helped structure the whole project around one single target and it also inspired the TV Ad class exercise (in appendix).

http://www.facebook.com/pages/Martinho-Silva/141473185883882


http://www.greenpacks.org/2008/10/30/japanese-firm-sells-co2-eating-carbon-offset-plants/