“The Cranberry Source”
“The philosophy behind Core Communications is simple - take a group of specialists in the fields of strategy, consumer research, account planning, media planning, branding, public relations, online, and creative and put them to work for you.”

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# Report

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Executive Summary

Ocean Spray remains the dominant brand within the cranberry juice drinks market and enjoys strong brand awareness amongst its target market. However, increased competition has resulted in a drop in market share particularly for its flagship product, the classic.

Core Communications addresses this situation head on through in-depth market and consumer analysis to identify the real problem facing Ocean Spray. The report identifies that the brand is characterised by an imbalance of functional over emotional benefits, suggesting that these alone have not been sufficient to justify its premium position.

Consequently, the brand heritage is employed as the basis for developing emotive qualities associated with authenticity, as the key driver for Ocean Spray to develop a sustainable competitive advantage within a growing yet highly competitive market.

With an allocated two million budget, the media strategy is focused on maximising reach amongst the target audience with exposure targeted close to the point of purchase. Highly visual media are employed, albeit supported by a year long radio campaign.

‘The Cranberry Source’ is the creative embodiment of the strategy aimed at evoking the authentic qualities of the brand.
The Market
The market has experienced growth over the last five years and is expected to grow further in the future (see table below). This creates an opportune time for Ocean Spray to conduct a marketing campaign to seize this growing market.

The Fruit Juice and Juice Drinks Market in Figures

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>2004</th>
<th>% Change</th>
</tr>
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<tbody>
<tr>
<td>Market Value (£)</td>
<td>£1,68bn</td>
<td>£2,32bn</td>
<td>28%</td>
</tr>
<tr>
<td>Volume Sales</td>
<td>1,699</td>
<td>2,147</td>
<td>21%</td>
</tr>
<tr>
<td>million litres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average price (£ per litre)</td>
<td>1</td>
<td>1.08</td>
<td>8%</td>
</tr>
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</table>

(source Mintel 2004)

Orange juice continues to be the UK’s favourite juice flavour with a strong association with breakfast. Tropicana remains the largest brand in sales volume, although the orange segment has witnessed a decline as new exotic flavours such as mango and papaya have been introduced. This has also affected the demand for cranberry juice as the perception of cranberry as an exotic fruit has been diminished.

Cranberry juice is characterised by a distinctively dry and less sweet taste than other flavours and enjoys popularity amongst adults, in contrast to younger consumers who prefer sweeter alternatives. Consequently, although families are at the key life stage for juice drinks (Mintel 2004), cranberry juice does not appear to be as dependent on the presence of children for consumption.

The ‘Classic’ version remains Ocean Spray’s strongest product in sales volume and is the highest priced product within the ambient market. However, it has experienced a steep drop in sales (9.3%) over the last 3 years. This has been assisted by the threat posed by cheaper private label products marked by shelf space preference in leading off-trade distribution points (ASDA, TESCO and Sainsbury’s). Their low price and frequent price promotions remain their core competitive advantage and has contributed to a decrease in Ocean Spray’s sales.

Whilst consumers are aware of the health benefits of cranberry juice, this is not exclusive to Ocean Spray and cannot be considered as a sustainable competitive advantage on which to base strategy.

It is recognised that Ocean Spray is not operating on a level playing field and
marketing communications cannot negatively portray private label brands.

However, private label brands continue to be perceived as commodities with distinct functional properties, and do not enjoy the connotation Ocean Spray has with Cranberry juice. Moreover, although the brief explains that Ocean Spray is the only branded product in the market, research has shown otherwise and it competes with brands such as Tropicana, Del Monte, Innocent and Grove Farm. All offer premium priced alternatives to Ocean Spray’s core target market via the same distribution channels.

For Ocean Spray to regain lapsed users as well as broaden its appeal in the juice drinks market, then the proposed strategy must consider both private label cranberry juice drinks as well as branded premium juice drinks from other flavour defined segments.
Consumer Insight
Consumer insight was gathered using a number of research techniques (self-completion questionnaires, in-depth interviews, blind taste tests and observations), which elicited the following attitudinal and behavioural findings:

**Strong Brand Awareness and Association**
Characterised by a direct association with cranberries, Ocean Spray enjoys strong brand awareness amongst its target audiences and remains the dominant brand within the cranberry juice drinks market. This is tied to Ocean Spray’s wide and innovative range of cranberry based juice products (blended, white, and light variants).

**Low Temporal Association**
In contrast to orange juice, cranberry juice is not associated with a particular meal time, and consumption remains highest during the summer and Christmas months.

**Mature Women Prefer the Taste of Cranberry Juice**
Research corroborates Mintel’s (2004) findings that older female consumers prefer the taste of cranberry juice. The very distinct taste described by respondents as polarised (sweet but sharp aftertaste), is not favoured by younger consumers.

**Strong Awareness of the Health Benefits**
Consumers are fully aware of the health benefits associated with cranberry juice.

**Packaging Issues**
Packaging analysis has outlined that the illustrations used in the ambient product do not communicate the freshness and quality that a photo of real cranberries would warrant for a premium product. Respondents suggested that the word “tart” had unfavourable connotations when describing taste. Moreover, a lack of consistency in packaging design and information was also observed.

**Knowledge of Ocean Spray**
Very few respondents know about the heritage of Ocean Spray, or the fact that it is the original producer and pioneer of cranberry-based juice drinks. A large proportion of the respondents found it very tempting to buy cheaper private label version especially if buying in volume.

“I know about the Ocean Spray brand but nothing about its history or heritage. I only know Ocean Spray as a producer of cranberry juices.”
Low Advertising Recall
No respondent was able to recall previous Ocean Spray communication messages, suggesting that the brand's communication has been ineffective.

Problem Definition
Currently, Ocean Spray’s brand consists of an imbalanced mix of functional values predominantly attached to its health properties, which have not proved to be a competitive advantage over value-driven private labels. This alone has not been sufficient to justify its premium price.

Ocean Spray must recognise that the taste and health benefits of cranberry juice are not unique to them, and cannot serve as a distinctive brand benefit. It is high time that the brand identifies the need for emotional values as its differentiating factor. As a strong branded product with high awareness, Ocean Spray has the potential to develop emotive characteristics to its brand.
Target Audience

The distinct taste of cranberry juice is preferred by a mature audience. There is also a clear indication that women predominantly consume cranberry juice. Furthermore, Ocean Spray’s premium price would appeal more to a less budget-conscious consumer. These trends form the platform for Ocean Spray’s ideal target audience, from which a demographic and psychographic profile has been developed.

Meet Lucy – The Primary Audience

Aged between 35-54, Lucy is a modern mother who is also in part-time employment. With a combined family income of approximately £50,000, and within ACORN’s ABC1 categorisation, Lucy predominantly lives in the London area or the South of England. Aware of her age and young at heart, Lucy takes great care of her personal health and nutrition. On a weekly average, her family spends about £150 a week on grocery shopping, at high-end supermarket stores. A regular juice drinker, she is well aware of the benefits of cranberry juice. She is a cultured and internet literate, person with broader interests in lifestyle, cinema, listening to classical music, theatre and current affairs. Her weekends are spent with the family, looking after the home, partaking in outdoor activities and unwinding over a Sunday newspaper.

Meet Sarah

Aged between 25 and 35, Sarah is represents Ocean Sprays secondary target audience. University educated and with a household income of £30,000+, Sarah has made the choice to either pursue a family with her partner within the coming years or has opted for a full time career. Nevertheless, she considers herself to be a mature, sophisticated and independent women who enjoys a healthy lifestyle by taking regular exercise. A regular juice drinker, she is also aware of the benefits of cranberry juice and spends approximately £60 on groceries for herself per week. Her interests include politics and music and is also a frequent internet user. The absence of children allows Sarah more time in the weekend to peruse her travel interests.

(An extensive profile of Ocean Spray’s target audiences is in the appendix.)
Branding Diagnosis
Strong brands consist of a balanced combination of functional and emotional values (De Chernatony, 2003). Both parts play as one concept in the customer’s mind and are the foundation for brand attitude (Bhat, 1998). Currently, Ocean Spray does not maintain a balanced brand.

Current Consumer Brand Perception

<table>
<thead>
<tr>
<th>Functional</th>
<th>Emotional</th>
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<tbody>
<tr>
<td>Health Benefits</td>
<td>Trustworthy</td>
</tr>
<tr>
<td>Premium Price</td>
<td></td>
</tr>
<tr>
<td>Good Quality</td>
<td></td>
</tr>
<tr>
<td>Wide Range of Flavours</td>
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</table>

This chart displays that, with the exception of trustworthiness, the brand evokes functional over emotional qualities. This lack of emotional value places Ocean Spray in direct competition with private label brands, but with a premium price. To sustain its premium position, Ocean Spray has to increase its emotional values to the level of its branded competitors. The perceptual map (below) illustrates the movement which the brand must take.

Brand Perceptual Map
Ocean Spray operates within a polarised market of highly functional value-based private label and emotionally charged premium brands. The brand is in the unfavourable position of demanding a premium price for what is currently a low emotional brand. As it stands consumers aren’t given a convincing reason to pay a premium price over private label which offer similar functional benefits. Customers are prepared to pay a premium for products which offer the promise of quality and the lifestyle that they are promoting (Kapferer, 1992).

As illustrated in the perceptual map, imbuing the brand with an emotional value will distance Ocean Spray from cheaper private labels. However, this will also move Ocean Spray closer towards other premium branded competitors which also offer an emotionally charged product. These include:

**Tropicana**
Positioned as ‘freshly squeezed’, ‘not from concentrate’, ‘5-a-day health campaign’ and ‘breakfast’ family drink.

**Innocent**
Branded as ‘unconventional’, ‘pure’ and ‘free spirited’

**Grove Fresh**
Positioned as the ‘quality organic’ alternative

*(see appendix for comprehensive brand personality)*
**Where Do We Want To Go?**

One factor which no other premium brand exploits and will secure Ocean Spray’s sustainable position, is its history of being the pioneer of commercial cranberry production with its long dedication and heritage to producing cranberry based products. However, this final and important fact is as yet unrecognised both by current, lapsed and potential consumers. This is further supported by its exclusive use of American cranberries, implying that the product source becomes key to its brand identity.

With 2005 marking the 75th anniversary of Ocean Spray, this year offers an ideal opportunity to communicate Ocean Spray’s new emotional benefit of authenticity founded on the brand’s heritage.

**The Big Idea**

The health benefits of cranberry juice are not exclusive to Ocean Spray, but its extensive history of cranberry production is a competitive advantage which no other premium brand can claim to own.

This fact alone is a strong differentiating factor which can exert an emotional value for the brand to justify Ocean Spray’s premium price. The heritage-based emotion adds value to the brand by balancing its functional/emotional ratio and portraying Ocean Spray as the source of authentic cranberry juice. The emotional value of heritage exudes Ocean Spray as the ‘expert’ and ‘passionate’ producer of cranberry juice.

**Post-Campaign Consumer Brand Perception**

<table>
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<th>Functional</th>
<th>Emotional</th>
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<tr>
<td>Health Benefits</td>
<td>Trustworthy</td>
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<tr>
<td>Premium Price</td>
<td>Passion</td>
</tr>
<tr>
<td>Good Quality</td>
<td>Expertise</td>
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<tr>
<td>Wide Range of Flavours</td>
<td>AUTHENTICITY</td>
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‘The Cranberry Source” strapline embodies the brand’s heritage in the big idea of ‘authenticity’, and its associated values of expertise and passion.
**Communication Objectives**

**Premium Price**
To ensure that 6 months after the start of the campaign, 60% of the target audience show preference towards the Ocean Spray brand, hence recognising the premium price over private labels.

*Rationale: Returning to volume growth and re-establishing Ocean Spray leadership in the short term.*

**Authenticity**
To achieve that 70% of the target audience identify Ocean Spray as the authentic brand for cranberry based juice drink, by the end of the campaign.

*Rationale: Differentiating Ocean Spray from the own label brands and justifying its premiumness.*

**Brand Recall**
To achieve an unaided post-campaign brand recall from 60% of our target audiences, by the end of the campaign, of which 5% identify Ocean Spray first, when asked to name 3 brands within the fruit juice drink market.

*Rationale: To position Ocean Spray as a strong contender in both the juice drink market and the cranberry segment.*
**Media Strategy**

Strong brand awareness amongst the target audience suggests that reach is a greater priority than frequency. The proposed media strategy aims to maximise weekly reach and influence weekly purchase by skimming the market for ‘ready to buy’ consumers in as many weeks as possible. Acknowledging the high brand awareness, the strategy takes a ‘recency’ approach based on the concept that a single exposure close to purchase is more likely to affect consumer purchase behaviour.

The weekly habitual buying pattern advocates that a considerable portion of the target audience will be in the ‘ready to buy’ mode every week, warranting weekly advertising. Furthermore, primary research has indicated that shopping behaviour within the target audience is highest during and close to the weekend hence influencing advertisement placing.

It is further proposed that increased reach is more likely through a combination of different media vehicles. However, it is recognised that a minimum level of frequency is necessary for the advertising to take effect. This is set as an average of 3 exposures per week, based on the three hit theory (Kurgman), with each exposure being less effective than the previous and reaching a saturation point at 5 exposures.

However, market analysis has also recognised that the demand for cranberry juice reaches a peak during the summer and Christmas months. This is addressed by intensifying media spending during these periods hence increasing media exposure and coverage. The highest frequency will occur during June, July and August 2005 to coincide with the start of the yearlong campaign as well as the summer peak in demand.
Media Objectives

To run a campaign of 280 GRPs with a total reach of 70% of the primary target audience with an average frequency of 4 per week by the end of the campaign.

Maximise reach amongst the primary and secondary target audiences of ABC1 women aging 35-55 and 25-35 respectively, whilst minimising message repetition.

To advertise throughout the whole duration of the campaign, with weighting towards the weekends, increasing reach during the Summer and Christmas months, through simultaneous utilisation of several media vehicles.

To run a national campaign with special regional emphasis on Southern England and the London Area.

To match the creative development with the media selection, making the most of each media vehicle to transfer the concepts of heritage and authenticity for the Ocean Spray brand.
Scheduling and Selection

Imbuing the brand with enhanced emotional values warrants a predominantly visually based media selection. The following provides a list of the selected media vehicles with their rationale.

Monthly lifestyle Magazines
The high reproduction quality, long lifespan, pass-on value and highly targeted content make lifestyle magazines an ideal media vehicle. However, this medium will take time to accumulate frequency and reach for the desired proportion of target audience (70%) and is not considered effective enough if left to stand-alone.

Weight Watchers magazine and Good Housekeeping were selected based on their predominant readership among ABC1 women aged 35-55. Both will run for the entire campaign.

Radio
Conversely, radio offers a more flexible cost structure with the added benefits of being an intrusive medium capable of reaching audiences in particular geographic areas and specific day times. Moreover, radio provides high levels of immediate reach and sufficient frequency (3 exposures per week) to ensure advertising effectiveness in a cost effective manner. Furthermore, radio advertising has the opportunity to be consumed close to the time of purchase (for example in the car on the way to the supermarket). Due to budgetary considerations and efficient media requirements, radio will be utilised in the London and southern regions of the United Kingdom, where concentration of the target audience is found (Mintel 2004).

Classic FM was selected as the ideal station due to its high coverage in the southern and London region (RAJAR), its close target profile match and low CPT.

Sunday Newspaper Magazines
Research has indicated that over 50% of the target audience regularly read Sunday newspapers. Furthermore, a large portion of the target audience perform their shopping during or close to weekends. Consequently, Sunday newspaper magazines are an attractive medium to reach a more receptive target audience during their leisure time and closer to their purchase time.

The Sunday Times and Mail on Sunday magazine have been utilised for the summer and Christmas months, on the basis of readership and cost efficiency.
Moreover, the editorial content finds favour with the psychographic profile of the target audience.

**Sainsbury’s Supermarket Magazine**

Another medium which supports high quality visual reproduction, Sainsbury’s magazine contextualizes the supermarket with the brand, suggesting availability of the product in the store. With a one-month lifespan, the magazine will be utilised all year round in conjunction with other glossy magazines and integrated with outdoor advertising during peak seasons. The choice of selecting this magazine over Tesco’s offering is that Sainsbury’s remains the preferred supermarket amongst the target audience.

**Outdoor: Supermarket Billboards**

Further supporting Sunday newspaper magazines and radio adverts in London and the Southern Region, outdoor advertising provides 24 hours exposure with very high reach potential, albeit to a relatively untargeted audience. The greatest benefit of using outdoor is that exposure is extremely close to the purchase moment. Additionally, some research posits that 75% of brand purchase decisions are made at the point of sale (Point of Purchase Advertising International) because advertising has the opportunity to produce immediate purchase behaviour by targeting ‘ready to buy’ consumers close to the purchase moment. Also, point of sale is an ideal medium to achieve fact short term sales growth. Both Tesco and Sainsbury’s have been selected as these remain most popular supermarkets amongst the target audience.
The allocation of the £2,000,000 budget to the different vehicles, responds to the need of meeting each individual media objective. Therefore, print advertising provides the backbone for the campaign, based on its capacity to convey the creative development, especially when delivering high quality visuals. Print accounts for the 42.2% of the total budget, from which 26.7% is concentrated on Sunday newspaper magazines and 16.5% in glossy lifestyle and supermarket store magazines. As five different proposed magazines will be used simultaneously during in the waves, it is predicted that reach will increase.

Considering the weekly purchasing pattern of the target audience, and looking for integration with supermarket magazines, a 35.5% of the budget is allocated to supermarket billboards, in order to gain the higher reach possible directly outside the point of purchase. This vehicle reinforces the print advertising campaign.

11.8% for radio advertising permits continuity throughout the entire campaign, and will bolster the message offered through print advertisements. The weekly radio budget is spread over 5 days around the weekend rather than concentrated in a specific day or days, looking for higher reach than frequency.

Finally, a 10% contingency adds flexibility to the campaign, considering the possibility of additional costs incurred by price fluctuation or deals with each media.

(A comprehensive budget can be found in the appendix)
Creative Indicative

In order to successfully execute the big idea, and more pertinently the concept of authenticity, the design of media vehicles which have been selected must convey the core criterion of the campaign, and be integrated rather than in isolation for maximum effectiveness.

The authenticity theme (which is encapsulated by the strap line of ‘The Cranberry Source’) will generate many creative opportunities to exploit the message across print (Sunday newspaper supplements, and glossy lifestyle magazines), outdoor (targeting supermarket point of purchase) and radio.

**Print Media**

Print advertisements provide the greatest opportunity for visual impact as part of the integrated campaign.

Whilst sharing similar visual components as outdoor media, there is considerably more scope to elaborate authenticity by the implementation of creative and effective copy. The weight and tone of copy will have to relate to the proposed target audiences, whilst still conveying the very foundation of the campaign itself. Print media is ideally suited to adapt the advertisement (whilst retaining overall consistency) to promote specific products (for example the lighter alternative in Weight Watchers magazine), or in line with proposed below-the-line activities such as Ocean Spray’s 75th anniversary.

**Outdoor Media**

Outdoor media invites the same visual impact as print, but with a lesser opportunity for heavy text-based communication, as the chance of capturing the attention of the target audience is reduced (consumers will not have time to stand still and read long messages).

Consequently, outdoor ads must evoke a vivid and persuasive depiction of the emotive qualities to reinforce the central authenticity theme. Indicatively, outdoor advertising should also include a visual of the product itself to increase top-of-mind awareness, close to the potential purchase opportunity. It should not focus
explicitly on the benefits of the packaged product, but the theme itself with a catchy and bold headline to supplement the message of the visual.

**Radio**
The creative of the radio campaign must evoke the visuals and themes portrayed in the printed and outdoor medium. Radio permits the commercial message to generate images by using the listener’s imagination not physically executable in other media forms. Indicatively, the choice of sounds (such as harvesting, agriculture, tools, wading through Ocean Spray’s flooded cranberry bogs and so forth) will act as an audible backdrop, and a credible and mature voiceover will help to signify and reinforce authenticity.

Additionally, radio with its relatively low production cost permits variations to match the seasonality of the campaign with emphasis on key consumption periods such as Christmas (with a strong cranberry connotation), in addition to heritage-related themes.

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Only the best berries bounce.

Ocean Spray judges cranberries by colour, size and freshness, and oddly enough, by their ability to bounce.

An early North American grower, John “Peg-Leg” Webb, first noted this special property of the cranberry.

Because of his wooden leg, he could not carry his berries down from the loft of his barn where he stored them. Instead, he would pour them down the steps.

He soon noticed that only the firmest and freshest berries bounced down to the bottom; the soft and bruised fruit did not bounce and remained on the steps.

His observations led to the development of the first cranberry bounce board separator, a method Ocean Spray still uses today to remove damaged or sub-standard berries.
Packaging
Core Communication’s research has shown that Ocean Spray’s packaging is a weakness in the brand’s positioning since it does not convey premiumness to customers. It is recommended to improve the range’s packaging to strengthen the brand’s authenticity, which can be achieved through using more photographic pictures of cranberries or cranberry harvests. In addition, many inconsistencies in packaging detail have been identified such as erratic use of strap line, website address, prominence of ingredient’s source, health benefits and so forth—suggesting that a comprehensive review is undertaken.

Exploiting the Authenticity Theme
In order to convey the themes of expertise and passion below-the-line, the following ideas of how best to illustrate Ocean Spray’s heritage includes: North American cranberries (native); owned by farmers; product development; wide product range; harvest is an experience; oldest cranberry brand; the 75th Anniversary, and being the oldest cranberry juice brand.

Ocean Spray’s Website
To date, the UK website has not been used effectively to increase the advertising impact. Nevertheless Core Communications considers a brand website as a powerful tool to enhance the overall brand perception and foster customer commitment.

The website should contain comprehensive information about Ocean Spray’s heritage and tradition related to the campaign themes. An important addition would be the introduction of a corporate responsibility section, which Ocean Spray can use to deepen its emotional value and inform the customer about Ocean Spray’s social activities. In the long-term the website can be developed into an integrated and customer-focused medium.
Evaluation

Evaluation will be conducted at several stages of the campaign cycle.

Pre Launch
All final creative ideas will be tested via focus groups and interviews in order to ensure correct reception and interpretation by the target audience.

Mid Campaign
Throughout the whole campaign, interviews will be conducted to monitor customer opinion. Specific issues to measure will include: brand recall, brand knowledge and brand perception. All will be analysed by employing quantitative techniques.

It is recognised that a large portion of the allocated budget is targeted at the first three months of the campaign to coincide with peak demand, making it essential that results are produced by the end of August. If no tangible results are shown by this time, this would be cause for alarm that the campaign is being less successful than envisaged and would be less prone to achieve its set objectives.

Additional Evaluation
A campaign website will be developed (www.thecranberrysource.com). Targeted above-the-line advertising will include this URL to motivate customers to discover more about Ocean Spray’s heritage and background. Traffic monitoring can contribute to the valid measurement for campaign effectiveness. Also, analysis of customers participation in the “rename the source” competition can offer valuable qualitative insight into consumer perceptions and attitude.
### SWOT Analysis

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<tr>
<th>Internal Strengths</th>
<th>External Opportunities</th>
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<tbody>
<tr>
<td>Better quality than private label.</td>
<td>Penetration stands at 50%.</td>
</tr>
<tr>
<td>Dominant brand in cranberry market.</td>
<td>Heritage concept never fully exploited.</td>
</tr>
<tr>
<td>Product advantage – contains 25% fruit content. High juice content.</td>
<td>Online campaigning and forums linked to health and fitness.</td>
</tr>
<tr>
<td>The Authentic Cranberry Juice (can justify price difference).</td>
<td>Cranberry, as a flavour, is not special anymore.</td>
</tr>
<tr>
<td>Market leader in juice drinks 9% volume share in 2004.</td>
<td>Brand no longer owns innovation in cranberry category.</td>
</tr>
<tr>
<td>Source of cranberries a potential differentiating factor.</td>
<td>Competitors are also our distributors.</td>
</tr>
<tr>
<td>High brand awareness synonymous with cranberry juice.</td>
<td>Well known fresh juice brands could enter the cranberry market.</td>
</tr>
<tr>
<td>Innovative, with a large variety of cranberry flavoured juices.</td>
<td>Competing in both low and high juice content markets.</td>
</tr>
<tr>
<td>Global player.</td>
<td>Ocean Spray does not bring innovations to the market.</td>
</tr>
<tr>
<td>Ocean Spray is a leader in the cranberry category.</td>
<td>Consumers are not loyal to Ocean Spray.</td>
</tr>
<tr>
<td>Brand no longer owns innovation in cranberry category.</td>
<td>Consumers are not loyal to Ocean Spray.</td>
</tr>
<tr>
<td>Lack of consistency in the communication.</td>
<td>Lack of consistency in the communication.</td>
</tr>
<tr>
<td>Users switch to cheaper private label.</td>
<td>Users switch to cheaper private label.</td>
</tr>
<tr>
<td>Associated with private label.</td>
<td>Associated with private label.</td>
</tr>
<tr>
<td>Loss of sales volume in ambient and chilled market primarily.</td>
<td>Loss of sales volume in ambient and chilled market primarily.</td>
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<tr>
<th>Internal Weaknesses</th>
<th>External Threats</th>
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<tbody>
<tr>
<td>Users switch to cheaper private label.</td>
<td>Increased pressure from cheaper private label.</td>
</tr>
<tr>
<td>New exotic flavours.</td>
<td>Online campaigning and forums linked to health and fitness.</td>
</tr>
<tr>
<td>Competitors are also our distributors.</td>
<td>Competitors are also our distributors.</td>
</tr>
<tr>
<td>Shelf Space less than that of private label.</td>
<td>Use of price offers by private label.</td>
</tr>
<tr>
<td>Introduced: Lost is inexcusable.</td>
<td>Use of price offers by private label.</td>
</tr>
<tr>
<td>Cranberry is a flavour, is not special anymore as it was first.</td>
<td>Use of price offers by private label.</td>
</tr>
<tr>
<td>Competitor: Competitor.</td>
<td>Use of price offers by private label.</td>
</tr>
<tr>
<td>Increased pressure from cheaper private label - largest.</td>
<td>Use of price offers by private label.</td>
</tr>
</tbody>
</table>

This year is the Ocean Spray 75th year anniversary.
Primary Research Techniques

Self-Completion Questionnaire

1. Gender:
2. Age:
3. Do you drink cranberry juice?
4. Do you associate the cranberry fruit with any particular country?
5. What are your perceptions about the cranberry juice?
6. Have you ever heard about the Ocean Spray brand?
7. Can you describe the brand with 3 adjectives?

Thank you very much for your time!!!

Blind Taste Test Questionnaire:

Gender:  M / F  AGE:   -25   25-35   35-50   50+
Can you taste a difference between 1 and 2?  YES/NO
What is this Difference?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Would you be surprised to know that 2 costs 37p more than 1?
What do you think about the packaging?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
## Face-to-Face Interviews

Gender:   M / F   AGE:   -25   25-35   35-50   50+

1. Do you drink Cranberry juice?  Y / N

2. Any particular Brand?   

More than once a day,   once a day   Less than once a day

2. Do you associate the Cranberry fruit with any particular country?  

3. Do you associate the drink with any particular time of day?  

4. Have you heard of the Ocean Spray Brand?  Y   N

5. If Ocean Spray were a person, what adjectives would you use?  

6. What is the first thing that comes to mind when you think of cranberry juice?  

Primary Research Findings

### Face-to-Face Interviews

**Participants**
7 people

**Age & Gender**
Women: 75% between 25-34 & 25% between 34-55

**Research Themes**
1. investigate brand personality
2. investigate consumer knowledge of OS

**Research Findings**
OS has strong brand awareness
Strong affiliation with Cranberry Juice
strong familiarity with health benefits
taste described as sweet, refreshing, dry, two-faceted

### Tasting Session

**Participants**
4 people

**Age & Gender**
(27W, 40W, 55W, 57M)

**Research Themes**
1. Products tried: Cranberry Classic chilled & cranberry regular ambient
2. Discussion about cranberries in general & taste of OS drinks
3. Discussion about patterns & habits on juice drinks

**Research Findings**
Cranberry attributes are known & recognised as a great strength
Cranberry has a strong Xmas tradition mainly in the United States
Cranberry is an alternative to orange & apple juice
Respondents identified a two-sided taste, fresh at first and then sharp
Packaging does not convey O.S. premium price
Primary Research Findings

**Discussion & Tasting Session**

**Participants**
7 people

**Age & Gender**
28, 6% men & 71, 4% women. Women:40% are between 25-34 & 60% are between 35-54

**Research Themes**
1. Ocean Spray competition with private labels
2. Taste of Ocean Spray as opposed to ASDA & TESCO
3. Perception of the brand

**Research Findings**
Ocean Spray tastes is much better to handle than ASDA et al.
Ocean Spray is great when mixed with spirits like vodka
"Who is behind Ocean Spray brand exactly? I only know they produce cranberry juice"
The word “tart” on the packaging is not a selling word"

---

**In Depth Interview**

**Participants**
18 people

**Age & Gender**
All Women. 38,9% are between 25-34 & 61,1% are between 34-54

**Research Themes**
1. Lifestyle, occupations & miscellaneous
2. Aspirations in life & views on the world
3. Juice drink patterns

**Research Findings**
Convergence towards a modern lifestyle (career-oriented with a family sense)
These women do the shopping for their family once a week
Quality conscious, these women like cooking & have a gastronomie sense
They seek natural or “real” food and drinks
They watch the news and have interests in decoration, music, art & culture
They are keen on physical exercising & also spiritual stimulation (yoga...)
Primary Target Audience

Profile
Female
35-54
ABC 1
GEOGRAPHICS: South of England, London
ACORN Categorisation: 1 to 14 (without 5, 7)

Family situation:
• married or living with partner
• living in a rented place, aspiring stability
• she has children or is considering having some
• modern mother
• family income £50,000+
• own car
• spends more than £150 a week on food shopping

Mindset:
• She is a realist-optimist person, she is getting wiser, she sees a solution in any problem
• She is not 20 anymore but looks after herself as she is well aware her body is changing
• She is spiritual, practicing Tai Chi, Yoga or similar
• She is seriously considering her future for herself and her family, starts to save money
• She assumes her age but is still fairly “young at heart”
• She likes “in-house girl nights” with her friends where they cook, have cocktails & chat
• She has a close and confident circle of friends
• Juice drinker who has been introduced to cranberry juice

Activities:
• Actively involved and interested in news and current affairs
• Interested in the arts such as cinema, theatre or opera
• She is involved in charities or community events
• She is interested in decoration, likes furniture and regards home as her sanctuary
• She has a daily or a physical activity like jogging, dancing (salsa…)
• She has travelled when she was younger and does less often but still very keen on adding a touch of exotism in her life
• Regularly eats out
• Visits coffee bars several times a week
• Used the internet for emails and shopping
• Reading
• self improvement
Secondary Target Audience

Profile:
Female
25-34
ABC 1
GEOGRAPHICS: South East, London.
ACORN Categorisation: 15-19

Mindset
• young dynamic independent woman
• lives in rented place, single or with partner
• health conscious, regularly partakes in sport/exercise
• yoga, Thai chi
• likes travelling
• Food shopping : approximately £60 a week
• Family income: £30,000 but steadily growing

Activities
• Like to travel: weekend trips, europe, other than Europe
• Politically interested
• food and gourmet interested
• classical music
• reading, theatres, arts
• juice drinker who knows about cranberry benefits
## Ocean Spray Competitor Brand Personality

<table>
<thead>
<tr>
<th>Innocent Drinks</th>
<th>Functional</th>
<th>Emotional</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% Natural</td>
<td>unconventional</td>
<td>anti-corporate</td>
</tr>
<tr>
<td>healthy</td>
<td></td>
<td>pure</td>
</tr>
<tr>
<td>no additives</td>
<td></td>
<td>charismatic</td>
</tr>
<tr>
<td>broad range</td>
<td></td>
<td>unpredictable</td>
</tr>
<tr>
<td></td>
<td></td>
<td>fun</td>
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<td></td>
<td></td>
<td>individualistic</td>
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<table>
<thead>
<tr>
<th>Grove Fresh Farms</th>
<th>Functional</th>
<th>Emotional</th>
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</thead>
<tbody>
<tr>
<td>Organic</td>
<td>serious</td>
<td></td>
</tr>
<tr>
<td>natural</td>
<td>trustworthy</td>
<td></td>
</tr>
<tr>
<td>additive free</td>
<td>expertise</td>
<td></td>
</tr>
<tr>
<td></td>
<td>austere</td>
<td></td>
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<tr>
<td></td>
<td>responsible</td>
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<table>
<thead>
<tr>
<th>Tropicana</th>
<th>Functional</th>
<th>Emotional</th>
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<tbody>
<tr>
<td>Heathly</td>
<td>family</td>
<td></td>
</tr>
<tr>
<td>5-a-day fruit and vegetables serving</td>
<td>friendly</td>
<td></td>
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<tr>
<td>fresh</td>
<td>caring</td>
<td></td>
</tr>
<tr>
<td>not form concentrate</td>
<td>everyone's darling</td>
<td></td>
</tr>
<tr>
<td></td>
<td>partner</td>
<td></td>
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<tr>
<td></td>
<td>trustworthy</td>
<td>friend</td>
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---
### Newspaper CPT Analysis for Full page ROM -Colour

<table>
<thead>
<tr>
<th>Newspaper</th>
<th>Supplement</th>
<th>Cost</th>
<th>Readership</th>
<th>ABC1 Women</th>
<th>Weighted Audience</th>
<th>CPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE MAIL ON SUNDAY</td>
<td>YOU</td>
<td>£24,001</td>
<td>6,191,000</td>
<td>35%</td>
<td>845,072</td>
<td>£28</td>
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<tr>
<td>THE INDEPENDENT ON SUNDAY</td>
<td>SUNDAY REVIEW</td>
<td>£10,000</td>
<td>648,000</td>
<td>37%</td>
<td>227,772</td>
<td>£44</td>
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<tr>
<td>SUNDAY EXPRESS</td>
<td>S MAGAZINE</td>
<td>£27,500</td>
<td>2,160,000</td>
<td>31%</td>
<td>234,360</td>
<td>£117</td>
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<tr>
<td>THE SUNDAY MIRROR</td>
<td>HOLIDAYS</td>
<td>£38,600</td>
<td>4,909,000</td>
<td>21%</td>
<td>170,097</td>
<td>£227</td>
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<tr>
<td>THE SUNDAY TELEGRAPH</td>
<td>MAGAZINE</td>
<td>£16,600</td>
<td>2,056,000</td>
<td>44%</td>
<td>443,274</td>
<td>£37</td>
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<tr>
<td>THE SUNDAY TIMES</td>
<td>MAGAZINE</td>
<td>£19,000</td>
<td>3,181,000</td>
<td>42%</td>
<td>1,095,536</td>
<td>£17</td>
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<tr>
<td>DAILY STAR</td>
<td>HOT CELEBS</td>
<td>£20,000</td>
<td>1,190,000</td>
<td>16%</td>
<td>15,422</td>
<td>£1,297</td>
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<tr>
<td>NEWS OF WORLD</td>
<td>MAGAZINE</td>
<td>£31,500</td>
<td>9,568,000</td>
<td>19%</td>
<td>327,226</td>
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<tr>
<td>THE OBSERVER</td>
<td>MAGAZINE</td>
<td>£13,120</td>
<td>1,072,000</td>
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<td>376,272</td>
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### Glossy Magazine CPT Analysis

<table>
<thead>
<tr>
<th>Magazine</th>
<th>Ad Type</th>
<th>Cost</th>
<th>Readership</th>
<th>Women</th>
<th>ABC1 Women</th>
<th>CPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAINSBURY’S MAGAZINE</td>
<td>Full page ROP -Colour</td>
<td>£11,760</td>
<td>2,863,000</td>
<td>70%</td>
<td>523,671</td>
<td>£22</td>
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<tr>
<td>SAINSBURY’S MAGAZINE</td>
<td>Half page ROP -Colour</td>
<td>£7,035</td>
<td>2,863,000</td>
<td>70%</td>
<td>523,671</td>
<td>£13</td>
</tr>
<tr>
<td>GOOD HOUSEKEEPING</td>
<td>Full page ROP -Colour</td>
<td>£15,530</td>
<td>1,473,000</td>
<td>87%</td>
<td>442,121</td>
<td>£35</td>
</tr>
<tr>
<td>WEIGHT WATCHERS</td>
<td>Full page ROP -Colour</td>
<td>£3,500</td>
<td>1,283,000</td>
<td>87%</td>
<td>282,401</td>
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### Radio CPT Analysis

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<tr>
<th>Station</th>
<th>15 Second Advert</th>
<th>Days per week</th>
<th>Ads per day</th>
<th>Weekly Reach</th>
<th>ABC1 Women 25-54</th>
<th>CPT</th>
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</thead>
<tbody>
<tr>
<td>Classic FM</td>
<td>£274</td>
<td>4</td>
<td>4</td>
<td>52</td>
<td>6,204,000</td>
<td>£0.32</td>
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### Outdoor CPT Analysis for 6-sheet panels

<table>
<thead>
<tr>
<th>Company</th>
<th>Cost per panel 14days</th>
<th>no. of stores 15 days</th>
<th>total panels</th>
<th>Gross Audience 35-55</th>
<th>ABC1 Women 35-55</th>
<th>Gross CPT</th>
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</thead>
<tbody>
<tr>
<td>JC DECAUX/TESCO STORES</td>
<td>£345</td>
<td>105</td>
<td>6</td>
<td>36,000,000</td>
<td>6,480,000</td>
<td>£0.05</td>
</tr>
<tr>
<td>JC DECAUX/TESCO STORES</td>
<td>£345</td>
<td>105</td>
<td>6</td>
<td>36,000,000</td>
<td>6,480,000</td>
<td>£0.05</td>
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<tr>
<td>CLEAR CHANNEL/SAINSBURY’S</td>
<td>£380</td>
<td>55</td>
<td>6</td>
<td>12,250,000</td>
<td>2,205,000</td>
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<tr>
<td>CLEAR CHANNEL/SAINSBURY’S</td>
<td>£380</td>
<td>54</td>
<td>6</td>
<td>12,250,000</td>
<td>2,205,000</td>
<td>£0.17</td>
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<tr>
<td>MEDIA</td>
<td>NAME</td>
<td>AD SPECS</td>
<td>COST PER AD</td>
<td>FREQUENCY</td>
<td>PERIOD COVERING</td>
<td>TOTAL ADS</td>
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<tr>
<td>------------------------------</td>
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<tr>
<td>NEWSPAPER MAGAZINES</td>
<td>THE SUNDAY TIMES MAGAZINE</td>
<td>Full page ROM - Colour</td>
<td>£19,000</td>
<td>Weekly</td>
<td>Summer (3 months) and Pre-Xmas (1 month)</td>
<td>16</td>
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<tr>
<td>NEWSPAPER MAGAZINES</td>
<td>THE MAIL ON SUNDAY - YOU</td>
<td>Full page ROM - Colour</td>
<td>£24,901</td>
<td>Weekly</td>
<td>Summer (3 months) and Pre-Xmas (1 month) alternate</td>
<td>8</td>
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<tr>
<td>GLOSSY MAGAZINES</td>
<td>SAINSBURY'S MAGAZINE</td>
<td>Full page ROP - Colour</td>
<td>£11,760</td>
<td>Monthly</td>
<td>Summer (3 months) and Pre-Xmas (1 month) alternate</td>
<td>4</td>
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<tr>
<td>GLOSSY MAGAZINES</td>
<td>SAINSBURY'S MAGAZINE</td>
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<td>£7,505</td>
<td>Monthly</td>
<td>Remaining 6 months</td>
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<tr>
<td>GLOSSY MAGAZINES</td>
<td>GOOD HOUSEKEEPING</td>
<td>Full page ROP - Colour</td>
<td>£15,500</td>
<td>Monthly</td>
<td>Full year</td>
<td>12</td>
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<tr>
<td>GLOSSY MAGAZINES</td>
<td>WEIGHT WATCHERS</td>
<td>Full page ROP - Colour</td>
<td>£3,500</td>
<td>6 issues/ year</td>
<td>Full year</td>
<td>0</td>
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<tr>
<td>RADIO</td>
<td>CLASSIC FM</td>
<td>15&quot; Thu, Fri, Sat, Sun, Mon 4 ads a day  7am - 11am Simon Dates (1 ad) 4pm - 6:30pm Drive Time (2 ad) 7pm - 9pm Smooth Classics (3 ad)</td>
<td>£274</td>
<td>Daily</td>
<td>Full year</td>
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<tr>
<td>OUTDOORS</td>
<td>IC DECAUXTESCO STORES</td>
<td>6-sheets panels</td>
<td>£345</td>
<td>Bi-weekly</td>
<td>Summer (3 months)</td>
<td>030</td>
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<tr>
<td>OUTDOORS</td>
<td>IC DECAUXTESCO STORES</td>
<td>6-sheets panels</td>
<td>£345</td>
<td>Bi-weekly</td>
<td>Pre-Xmas (1 month) and Pre-summer '06 (2 months)</td>
<td>030</td>
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<td>OUTDOORS</td>
<td>CLEAR CHANNEL/SAINSBURY'S</td>
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<td>£380</td>
<td>Bi-weekly</td>
<td>Summer (3 months)</td>
<td>030</td>
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<tr>
<td>OUTDOORS</td>
<td>CLEAR CHANNEL/SAINSBURY'S</td>
<td>6-sheets panels</td>
<td>£380</td>
<td>Bi-weekly</td>
<td>Pre-Xmas (1 month) and Pre-summer '06 (2 months)</td>
<td>030</td>
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