

**TITLE OF CASE  
STUDY:**

**Discover Cranberry, the Wonderberry**

The case study cannot exceed 5 written pages in 11 point font. The case study should explain the business opportunity and objectives, the research story behind campaign development, a description of the campaign, and proof of business results (please see Entry Kit for more details). *Proprietary data can be disguised. Winners are able to submit an alternate version of the case study excluding sensitive information for use in public communications.*

**Fact: Ocean Spray was a declining brand, in a drastically declining category.**

In the good old days, or even ten years ago, ‘drink your juice’ was never doubted as a healthy choice in anyone’s day. But in the last decade, all the media attention on obesity and the explosion of low carb diets in the early 2000’s left Ocean Spray’s flagship Cranberry Juice Cocktail out of touch with the contemporary consumer.

Despite being a trusted brand name for over 75 years, Ocean Spray hadn’t enjoyed sales growth in over 5 years. The entire fruit juice/fruit drink category declined steadily (Food and Drug sales down 20% from 2000 – 2005, source IRI); a sobering backdrop to Ocean Spray’s depressing snapshot over the same period, when total dollar sales in Food and Drug were down 22% from 2000 – 2004.

We knew that we only had one chance to turn around the business.

**Our objectives weren’t just to stem the declines, we wanted to grow the business. .**

Objective 1: Increase Sales. Quickly. Stem the decline and right the volume.

Improve base volume by 3%

Objective 2: Launch the new campaign efficiently

Beat the \$0.61 benchmark ROI from IRI research on successful campaigns

Objective 4: Re-introduce consumers to the cranberry

Raise brand awareness in a smart, engaging, persuasive way

Objective 3: Create a reason for consumers to consider Ocean Spray again!

Make them recognize that Ocean Spray tastes good and is good for them

Before we even went to the creative department, we recognized that we had some huge barriers to break down with the consumer to get them to think about juice again, let alone take them that extra step to get Ocean Spray into their fridges.

**Luckily, we had the Cranberry as our platform, one of the original super-foods.**

Unbeknownst to many consumers, cranberries have phyto-chemicals called pro-anthocyanidins, we call them PACs for short. They’re a very special type of anti-oxidant that literally grab onto the bacteria in various parts of your body and flush them out of your body. Ocean Spray had never spoken about the health component of their juice, but in the new consumer reality it was important to figure out how to leverage this amazing fruit and its antioxidant properties and do it in a way that was relevant to the consumers.

## **The research story.**

It was clear that we need information on how to speak to consumers about the health benefits of the cranberry. A variety of research projects were commissioned to help us figure out what we could and should say.

### **Millward Brown InterCept Research:**

Millward Brown was employed to conduct a quick test for us to help us understand whether health would be a good place for us to start communicating.

5 directions were tested:

#### Cleanse and Purify

#### Antioxidant Powerhouse

Multiple Health Benefits

Versatility

Unique taste enjoyment

What was found was that the first two resonated most strongly and provided a strong strategic direction for the brand.

### **Greenfield Qualitative:**

With Greenfield, we conducted 6 focus groups to evaluate a few different health directions. Results indicated that both the “Anti-Oxidant” and “Anti-Adhesion” claim areas represented potentially compelling positionings for Ocean Spray cranberry juice. These claims were expressed as “Helps Cleanse and Purify Your System” and “Removes Harmful Germs”

### **Ipsos:**

Quantitative, online research was conducted among a total sample size of 3,237 respondents. 7 positionings were tested. Through the Ipsos’ Concept Evaluator study design it was determined that the phrase 'Cleanse and Purify' as well as 'strengthening the immune system' were both extremely compelling to our target. The optimized positioning read:

*Wouldn't it be great to have a beverage that gives you great taste and great health? The Ocean Spray cranberry gives you that balance, both delicious taste and important health benefits. Cranberries are naturally rich in powerful nutrients that help cleanse and purify your body to strengthen your body's defense systems. And Ocean Spray gives you the one-of-a-kind refreshing taste of cranberries. Enjoy the balance of great taste and great health with the Better Balanced Berry from Ocean Spray.*

### **The combined research result: A powerful platform.**

These three studies served as the crux of our health messaging and was the platform on which the entire campaign was launched.

### **Ocean Spray Cranberry Juice Cocktail contains powerful nutrients that cleanse and purify your body to help strengthen your immune system.**

This health message helped forge the big idea, as the reality was, it was the nugget that would get us back into people’s houses. Now we just had to bring it to life.

## **The Big Idea**

The tiny might berry. And the guys behind it.

The cranberry. At the very heart of the brand was this tiny berry with significant health benefits and a unique taste, grown by a trusted company with authentic grower-owned heritage. In a highly competitive category where all new products entice consumers with fast talking marketing hype we needed to step back, slow down, and reintroduce America to the cranberry and Ocean Spray by leveraging its unique DNA: Taste. Health. Heritage.

### **How did we bring it to life?**

The heart of the brand was born in the bogs, and lives there still. So that's where we went to tell the story of the cranberry; a beautiful bog with vibrant red berries, stunning green pines and a crystal clear blue sky. The fact is, there are very few major beverage companies that can claim their product comes straight from the bog. Actually, that number is limited to one: Ocean Spray. So the idea to create advertising that would feature the growers, standing waist deep in the cranberry bog was a natural.

The growers, two amusing characters who've spent a few too many hours in the bog together are experts and passionate about what they do. And while they are more comfortable in the bog, they're not always so comfortable speaking to the camera. So while their delivery may not be the most polished, it will always be the most endearing and honest. And most importantly, what they say will always come straight from the heart. And Straight From the Bog.

### **Would consumers like the new campaign?**

To ensure the direction we were heading in was correct, we underwent two more steps of consumer research.

#### **Invoke:**

The Invoke testing helped us determine what TV scripts were resonating most strongly with our consumers. It also gave us insight into how we could improve the creative to make it even more powerful among our consumer target, health oriented, family centric females ages 40 - 64.

The Invoke methodology allowed us to program a survey that was done real-time with a larger than usual online focus group - 100 respondents. The benefit of using Invoke is that we were able to probe on specific questions as respondents were going through the survey tool. During this stage we exposed respondents to storyboards and gauged their feedback on relevance, likability and Purchase Intent. A number of the scripts did very well, so we moved ahead to the shoot.

#### **LINK/Millward Brown**

One last final check off before sending the ads to the networks was Link testing with Millward Brown. The ads showed off-the-chart scores on breakthrough, branding, and active enjoyment (see below charts).

The campaign launched through TV and Print, and has had continued support since Fall '05 with an approximate annual spend of \$25 million against TV and Print. The campaign has also been supported by a successful "Bogs Across America Tour" that takes the Cranberry to the consumer in major markets across the U.S.

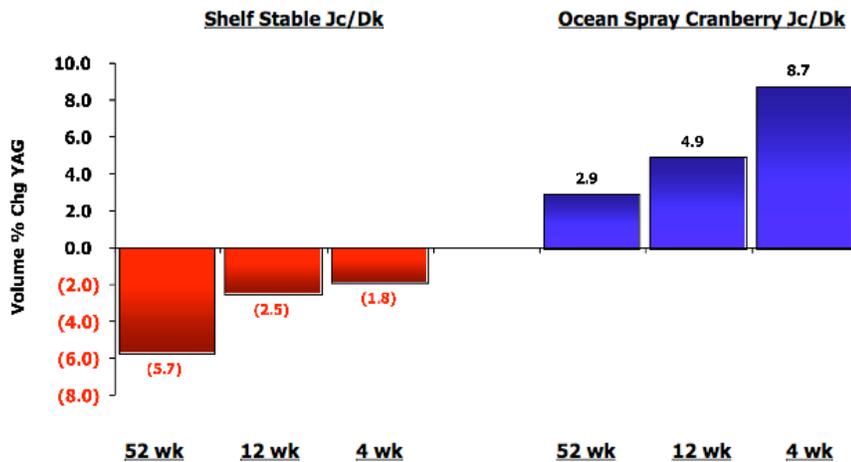
## So did it work?

Yes. We hit all of the objectives that we set out for the campaign. As on the front end of the campaign, we utilize many tracking methods and research methods to ensure that the work that we're running is on task.

### Objective 1: Increase Sales. Quickly. Stem the decline and right the volume by 3%

Ocean Spray Cranberry beverages saw large year over year volume gains despite overall category declines, and did particularly well during the key holiday season with consumption up over 8%.

Source: IRI FDMx 12/31

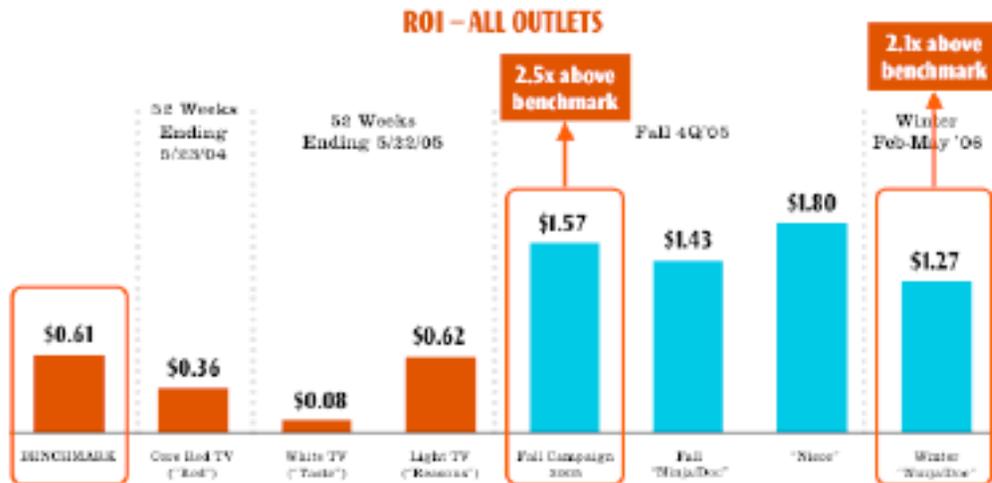


IRI InfoScan – Total US FDMx (w/o Wal-Mart)  
Weeks Ending Dec 31, 2006

### Objective 2: Launch the campaign efficiently. Beat the \$.061 ROI Benchmark.

We beat our ROI benchmark by 2 to 2.5 times. For the entire campaign, for every \$1.00 invested, the ROI was \$1.57. IRI created the benchmark for Ocean Spray based on successful marketing of numerous packaged good companies

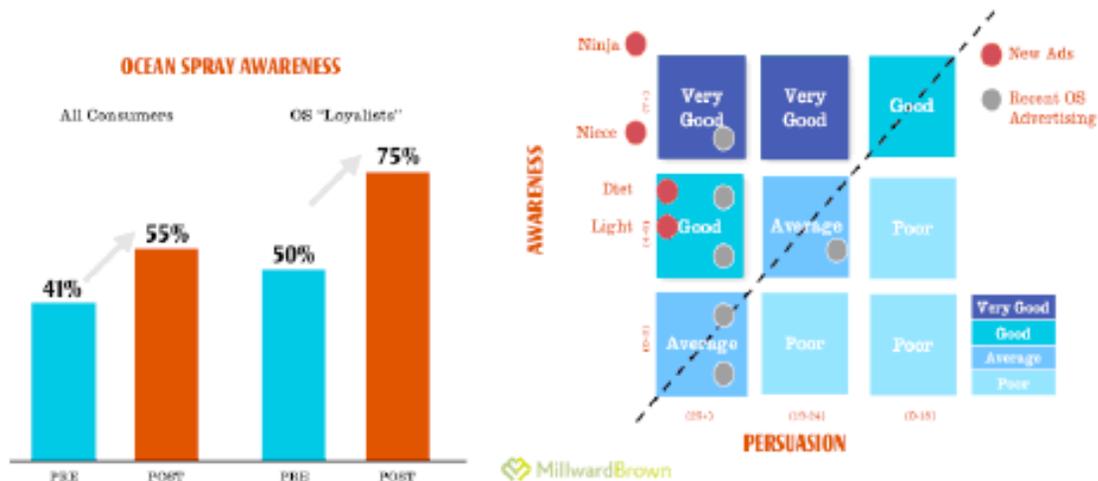
Source: IRI FDMx 7/06



### Objective 3: Improve awareness by re-introducing the cranberry in a smart persuasive way.

Not only did ad awareness make the largest leap ever for Ocean Spray as reported by Millward Brown, the launch spots Ninja, was in the top 10% of all ads ever tested for active engagement and persuasion.

Source: Millward Brown, Link Report & Brand Tracker



### Objective 4: Create a reason for consumers to try Ocean Spray by supporting the tastes good, good for you messaging..

As measured by a survey of 1000 respondents done by Millward Brown, after advertising had been running for 3 months.

85% of respondents said Cranberry Juice Cocktail **tastes great**

84% of respondents said Cranberries are **healthy**

69% of respondents said Cranberry Juice Cocktail keeps you **healthy**

Source: Millward Brown, Brand Tracker

### Summary

The combination of consumer insights and a message from the heart of Ocean Spray, the growers, allowed us to explain, with authority and sincerity the health benefits of Cranberry, The Wonderberry and turn the business around.