



Greater South Coast Food and Fibre Council - Focus Group Report

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INTRODUCTION & BACKGROUND

This report outlines the process and findings of focus groups facilitated by Meridian Agriculture on behalf of the Great South Coast Food and Fibre Council, as part of their marketing strategy for the Great South Coast Food and Fibre Council Strategy and Action Plan. Meridian Agriculture were contracted to facilitate workshops with producers and people working in agribusiness across the south west of Victoria. The findings will be utilised as key aspects for the region's future branding and promotional efforts, with the aim to attract both investment in agriculture across the south west and people to work in agriculture across the region.

PREPARATION AND FOCUS GROUP PROMOTION

Mike Stephens held several discussions with Great South Coast Food and Fibre Council CEO Antony Ford and Jane Young as well as marketer Karen Foster of o2 Media, to understand the aims and desired outcomes of the focus groups. The process defined the focus groups to be held, locations and proposed dates. Initially five workshops were proposed. After consideration, three workshops were penciled in for mid-December.

Ben Reeve held discussions with Karen Foster to discuss aims and outcomes of focus groups and how they will feed into the Great South Coast's marketing strategy. This defined the focus group's agenda, process and main activities.

Ben also proposed a change of dates from mid-December to early February with the notion that the target audience would be involved with harvest activities and pre-Christmas activities. The move to February was designed to facilitate a greater level of involvement after people had returned from holidays and started routine. The dates proposed were the 4th, 5th and 6th of February once school had returned. Three locations were agreed for holding the focus groups – Heywood, Mortlake and Cavendish – this choice was to ensure a broad range of agricultural enterprises were given the opportunity to be involved. The advert created for the workshops is found in Appendix 1.

The Great South Coast Food and Fibre Council provided a list of names of people who may be interested in participating. Meridian Agriculture added a number of names across all workshop locations for potential participants based on the desired target of 18-40 year olds, involved with agricultural on farm production, agri-service or agribusiness. A direct email was sent out to approximately 90 potential participants across the three locations. In addition, advertising was placed on both Twitter and Facebook in order to get in front of appropriate people as well via social media platforms.

The Facebook ad was shared on various private groups often titled "buy swap and sell". These groups often act as community notice boards in regional areas. The groups utilised are as follows:

- South West Vic Buy Sell Swap & Community info
- Farm Trading for South West Vic Aust
- South West Vic Farming Buy/Swap/Sell
- Hamilton Buy Swap and Sell
- Warrnambool Buy Swap & Sell

Mortlake Community Noticeboard VIC

Several advertisements were promoted via Facebook. Although attracting significant levels of engagement (likes, clicking on image, click through to detailed media release on Meridian website) yet initially a response to register was limited.

It was not until the week before the focus groups that a large number of participants registered. Although frustrating for planning purposes, this isn't abnormal for getting producers along to events.

The three locations received a varying response for registrations.

Heywood – 0 participants

No registrations were placed. It was decided the week before to cancel the focus group.

Mortlake - 14 participants

13 participants registered. 12 attended, with another two attending without prior registration.

Cavendish - 15 participants

15 participants registered. 14 attended, with another one attending without prior registration.

Each participant received a meal and drinks as a "thank you" for their involvement and participation in the focus group.

FOCUS GROUP AGENDA AND PROCESS

The focus groups were centered on a meal and casual conversation between participants. As most participants did not know each other beforehand, it was important to provide an atmosphere where they were comfortable sharing yet were able to provide valuable input in a respectful manner. The agenda for the workshop was as follows:

- Introduction, Welcome and thanks for participating.
- Ground Rules for participation (focused on respecting all opinions)
- A brief introduction to the Great South Coast Food and Fibre Council
- Understanding branding and what it means
- Branding Activities
- Where to from here?

Throughout the focus group session, participants were invited to share their concerns, challenges and opportunities they felt were present within the agriculture sector across south west Victoria. The facilitator took notes throughout on butcher's paper and shared these around the room for participants to reflect on, while also inviting them to add as

appropriate. In conversation, participants were able to share their own stories and experiences of living and working across south west Victoria, how they happened to be working in the region as well as ask questions of each other as to their experiences.

The participants were invited to help assist in prioritising areas of focus towards the end of the workshop and finally were invited to register their interest to be involved in future activities associated with the marketing campaigns for agriculture across the greater south coast.

BRANDING ACTIVITIES

In addition to information captured via discussions and interaction with each participant, the following four activities were delivered during the focus group to capture raw data.

Brand Personality: Voice, Style & Behaviour

An extensive list of descriptive words was provided to each participants, requesting that they use the list to describe the brand personality of agriculture in south west Victoria. The brand personality considers what the brand would look like, sound like and act like should they be a person. Participants considered the brand personality for both the current brand as well as what the brand should aspire to be.

Branding characteristics: Perceptions vs Reality

An activity with words describing the potential brand characteristics of agriculture in south west Victoria were defined on a continuum of opposing words (i.e. Masculine to Feminine or Friendly to Hostile). Individually, participants were requested to define both the perception and reality for each of the sets of words.

Brand Archetypes: Past, Present and Future

A series of 60 archetype images were used by participants in groups of six. The participants were asked to find the images that best represent agriculture in south west Victoria, in the past, present and future. The images are based on 12 commonly used branding archetypes, but provide participants with a greater depth of images that can describe the core essence, motivation, strengths, challenges, key words and colour/style/mood to use in branding messages. The archetypes are based on the work of Hartwell and Chen.¹

The following section provides a summary of the outcomes of each branding activity as well as core messages gained through conversations with individuals and the groups at large.

¹ Hartwell, Margaret, P., and Chen, Joshua, C. Archetypes in Branding: A Toolkit for Creatives and Strategists. Adams Media: Avon: MA., 2012.

FOCUS GROUP PARTICIPANTS

Due to the nature of the registration process, the control of focus group participant characteristics was somewhat limited. There were interested parties who upon discussing the purpose of the focus groups, decided they were not likely to attend. This was mainly due to their age and although they were still encouraged to attend, did not.

The foundational characteristics of each focus group:

Estimated age	Mortlake	Cavendish	Combined
Up to 25	0	1 (7%)	1 (3.5%)
26-30	4 (29%	2 (13%)	6 (21%)
31-35	5 (35%)	2 (13%)	7 (24%)
36-40	2 (14%)	6 (40%)	8 (27%)
41-45	3 (22%)	3 (20%)	6 (21%)
45+	`O ´	1 (7%)	1 (3.5%)
Industry Occupation			
Producer	11 (79%)	9 (60%)	20 (69%)
Ag Service	3 (21%)*	3 (20%)	6 (21%)
Agribusiness	0	3 (20%)*	3 (10%)
			*Are also producer
Industry	Agronomy	Beef	
	Prime Lamb	Lamb & Wool	
	Cattle	Dairy	
	Cropping	Genetics (dairy)	
	Dairy	Cropping	
	Hay		
	Egg		
Relationship to SW Vic	Mortlake	Cavendish	Combined
Always been in SW Vic	5 (35%)	6 (40%)	11 (38%)
Came back to SW Vic	2 (15%)	3 (20%)	5 (17%)
	Note: Both came	All came back from	
	back from nursing and university studies	engineering, building and farming	
	·	All moved back for	
		family reasons	
Moved to SW Vic	7 (50%)	6 (40%)	13 (45%)
	Note: Two married into the area		
Total Participants	14	15	29

OUTCOMES FROM BRANDING ACTIVITIES

Brand Personality: Voice, Style & Behaviour

The following is a summary of present and aspirational words used to describe the brand of Agriculture in south west Victoria. In addition, each image displays the full range of words utilised and size indicates the repetitive use of each for the particular attribute. The raw data for both focus groups can be found in Appendix 2, outlining the full list of words used by participants.

VOICE

58 different words were used to describe the CURRENT VOICE of the brand. The most common words were: Quiet (9 times), Confident (8), Comforting (7), Country (7), & Traditional (6).



Figure 1: Current Voice

59 different words were used to describe the ASPIRATIONAL VOICE of the brand. The most common words were: Honest (9 times), Friendly (8), Confident (8), Inspirational (7) & Modern (7).



Figure 2: Aspirational Voice

STYLE

62 different words were used to describe the CURRENT STYLE of the brand. The most common words were: Country (12 times), Natural (12), Rustic (10), Traditional (9), with Timeless, Premium, & Conservative (each 7 times).



Figure 3: Current Style

66 different words were used to describe the ASPIRATIONAL STYLE of the brand. The most common words were: Premium (10 times), Current (8), Cutting Edge (8), Health Conscious (7), & Clean (7).



Figure 4: Aspirational Style

BEHAVIOUR

58 different words were used to describe the CURRENT BEHAVIOUR of the brand. The most common words were: Community Minded (12 times), Exclusive (11), Friendly (9), Charitable (8), along with Adventurous and Approachable (both 7 times).



Figure 5: Current Behaviour

57 different words were used to describe the ASPIRATIONAL BEHAVIOUR of the brand. The most common words were: Eco Friendly (10 times), Cutting Edge (9), Community Minded (9), Adventurous (9), Professional (9), and Visionary (9).



Figure 6: Aspirational Behaviour

Branding Characteristics: Perceptions vs Reality

Table 1 defines a list of brand characteristics that were described as both the dominant perception and reality of Agriculture in South West Victoria.

Dominant			
Perception	Reality		
Masculine	Masculine		
Simple	Intricate		
Grey	Colourful		
Conservative	Conservative		
Authoritative	Authoritative		
Luxury	Luxury		
Serious	Fun		
Professional	Professional		
Classic	Modern		
Elegant	Elegant		
Safe	Safe		
Cool	Cool		
Relevant	Relevant		
Friendly	Friendly		
Helpful	Helpful		
Gracious	Gracious		
Sincere	Sincere		
Unsociable	Unsociable		
Unified	Disjointed		
Clever	Clever		
Resourceful	Resourceful		
Capable	Capable		
Sensible	Sensible		
Focused	Focused		
thoughtful	thoughtful		

Dominant			
Perception	Reality		
passionate	passionate		
Hard-working	Hard-working		
As expected	Surprising		
Bold	Bold		
Showy/Proud	Showy/Proud		
prudent	prudent		
Loyal	Loyal		
Steadfast	Steadfast		
Spirited	Spirited		
Accountable	Accountable		
Conscientious	Conscientious		
Sensible	Sensible		
Supportive	Supportive		
Mature	Mature		
Calm	Calm		
Leader	Leader		
Hard	Gentle		
Loyal	Loyal		
Healthy	Healthy		
Timid	Adventurous		
Quiet	Quiet		
Old	Old		
Straight	Straight		
Glamorous	Glamorous		
Hopeful	Hopeful		

Table 1: Complete list of brand characteristics, dominant perceived and real attributes

Although most perceptions were also deemed the reality, there were key characteristics that differed in perception to reality as displayed in Table 2. These key differences may be used to communicate the reality versus the common perceptions.

INSTEAD OF:	AG IN SOUTH WEST VIC IS IN	COMMENT:
	REALITY:	
Simple	Intricate	Positive reality
Serious	Run	Positive reality
Classic	Modern	Positive reality
Unified	Disjointed	Negative reality
As expected	Surprising	Positive reality
Hard	Gentle	Positive reality
Timid	Adventurous	Positive reality

Table 2: Characteristics with a different perception and reality

Some key characteristics had a dramatic increase in rating from a dominant perception to dominant reality. These characteristics are outlined in Table 3 and could be deemed as the realist foundational characteristics defining agriculture in south west Victoria. As they are all positive in nature, but under promoted, they may appropriate for reaffirming an internal audience but also defining for the external audience.

Table 3: Brand characteristics where the reality is more significant than their perception

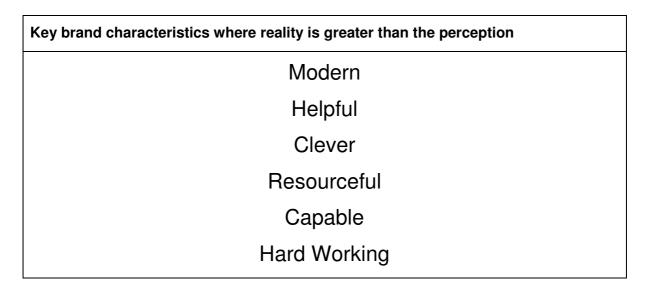


Table 3: Brand characteristics where the reality is more significant than their perception

A complete list of the average rankings of each perceived an actual reality is outlined in Appendix 3.

Brand Archetypes: Past, Present and Future

Participants were asked to consider 60 different images to best describe agriculture in south west Victoria's past present and future. Participants were asked to finalise no more than six for each group, with images not limited to one time period. Images are used to describe the brand personality and also assist in defining aspects of imagery for future promotional based brands.

A decision to gain an insight into the past was made to assist in providing context for images and the brand personality. This may be deemed useful for reflection or building on previous campaigns or provide imagery, branding attributes that haven't; been capitalised on previously, and/or context for traits to avoid. The following were the top selections across four participating groups. Tables 1-3 provide summarise of each archetype directly taken from Hartwell and Chen.²

PAST







Archetype	Strengths	Challenges	Description
Explorer	Independence. Bravery. Freedom. Self-Sufficiency. Nonconformity.	Self-indulgence. Aimlessness. Alienation.	The Explorer is motivated by a powerful craving for new experiences. Greatly valuing autonomy, the Explore has a core desire to be free of the establishment but not necessarily to have to challenge it. The archetype is willing to do just about anything to avoid boredom and entrapment, even if it means taking great risks. The Explorer is known to push boundaries and delight in unexpected discoveries, embracing a "no limit" philosophy.

² Hartwell and Chen, 2012.

Pioneer	Passion for trailblazing and taking initiative. Innovation. Enthusiasm and drive.	Not finishing what's been started. Compulsion for something new. Burnout. Over performance.	The Pioneer is a groundbreaker able to courageously leave behind the known for the promise of what might be. This archetype likes to be first – the first to market or the first to discover a new technology, concept or art form. Characterised by innovation, the Pioneer creates the path rather than looks for it. The Pioneer possesses a potent zest for life, exuding energy, faith and creative potential.
Sovereign	Rank. Tradition. Benevolence. Assumed authority. Inherited responsibility. Nobility. Stability.	Entitlement. Dictatorship. Self-service. Greed. Figurehead status. Irrelevance.	Possessing an aura of organisation and order, the Sovereign is a model of proper behaviour while exuding an untouchable quality of privilege and royalty. Under constant public scrutiny, the Sovereign is controlled, watchful, measured and cautious with words and deeds. Connected with tradition and status, the Sovereign is an archetype of dignity, benevolence and serenity.

Table 4: Archetypes describing agriculture in south west Victoria in the past.

PRESENT



Archetype	Strengths	Challenges	Description
Entrepreneur	Confidence to be led by a vision. Talent for innovation. High tolerance for ambiguity and complexity. Skill as a self-starter.	Addiction to adrenaline. Lack of follow-through. Inclination to be all about the chase.	The Entrepreneur dreams up ideas and commits to turn them into reality. Known as an idea generator, the Entrepreneur is typically achievement oriented. This archetype presents as ambitious, self-assured and decisive, with string desires to compete, obtain information and differentiate from the crowd. Behaviours stem from an "outside-in" perspective that seeks opportunities that can be satisfied, improved or leveraged. The Entrepreneur does not take direction well, is fiercely independent and has been called "Type A" because of its adrenaline addiction.
Scientist	Logic. Focus. Flashes of brilliance. Dedication and commitment. Curiosity about reality.	Tendency to miss the forest for the trees or be distracted by one's own thoughts. Naïveté about the rest of the world. Inability to recognize the fatal flaw.	With thought predicated on witnessing rather than believing, the Scientist is driven by a selfness desire to work for the greater good. As a source of change, the Scientist can improvise novel approaches to life's puzzles and mysteries. This archetype is passionate about exploring and gaining a comprehensive understanding of nature and her mysteries. The Scientist is focused on taking things apart [rather than putting things together] and [has a] theoretical focus.

Table 5: Archetypes describing agriculture in south west Victoria in the present

FUTURE



Archetype	Strengths	Challenges	Description
Networker	Talent for creating communities and connections. Outgoing personality. Empathy. Conversational skill. Social flexibility.	Tendency to be disingenuous, to see people as leverage or to use people for personal benefit. Manipulation. Gossip.	The Networker creates communities of collaborative peers for the mutual benefit of the collective. Finding commonalities between people, the Networker is motivated to expand its sphere of influence by forging alliances and making connections within disparate groups of people. This archetype demonstrates an intuitive emotional sensitivity to the needs of other people. Sometimes seen as a social butterfly, the Networker is generally good at putting people at ease, telling stories and making friends.
Magician	Ability to dream enormous dreams. Mysterious powers of perception. Awe-inspiring intuition and cleverness. Charisma. Highly evolved perspective.	Manipulation. Trickery. Hubris.	Known to be dynamic, influential, charismatic and clever, the archetype is able to view the world through many different lenses. Driven to understand the fundamental laws of the universe in order to make dreams into reality. The Magician connects to experiences of synchronicity, flow and oneness, with a curiosity about the hidden workings of the universe. Using ritual and forces from above and beyond, the Magician manifests ideas into reality. Able to accomplish magic from the inside out, the magician gets results outside of the ordinary rules of

			life.
Visionary	Perception. Enlightened perspective. Illumination. Ability to offer insight for the greater good.	Temptation to trade or sell one's gift for gain or profit, or to shift vision to please or control.	The Visionary is a brilliant strategist and can imagine possibilities that reach beyond the scope of any one individual life to benefit all of society. Characterised by great imagination, insight and boldness, this archetype thinks in systems and can synthesize multiple data [points. Somewhat paradoxically, the Visionary can be remarkably humble, acknowledging the gift of foresight as given rather than owned. The Visionary has the wisdom to imagine the promise and potential on behalf of the greater good.

Table 6: Archetypes describing agriculture in south west Victoria in the future

FOCUS GROUP BUTCHERS PAPER NOTES AND PRIORITIES

	Mortlake	Cavendish
Opportunities	Close proximity to the capital city Close proximity to other towns/cities Personal safety "I feel safe in SW Vic" Clean green image	The diversity of enterprises across the regions Cheaper housing Solar availability Centrally located for lifestyle (beaches, city, mountains, lakes and rivers) Community focus – sharing more information with each other. Starting to happen in younger generations. Good options available for business logistics (not tied to one ag service provider) and can shop around. Great access to education for families. Power generation opportunities on farm
Challenges	Cliquey in both social and professional circles Clear divide and no communication or networking between enterprises. i.e. sheep/crop and dairy Exclusive social networks Established networks and tight knit communities make it hard to integrate, even into social settings like sporting clubs. "There is almost a class system in place that limits opportunities if you don't have the right last name" Negative attitudes towards their industry's performance (Especially evident in dairy) Climate change "A real issue we	Expanding businesses (with limited land and associated costs) Employment Issues – Finding good staff Ag education options limited Difficult getting the opportunity to gain further experience from others who won't give you a chance. Enterprises not linking/working together. Costs of power and internet "Every man for themselves"

		,
	really don't want to talk about" (Shared privately after the group had left)	attitude Cliquey
	Activism/Extremism on animal welfare issues/ the social license to farm: "I would open up my farm for people to see what we do, but I'm weary of the risks of being open"	Input costs
Unique features of SW Vic	Reliability of climate means generally more productive Smaller scale intensive farming	Proximity to coast/ great lifestyle options Not community driven
	systems	•
	Great diversity of enterprises	"City people think we are friendly, other country people think we are hostile"
	Personal safety in the region.	Going through generational change, resulting in:
		 More intentional business focus Moving on from the generational families (known last names) This is "Opening up opportunities for anyone to get involved, which is good"
Key words to describe the	Progressive	Diverse
future	Sustainable	Reliable
	Predictable/Stable	Individual
	Unique	
	Encouraging education	
	Encouraging innovation	
	Local produce sourced locally	
	Consumer focused	
	Expanding opportunities and production	
	Innovative	
<u> </u>	<u> </u>	1

Notes from general discussions

Would like to see a provincial SW Vic branded produce. Key words to describe are:

- High quality
- Reliable
- Competitive
- Local and community driven

In contrast, considered other regions (like the Riverina, Wimmera and Gippsland) as:

- Easy going socially
- Transient in nature, people come and go
- Charitable and supportive
- Community Minded

Would like to see strong leadership and a figurehead to drive a South West Victorian brand: "We need someone who has the time to stand up and represent us" Ag in SW Vic is perceived as:

Traditional

Blue Blood/ Geelong Grammar/ Cats supporters

Exclusive

Successful

Wealthy

Snobby

"Everyone wears moleskins, collars up, pearls, pale pink lippy and RM Williams boots"

Comfortable

Educated

Stable/Reliable with defined concentrated regions for each enterprise

Plenty of rain = Easier farming "There is plenty of feed" (A lie)

Historically has seen generational hand downs, meaning lower financial pressure. "This is changing though, which is a good thing".

In contrast, considered other regions (like the Riverina, Wimmera and Gippsland) as:

- Inclusive
- Harsh (seasonal conditions)
- Gippsland described as Business Minded due to business people running farms with a cohesive brand

REFLECTIONS

- Uniformity across focus groups was evident. The characteristics of participants don't differ considerably enough to warrant individual group analysis.
- The feedback received was also reasonably universal.
- The groups does not provide comprehensive representation of all enterprises across south west Victoria and is limited to the small range of participants. However, the information presented is useful for developing branding that could be tested on a greater range of businesses, enterprises and industry participants.
- The majority of feedback is not production focused, but instead reflective of the experience of living in south west Victoria and working in agriculture. This social perspective provides an insight to true essence of the brand that needs to be communicated if any branding is to be viewed as credible.
- The perceptions made will need to be tested with people living and working outside the area.
- Although some opinions and key words may appear negative, the group participants were keen to ensure any brand, representative of their industry and region, is positive and reflective of an industry they believe has many positives and a bright future.
- All participants spoke of the changing nature of agriculture in south west Victoria.
 They see younger business owners becoming more prominent, solid collaborative
 efforts via intentional community efforts and progressive farming techniques being
 present in the future.

Names of participants who would be keen to assist with future marketing efforts have been collected and will be provided separate from this report.

APPENDICES

APPENDIX 1 Advert

Young ag professionals – We want your opinion!









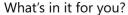


We want to hear from YOU on what makes agriculture in south west Victoria a great place to work and also how it can be improved.

We invite you to one of the following forums

Monday 4 Feb 2019 Tuesday 5 Feb 2019 Wednesday 6 Feb 2019 Heywood Hotel, HeywoodMac's Hotel, MortlakeBunyip Hotel, Cavendish

* All forums are from 5:30pm - 8pm with dinner and drinks provided.



- An opportunity to share your experience, opinions, joys and frustrations
- The ability to get involved in promoting ag across the region
- Ensure government knows what is required to assist the industry
- Dinner and drinks provided.

Great South Coast Food and Fibre Action Plan

Spaces are limited, so register your interest now by calling facilitators Meridian Agriculture on **5341 6100** or **info@meridian-ag.com.au**

APPENDIX 2 Brand Personality lists

VOICE (COMBINED DATA)			
T T		ASPIRE	
COUNT	CHARACTERISTICS	COUNT	CHARACTERISTICS
9	Quiet	9	Honest
8	Confident	8	Friendly
7	Comforting	8	Confident
7	Understated	7	Inspirational
7	Country	7	Modern
6	Traditional	6	Thought Leader
5	Conservative	6	Loud
5	Wise	6	Fun
5	Heart Felt	5	Authentic
4	Smart	5	Trendy
4	Honest	5	Professional
4	Elite	5	Empowering
4	Friendly	4	Humorous
3	Slang	4	Natural
3	Selective	4	Smart
3	Loud	4	Diplomatic
3	Authentic	4	Eco Friendly
3	Bold	4	Community Minded
3	Classic	4	Bold
3	Green	4	Clever
2	Visionary	4	Coaching
2	Worldly	4	Energetic
2	Simple	4	Charitable
2	Outdoorsy	3	Heart Felt
2	Patriotic	3	Visionary
2	Premium	3	Wise
2	Masculine	3	Witty
2	Minimal	3	Approachable
2	Academic	3	Casual
2	Conscientious	3	Clean
2	Fun	2	Original
2	Formal	2	Premium
2	Natural	2	Sleek
2	Diplomatic	2	Comforting
2	Eco Friendly	2	Quirky
2	Casual	2	Responsive
1	Cool	2	Formal
1	Cutting Edge	2	Academic

1	Elegant	2	Country
1	Energetic	2	Green
1	Feminine	2	Health Conscious
1	Candid	1	Adventurous
1	Approachable	1	Aggressive
1	Community Minded	1	Candid
1	Charitable	1	Classic
1	Chill	1	Conscientious
1	Clean	1	Cool
1	Clever	1	Current
1	Health Conscious	1	Cutting Edge
1	Inspirational	1	Defiant
1	Modern	1	Elite
1	Original	1	Exclusive
1	Professional	1	Feminine
1	Responsive	1	Open
1	Sarcastic	1	Simple
1	Trendy	1	Slang
1	Sexy	1	Source Local
		1	Traditional
		1	Worldly

STYLE (COMBINED DATA)			
	CURRENT		ASPIRE
COUNT	CHARACTERISTICS	COUNT	CHARACTERISTICS
12	Country	10	Premium
12	Natural	8	Current
10	Rustic	8	Cutting Edge
9	Traditional	7	Health Conscious
7	Timeless	7	Clean
7	Conservative	6	Clever
7	Premium	6	Smart
6	Outdoorsy	6	Visionary
6	Casual	6	Modern
6	Green	6	Natural
6	Classic	6	Elite
5	Clean	6	Green
5	Academic	6	Confident
5	Original	6	Approachable
5	Authentic	6	Eco Friendly
4	Confident	5	Empowering
4	Elite	5	Energetic

4	Simple	5	Authentic
3	Formal	5	Simple
3	Modern	5	Country
3	Responsive	5	Community Minded
3	Selective	4	Outdoorsy
3	Smart	4	Bold
3	Source Local	4	Professional
3	Visionary	4	Source Local
3	Worldly	4	Worldly
3	Clever	3	Thought Leader
3	Community Minded	3	Elegant
3	Defiant	3	Adventurous
3	Eco Friendly	3	Casual
2	Candid	3	Conscientious
2	Chill	3	Friendly
2	Cutting Edge	3	Trendy
2	Exclusive	2	Academic
2	Fun	2	Candid
2	Health Conscious	2	Charitable
2	Heart Felt	2	Chill
2	Hip	2	Comforting
2	Liberal	2	Diplomatic
2	Masculine	2	Feminine
2	Minimal	2	Fun
2	Professional	2	Honest
2	Quiet	2	Rustic
2	Quirky	2	Selective
2	Understated	2	Timeless
1	Approachable	2	Traditional
1	Current	2	Wise
1	Elegant	2	Witty
1	Empowering	1	Aggressive
1	Energetic	1	Coaching
1	Friendly	1	Defiant
1	High Touch	1	Eclectic
1	Honest	1	Ethical
1	Humorous	1	Formal
1	Mysterious	1	Hip
1	Preppy	1	Humorous
1	Resilient	1	Inspirational
1	Retro	1	Loud
1	Urban	1	Masculine
1	Wise	1	Original

1	Witty	1	Patriotic
		1	Quirky
		1	Responsive
		1	Sexy
		1	Understated
		1	Urban

BEHAVIOUR (COMBINED DATA)			
	CURRENT	ASPIRE	
COUNT	CHARACTERISTICS	COUNT	CHARACTERISTICS
12	Community Minded	10	Eco Friendly
11	Exclusive	9	Cutting Edge
9	Friendly	9	Community Minded
8	Charitable	9	Adventurous
7	Adventurous	9	Professional
7	Approachable	9	Visionary
6	Honest	8	Approachable
6	Outdoorsy	8	Responsive
5	Classic	8	Thought Leader
5	Conservative	7	Source Local
5	Traditional	6	Energetic
4	Bold	6	Fun
4	Casual	6	Honest
4	Confident	5	Confident
4	Conscientious	5	Friendly
4	Energetic	4	Charitable
4	Elite	4	Authentic
4	Fun	4	Clean
4	Modern	4	Inspirational
4	Professional	4	Wise
4	Source Local	3	Smart
3	Selective	3	Diplomatic
3	Simple	3	Bold
3	Timeless	3	Clever
3	Liberal	3	Conscientious
3	Clever	3	Worldly
3	Defiant	3	Green
2	Diplomatic	3	Health Conscious
2	Aggressive	2	Academic
2	Authentic	2	Aggressive
2	Clean	2	Defiant
2	Coaching	2	Elite

2	Cutting Edge	2	Empowering
2	Empowering	2	Exclusive
2	Formal	2	Feminine
2	Health Conscious	2	Heart Felt
2	Loud	2	Outdoorsy
2	Patriotic	2	Patriotic
2	Quiet	2	Selective
2	Thought Leader	2	Trendy
2	Understated	2	Witty
1	Comforting	1	Casual
1	Country	1	Chill
1	Eco Friendly	1	Coaching
1	Elegant	1	Comforting
1	Green	1	Conservative
1	Heart Felt	1	Current
1	Humorous	1	Elegant
1	Inspirational	1	Liberal
1	Masculine	1	Modern
1	Mysterious	1	Natural
1	Natural	1	Quiet
1	Original	1	Sexy
1	Premium	1	Timeless
1	Responsive	1	Traditional
1	Slang	1	Understated
1	Smart	1	Urban
1	Wise		

	MORTLAKE			
	CURRENT			
VOICE	STYLE	BEHAVIOUR		
Patriotic	Selective	Elite		
Classic	Traditional	Bold		
Country	Conservative	Loud		
Elegant	Confident	Aggressive		
Premium	Clean	Simple		
Green	Outdoorsy	Exclusive		
Natural	HighTouch	Loud		
Friendly	Defiant	CommunityMinded		
Smart	Timeless	Comforting		
Conservative	Casual	Outdoorsy		
Honest	Fun	Patriotic		
Traditional	Authentic	Charitable		
Country	Original	Approachable		
CommunityMinded	CuttingEdge	Liberal		
Diplomatic	Green	Casual		
Minimal	Clean	Approachable		
Fun	Classic	Coaching		

Eilite Visionary Conservative Adventurous Formal Permitty Affinded Thought Leader Conselectious			
Hearf-Elt CommunityMinded ThoughtLeader Conscientious	Elite	Visionary	Conservative
Current Outdoorsy Confident Authentic Empowering Confloring Commoning Common	Formal	Premium	Adventurous
Current Outdoorsy Confident Authentic Empowering Confloring Commoning Common	HeartFelt	CommunityMinded	ThoughtLeader
Dutdoorsy			
Confident Authentic Elegant Exclusive Comforting Natural Energetic CommunityMinded Exclusive Energetic CommunityMinded Energetic Coulet Energetic Casual Friendly Energetic Ener			
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Traditional Selective Selective Selective Somart Conservative Conservative Casual Casual Worldy Patriotic Patrioti			
EcoFriendly	Elite	EcoFriendly	Modern
Smart	Traditional	Selective	Selective
Smart	EcoFriendly	Smart	Conservative
Casual Worldly Patriotic Citassic SourceLocal Friendly Formal Professional Energelic Eille CutingEdge Casual Loud Rustic Formal Sexy Clever Selective Comforing Country Exclusive HeartFelt Exclusive Liberal Responsive Liberal Charitable Wise Academic CuttingEdge Friendly Responsive Exclusive Solective Simple Adventurous Worldly Conservative Outdoorsy Cool Mysterious Modern Worldly Conservative Outdoorsy Bold Confident Country Bold Confident Country Conservative Green CommunityMinded Smart Humorous Fun Fun Responsive Clever Conident Clever CommunityMinded		Academic	Quiet
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Traditional Energetic CommunityMinded Confident Ouiet Natural HeartFelt Premium Premium Premium Premium Natural HeartFelt Premium Prem	Conservative	Responsive	Clever
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Conservative Bold			
		Conservative	Bold

Worldly Simple Academic HealthConscious EcoFriendly Classic CommunityMinded Timeless Selective Worldly Understated Responsive Friendly Outdoorsy Formal Shill	Green Friendly CommunityMinded SourceLocal Approachable Traditional
Outdoorsy	
Shill	
Premium Timeless	
Conservative	
Masculine Outdoorsy	
Defiant	

MORTLAKE			
ASPIRE			
VOICE	STYLE	BEHAVIOUR	
Sleek	CuttingEdge	Clean	
Formal	Trendy	Wise	
Empowering	Current	Charitable	
Coaching	Friendly	Exclusive	
Honest	Premium	Energetic	
Loud	Community Minded	Visionary	
Honest	EcoFriendly	Fun	
Cool	Smart	Coaching	
Authentic	Feminine	Inspirational	
Worldly	Current	ThoughtLeader	
Friendly	Diplomatic	Quiet	
Charitable	Wise	Approachable	
Modern	Sexy	Professional	
Casual	Empowering	SourceLocal	
Adventurous	Original	Responsive	
Sleek	Health Conscious	EcoFriendly	
Fun	Understated	Trendy	
Clean	Visionary	Smart	
Green	Academic	Charitable	
EcoFriendly	Comforting	Smart	
Original	Clever	Honest	
Authentic	Confident	Community Minded	
Fun	CuttingEdge	Elegant	
Confident	Visionary	Urban	
Inspirational	Modern	Patriotic	

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Transla	Premium	Acadamia
Trendy		Academic
Community Minded	Clean	Professional
Friendly	Natural	CuttingEdge
Smart	Authentic	Approachable
Wise	Energetic	Visionary
Trendy	Visionary	HeartFelt
Modern	ThoughtLeader	Inspirational
Confident	Masculine	ThoughtLeader
Humorous	Feminine	Energetic
Responsive	Casual	Diplomatic
Current	Eclectic	CuttingEdge
EcoFriendly	Quirky	Fun
Traditional	Current	Confident
Simple	Bold	Professional
Professional	Empowering	Friendly
Bold	Premium	Approachable
ThoughtLeader	Natural	Energetic
Community Minded	Clean	Wise
Friendly	Confident	Honest
Smart	Health Conscious	Approachable
Wise	Conscientious	Visionary
Trendy	Current	HeartFelt
Modern	Energetic	Inspirational
Confident	Charitable	ThoughtLeader
Humorous	Authentic	Energetic
Responsive	Outdoorsy	Diplomatic
Clever	Elegant	Professional
Honest	Simple	EcoFriendly
Casual	Worldly	Adventurous
	Professional	Exclusive
	Inspirational	Casual
	Defiant	Worldly
	Community Minded	·
	Smart	
	CuttingEdge	
	Clever	
	EcoFriendly	
	Health Conscious	
	Community Minded	
	Green	
	Charitable	
	Authentic	
	Outdoorsy	
	Elegant	
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Simple	
Worldly	
Professional	
Responsive	
Simple	
Current	
SourceLocal	
Outdoorsy	
Approachable	
Energetic	
Selective	

CAVENDISH					
CURRENT					
VOICE	STYLE	BEHAVIOUR			
Slang	Classic	Fun			
Current	Country	Outdoorsy			
Traditional	Casual	Adventurous			
Classic	Traditional	CommunityMinded			
Natural	Urban	Friendly			
Conservative	Rustic	Honest			
HeartFelt	Timeless	Quiet			
Understated	Rustic	Exclusive			
Academic	Elite	Modern			
Confident	Current	Conservative			
Quiet	Formal	Authentic			
Conscientious	Traditional	CommunityMinded			
Comforting	Rustic	Casual			
Clever	Country	Friendly			
Authentic	Hip	Approachable			
Chill	Smart	EcoFriendly			
Confident	Preppy	Honest			
Health Conscious	Elite	Traditional			
Minimal	Rustic	SourceLocal			
Understated	Natural	Charitable			
Quiet	Premium	Simple			
Wise	Masculine	Classic			
Comforting	Candid	Exclusive			
Trendy	Timeless	Elite			
Conservative	Conservative	CommunityMinded			
Masculine	Confident	Formal			
Selective	Classic	HealthConscious			
HeartFelt	Hip	Traditional			

Wise	Rustic	Approachable		
Quiet	Casual	Diplomatic		
Understated	Country	Timeless		
Elite	Minimal	Conscientious		
Visionary	Elite	Outdoorsy		
Outdoorsy	Community Minded	Exclusive		
Academic	Original	Charitable		
Modern	Natural	CommunityMinded		
Comforting	Classic	Adventurous		
Quiet	Traditional	Understated		
Understated	Country	Confident		
Quiet	Original	Diplomatic		
HeartFelt	Conservative	Charitable		
Confident	Simple	Friendly		
Wise	Understated	Clean		
Selective	Natural	Professional		
Green	Original	Classic		
Simple	Country	Conservative		
Premium	Clean	Clever		
Conservative	Defiant	Conservative		
Comforting	Authentic	Defiant		
Confident	Chill	Honest		
Bold	Retro	Bold		
Charitable	Rustic	Adventurous		
Honest	SourceLocal	Understated		
Smart	Premium	Original		
Quiet	Natural	Casual		
Worldly	Country	Charitable		
Understated	Rustic	Exclusive		
Simple	Country	Natural		
Conscientious	Clean	Authentic		
Slang	Traditional	CommunityMinded		
Masculine	Quiet	Mysterious		
Feminine	Academic	Professional		
Visionary	HeartFelt	Friendly		
Confident	Outdoorsy	Conscientious		
Professional	Modern	Energetic		
Patriotic	SourceLocal	Exclusive		
Sarcastic	Elite	Honest		
EcoFriendly	Premium	SourceLocal		
	Clever	Friendly		
	Modern	Timeless		
	Resilient	Empowering		
	Quirky	Conscientious		

Smart	Charitable
Authentic	Inspirational
Liberal	Humorous
Natural	Traditional
Premium	Friendly
Quiet	Outdoorsy
Academic	Adventurous
Casual	Responsive
Natural	CommunityMinded
Rustic	Aggressive
Conservative	SourceLocal
Wise	Modern
Green	Bold
Honest	Energetic
HeartFelt	Fun
Country	Approachable
Minimal	
Candid	

CAVENDISH					
ASPIRE					
VOICE	STYLE	BEHAVIOUR			
Professional	Candid	Comforting			
Clever	Premium	CuttingEdge			
Energetic	Confident	HealthConscious			
Bold	Elegant	Defiant			
Authentic	Selective	Aggressive			
Charitable	Modern	Honest			
ThoughtLeader	Elite	Energetic			
Loud	Clever	Timeless			
Slang	Premium	Friendly			
Coaching	CuttingEdge	Witty			
Friendly	Visionary	Natural			
Fun	Elite	Trendy			
Academic	Confident	Empowering			
Inspirational	Ethical	Approachable			
Professional	Green	Feminine			
HeartFelt	SourceLocal	Honest			
Approachable	Loud	Smart			
Candid	Traditional	Confident			
Honest	Urban	Approachable			
Elite	Rustic	Authentic			
Confident	Health Conscious	Clean			

Louid	Casual	Wise		
Loud				
Energetic	Current	CommunityMinded		
Defiant	Premium	Adventurous		
Coaching	Modern	Outdoorsy		
Clean	Clean	Responsive		
Visionary	Elite	Clever		
Friendly	Bold	Professional		
Open	Honest	Conservative		
Health Conscious	Approachable	EcoFriendly		
Comforting	Natural	Authentic		
Authentic	CuttingEdge	Responsive		
Friendly	Professional	Conscientious		
Approachable	Natural	Visionary		
Honest	Country	CommunityMinded		
Smart	SourceLocal	ThoughtLeader		
Confident	Chill	CuttingEdge		
Witty	Timeless	Fun		
Feminine	Casual	Clever		
Bold	Candid	Responsive		
Natural	Simple	Clever		
Inspirational	Rustic	EcoFriendly		
Humorous	Fun	Charitable		
Confident	Clean	Liberal		
ThoughtLeader	Simple	Academic		
Energetic	Country	Professional		
Witty	Empowering	Current		
ThoughtLeader	Fun	CommunityMinded		
Charitable	Adventurous	Visionary		
CuttingEdge	EcoFriendly	ThoughtLeader		
Diplomatic	Diplomatic	CommunityMinded		
Inspirational	Comforting	Selective		
Humorous	Traditional	Responsive		
Professional	Timeless	Visionary		
Witty	Approachable	Professional		
Conscientious	SourceLocal	Wise		
Modern	Country	SourceLocal		
SourceLocal	Worldly	Understated		
Premium	Health Conscious	Approachable		
Visionary	Visionary	Sexy		
ThoughtLeader	Energetic	Modern		
Diplomatic	Friendly	Responsive		
Inspirational	Honest	Elite		
Formal	Current	Fun		
Loud	Premium	Patriotic		

Exclusive	CuttingEdge	Clean		
Diplomatic	Modern	Traditional		
Original	Clean	Adventurous		
EcoFriendly	Community Minded	Confident		
Health Conscious	Authentic	EcoFriendly		
Academic	Health Conscious	Elite		
Inspirational	Worldly	Elite Bold		
HeartFelt	Clever	Aggressive		
Community Minded	Coaching	Confident		
Friendly	Elite	Honest		
Charitable	Bold	Adventurous		
Honest	Green	Friendly		
Loud	Hip	Fun		
Empowering	Clean	Chill		
Inspirational	Chill	Adventurous		
Authentic	Humorous	CuttingEdge		
Clever	Trendy	EcoFriendly		
Visionary	Empowering	Empowering		
Smart	Smart	Authentic		
	Modern	Visionary		
	Premium	Adventurous		
	Confident	CuttingEdge		
	CuttingEdge	Conscientious		
	Clever	Green		
	ThoughtLeader	Professional		
	Premium	Bold		
	Energetic	SourceLocal		
	Community Minded	Outdoorsy		
	Natural	EcoFriendly		
	Modern	ThoughtLeader		
		Adventurous		
	Fun			
		EcoFriendly		
		Worldly		

APPENDIX 3 Brand Characteristics Data Summary

Brand Characteristics with average perception and reality rankings.

Yellow: A positive increase in the ranking of reality over perception.

Blue: Key traits identified with the highest positive differential of reality over perception.

Trait left			Trait Right				
	Perception	Reality	Diff		Perception	Reality	Diff
Masculine	2.04310345	1.017241379	-1.02586	Feminine	0.12068966	0.155172414	0.034483
Simple	1.69827586	0.706896552	-0.99138	Intricate	0.63793103	1.103448276	0.465517
Grey	1.17241379	0.293103448	-0.87931	Colourful	0.5862069	0.948275862	0.362069
Conservative	2.21551724	1.163793103	-1.05172	Extravagant	0.29310345	0.603448276	0.310345
Approachable	0.8362069	0.405172414	-0.43103	Authoritative	1.37068966	1.232758621	0.137931
Necessity	0.48275862	0.706896552	0.224138	Luxury	1.72413793	0.948275862	0.775862
Fun	0.81034483	1.181034483	0.37069	Serious	1.15517241	0.844827586	0.310345
Professional	1.12068966	1.534482759	0.413793	Casual	0.86206897	0.5	0.362069
Modern	0.24137931	1.327586207	1.086207	Classic	2.43965517	0.896551724	1.543103
Sporty	0.75862069	0.706896552	-0.05172	Elegant	0.80172414	0.775862069	0.025862
Extreme	0.34482759	0.448275862	0.103448	Safe	2.15517241	2.103448276	0.051724
Cool	0.95689655	1.534482759	0.577586	Unfashionable	0.79310345	0.396551724	0.396552
Relevant	1.62931034	2.49137931	0.862069	Irrelevant	0.70689655	0.068965517	- 0.637931
Friendly	0.94827586	1.396551724	0.448276	Hostile	0.63793103	0.672413793	0.034483
Helpful	1.10344828	2.232758621	1.12931	Useless	0.51724138	0.068965517	0.448276
Gracious	1.12068966	1.75862069	0.637931	Rude	0.96551724	0.155172414	0.810345
Sincere	1.44827586	1.965517241	0.517241	Insincere	0.46551724	0.275862069	0.189655
Collaborative	0.69827586	0.853448276	0.155172	Unsociable	0.87931034	0.896551724	0.017241
Unified	1.36206897	0.896551724	-0.46552	Disjointed	0.85344828	1.017241379	0.163793
Clever	1.02586207	2.594827586	1.568966	Clumsy	0.67241379	0.086206897	0.586207
Resourceful	1.10344828	2.655172414	1.551724	Unimaginative	0.60344828	0.275862069	0.327586
Capable	1.68103448	2.905172414	1.224138	Inept	0.25862069	0.103448276	0.155172
Sensible	2.14655172	2.672413793	0.525862	Impractical	0.31034483	0.034482759	-

							0.275862
							-
Focused	1.54310345	2.284482759	0.741379	Indecisive	0.34482759	0.181034483	0.163793
thoughtful	1.43103448	1.568965517	0.137931	Superficial	1.18103448	0.560344828	-0.62069
passionate	1.82758621	2.439655172	0.612069	Apathetic	0.49137931	0.155172414	0.336207
Hard-working	0.92241379	2.698275862	1.775862	Lazy	0.9137931	0.137931034	- 0.775862
Surprising	0.34482759	1.120689655	0.775862	As expected	2.13793103	0.887931034	-1.25
Bold	1.01724138	1.810344828	0.793103	Cowardly	0.52586207	0.224137931	0.301724
Modest	0.20689655	1.034482759	0.827586	Showy/Proud	1.73275862	1.379310345	0.353448
prudent	1.65517241	1.906896552	0.251724	Reckless	0.36206897	0.017241379	- 0.344828
Loyal	2.15517241	2.672413793	0.517241	Disloyal	0.01724138	0.017241379	0
Steadfast	1.86206897	1.655172414	-0.2069	Wavering	0.17241379	0.155172414	0.017241
Spirited	0.87931034	1.275862069	0.396552	Lacklustre	0.39655172	0.310344828	0.086207
				Held			-
Accountable	1	1.362068966	0.362069	responsible	0.6637931	0.337931034	0.325862
Conscientious	1.35344828	2.060344828	0.706897	Careless	0.4137931	0.189655172	- 0.224138
Sensible	1.64655172	1.939655172	0.293103	Foolish	0.39655172	0.017241379	-0.37931
Supportive	0.85344828	1.775862069	0.922414	Unhelpful	0.75862069	0.206896552	- 0.551724
Mature	2.27586207	2.120689655	-0.15517	Immature	2.12068966	0.086206897	2.034483
Calm	1.87931034	1.448275862	-0.43103	Agitated	0.36206897	0.362068966	0
Leader	1.44827586	1.50862069	0.060345	Follower	0.82758621	0.344827586	- 0.482759
Gentle	0.25862069	0.810344828	0.551724	Hard	1.43965517	0.560344828	-0.87931
							-
Rebellious	0.34482759	0.353448276	0.008621	Loyal	2.13793103	1.801724138	0.336207
Healthy	1.77586207	1.724137931	-0.05172	Sick	0.18965517	0.344827586	0.155172
Adventurous	0.51724138 1.26724138	1.206896552	0.689655 0.008621	Timid	1.18965517	0.318965517	-0.87069
Quiet	1.20/24138	1.275862069	0.008621	Loud	0.61206897	0.748965517	0.136897
Youthful	0	0.672413793	0.672414	Old	2.75862069	1.568965517	1.189655
Quirky	0.15517241	0.172413793	0.017241	Straight	2.43103448	2.017241379	0.413793
Glamorous	1.18103448	1	-0.18103	Boring	1.06896552	0.775862069	0.293103
Hopeful	1.32413793	2.086206897	0.762069	Hopeless	0.43103448	0.017241379	- 0.413793

