



Green Spot

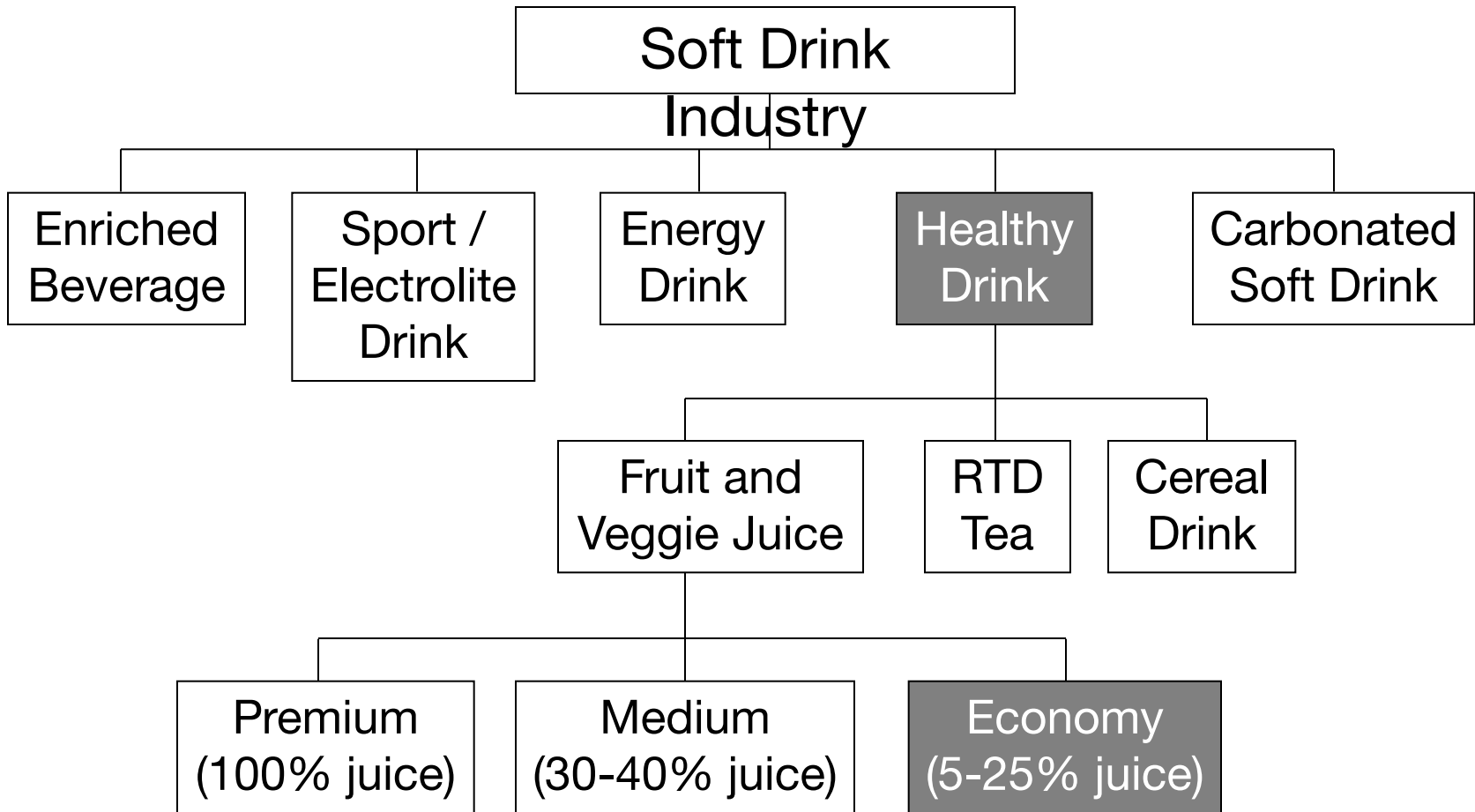
Brand Reassessment

May 11, 2006



Healthy Drink Market Overview

Market Structure





Current Market Situation

- The Healthy drink market is a part of the 50,000-MB soft drink industry which is very segmented and highly competitive with many strong players and big brands
- The healthy drink market enjoys highest growth in the industry, which could be a result of strong health trend



Current Market Situation

- The market value is about 10,000 MB, consisting of 3 main segments:
 - Fruit and Veggie Juice, 4375 MB
 - RTD Tea, 4800 MB
 - Cereal Drink, 236 MB
- “Refreshing feeling” is a basic benefit offered by most brands because it is what consumers expect to get from beverages



Current Market Situation

- Value added health and beauty-related benefits have been key differentiator for both current and new brands, esp. in the fruit juice and RTD tea markets



Fruit and Veggie Juice Market

- The premium segment had highest growth of 18% and 50% market share in FJ market in 2005, while the medium and economy segments experienced little growth
- A study shows that brand selection is based firstly on percentage of real fruit juice, follows by taste and additional benefits



Fruit and Veggie Juice Market

- Consumers perceived benefits of fruit juice are
 - High in vitamin c □ good for cold prevention/skin complexion
 - Anti-oxidant □ anti-aging
 - Good for digestion
 - Contain high nutritional value, fiber, and mineral



Fruit and Veggie Juice Market

- On average, each Thai consumes 10 liters of juice per year and only 20% drink it daily
- Many switchers to FJ start by drinking medium or economy products
- Orange is the most favorite flavor among fruit juices



RTD Tea Market

- 2 main segments: green tea and black tea
- Green tea's growth rate has been decreased since mid 2005 due to negative news and high price, but still enjoy about 85% share of total RTD tea market
- Black tea market is picking up after taking a downfall affected from green tea boom, with 15% share in 2005
- Brand selection based mainly on taste, brand, and wide availability
- Trend of RTD tea going into restaurant, competing against carbonated soft drinks



Cereal Drink Market

- In 2005, the segment value is 236 MB, growing about 26% from previous year, capturing on negative growth trend of RTD green tea.
- With strong health trend, the segment is expected to grow 20% each year



Carbonated Soft Drink Market

- 2 main segments: cola and color CSD
- In 2005, soft drink category also experienced very little growth; cola segment grew 2-3% while color CSD segment was stable
- Brand selection is mainly based on taste, brand and brand-familiarity, and convenience of buying
- Cola drinks still dominate the soft drink market with about 75% share, while color CSD have 25% share



Carbonated Soft Drink Market

- Majority consumers prefer soft drink over other refreshing beverages because of its low price
- Average unit prices start to decline due to fierce competition
- CRM becomes key strategy to compete against FJ and RTD tea
- Many players also look into brand extension to healthy beverage products



Green Spot's Brand Situation

- Branding and perception Issues
 - Brand positioning as high quality, healthy, real orange flavor beverage is not registered and not understood by consumers
 - Current positioning is also difficult for consumer to categorize the brand, so they have low brand relevancy
 - Green Spot is perceived same as color CSD, not as a source of health-related benefits
 - The brand is also perceived as old-fashioned and not innovative



Green Spot's Brand Situation

- Product Issues
 - No POD in consumer's mind
 - The product key attribute (10% OJ) is not enough to make consumer believe that it is high quality and have healthy benefits
 - Limited product variant is disadvantage because the market competes on product innovation and value-added benefits to serve unmet needs
 - Product packages also very similar to those of carbonated soft drinks which also contribute to consumer misperception



Green Spot's Brand Situation

- Opportunities

- There are rooms to drive more consumption in FJ market
- Green Spot can leverage on brand credibility and familiarity
- Perception towards taste, as an important brand selection factor, is heavily affected by familiarity (ความคุ้นเคย) which come mostly for frequent consumption



Green Spot's Brand Situation

- Competition
 - Primary competitors include Splash, Qoo, Bireley's, and other economy fruit juices
 - Secondary competitors (by products) are color CSD
 - Other competitors include other fruit flavor drink such as Calpico, RTD tea, soda water and water



Implications

- Keys to success are new product development, brand differentiation, pricing, and distribution
- As products in each category are very similar, ability to serve sub-segments based on consumer lifestyles or specific needs would be advantage
- Green Spot should re-look at current brand image, identify new brand essence, and leverage on brand heritage (in order to lay a strong foundation to take on fierce competition and develop brand relevancy with the target)



Competitive Analysis



Primary Competitor Splash

Category: Fruit Juice

Key Concept

- Taste and freshness of real orange with value added of vitamin E and calcium
- อร่อยเข้มข้น เต็มรสส้ม

Core Target

- Soft drink switchers who are health-concerned

Personality

- Strong and active





Primary Competitor Qoo



Category: Fruit Juice

Key Concept

- Fun drink that is delicious and refreshing
- อร่อย สดชื่น ชื่นใจ

Core Target

- Kids and teens, aged 7-15 who enjoy good company, day dreaming and living a joyful lifestyle

Personality

- Cute, optimistic, vibrant



Primary Competitor Bireley's

Category: Fruit Juice

Key Concept

- High quality refreshing California orange-flavor drink (guaranteed by overseas award)

Core Target

- Mass

Personality

- Old, out of date



Primary Competitor Other Economy Fruit Juice

- Deedo – 25% juice, “รสส้ม สะใจ ดีต่อ”
- Beeber – 25% juice “Everything Special”, “ไม่ว่าอะไรก็ได้ ต้องเลือกๆ”
- Green Mate – 25% juice, “อร่อยสดชื่น ถึงรสชาติ”
- J Drink – 15% “รสส้มแท้ เก๋ล็ดส้มจริง”



Primary Competitor

Other Economy Fruit Juice

- Tipco Tete – 25% juice and modern packaging design, “refresh life and save”
- Malee Tropical – “สดชื่นจากธรรมชาติ ดับกระหายสไตล์ไทยๆ”
- Malee Teen – 25-40% juice, “หลากหลาย หลากอารมณ์”
- Mizu – 30% juice with collagen from fish, “ชื่นใจ ปิ้งจิ่ง”





Secondary Competitor Mirinda

Category: CSD

Key Concept

- Intense taste, intense fun (ซ่า...สะใจ)

Core Target

- Teenagers and young adults, aged 13-22 who like to have fun and challenge

Personality

- Hip, Trendy, Fun, Adventurous



Secondary Competitor Fanta

- Category: CSD
- Key Concept
 - อร่อย ซ่า เอาไม่อยู่
- Core Target
 - Teenagers aged 12-18 who love to have fun and look for something new and different
- Personality
 - Young, Trendy, Fun



Secondary Competitor Sprite

Category: CSD

Key Concept

- Freedom from thirst (อิสระจากความกระหาย)

Core Target

- Young adults aged 15-25 who are new generation with high self-confident and don't want to be similar to others

Personality

- Active, Confident, Free-spirited



Other Competitor

Lipton Ice Tea

Category: RTD Tea

Key Concept

- Tea can do it, promoting natural refreshing
- เต็มความสดชื่นให้ชีวิต / ชาทำได้ (Lipton Highland)

Core Target

- Carbonated soft drink transitioners, aged 20-25, university juniors/seniors and first jobbers who care about health but still want to have fun

Personality

- Healthy, Fun, and Confident



Other Competitor Oishi Green Tea

Category: RTD Tea

Key Concept

- Original Japanese tea, made in Japanese way

Core Target

- Young adults and career people who are health-concerned and like good quality products

Personality

- Healthy, Japanese, in-trend



Other Competitor Unif Green Tea

Category: RTD Tea

Key Concept

- Quality Japanese green tea, made from top quality tea leaves

Core Target

- Young adults (focus on female) and career people who want to take good care of themselves

Personality

- Lively, cute, determined



Amino OK

Category: Fruit Juice

Key Concept

- Refreshing, stress releasing
- ชีวิตจะเครียดไปทำไม อะมิโนโอเค

Core Target

- Teens, university students and first jobbers, aged 15-25 who are active and work hard
- Personality
 - Trendy, Distinctive, Have sense of humor



Brand Objectives

- To establish a new clear brand positioning
- To refresh brand image



Strategic Task

- Position Green Spot as orange flavor fruit juice in economy fruit juice segment
- Change consumer's perception towards the brand and differentiate itself from competition by building new and clear personality and identity
- Use health benefits from real orange juice to provide added benefits
 - Non-carbonated and vitamin C



Core Target

- Male and female aged 18-25, B to C, Greater BKK and key urban cities
- Low-degree of health-concerned
- Regular drinkers of refreshment drinks, esp. low concentration fruit juice and RTD tea
- Perceiving fruit juice and RTD tea as thirst quenchers that provide healthy refreshing feeling
- Drinking CSD for ultimate refreshing feeling



Insights about Target Audience

- They are aware of changing physical condition and start to take good care of themselves; however, they are too young to take healthy issue too seriously, and there will be times when they feel tired, bored, or lazy to be “healthy” and want to indulge themselves
- They are influenced by social trend and want to be considered in- trend
- Prefer healthy products and drinking experience in convenient and trendy format
- Prefer good sweet taste to bland taste (when it comes to flavored drinks)



Insights about Target Audience

- Their lives are surrounded by friends with whom they want to feel connected and belonging, but at the same time, do not want to lose personal identity
- They are in a stage of searching for/having relationship with opposite sex; so they care about their image and appearance
- They want to use a brand that reflects who they are or want to be, so that they are not shy when drinking in public
- They have limited purchasing power, most of which will be spent on fashionable products; thus they look for value for money on other less important products



What is Green Spot for Them?

- Green Spot is an excellent option because it is deliciously refreshing and more pleasurable to drink than more concentrated fruit juice
- Green Spot provide a refreshing feeling that is comparable to drinking CSD, but Green Spot is better because it's healthier (non-carbonated, not upsetting stomach, and has vitamin C)



Brand Communication

Brand Positioning

Deliciously refreshing orange-flavor fruit juice for new gen young adults who look for satisfied refreshing feeling with healthy touch

Core Target

Modern M, F aged 18-25,
Low-degree
Health-concerned who want to start taking good care of their health

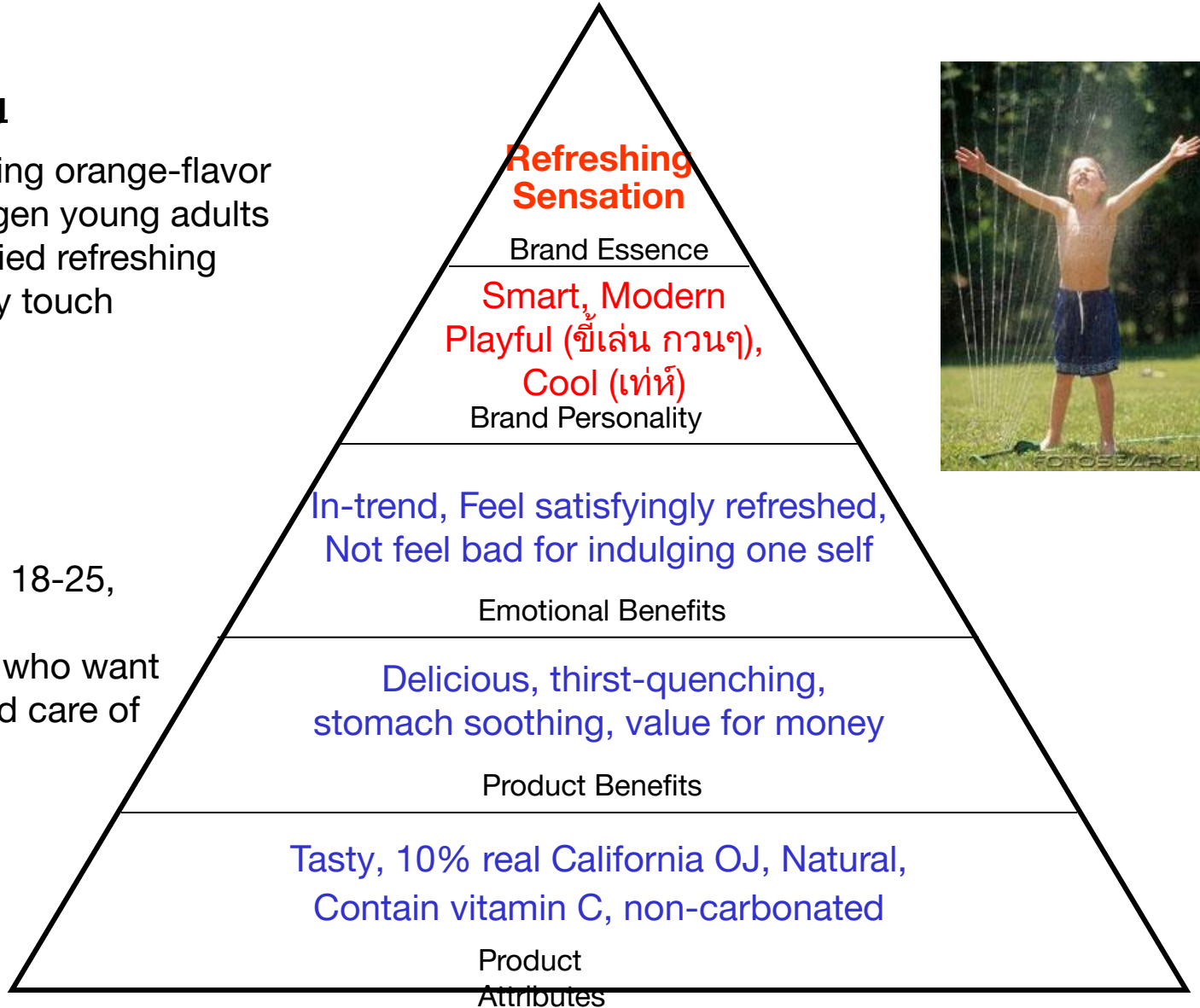




Image and Personality Reference





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