



A CASE STUDY REPORT

Creating communications plan Case: Sun Smoothie Bar

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1. COMPANY BACKGROUND

Sun Smoothie Bar is a Finnish company that operates in the food and beverage industry. They started by selling berries to grocery stores in 1995. At the moment, the company has three main areas of business. In addition to wholesale trade of berries, they have smoothie and juice businesses. In 2014, the company opened two smoothie bars in Hietalahti and Hakaniemi. The offering of smoothie bars includes both smoothies and cold pressed juices. They also sell their smoothies and juices to various retailers. Moreover, the company offers catering packages for B2B customers. Including both smoothie bars and wholesale, the company accounted total 363 000€ turnover in the fiscal year 2015. From year 2013 to 2015 the turnover has increased 121,3 % and thus, it can be said that the openings of smoothie bars have been in a significant role when considering the growth of business.

In this case, our focus is on the juice business. Cold pressed juices are sold under the brand name of Sun Juice. Sun Juices are sold in company's own smoothie bars and in some selected K-Markets and Ruohonjuuri natural product stores. The company is also about to launch a web store for its juices during the next couple of months.

What makes Sun Juices unique? The manufacturing process starts from fresh and just picked vegetables. To ensure the freshness of the ingredients, Sun Juice co-operates with a number of local farmers. For Sun Juice every vegetable is important and thus, they make sure that only the best ones are used. Then to the cold-pressing process -- what is so superior about their cold pressing technique? Sun Juice uses the leading company Goodnature's Goodnature X1 cold pressor, which is ordered straight from the factory in USA. This device presses the juice from vegetables using over 2000 bar power. Using cold pressing technique, the heating of the juice can be avoided. This is important, because heat has a negative impact on nutrients. The technique also allows to keep the most important nutrients better than any traditional home used press. High quality ingredients and the right technique ensures preserving the natural nutrients, vitamins, living enzymes and minerals. Juice doesn't include any preservatives, additives, sugar or any other unhealthy ingredients. Additionally, without the fibres of the vegetables, nutrients are absorbed faster and more efficiently. After cold pressing, the juices are bottled by hand in company's hygiene proofed facilities.

The cold pressed juices are relatively new in the Finnish market. That is why the competition is for the time being quite sparse. The direct competitors of Sun Juice include Powau and Jungle Juice Bar. Powau is established in 2014 and they market themselves as the first Helsinki-based cold pressed juice company. Their resellers include among others K-Markets, Ruohonjuuri stores, and Anton&Anton stores. The company has a webstore, but at the moment they only sell juice cleanse packages and their almond milk products through it. Jungle Juice Bar, on the other hand, is a large chain with 12 own juice bars in big shopping centres all over Finland. The offering of the company includes juices and smoothies and they sell only directly to the consumers in their own juice bars.

On the contrary to the Finnish market, the competition is fierce in many other countries. Even though the production has to be local in order to guarantee fresh juices, the business model is easily reproducible. That is why we believe that also biggest international chains have to be taken into account when considering the competitive field. Broadly speaking also other beverages and food products compete with cold pressed juices.

2. RESEARCH PROBLEM

As mentioned in the previous chapter, the research problem we aim at solving is about Sun Juice products. The company is about to launch an online store for the juices in the upcoming months, and this is the reason why the owners decided to seek for external help when it comes to marketing. However, when we discussed with the owners about their business problem, it came evident that the launching of new online store is only one part of the problem. They were looking for a more holistic solution to boost the sales of their juice product line. As the owner Teppo Halonen instructed us: “Just whatever that makes it work better.”

The owners were especially worried about how to communicate the benefits of Sun Juices to consumers. That is why we came to a conclusion that communications is in the focus of our research project. Further discussion with the owner crystallized that our objective was to form a communications plan for Sun Juice product line. Especially we were interested to find out what should be the core brand message, who would belong to the target group and what would be the best way to communicate the opening of the online store and benefits of the products.

In order to solve the managerial problem, we started to familiarize ourselves with the academic literature on integrated marketing communications. We decided to use the article “Revisiting the IMC construct: A revised definition and four pillars” by J. Kliatchko (2008) as a main theoretical framework. In the article, Kliatchko (2008) presents that integrated marketing communications plan can be divided into four sub-elements or pillars, which are: (1) stakeholder, (2) content, (3) channels, and (4) results.

According to this model, the objective of this report and research project is hence to:

1. Clarify the stakeholders of the communications plan, i.e. to identify those people who are and could be interested in Sun Juice products.
2. Design a core brand message and the way it should be communicated to relevant stakeholders
3. Identify best channels through which to communicate this core brand message
4. Choose appropriate ways to measure the success of the created marketing communications plan.

Our main focus is on the content pillar, as the main challenges that the owners are dealing with are related to that. Furthermore, we aim at analysing the current positioning of Sun Smoothie Bar and its Sun Juice product line. We also provide a suggestion on how to develop the positioning. Aaker and Shansby (1982) have presented that building a positioning strategy is process with five distinctive steps: (1) identifying competitors, (2) identifying how consumers perceive competitors, (3) identifying positions of the competitors, (4) analysing customers, and (5) monitoring the position. Our empirical research that we present in the next chapter is basically based on these steps.

The content pillar in our research is therefore threefold. First, we analyse the competitive field in order to find out a unique and viable positioning for Sun Juice products. After that, we develop a brand core message that would support the desired positioning. Finally, we suggest how this brand core message could be turned into actual campaigns and other marketing communications actions.

3. FIELDWORK

Our fieldwork research consists of three parts: interview with the owner of Sun Smoothie Bar, a competitor analysis and a questionnaire for current customers. The objective of our empirical research was to find out a unique and viable positioning by analysing consumers and competitors (Aaker & Shansby 1982).

The first part was the interview with the owner Teppo Halonen. The interview lasted for one and half hours. During the interview, we discussed history of Sun Smoothie Bar and its juice product line, the challenges the owners are facing and Sun Smoothie Bar owners' expectations for the project. Interview was semi-structured. The interview provided us with good background information about the company and helped us to crystallize the objectives of the research project.

The second part was benchmark analysis of competitors. The analysis consisted of two Finnish and four international brands. We analysed the main message, position and social media presence for each of the companies. The analysis was based on the companies' websites, social media sites, articles and other sources. The objective of the competitor analysis was twofold. First, we analysed direct Finnish competitors of Sun Smoothie Bar in order to find unique positioning in the Finnish market. Second, we used Finnish and international brands as benchmarks about what kind of core brand message and communications strategy can be applied. Additionally, we considered analysing other liquids than cold pressed juices that may compete indirectly with Sun Juice. These liquids include those that market themselves as healthy or otherwise related to well-being (e.g. Hyvää Päivää-drinks and Novelle-drinks). However, since those products themselves and their benefits are quite different when comparing to Sun Juice we did not take them into deeper consideration. Though, in our communications plan we will take into account how Sun Juice can communicate its benefits in order to differentiate from those indirect competitors.

Third part of the fieldwork was a questionnaire. The questionnaire included questions about the lifestyles of the respondents and their usage of Sun Juice products. The complete questionnaire can be found in Finnish in appendix 3 and the results of the questionnaire in appendix four. The questionnaire was conducted at Sun Smoothie Bars in Hietalahti and Hakaniemi and it was also posted on company's Facebook site. We collected answers for four days 12.-16.5.2016. When

the smoothie bar was open, we spend several hours monitoring the process and actively offering the questionnaire forms. Respondents were rewarded with free ginger shots.

We collected altogether 53 responses. 14 of these responses came from the Facebook site and rest of them were collected at smoothie bars. The low number of responses can be explained by the fact that the customer flow was rather slow during that time. We have no data on how many of the customers answered the questionnaire, but based on our observations, we would assume the percentage to be well over 50%. Nevertheless, the low number of respondents must be taken into account when analysing and interpreting the results. In spite of the number of respondents, we believe that the questionnaire provided us with a good view on what kind of consumers currently buy Sun Juice products and what they value. In the next section, we summarize the main findings of our empirical research.

4. ANALYSIS AND RESULTS

4.1. Competitor analysis: Benchmark

The results of the benchmark analysis can be found in appendices 2.

4.2. Competitor analysis: Positioning

Thus, after doing competitor analysis and benchmark we are able to say that their overall product offering is quite similar however they differentiate from each other according to target group, position and values. According to our research juice brands can be roughly divided into two groups:

1. Cool and serious juice brands favouring spiritual and mental health
2. Playful and energetic juice brands favoring sporty lifestyle and physical health

As the positioning map (Appendix 5) shows, in the first group we would include Powau, The Cold Pressed Juicery and Pro Juice whereas Sun Smoothie Bar, Jungle Juice Bar and Joe & The Juice would belong to the second category. Pressed juice is somewhere between these groups. Thus, Sun Smoothie Bar can not be easily differentiated from its straight competitor Jungle Juice Bar. Because of that we created a questionnaire for Sun Smoothie Bar customers to better define its positioning in the market.

4.3. Quantitative research: Questionnaire for the customers

Quantitative research was analysed using Excel. We examined the distribution of the answers as well as mean scores. In addition, we compared the profiles of the heavy users who buy Sun Juice products at least once a week to other customers. The gender distribution was fairly equally distributed, with 52,8 % of the respondents being women.

“Hedonist”, “extrovert” and “positive” were adjectives that the respondents on average found to describe them most. “Trendy”, “family-oriented” and “spiritual” were least popular ones measured by average scores. However, when interpreting the results, also the distribution of the scores should be taken into account. “Sporty”, “family-oriented” and “career-oriented” gained most mentions as “doesn’t describe at all”. The low total number of respondents have to be taken into account when utilizing these results.

As a summary, it can be said that typical customer of Sun Smoothie bar is an extrovert hedonist with positive attitude in her late twenties from Helsinki downtown. In addition, a typical user has no children.

When it comes to main reasons to drink Sun Juice, good taste, health effects and the fact that juice has no additives were mentioned as the most important reasons. The price-quality-ratio and lifestyle reasons were the least popular ones. The Sun Juice products were consumed throughout the day. “As a snack” was the most common usage situation as 40 % of all the consumers mentioned it as their most common usage situation. The complete results of the survey can be found in appendix four.

4.4. Integrated marketing communications plan

Based on our findings we created integrated marketing communications plan to reposition and strengthen the brand, and to gain brand awareness. Firstly, we would suggest clarifying the brand architecture. Secondly, we suggest to reposition the brand to differentiate from the competitors. And thirdly, we suggest communicating this through renewed visual image, brand message supporting slogan, and related campaign and marketing content.

4.4.1. Brand architecture

Currently Sun Smoothie Bar and Sun Juice are kept as separate brands and they are using separate social media accounts even though the content is similar which makes the brand architecture quite confusing. A coherent brand architecture lead to clarity, synergy and leverage rather than market weakness and confusions (Aaker & Joachimsthaler 2000). As the brand messages are similar, Sun Smoothie Bar and Sun Juice could benefit from each other's brands rather than damage them. A branded house usually maximizes synergy, as participation in one product market creates associations and visibility that can help in another (Aaker & Joachimsthaler 2000). Thus we would recommend bringing the brands together to make use of the synergy benefits.

4.4.2. Stakeholders

Following the IMC framework by Kliatchko (2008), integrated marketing communications planning can be seen as a process, where pillars function as antecedents for each other. Therefore, we start by defining stakeholders, following by content, channels and finally, results.

Kliatchko (2008) stakeholders as internal and external stakeholders. In Sun Smoothie Bar's case, the most internal stakeholders are employees. Employees themselves work as brand ambassadors, being cheerful, positive, helpful & friendly in the extraordinary way - this clearly is one of the strengths that Sun Smoothie Bar has. This asset has to be valued and taken into consideration especially when training new employees, but also when communicating to current employees to maintain their approach on customers.

External stakeholders are for example customers, potential customers, retailers and suppliers. Identifying current as well potential customers is crucial in the success of marketing communications plan (Kliatchko 2008). Sun Smoothie Bar currently doesn't have any data from its customers. As mentioned above, from our questionnaire we gained better knowledge on the reasons why customers buy Sun Juice, in which situations they drink Sun Juice and how they describe themselves as persons; a typical customer of Sun Smoothie bar is a person in her late twenties from Helsinki downtown and describes herself as "hedonist", "extrovert" and "positive". This information gives us the idea of who the potential customers could also be. **The main target customer is hedonistic, young-minded person living in urban areas. We**

target men and women equally, since there wasn't a big difference in the distribution, as mentioned previously. Clearly defined target group will function as a basis for creating content and choosing channels.

4.4.3. Content

The position of Sun Juice brand is currently vague and close to one primary competitor Jungle Juice bar as they highlight sporty and energetic values in their marketing communications. We would suggest keeping the energetic aspect, but emphasising more mental "feelings" based values in order to create competitive advantage through brand differentiation.

In addition, when developing the content, understanding customer is important: understanding demographics but also understanding customers beyond that (Kliatchko 2008), such as knowing their interests or personality. In this, our results from the questionnaire are crucial. Based on Kliatchko (2008) we define *messages* which means brand ideas and associations, and additionally we define *incentives* that are long-term offers or rewards for customers in the form of specific campaigns. New messages and incentives created for Sun Juice are explained in the final chapter.

4.4.4. Channels

Channels include every possible touchpoint where customers or potential customers experience the brand or products (Kliatchko, 2008). Channels are chosen based on relevance and preference (Schultz & Schultz, 2004). The scarcity of the resource in the startup environment is also considered. Therefore, the most expensive media, such as TV, is directly ruled out from the consideration. The focus is on more cost-efficient digital channels as well in their "own" channels, such as Sun Smoothie Bars and bottle labels in the retail stores. As competitor benchmark show for us, Facebook and Instagram were the most popular channels and thus, we recommend also for Sun Smoothie Bar to focus on these two social media platforms.

4.4.5. Results

As Kliatchko (2008) suggests, measuring the results of communication has crucial role in integrated marketing communications, forming the fourth pillar of IMC. Based on his article,

IMC approach focuses on measuring behavioural responses such as actual purchases and sales generated. Therefore, the main goal in every communication action is at the end, to generate more sales. To gain the best possible results, different communication actions should be monitored throughout the campaigns. This way, the company can be sure that it is using the most effective channels to reach its customers. Measures that can and should be used are for example conversion rate and click-through rate. Conversion rate implies the sales gained through defined channel for example the conversion rate for Facebook advert is calculated as the sales generated through that advert. Click-through rate implies the percentage of customers that are opening the link to the webstore. These metrics directly imply how effective each communication channel is to generate traffic and sales for the webstore.

5. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

5.1. Brand architecture & content

We suggest positioning Sun Smoothie Bar a master brand and Sun Juice its sub-brand and thus, remove social media accounts of Sun Juice and post juice related content under Sun Smoothie Bar accounts in order to gain synergy benefits.

In order to reach more awareness for Sun Juice and to communicate the new position, we suggest renewing the visual image of the logo and marketing content to more appealing and supporting the brand message of “happy” and “energetic”, but still modern and fresh. Suggested logo ideas can be found in appendix six. Furthermore, we would emphasise the visual aspect to invoke feelings instead of having the main emphasis on text about the benefits. An example advertisement can be found in appendix seven. When considering the slogan, companies should ensure the slogan evokes clearly their brand name and is not associated with competitors (Kohtli et al. 2007). Thus, we would suggest changing the brand slogan to support the brand message better from “Smart people drink real juice” to “Sun mehu. Sun fiilis”. It is a playful combination of the company name and the brand message in Finnish, which is in line with the other marketing communication which is also in Finnish. The official hashtag should be changed from #sunjuice to #sunmehu since under the hashtag #sunjuice there is a significant amount of content that is not related to Sun Smoothie Bar whereas #sunmehu is not widely used yet.

The new slogan is appealing, funny and memorable and thus it should be utilized in all marketing content especially on social media. Additionally, to support marketing communicating and to gain brand awareness, we suggest arranging promotional events for example at summer festivals, which could include funny and engaging activities that encourage sharing brand related pictures on social media using the brand slogan as a hashtag (e.g. #sunkesäfilis). An additional incentive to share pictures could be rewards for some of the consumers that have participated.

5.2. Promoting the webstore

In addition to communicating the enhanced brand positioning, it is important to promote the launch of the webstore. Therefore, we suggest creating the campaign that specifically aims to promote the webstore and gain awareness for it. To succeed in this, we recommend creating the campaign using word-of-mouth (WOM), because consumers rely more on information that they hear from their friends instead of hearing it from the company itself (Herr et al. 1991). When a person buys from Sun Juice webstore, he or she would have a chance to send a free sample bottle for a friend. The sample would include for example a cheerful message for a gift receiver, communicating the brand message of Sun Juice, and incentive to buy more bottles from the webstore. In this way we are able to spread positive WOM which increases the receiver's perceived value of a company's products, loyalty intentions and hence the probability of purchase (Litvin et al. 2008).

It is also crucial to integrate the offline and online (sales) channels. For example, in addition to online marketing, "The friend" -campaign could be communicated using juice bottles as media, such as adding stickers that inform about the online campaign. Furthermore, web store in general offers a great way to collect detailed information on customers. In the future, Sun Smoothie Bar could define their customers and prospects even better based on this data, and they should utilize this information on developing their communications plan further.

Overall after clearly defining the target group and core message, Sun Smoothie Bar is able to strengthen its position in the market and clearly differentiate from Jungle Juice Bar with this suggested communications strategy. Furthermore, our campaigns help Sun Smoothie Bar to increase the awareness of the brand and the webstore which equals higher sales in the future.

References

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Appendices:

Appendix 1: Executive Summary (in Finnish)

Appendix 2: Competitor analysis - Benchmark

Appendix 3: Questionnaire (in Finnish)

Appendix 4: The results of the questionnaire (in Finnish)

Appendix 5: Positioning map

Appendix 6: New logos

Appendix 7: New visual image

Appendix 1: Executive Summary

Tiivistelmä liikkeenjohdolle

Tässä tutkimusraportissa tavoitteena on ollut markkinointiviestintäsuunnitelman luominen Sun Juice -mehuille. Sun Juice kuuluu Sun Smoothie Barin alaisuuteen. Sun Smoothie Bar (kaupparekisterissä nimellä Benkun Marjatalo Oy) perustettiin vuonna 1995 ja yrityksen liikevaihto vuonna 2015 oli yhteensä 363 000 €. Yrityksellä on tällä hetkellä kolme pääbisnestä: Sun Juice -mehujen lisäksi yritys myy smootheita sekä harjoittaa marjojen tukkukauppaa.

Sun Juice on tuotemerkki, jonka alla myydään kylmäpuristettuja mehuja. Mehut on valmistettu tuoreista hedelmistä, vihanneksista ja marjoista eivätkä ne sisällä lisäaineita, säilöntäaineita tai lisättyä sokeria. Mehujen raaka-aineilla on suotuisia terveysvaikutuksia. Tällä hetkellä mehuja myydään yrityksen kahden smoothie barin lisäksi joissakin K-Marketeissa sekä Ruohonjuuri - luontaistuotekaupoissa. Yritys on lisäksi aikeissa lanseerata mehuille nettikaupan tulevien kuukausien aikana.

Tutkimusongelma, jota lähdimme ratkaisemaan, liittyy Sun Juice mehujen markkinointiin. Yrityksen omistajat olivat epävarmoja siitä, miten Sun Juice -tuotteiden edut sekä nettikaupan lanseeraus voitaisiin parhaiten kommunikoida kuluttajille. Lähestyimme tutkimusongelmaa teoreettisena pohjanamme J. Kliatchkon (2008) malli integroidun markkinaviestinnän peruspilareista. Mallin mukaisesti tavoitteenamme on: (1) selvittää Sun Juice -mehujen markkinoinnin kohderyhmä, (2) suunnitella brändin ydinviesti, (3) identifioida parhaat kanavat

kommunikointiin sekä (4) valita sopivimmat metriikat markkinointiviestinnän onnistumisen mittaamiselle.

Empiirinen tutkimuksemme koostui kahdesta osasta. Ensimmäisenä teimme benchmark-analyysin kahdesta suomalaisesta ja neljästä kansainvälisestä tuotemerkestä. Vertailimme yritysten markkinapositiona, kohderyhmiä sekä presenssiä sosiaalisessa mediassa. Analyysin tavoitteena oli toisaalta tutkia yrityksen kohtaamaa kilpailutilannetta Suomessa ja toisaalta etsiä parhaita kansainvälisiä käytäntöjä. Tutkimuksen toinen osa koostui Sun Smoothie Barin nykyisille asiakkaille suunnatusta kyselystä (n=53). Selvitimme kyselyssä vastaajien arvoja ja persoonallisuutta sekä Sun Juice -tuotteiden käyttöä.

Benchmark-tutkimuksemme pohjalta loimme positiointikartan. Positiointikartan akseleiksi valikoituivat pystyakselilla leikkisä/energinen ja vakava/cool sekä vaaka-akselilla fyysinen terveys/urheilullisuus ja henkinen terveys/henkisyys. Positiointikartassa Sun Smoothie Barin nykyinen positio on analyysimme perusteella leikkisä ja sporttinen brändi. Suorista kilpailijoista Jungle Juice Barin positio on hyvin lähellä Sun Smoothie Baria, kun taas Powau on kartan toisessa reunassa ollen vakavampi henkiseen hyvinvointiin keskittynyt brändi.

Kyselytutkimuksemme tulokset osoittavat, että tyypillinen Sun Juice -mehujen käyttäjä on vajaa 30-vuotias lapseton helsinkiläinen, joka kuvailee itseään ulospäinsuuntautuneeksi nautiskelijaksi, jolla on positiivinen elämänasenne. Sun Juice -mehuja nautitaan kaikkina vuorokauden aikoina, mutta erityisesti välipalaksi, ja keskeisimmät syyt mehun nauttimiseen ovat sen hyvä maku, se, ettei mehu sisällä lisäaineita sekä mehun terveysvaikutukset.

Markkinointiviestintäsuunnitelma on luotu näiden tulosten pohjalta. Ensimmäisenä asiana keskityimme brändiarkkitehtuuriin. Tällä hetkellä Sun Smoothie Bar ja Sun Juice ovat kaksi erillistä brändiä, jolla on omat sosiaalisen median kanavansa. Ehdotamme, että synergiaetujen saavuttamiseksi brändejä voitaisiin yhdistää Sun Smoothie Bar -nimen alle. Käytännössä tämä tarkoittaisi sitä, että brändit voisivat yhdistää sosiaalisen median kanavansa ja nettisivunsa, mutta molemmilla brändeillä olisi silti omat brändinimet.

Varsinainen markkinointiviestintäsuunnitelmamme on jaettu Kliatchkon (2008) esittämien neljän pilarin mukaisesti. Viestintäsuunnitelman sidosryhmiä ovat yrityksen työntekijät, nykyiset ja potentiaaliset asiakkaat, jälleenmyyjät sekä toimittajat. Kyselytutkimuksen

perusteella kohderyhmään kuuluvia henkilöitä yhdistää positiivinen elämänsäntenne, nuorekkuus, nautintojen arvostaminen sekä terveystietoisuus.

Markkinointiviestinnän sisällössä keskityimme erityisesti brändiviestin luomiseen. Ehdotamme, että Sun Smoothie Bar pyrkisi siirtämään kommunikaationsa pääpainoa fyysisten terveyshyötyjen ja sporttisuuden sijaan positiivisen elämänsänteen sekä nautinnollisten hetkien viestimiseen. Tämä takaisi Sun Smoothie Barille nykyistä omaleimaisemman position markkinoilla. Lisäksi loimme uuteen position paremmin sopivan iskulauseen (“Sun mehu. Sun fiilis.”) visuaalisen ilmeen sekä muutaman kampanjaesimerkin, jotka on esitelty tarkemmin raportissa.

Kanavien suhteen pääpaino on digitaalisessa markkinoinnissa. Uusina kanavina ehdotamme uutiskirjeiden, Google-mainonnan, Youtuben sekä blogiyhteistyön kokeilemistä. Lisäksi korostamme offline- ja online-kanavien integroimisen merkitystä: esimerkiksi Sun Smoothie Barin toimipisteissä ja pulloissa voitaisiin ohjeistaa avattavaan nettikauppaan. Tulosten mittaamisessa keskeistä on kampanjakohtaisten tavoitteiden luonti. Sopivia metriikoita ovat esimerkiksi engagement rate, click-through rate sekä konversioprosentti.

Appendix 2: Competitor analysis - Benchmark

Powau is a Finnish company and thus a straight competitor as already mentioned. The juices itself are quite similar compared to Sun Juice however the target group is totally different. *Powau* is targeting its juices to trendsetters who are interested in healthy lifestyle. Overall words “trendy, urban, hipster and cool” could describe the brand. Their website is using minimalistic black and white design and they also are using Helsinki-based hipsters on their product pictures. Actually few weeks ago they even asked in Facebook if someone is having a cool grandmother which could act as their model. In social media they are providing high-quality visually beautiful pictures with neutral colours. They are engaging their customers by organizing product naming competitions and they also are providing discount codes on their social media accounts. All their communications are in English and currently they are having 3246 Facebook and 2386 Instagram followers.

Jungle Juice Bar is a Finnish company and thus as well a straight competitor. Its main message can be described with words “fresh, delicious, fun, healthy and sporty”. *Jungle Juice Bar*’s main

focus is on smoothies which can be boosted by a variety of superfoods and protein. Their juices are more simple than Sun Juices but lately they have added some very similar options compared to Sun Juices. The target group of Jungle Juice bar is wide: everybody that want something healthy and delicious fast on the go. In their communication on social media Jungle Juice Bar uses Finnish popular celebrities (e.g. fitness people and musicians) and the content they use bright colours and happy, funny pictures. Currently they have a campaign that launches one celebrity endorsed drink at a time to collect money for charity. Currently Jungle Juice Bar has 6541 followers on Facebook and 2756 followers on Instagram.

The Cold Pressed Juicery is originally from Netherlands and they have managed to position themselves quite strongly in the market. They are providing “delicious superfood smoothies and nutritious food that help towards a happier mind, body, and soul, while leading the way for socially-conscious initiatives.” Thus, it can be said that they are focused on spiritual well-being instead of physical one. They are targeting to hippies interested to nourish their body and mind but also same time make world better place to live. In their social media they are sharing posts related to ecological footprint, recycling and yoga. Currently they are having 3870 Facebook, 5735 Instagram and 57 Twitter followers.

The Joe & The Juice is probably one of the most internationally known juice brand and is originally from Denmark. Their slogan is “join the movement and share your moments with #joeandthejuice” which communicates quite well the social aspect of their brand. They have managed to build strong community around the brand. In social media they are providing high-quality pictures and their main focus is on engaging customers and sharing word-of-mouth. Their employees are main role in the pictures and they are asking customers to tag their friends under those pictures in order to spread their message. Overall words young, energetic, positive, playful, funny and social are describing the brand. Quite interestingly Joe & The Juice has chosen its male employees based on their outlook and character. Thus their main target group includes young and active city girls. Currently they do have 50 000 Facebook, 52 000 Instagram and 5400 Twitter followers.

Prodjuice is an Australian company and thus not a straight competitor, but as cold pressed juices are popular on Australian market and the competition is harder, Prodjuice is a good example for benchmark. Prodjuice sprouted on Sydney’s Northern Beaches in 2013. Their ethos is simple. They want to bring to customers a high quality product, that is good for health and

good for the environment. Thus they position themselves by an emphasis on following values: healthy, sustainable, high quality and design. Pro Juice is targeting trendy urban people that care about their health and environment and values healthy lifestyle, interior, good food and family. In their social media content they use light and natural colours, family and design related pictures, with emphasis on detailed visual appearance. Currently Pro Juice has 1322 followers on Facebook and 11 100 followers on Instagram.

Pressed Juices is another Australian company. Their main message is to stand for healthy and positive living and they have positioned themselves as trendy, young, healthy and sporty. Thus Pressed Juices are targeting young health conscious and active people. On social media they post content about active and healthy lifestyle in form of inspiring pictures, information, tips and related events. Their speciality is their own nutritionist, who also share professional health advices. Currently they have 14 647 followers on Facebook and 185 000 followers on Instagram, which is relatively many.

Appendix 3: Questionnaire (in Finnish)

Ikä: _____

Sukupuoli:

nainen mies muu

Postinumero: _____

Onko sinulla samassa kotitaloudessa
asuvia alle 18-vuotiaita lapsia?

Ei ole.
 Kyllä, _____ kpl

1. Kuinka usein ostat Sun Smoothie Barin smoothieita?

- Useita kertoja viikossa
- Kerran viikossa
- Noin kerran kuukaudessa
- Harvemmin
- En ole ostanut smoothieita

2. Kuinka usein ostat Sun Juice -mehuja?

- Useita kertoja viikossa
- Kerran viikossa
- Noin kerran kuukaudessa
- Harvemmin
- En ole ostanut mehua

> Jos et ole ostanut Sun Juice -mehuja, siirry kysymykseen numero 5.

3. Mitkä ovat keskeisimmät syyt, joiden vuoksi ostat Sun Juice -mehua?

Merkitse jokaisen syyn kohdalle, kuinka tärkeä se on sinulle ostopäätöstä tehdessäsi
(1=ei ollenkaan tärkeä, 2=vain vähän tärkeä, 3=jonkin verran tärkeä, 4=tärkeä,
5=erittäin tärkeä)

	1	2	3	4	5
Mehu maistuu hyvältä _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehu on kevyt valinta _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehulla on suotuisia terveysvaikutuksia _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehun raaka-aineet ovat suomalaisia _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehussa ei ole lisäaineita _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehu on kylmäpuristettua _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehu on helppo nauttia kiireessä _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehu tukee elämäntyyliäni, esim. urheiluharrastusta _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehu on ekologinen valinta _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mehulla on hyvä hinta-laatusuhde _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Muu syy, mikä? _____					

Käännä sivua >

4. Milloin yleensä juot Sun Juice -mehua?

Voit merkitä yhden tai useampia vaihtoehtoja.

- Aamupalalla
- Välipalaksi
- Lounaalla
- Jälkiruoksi
- Muu hetki, mikä? _____

5. Alla on lista adjektiiveja. Merkitse jokaisen adjektiivin kohdalle, kuinka hyvin ne kuvaavat sinua ja elämäntyyliäsi?

(1=ei kuvaa lainkaan, 2=kuvaa vain vähän, 3=kuvaa jonkin verran, 4=kuvaa minua, 5=kuvaa erittäin paljon)

	1	2	3	4	5
Sporttinen _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ulospäinsuuntautunut _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Terveystietoinen _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tavoiteorientoitunut _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Edelläkävijä _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nautiskelija _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trendikäs _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perhekeskeinen _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positiivinen _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nuorekas _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kiireinen _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Syvällinen/hengellinen _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Urakeskeinen _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ylellisyyttä arvostava _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ekologinen _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tähän voit halutessasi jättää vapaata palautetta Sun Juice -mehusta tai kyselystä.

Kiitos vastauksistasi!

Appendix 4: The results of the question

1. Ikä

Keski-ikä	Mediaani	Moodi	Max	Min
31	28	26	74	15

2. Postinumero

Helsinki	Espoo	Vantaa	Muu	Yht.
38	2	2	3	45

3. Sukupuoli

Kaikki käyttäjät:

Nainen	Mies	Yht.
28	25	53
52,8 %	47,2 %	100,0 %

4. Lasten lukumäärä

Keskiarvo	Mediaani	Moodi	Max	Min
0	0	0	4	0

Lapsia	Ei lapsia	Yht.
11	41	52
21,2 %	78,8 %	100,0 %

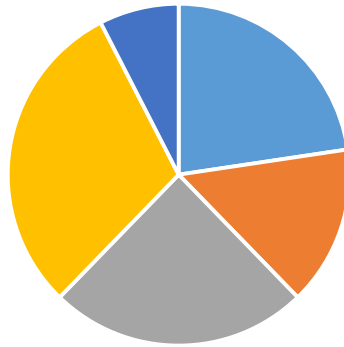
5. Kuinka usein ostat smoothieta?

Useita kertoja viikossa	12	22,6 %
Kerran viikossa	8	15,1 %
Noin kerran kuukaudessa	13	24,5 %
Harvemmin	16	30,2 %
En ole ostanut smoothieta	4	7,5 %
Yht.	53	100,0 %

6. Kuinka usein ostat Sun Juice -mehuja?

Useita kertoja viikossa	12	22,6 %
Kerran viikossa	5	9,4 %
Noin kerran kuukaudessa	10	18,9 %
Harvemmin	12	22,6 %
En ole ostanut mehua	14	26,4 %
Yht.	53	100,0 %

5. Kuinka usein ostat smoothieta?



■ Useita kertoja viikossa ■ Kerran viikossa ■ Noin kerran kuukaudessa
■ Harvemmin ■ En ole ostanut smoothieta

6. Kuinka usein ostat Sun Juice -mehuja?



■ Useita kertoja viikossa ■ Kerran viikossa ■ Noin kerran kuukaudessa
■ Harvemmin ■ En ole ostanut mehua

7. Mitkä ovat keskeisimmät syyt, joiden vuoksi ostat mehua?

Syy	Keskiarvo
Mehussa ei ole lisäaineita	4,63
Mehu maistuu hyvältä	4,46
Mehulla on suotuisia terveysvaikutuksia	4,41
Mehu on kylmäpuristettua	4,22
Mehu on helppo nauttia kiireessä	4,05
Mehun raaka-aineet ovat suomalaisia	3,93
Mehu on kevyt valinta	3,90
Mehu on ekologinen valinta	3,68
Mehussa on hyvä hinta-laatusuhde	3,68
Mehu tukee elämäntyyliäni	3,63

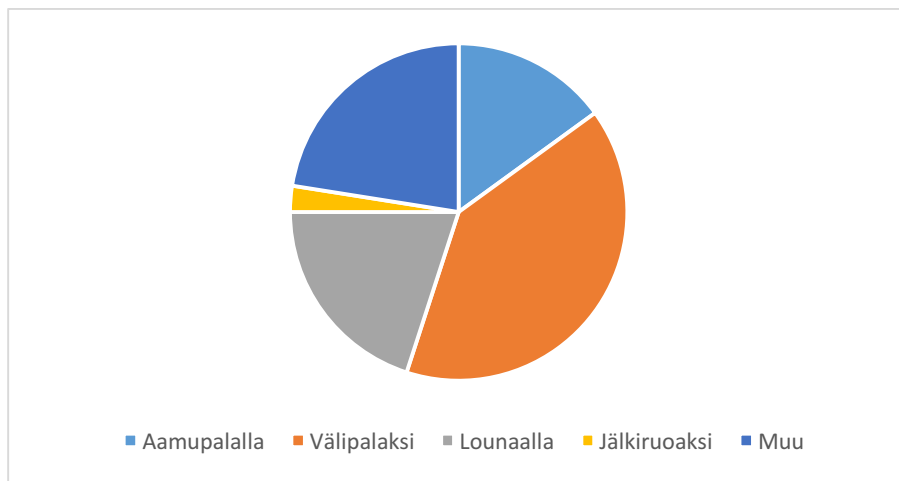
n=53

8. Milloin yleensä juot Sun Juice -mehua?

Aamupalalla	6	15,0 %
Välipalaksi	16	40,0 %
Lounaalla	8	20,0 %
Jälkiruoaksi	1	2,5 %
Muu	9	22,5 %
Yht.	40	100,0 %

Muu, mikä?

treenin jälkeen, puistoon evääksi, kaikki hetket, useampia mainittuja vaihtoehtoja

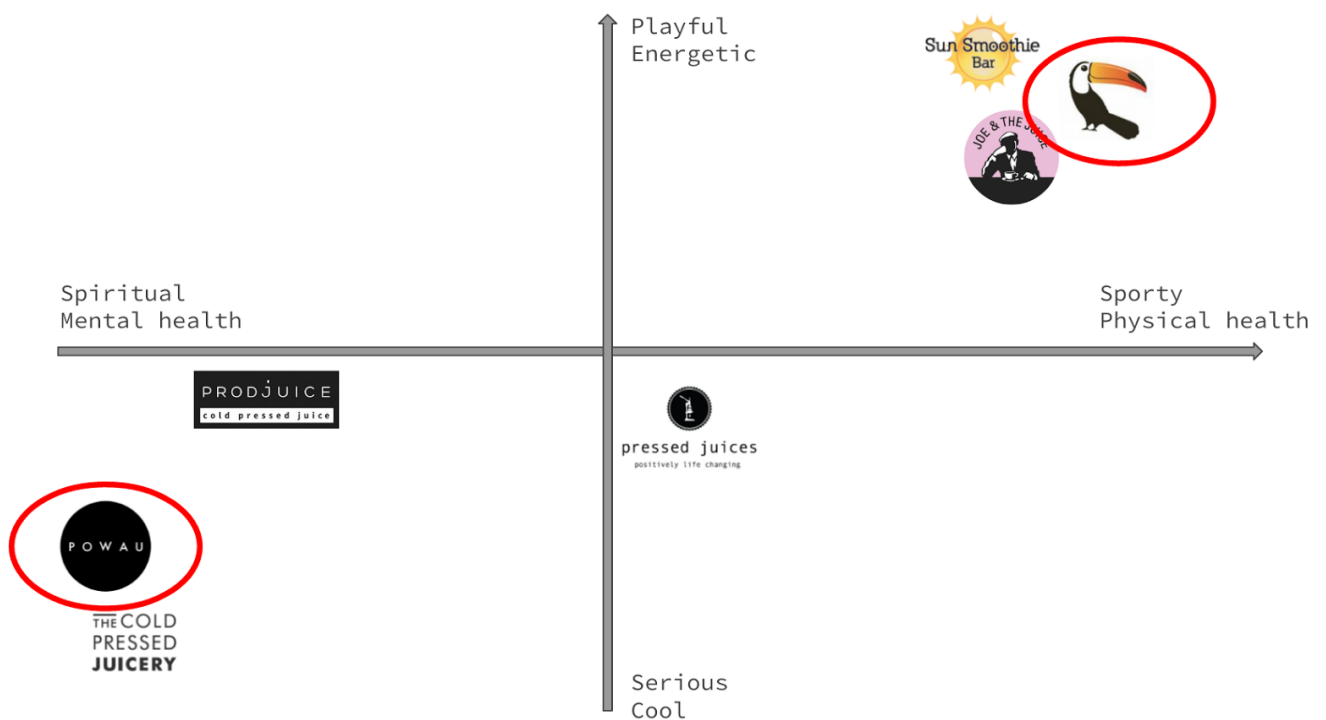


9. Kuinka hyvin seuraavat adjektiivit kuvaavat sinua ja elämäntyyliäsi?

Kaikki vastaajat:

Adjektiivi	Keskiarvo
Nautiskelija	4,40
Positiivinen	4,28
Ulospäinsuuntautunut	4,06
Terveystietoinen	4,00
Nuorekas	4,00
Tavoiteorientoitunut	3,77
Kiireinen	3,74
Ylellisyyttä arvostava	3,66
Edelläkävijä	3,62
Sporttinen	3,45
Urakeskeinen	3,43
Ekologinen	3,43
Syvällinen/hengellinen	3,38
Perhekeskeinen	3,34
Trendikäs	3,23

Appendix 5: Positioning map



Appendix 6: New logos



Appendix 7: New visual image

Sun mehu. Sun fiilis.

- kylmäpuristettu
- säilöntäaineeton
- lisäaineeton
- ei lisättyä sokeria

Sun Juice -kylmäpuristettu mehu säilyttää vihanneksista ja hedelmistä kaiken tärkeimmän - ei mitään lisättyä, pelkkää 100 % poweria!

A yellow circle containing the word "Sunjuice" in a white script font.