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Inc

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## Sunkist Oranges

### EXECUTIVE SUMMARY

Sunkist needed to support its brand despite a declining advertising and promotion budget. To do this effectively, it had to focus all components of its advertising. Focus became the operating word that influenced all aspects of advertising and promotion.

Sunkist enjoyed strong, top of mind awareness (75 per cent in 1990) and all measures from tracking studies, as well as usage and attitude (U&A) studies, painted a picture of an incredibly strong brand. Unfortunately the brand suffered from 'non-functional awareness'. This occurs when consumers recognize the merits and are aware of a brand, but these positive measures do not translate into purchases. For example, 66 per cent of regular Sunkist users claimed they would buy another variety of oranges if Sunkist was not available. The objective, therefore, was to restore salience to the Sunkist brand.

Media spending was focused so the budget was concentrated in a medium that Sunkist could dominate. This focus of media efforts led to the recommendation of outdoor posters, transit shelters, superboards and mall posters. The focus was also turned on key brand and category users. Analysis of U&As and of GlobalScan, a comprehensive consumer survey, identified the heavy user group as 25 to 49-year-old grocery shoppers in families with children. Research also revealed interesting user habits such as a predisposition to virtually all fresh fruits.

Sunkist focused on key Canadian markets and primary fresh fruit purchase locations within those cities. Within Canada's largest urban centres - Halifax, Montreal, Toronto, Calgary, Edmonton and Vancouver - Compusearch developed a geo-demographic database to pinpoint the specific districts representing the highest areas of orange consumption within each. Overlaid on this map of orange consumer density were the locations of major grocery stores. This information was then used to select the optimal outdoor locations, that is, the locations which would have the best chance of hitting the heavy orange consumer just before grocery shopping.

The creative focused on reversing non-functional awareness by encapsulating the emotional and rational benefits of oranges. The 'only one orange makes you feel this good' campaign has been a qualitative and quantifiable success. Consumer response to the creative itself and to the brand were very positive. Good advertising helps create brand perception and identification in the minds of consumers. But the most important result of all must be sales. On all of these counts the Sunkist advertising campaign was a success. While no independent market share information exists in the produce category, tracking of Sunkist 'factory' volume sales for the end of the 1994 season, shows a 26 per cent increase, compared with a previous three year sales average.

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### SITUATION ANALYSIS

Sunkist has been in quite a unique situation for some time. Tracking studies over the years have reported consumer ratings of the Sunkist name and brand attributes on a very high level. In 1990, Sunkist's top of mind (TOM) awareness was 75 per cent. This compares very favorably with TOM awareness of leading brands in other categories. Indeed, to have 75 per cent of respondents think of your brand before any other is a rarity.

Qualitative research showed the brand also possessed strong emotional characteristics; respondents described

Sunkist oranges as refreshing, impulsive, fun-seeking, carefree, happy and playful.

Unfortunately for Sunkist, these positive results did not translate into consumer action. When asked what they would do if Sunkist was not available, 66 per cent claimed they would merely choose another brand of oranges. This condition of positive brand perception and low purchase loyalty is called non-functional awareness.

Other equally important issues to be addressed were the increasing threat from lower priced, off-shore competition and the need to create interest among key produce buyers, to ensure the product was stocked and presented properly.

Consumers, now more than ever, are presented with a myriad of fresh fruit and vegetable choices on a year round basis. Within any given growing season there will be several fruits vying for the consumer dollar. Most large chains carry more than one brand of the more popular varieties. So, even if a grocery shopper puts 'oranges' on the list, Sunkist still has to work hard for the sale because it is competing against other feature-priced oranges and certainly against other feature-priced fruit. The challenge of developing a loyal predisposition toward the Sunkist brand was a considerable task.

## **STRATEGY AND EXECUTION**

To achieve a strong sales response, the Sunkist business required support in reaching two important and distinct target groups. Firstly, the Sunkist message had to be placed to attract the attention of key produce buyers for the grocery stores. If a predisposition toward the Sunkist brand were not generated within the trade then all consumer activity would be for naught. Secondly, we had of course to reach the targeted consumer group in order to generate the greatest possible sales response.

The advertising budget dictated a tightly defined target to ensure maximum efficiency in the media buy. PMB and GlobalScan (a comprehensive consumer survey) were used to define the consumer target of heavy users, defined simply as 25 to 49-year-old principal family grocery shoppers with children, with \$35,000 plus household income.

The regional distribution of the two target groups (heavy consumer users and produce buyers) was important to identify before arriving at a media recommendation. Using a geo-demographic database developed by Compusearch, we were able to pinpoint the postal districts of the areas of greatest orange consumption in the country. This created a potential market list comprised of Halifax, Montreal, Toronto, Calgary, Edmonton and Vancouver. Within each municipal region high orange consumption areas were further identified.

The next stage was to identify a medium which would allow Sunkist to concentrate its media budget in a medium which could be dominated as well as enable Sunkist to reach its two target audiences. Given the tightly concentrated geographic nature of the target groups, and the need for cost efficiency, outdoor media was selected.

The strategy behind the outdoor execution was to hit consumers on the verge of purchase. We overlaid the locations of grocery stores onto the districts defined by Compusearch. We then selected the billboards, transit shelters, mall posters, and billboards adjacent to these outlets. This meant that as the heavy users approached their favourite supermarket they would be exposed to a message from Sunkist reinforcing their predisposition toward the brand.

There were two elements required in Sunkist's creative. First, the rational aspect of the brand's consistent quality. Second, the emotional factor, which was defined by the playful, fun atmosphere created while consuming an orange. According to years of attitude tracking, consumers have never questioned Sunkist's ability to deliver consistent quality. This situation demanded that Sunkist's emotional benefits come to the fore. It was important that Sunkist's advertising reflect the fun loving character of the fruit and contrast the 'good for you' perception of citrus fruits.

The media executions for 1993 and 1994 were virtually identical. The six markets were supported with six months of advertising from January through June in both years. Target audience reach was 95 per cent and we achieved a message frequency in excess of 100. Over 10,000 gross rating points (GRPs) were achieved during

this time period. By focusing its efforts on key targets within key markets during the winter and spring seasons, Sunkist was able to create a solid media execution.

## RESULTS

The results of the 1993 advertising tracking ([Figures 1 and 2](#)) showed correct recall of Sunkist's advertising increasing from 38 per cent prior to the outdoor campaign to 52 per cent at the end of the campaign ([Figure 3](#)). This alone shows an increase in the presence of Sunkist advertising, and should be considered the first step in establishing the role of advertising in Sunkist's success.

One measure from the 1993 continuous tracking clearly shows the advertising objective was achieved. To be considered effective, the advertising had to show an increase in the number of people looking for and buying Sunkist oranges. The data ([Figure 4](#)) shows a conclusive 17 point increase in the number of shoppers who had developed some sort of predisposition toward Sunkist over the course of the six-month ad campaign. The ad campaign certainly made its contribution to reversing Sunkist's non-functional awareness. Undoubtedly, the most important question to answer in determining the success of any marketing effort is, 'Did it sell?'

A 26 per cent national increase versus a three year average\* would seem to answer a resounding 'yes'. Every market supported by advertising enjoyed considerable growth, from 44 per cent increases in Toronto to modest 5 per cent gains in Montreal. Edmonton was not audited ([Figure 5](#)). The 'only one orange makes you feel this good' campaign has enjoyed considerable success already, winning the Billies campaign and single ad categories, the campaign gold from Applied Arts, and the campaign gold from the New York Festival. The commendation this advertising merits, however, is commensurate with the above data.

**\*1993 results, while even more positive than 1994, were not used in this case study because Sunkist enjoyed a particularly strong crop that year and the sales results, we believe, would overstate the effect of advertising.**

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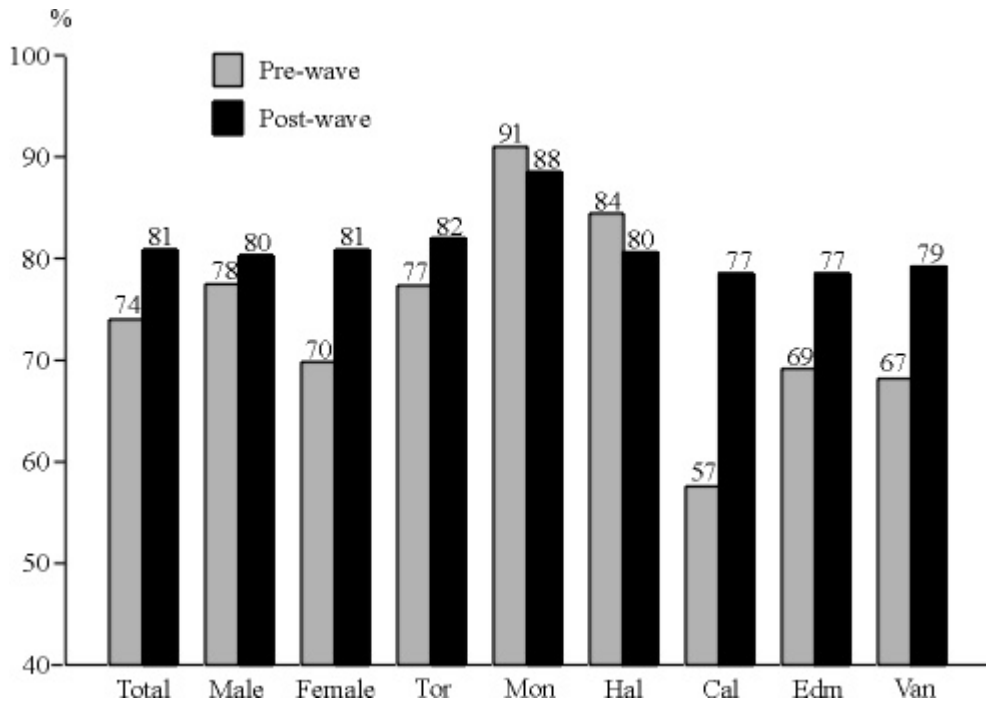


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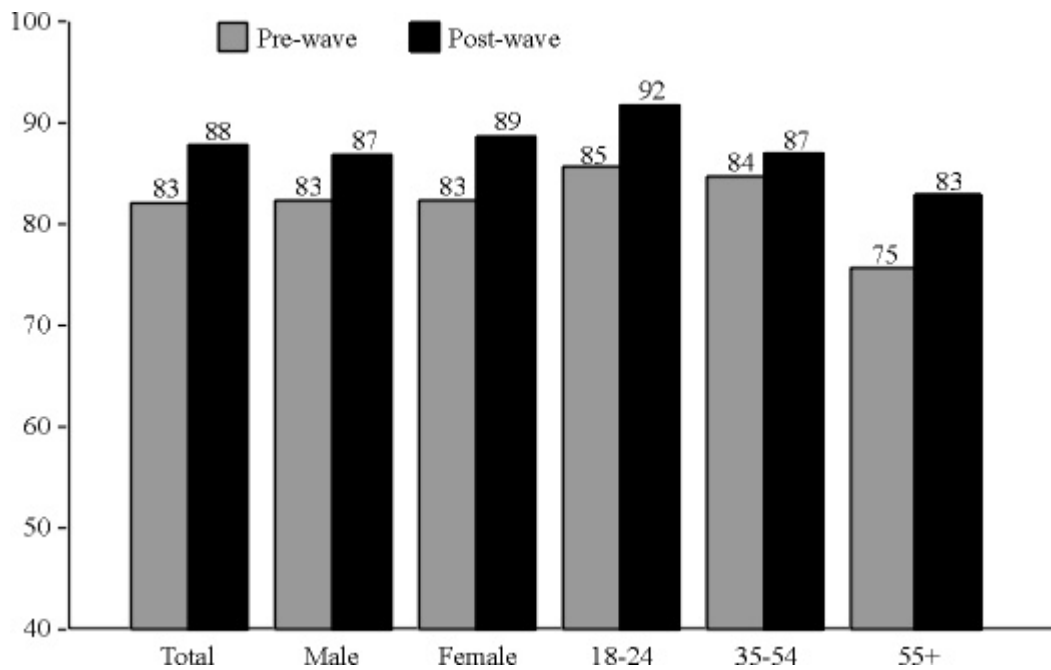
## NOTES & EXHIBITS

### FIGURE 1: TOP OF MIND AWARENESS



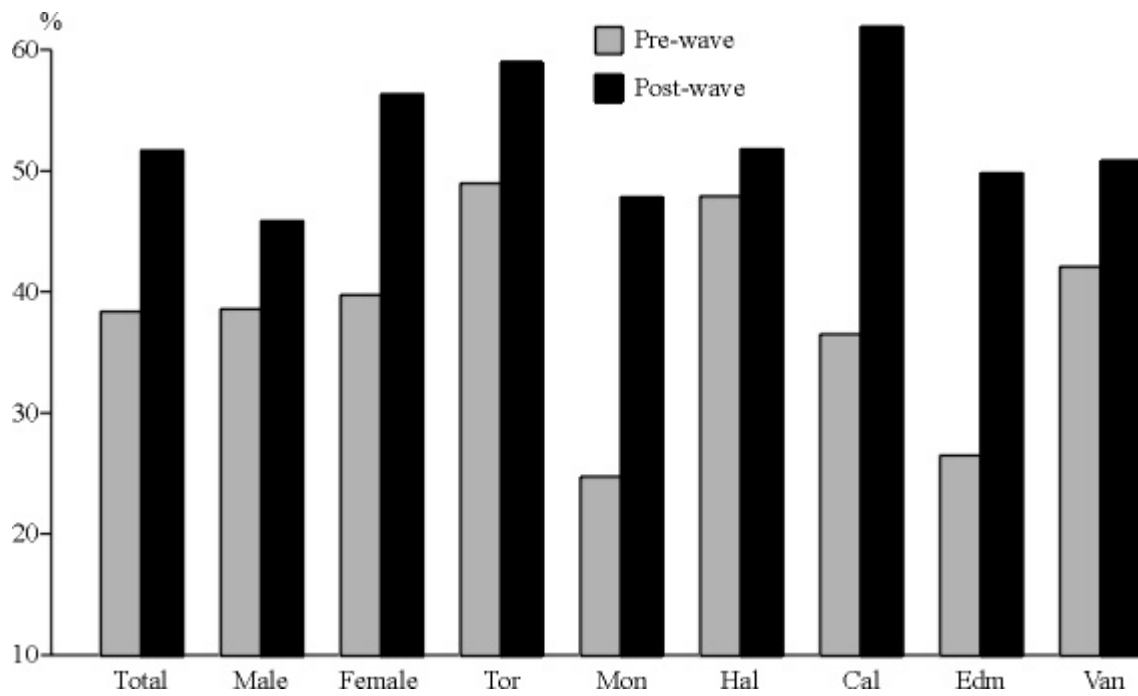
Source: 1993 ad tracking (Thompson Lightstone)

**FIGURE 2: UNAIDED AWARENESS**



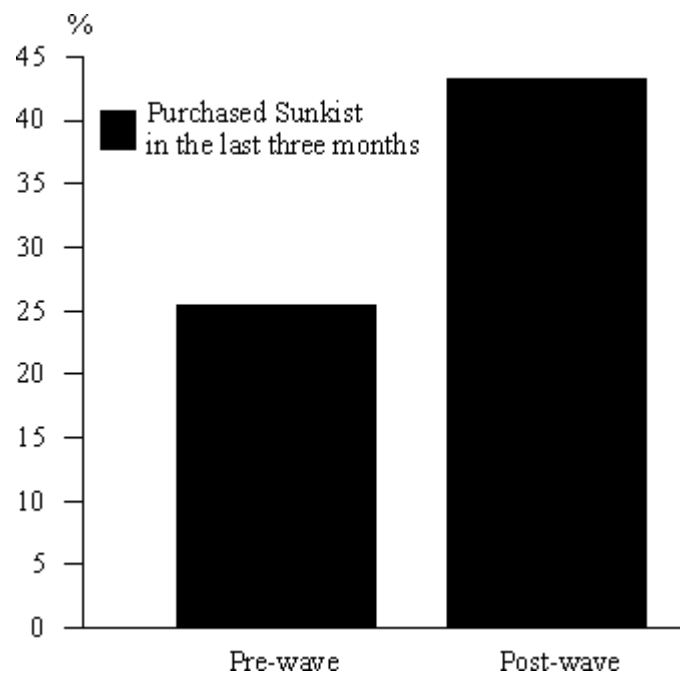
Source: 1993 ad tracking (Thompson Lightstone)

**FIGURE 3: CORRECT ADVERTISING RECALL - 1993 CAMPAIGN**



Source: 1993 ad tracking (Thompson Lightstone)

**FIGURE 4: 'DO YOU LOOK FOR A SPECIFIC BRAND OF ORANGES?'**



Source: 1993 ad tracking (Thompson Lightstone)

**FIGURE 5: % VOLUME CHANGE VERSUS THREE YEAR AVERAGE**

