*ARE 136: Managerial Marketing Kristin Kiesel*

*UC Davis*

**Teaching Notes: Citrus Wars**

I usually use this short case study in sections I teach to allow students to discuss concepts of segmenting, targeting, and position, coordinated media strategy and ask students to think about differences in the underlying goals as well as measurement strategies for the effectiveness of these campaigns. Students are asked to read this Case Study prior to sections. I also post the videos on Canvas and show some in section to set the stage for discussions. Students first answer questions in small groups before we share insights in a larger setting. I am teaching live Zoom lectures and sections this quarter still but this material can also easily be adapted to create online assignments as well as scenario questions for exams. I also added an extension to link it to the current situation that I am planning to implement.

In my coverage, I emphasize an insight introduced earlier. Millennials are an important market segment and potential target audience in advertising and marketing overall. Being the largest living generation (having surpassed Baby Boomers) in the United States, their preferences and purchasing behavior greatly influences both the marketing and retail landscape. Marketers attempting to gain larger brand recognition and market shares are advised to appeal to Millennials, at least indirectly or as a secondary target audience. In addition to having higher incomes and future purchasing potential, Millennials are demanding healthier and fresher food—including fruits and vegetables—when making food-at-home purchases, and place a higher preference on convenience than do other generations. They are a potential target audience for both of these produce brands.

I also distinguish between communication goals (e.g. building or increasing brand awareness) and sales goals (maintaining or increasing market share) and ask students to think about evaluation of these goals in a results-oriented industry environment. It allows be to introduce Google Trends as a simple way and first step to assessing communication goals such as interest in and engagement and share of voice, and ask them to research relative market shares and changes over time.

I then show students that Wonderful halos quickly caught up and surpassed cuties in terms of brand awareness, interest and engagement with the brand (see below graph generated using Google Trends; <https://trends.google.com/trends/?geo=US>). I also share that in 2018, the Wonderful Company reached a 52% market share, clearly surpassing Cuties as a leading brand and is aiming for a year-round supply to continue to establish their brand as a healthy snack, not just the leading mandarin brand (see <https://www.freshfruitportal.com/news/2018/11/09/u-s-wonderful-halos-mandarin-brand-translating-to-year-round-success/>).

COVID-19 extension:

This case study or scenario can easily be extended to talk about the recent situation. March retail data indicates that fresh produce purchases lag far behind other grocery purchases. Consumers are trying to minimize trips to the grocery store and seem to engage fundamentally different with produce (see: <https://www.producebluebook.com/2020/04/06/fresh-produce-purchases-lag-far-behind-other-departments-amid-covid-19/>). Students can be asked to discuss how both of these brands can encourage consumption of their product and which brand is better positioned to do so.

Discussion Questions:

1. How would you define the target audience for Cuties and Halos advertisements and their overall marketing campaigns?
2. Does either strategy appeal to Millennials as a potential secondary audience? If so, how?
3. What positioning strategy did the Cuties brand pursue and is this the same for Halos?
4. Describe both brands positioning theme and marketing strategy.
5. How do both brands apply the concept of Branded Entertainment after their separation?
6. How would you define each brands marketing goal after their separation.
   1. How would you access/evaluate which strategy seems to be the more successful?
7. *How can both brands adjust to the current Covid 19 crisis and encourage consumption of their brand?* 
   1. *Which brand is in a better position when evaluating their overall strategy?*