

**End of term project\_Fall 22**

Alya Al-Ansari, Annastazia Ng'ambi

In'utu Imbuwa, Nousayba Fekhaoui

Sophia Didinova

Northwestern University in Qatar

2022FA\_STRATCOM\_303-0\_SEC70

Prof. Ilhem Allagui

October 31, 2022

## 1. SITUATION ANALYSIS

### **i. Company Analysis:**

#### Mission and Purpose

True Fruits was launched by a group of young individuals in Germany who are enthusiastic and passionate about fresh fruit. The goal of the company was set to combine big fields in the Mekong Delta with contemporary packaging factories, extensive distribution routes, and high-quality products to create a closed supply chain. The primary company objectives center on product quality, post-harvest preservation technology, packaging design, and brand associated with convenience and environmental friendliness.

True Fruits aims to bring to consumers fruit products that maintain a fresh, rich flavor as if they were just harvested from the farm. The brand focuses on bringing the taste of fresh fruit products to a new level and meeting the strict requirements of consumers around the world. True Fruits Smoothie anticipates capitalizing on a growing global trend toward healthy beverages.

#### Brand Identity and Image

The brand identity was set to be based on four components: highest quality fruit, mild processing, transparency and excellent design. Those four components were part of the initial business plan that the three co-founders created (Hulsink, 2016). The brand image now is very positive as many support the mission of the brand and the drinks themselves as shown through social media. There is also proof of a positive brand image as revenues reached \$6.4 million by 2010 (Hulsink, 2016). However, in 2017, the brand released a provocative marketing campaign with a clear political agenda, which resulted in a boycott of the brand by many in Germany and a drop in the brand image (Janulytè, 2020).

#### Company Reputation & Reputation in other markets

True Fruits is presented on international markets, being exported to France, Austria, Belgium, the Netherlands, and Luxembourg.

In Austria, True Fruits attracted attention when they put up an advertisement campaign with the hashtag #jetztösterreichs, which means “Now – Austria” or “That is enough Austria” (Janulytè, 2020). Through this campaign, True Fruits created a debate in the digital media and specialist newspapers, as the political statement made by the company created a “flame war” and caused a backlash and a petition against the company (Janulytè, 2020). Furthermore, in 2017, True Fruits used colonial symbolism in the advertising campaign with a slogan titled “It rarely crosses the border,” a phrase that implied mockery to the immigrants in Austria.

The brand earned a spotlight in the countries of their consumer market due to the utilization of contradictory advertising strategies that are non-smoothie-related. In recent years, marketing campaigns of True Fruits have touched on themes such as racism, feminism, and the political situation in Germany and neighboring countries (Janulytè, 2020). Overall, their campaign strategies evoke conversations by using topics politically and socially sensitive to the people.

**ii. Environmental Analysis:**

Political	Economic	Social	Technological
<ul style="list-style-type: none"> <li>- Qatar National Vision 2030: health is one of the priorities for Human Development</li> <li>- Political stability</li> <li>- Good taxes for business: <u>10%</u> of a company's Total State Income</li> <li>- Qatar fully integrates into the international free trade and economy system: customs Duties are <u>4%</u></li> </ul>	<ul style="list-style-type: none"> <li>- Stable currency tightened to the dollar</li> <li>- Low unemployment rate: <u>0.21%</u></li> <li>- Low inflation rate: <u>2.3%</u></li> <li>- World's top 20 GDP per capita for 2021: <u>61,276.0</u></li> <li>- World's top 15 average salary: <u>15,700 QAR</u> per month</li> </ul>	<ul style="list-style-type: none"> <li>- <u>1.7%</u> Population growth for 2021</li> <li>- <u>88%</u> of the population are expatriates</li> <li>- <u>In 2021</u>, approximately 13.66% was between the ages of 0 and 14; 84.47% was between the ages 15 to 64</li> <li>- Many Qatari graduates in arts &amp; sciences, <u>low numbers</u> in law, pharmacy, and education</li> <li>- industry of restaurants as entertainment and food bloggers as influencers</li> <li>- <u>High obesity rate:</u> 70% in Qatar are either overweight or obese, and 48% men are obese.</li> <li>- <u>62%</u> of the population exercise</li> <li>- <u>23,700</u> athletes registered at sports federations</li> </ul>	<ul style="list-style-type: none"> <li>- Research and enterprise institutions, such as Qatar Science and Technology Park, Silatech, and Enterprise Qatar: raise awareness about health</li> <li>- <u>99%</u> Internet penetration</li> <li>- <u>80.6%</u> use Facebook</li> <li>- <u>41%</u> Instagram's ad reach of the local internet user base</li> </ul>

Qatar is a country with stable politics and legislation open to business development. The economy is also stable, and a wealthy population has the revenue to go beyond basic necessities. The population is growing, and a significant part is a young generation. People in

Qatar have a high interest in fitness and sports, which makes them possible casual or recreational users of healthy beverages (Health drinks market, n.d.). Finally, the population in Qatar is heavily Internet users, and high internet and social media involvement provide an opportunity for digital marketing and social media advertising. Overall, the country's environment is favorable for the market entry of the True Fruits brand.

### **iii. Brief description of the product**

#### The Marketing Mix

The product is a smoothie that is completely natural and healthy from the composition of the drink to its packaging. The packaging is simple and transparent so that the customer is able to see how the smoothie looks. The product is portable so it can be suitable for different lifestyles including being on the road. The placement of the product includes a variety of locations such as supermarkets, petrol stations, cafes, canteens, etc. The price is available in euros and is €2.45, which is around 10 QR, for a 250 ml bottle, and €3.99, which is around 15 QR, for a 750 ml bottle. The promotion in Germany was conducted primarily via social media, particularly Instagram and Facebook. Another promotional tool used by the True Fruits brand was advertising at big music festivals and events (Hulsink, 2016).

#### Product Features, Benefits and Usage

The main product feature is its naturalness, as True Fruits claims that the product consists of “no concentrates, no colorants, no sugar additives, no stabilizers or other unnatural additives”, Such a product image opens the way to the target market of health-conscious customers, who consume True Fruits smoothies guilt-free and without limits.

Another feature of the product is glass packaging that is environmentally friendly and see-through. Such packaging allows consumers to see what they are choosing to drink. Moreover, this packaging promotes transparency and shows that the brand truly cares about being all-natural within the body and out. It does not contain harmful chemicals and shows the brand's commitment to preserving natural resources and decreasing the amount of toxic emissions in the environment.

#### Product Positioning

The product is yet to be introduced and thus the product and the True Fruits brand in general have no active perception in the minds of possible consumers in Qatar. However, in other markets such as Germany where the brand is established, it was desired to be positioned as the best non-alcoholic drink in the country (Hulsink, 2016). Hence, the positioning is based on the attributes of the product. Nevertheless, this positioning of the best non-alcoholic beverage will not work in the Qatar market due to the cultural differences: people here drink alcohol rarely and most of the well-known drinks are non-alcoholic. It will be hard to position a new unfamiliar to consumers brand as the best one, so True Fruits have to position its smoothies differently.

### Global Strategy (Adaptation vs Standardization)

The global strategy seems to be standardization. The marketing mix looks identical in the countries True Fruits has already expanded to. Additionally, based on separate Instagram pages for the Spanish and French markets, the campaigns in different languages seem similar. True Fruits main Instagram page has the most consistent campaigns and is used as inspiration for the local campaigns.

### Current or Previous Advertising Campaigns

2016: “Beebnb” campaign by BBDO Germany was both advertising True Fruits smoothies as sugar-free and honey-sweetened and showcasing the brand’s concern about the environment. To reinforce this, the campaign included the link ‘no bees - no smoothies’ and the solution the company offers to preserve the bee population by providing the materials to create a beehive in smoothie packages. Additionally, the perspective of the bee expert added credibility to this campaign and reinforced the importance of using natural honey instead of artificial sugars.

2017: “[Balls of steel](#)” campaign by BBDO Germany was created as an award for people who dared to be as brave as the brand. The advertising campaign focused on emphasizing that True Fruits does not use plastic bottles for their products and thus they are brave to step out of the norm and use packaging which is sustainable for the environment.

2018: “Safer Snaxxx” campaign by BBDO Germany was based on the perception of eating bananas as a sexualized activity. The purpose was to prompt consumers to drink their banana smoothie and not directly eat it, as stated in the slogan “The best way to eat bananas is to drink them.” The advertisement contained subliminal messages that attracted attention which resulted in increased brand awareness, enhanced purchase action, and eventually increased sales.

Overall, in their campaigns, True Fruits promote their product while adding relevance to their advertisement by adding an ecological or social agenda.

### **iv. Consumer Analysis**

We have conducted a market survey and collected 60 responses, with a higher share of female responses (Figure 1). Our respondents turned out to be mostly students between the ages of 18 and 24 with 71.67% (Figure 2,4) The majority of them are Arab at 36.67%, followed by African/African American at 25% and Asian at 23.33% (Figure 3).

As for psychographics, our findings indicate a split in attitude toward exercising: the number of respondents who exercise rarely and exercise few times a week is similar (Figure 9). Also, the majority of the respondents do not have dietary restrictions (Figure 5), but most of them care about what they drink (Figure 13). They often eat fruits (Figure 12), rarely consume smoothies (Figure 6), and would rather eat whole fruits than drink smoothies made of them (Figure 8). They also prefer to spend 10 to 15 riyals on smoothies (Figure 18), which corresponds with True Fruits smoothies prices in Germany and Switzerland. Additionally, they prefer going to the supermarkets for grocery shopping (Figure 11), use Instagram as their preferred social media platform (Figure 17), and spend 5 to 9 hours online every day (Figure 10).

## v. Competitive Analysis

Smoothie Factory and Clementine Juice are some of the direct competitors in the fresh juice/smoothie business. Both Smoothie stores use social media, mostly Facebook and Instagram to advertise their smoothies. Smoothie factory occasionally gives codes online that enable customers to earn a discount on their next purchase, a form of sales promotion. Furthermore, the Smoothie Factory includes the benefits and ingredients of the smoothie in their visual ads as well as the address and contact details of their outlet and delivery services available. Clementine juice ads are in Arabic and thus it can be implied that their target market is Arabic speakers who make up a reasonable percentage of the people in the country.

Other competitors for True Fruits in Qatar are indirect competitors. These are companies that engage in beverage trading, in particular, water, soft drinks, and other non-alcoholic beverages. Soft drinks contribute more to revenue in Qatar than other types of drinks and revenue is expected to be on the increase over the years (Non-Alcoholic Drinks, 2022). Some promotional mix strategies used by indirect competitors such as Rayyan water are general and themed advertisements on social media. For instance, they produced short visual Disney-themed ads for back to school, encouraging children to drink water. They also advertise bottled water on the radio. Sales promotion is another promotional mix strategy Rayyan water uses, and they encourage people to buy their product by promoting discount coupons.

## 2. SWOT ANALYSIS

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Strong and established brand image about being natural and healthy.</li> <li>- Successful previous international market entries.</li> <li>- Accessibility of the product via its distribution in various locations (supermarket, gym, petrol station, etc).</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Expensive price spectrum compared to other direct and indirect competitors in Qatar.</li> <li>- Controversial marketing strategies with subliminal messages contradicting social norms in Qatar.</li> <li>- Expensive to manufacture in/ import natural ingredients and packaging to Qatar</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Social trend for healthiness with the population exposed to fitness and sports.</li> <li>- High internet and social media involvement of the population in Qatar.</li> <li>- Hot weather year-round and the high demand for refreshing drinks it provides.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Perception of the brand as foreign and not trustworthy due to controversial marketing strategies and reputation built by using them.</li> <li>- Local competitors that are already established in the GCC market.</li> <li>- Priority for locally-produced products, especially in the food and beverages industry, caused by the blockade.</li> </ul>

### 3. MARKETING COMMUNICATIONS CAMPAIGN

#### **i. Campaign objectives in the SMART format**

Since True Fruits main goal is to introduce the brand to the Qatari market, our marketing communications campaign objective will focus on raising awareness and driving a call for action, or, in particular:

1. To increase brand awareness by reaching 20,000 impressions on social media in 6 months.
2. To create purchase actions of 16,000 purchases in 6 months.

#### **ii. Campaign strategy**

Since Qatar's population, according to research, is heavy Internet and social media users, and our survey has shown that the majority spend 5 to 9 hours on social media, we decided to focus on digital marketing as a strategy for our campaign. In particular, we plan to use social media strategies.

True Fruits has vibrant social media in the countries of their product distribution. Hence, the initial step to be taken is to create social media oriented toward the population in Qatar in order to ensure social media presence. The example posts can be found in the creative material section.

First, we plan to use a content-seeding strategy. In particular, True Fruits can encourage consumers to share content that involves smoothies, by creating Instagram, Snapchat, and TikTok filters featuring the brand and positive health message (creative material section). Also, we want to start a #Refresh TikTok challenge with the main idea to change drinking games with smoothies and show that a healthy lifestyle can be fun.

Furthermore, we plan to use video marketing by using video ads and creating content focused on the fun side of a healthy lifestyle. In particular, it can be long-form Youtube videos, such as challenges and home party-style training. Also, we aim to use short-form Instagram reels, Tiktok, and Youtube shorts, joining trends using smoothies.

Lastly, we are planning to use influencer marketing to create awareness and reputation enhanced by the credibility of a third party. Brand ambassadors should be considered genuine and trustworthy by their audience, be well-known in Qatar, and continuously show healthy lifestyles, such as @iloveqatar (Khalifa Al Haroon).

#### **iii. Objectives and target audience**

##### Specific campaign objectives

- By content seeding, we aim to build activity and engagement of 20,000 likes in total in True Fruits social media in 6 months.
- Through video marketing, we plan to attract 25,000 subscribers to True Fruits social media in 6 months and build brand loyalty.
- Via influencer marketing, we intend to reach a top-of-mind recall of 70% and become a part of the cognitive map of the population in Qatar in 6 months.

### Target audience

As the True Fruits brand conveys its message, its consumers are people who want to make their bodies healthy with components that actually taste delicious with natural ingredients.

However, after exploring the market in Qatar, we found out that specific groups showed more interest, and are more likely to become consumers of the True Fruits brand. These people are primarily Arab, African/African American, and Asian females from the young generation and are below 24 years of age. They do not have dietary restrictions, often consume fruits, and care about the composition of their drinks. Also, they care about the environment and recycling and spend 5-9 hours online.

Knowing the age range of the target audience, we can attribute them to Generation Z and assume they search for truth, prefer individual experience over labels and care about ethical concerns (Francis & Hoefel, 2018).

### **v. Campaign idea**

Our slogan is: “Here to refresh Qatar”. The idea came from the fact that Qatar is known for its hot weather, and we are bringing fresh smoothies with natural ingredients to refresh Qatar, and position smoothies by highlighting product attributes.

At the same time, it can be understood in relation to True Fruits competitors in Qatar, and the brand’s intention to bring new to the beverage market. This corresponds with the common feature of True Fruits campaigns in Europe - audacity. However, we adapt it to the local environment and avoid social and political controversies.

The campaign idea can be delivered through all of our strategies: on Instagram, Snapchat, and TikTok filters as a theme behind the TikTok challenge, in video ads, and in original video content. Finally, the influencers can drink smoothies outside and talk about the refreshing effect.

### **vi. Creative brief: “Here to refresh Qatar”**

<b>Objectives</b> What do we want to accomplish?	To introduce the brand to the Qatari market, we will focus on raising awareness and driving a call for action, or, in particular: <ul style="list-style-type: none"><li>- To increase brand awareness by reaching 200,000 impressions on social media in 6 months</li><li>- To create purchase actions of 16,000 purchases in 6 months.</li></ul>
<b>Target Audience</b> Who is the campaign going to reach?	<ul style="list-style-type: none"><li>- Arab, African/African American, and Asian females,</li><li>- Young generation below the age of 24,</li><li>- Do not have dietary restrictions,</li><li>- Often consume fruits,</li><li>- Care about the composition of their drinks,</li><li>- Care about the environment and recycling,</li><li>- Spend a lot of time online.</li></ul>



Current Positioning	No current position as the company does not have a sales market in Qatar and the Middle Eastern region as a whole.
Desired Positioning What do we want them to think?	<ul style="list-style-type: none"> <li>- We want the consumers to believe that the smoothies are natural as if the fruits were just plucked from the farm.</li> <li>- We want the consumers to believe True Fruits products are healthy and delicious at the same time.</li> <li>- We want the consumers to believe that True Fruits products help maintain a healthy routine and fulfill their fruit intake.</li> <li>- We want the consumers to believe that True Fruits smoothies are the most refreshing on the hottest days in Qatar.</li> </ul>
The reason why (support)	<ul style="list-style-type: none"> <li>- True Fruits won the InterBev Awards 2012 for the best juice or juice-based drink, containing apple, pear, and raspberry.</li> <li>- True Fruits hires professional chefs Nicolas Lecloux, who is responsible for secret recipes with natural fruits.</li> </ul>
The key message	“Here to refresh Qatar.” We want the True Fruits audience to remember that the products are natural, healthy and tasty and fit the most to refresh on hot days.
Tone of voice	Fresh, healthy, young, friendly, and delicious.
Requirements/ Constraints	<ul style="list-style-type: none"> <li>- Ads in Arabic and English to reach a larger audience and the majority of the Qatari population.</li> <li>- Conservative dress code for people presented in ads and behavior corresponding to social norms in Qatar.</li> <li>- Links to social media in all ads, and the #refreshQatar hashtag.</li> </ul>

## vii. Creative material

Below is the English version of the campaign posts but they would be duplicated in Arabic.

### - Social media post to announce the brand

This would be the first social media post made by True Fruits to announce its expansion to Qatar. The pouring of the drinks was inspired by an actual True Fruits ad in Germany (a screenshot of the scene and the link are added below). For a more playful look, the smoothies were hand-drawn to create a more cartoonish image that would stand out against the background. The smoothies are adding color or “refreshing” the buildings of the Doha Corniche skyline. There is a campaign hashtag underneath the tagline, the logo and the brand slogan as required. Refresh is broken down into two parts in both posts. It sends the main campaign message of “refresh” but also highlights “fresh” as it is a crucial product attribute of the smoothies as being natural.



Inspirational original ad from the brand retrieved from [Youtube](#)



- Social media post that is more usual to the brand

The second social media post was made to look more typical to True Fruits standard posts in European locations such as Spain and France. However, we added “Refresh”, which is part of the campaign alongside the hashtag to customize it to Qatar. Again, the logo and slogan are added in as required.



- Instagram filter

We created an interactive Instagram filter to encourage the audience to content seeding. They will be able to try out this filter to see what fruit they are today. The filter provides them with a recommendation of which smoothie will fit the best with their fruit personality. As for the visuals, we added attractive graphics that provide a playful tone. The logo is there alongside the tagline, and the hashtag is available as well. The hashtag would also allow the participants to view what smoothies and fruit personalities their friends and family got alongside others in the country.



## References

- Francis, T. & Hoefel, F. (2018). 'True Gen': Generation Z and its implications for companies. *McKinsey & Company*.  
<https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies>
- Health drinks market growth, trends and forecasts (2022 - 2027). (n.d.) *Mordor Intelligence*.  
<https://www.mordorintelligence.com/industry-reports/global-health-drinks-industry>
- Hulsink, W. (2016). True Fruits. In H. Hitzemann (Eds.). *Small businesses Big ideas Global case studies in strategy marketing and entrepreneurship*. Cognella.  
[https://www.researchgate.net/publication/314001131\\_True\\_Fruits](https://www.researchgate.net/publication/314001131_True_Fruits)
- Janulytè, G. (2020). *Cause and Effect: A Case Study on True Fruits Controversial 2017 Adverts and Consumer Responses* [One-year master thesis, Malmö University].  
Digitala Vetenskapliga Arkivet.  
<http://www.diva-portal.org/smash/get/diva2:1482605/FULLTEXT01.pdf>
- Non-Alcoholic Drinks - Qatar | Statista Market Forecast. (2022). *Statista*.  
<https://www.statista.com/outlook/dmo/ecommerce/beverages/non-alcoholic-drinks/qatar>

## Appendix

Figure 1. Demographics: age

The majority of poll participants (71.67%) are between 18 and 24 years old.

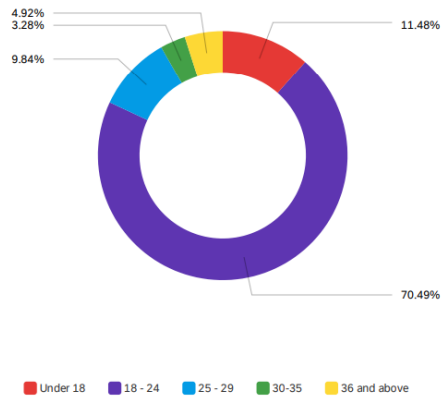


Figure 2. Demographics: gender

The majority of the survey respondents (73.33%) are females.

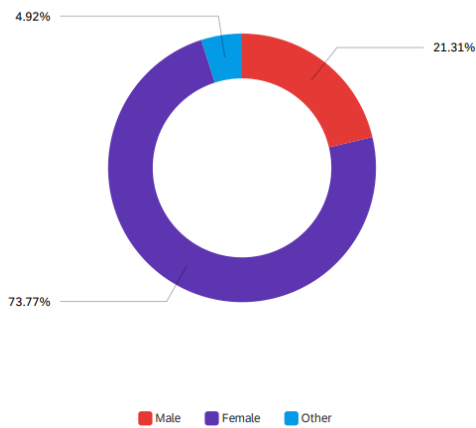


Figure 3. Demographics: ethnicity

36.67% Arabs, followed by Africans and African-Americans (25%) and Asians (23.33%).

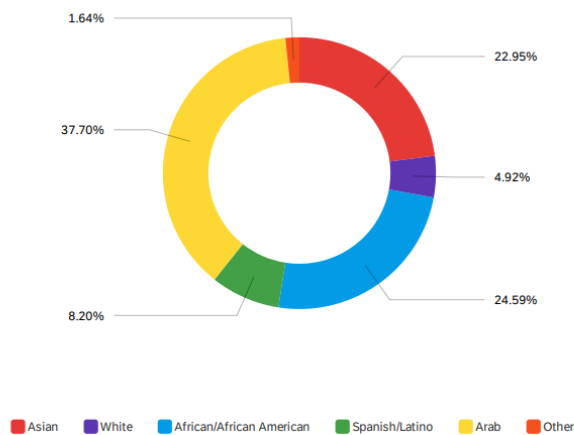


Figure 4. Demographics: employment  
The majority of respondents (83.33%) are students.

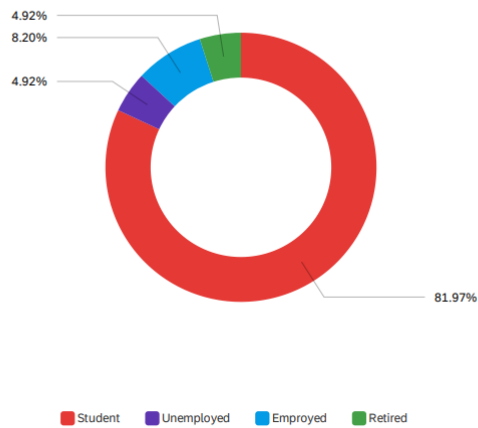


Figure 5. Dietary restrictions  
The majority of poll participants (83.33%) state that they have no dietary restrictions.

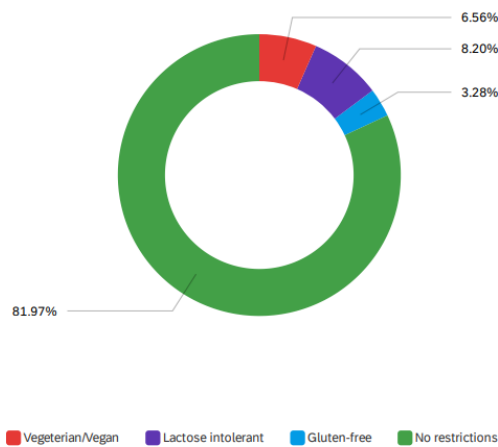


Figure 6. Preference of smoothies to sodas  
The majority consists of those who drink smoothies sometimes (40.98%) and very often (37.7%).

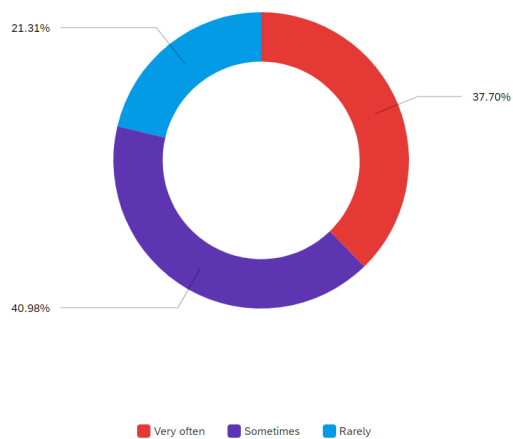


Figure 7. Priority in healthy lifestyle

The majority of respondents (63.93%) believe that living a healthy lifestyle is somehow important.

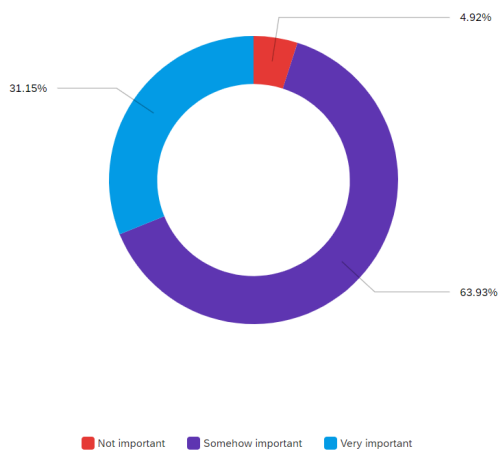


Figure 8. Preference of fruits over smoothies

The majority of participants (52.46%) prefer eating actual fruits to taking natural fruit smoothies.

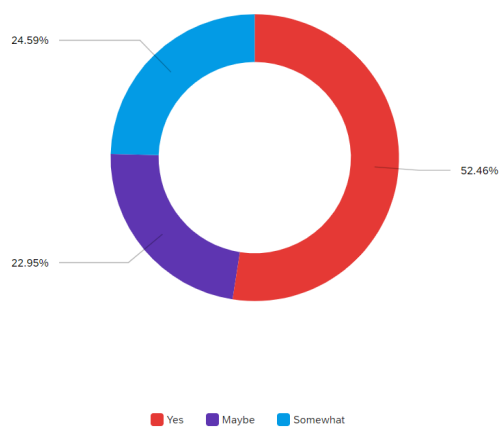


Figure 9. Frequency of exercise

40.98% of participants rarely visits the gym; however 37.7% exercise a few times a week.

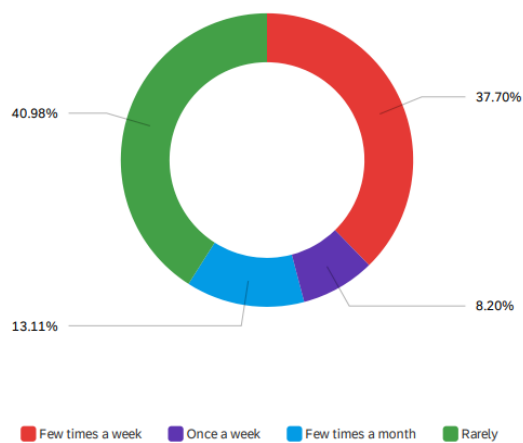


Figure 10. Time spent online

Most of the participants (62.30%) spend between 5 and 9 hours on social media every day.

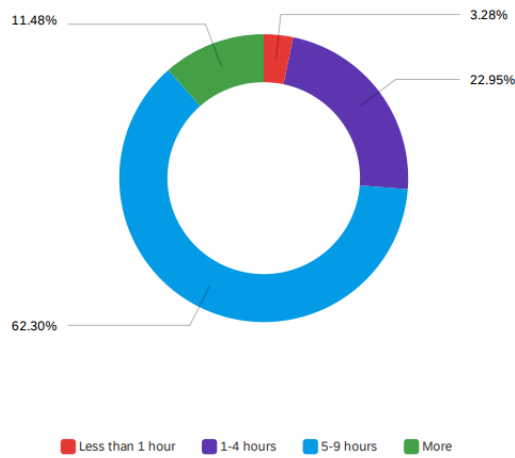


Figure 11. Way of grocery shopping

The majority of respondents (67.21%) prefer to shop at supermarkets.

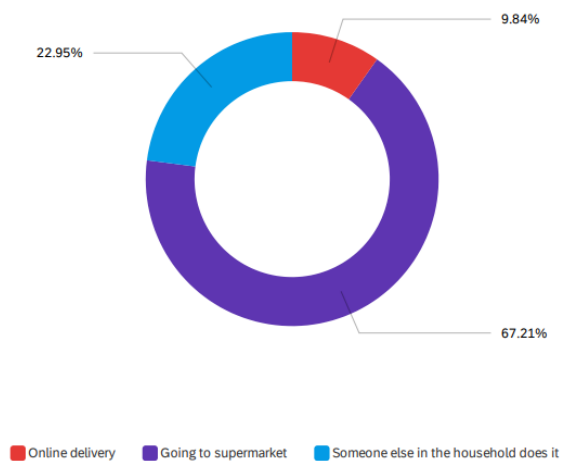


Figure 12. Frequency of fruit consumption

The majority of respondents (59.02%) eat fruits a few times a week.

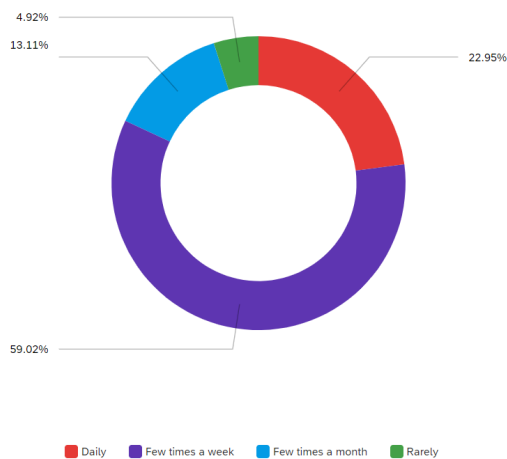




Figure 13. Importance of drink composition

The majority strongly agree (40.98%) or somewhat agree (36.07%) that they care about the composition of their drinks.

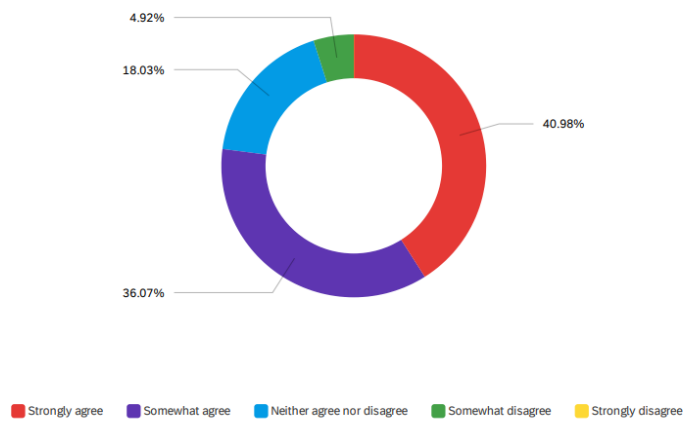


Figure 14. Drinking smoothies' effect on fruit intake

The majority consists of those who somewhat agree (39.34%) and strongly agree (32.79%) that drinking natural fruit smoothies would increase their fruit intake.

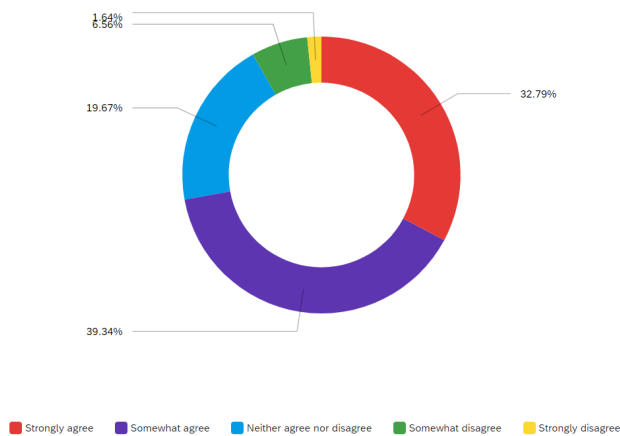


Figure 15. Importance of recycling

The majority (65.67%) strongly agree that recycling is important; zero respondents disagreed with the statement.

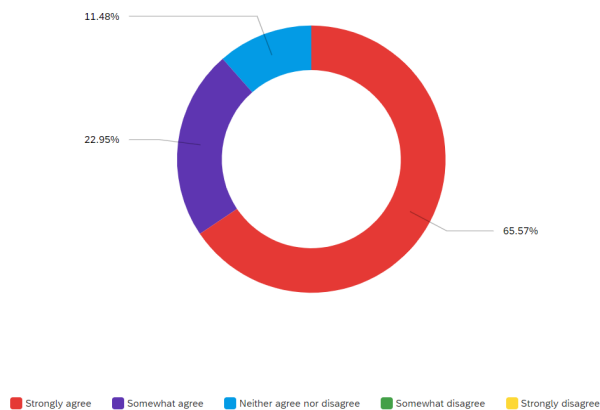


Figure 16. Dependence on friends in drinking choice

36.07% strongly disagree, and 26.23% either somewhat disagree or neither agree nor disagree that they only drink healthy drinks if they see friends doing it.

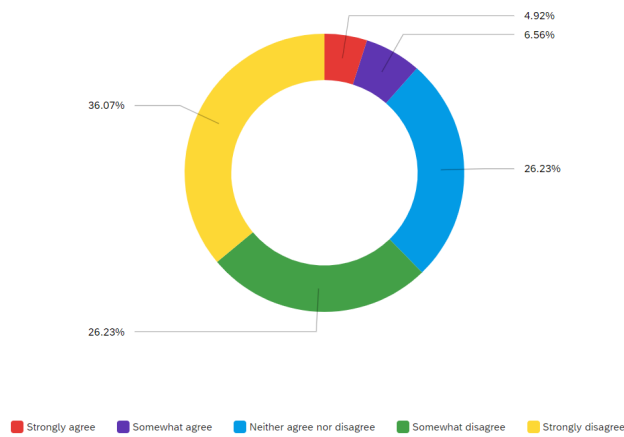


Figure 17. The most used social media

The majority of survey participants (45.90%) use Instagram more frequently than any other social media network.

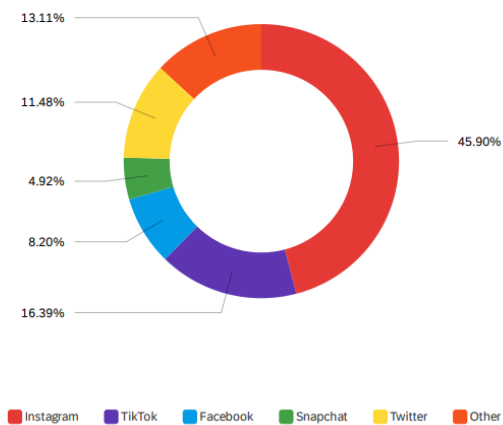


Figure 18. Price preference for smoothies

31.15% of respondents are willing to spend 10 to 15 riyals on smoothies, 29.51% think that cost does not matter and 26.23% agree to spend 5 to 10 riyals.

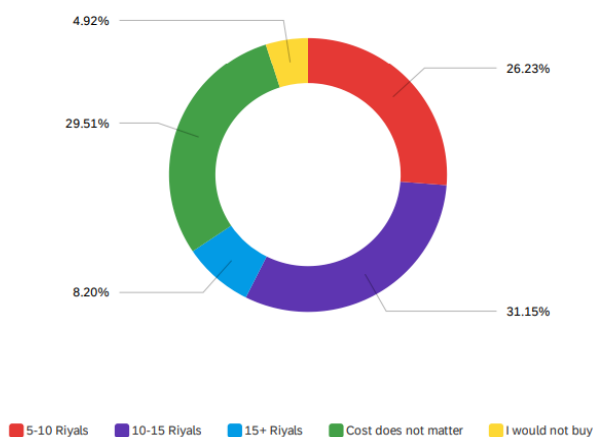


Figure 19. Time preference for smoothies

The majority (59.02%) prefer to consume smoothies anytime.

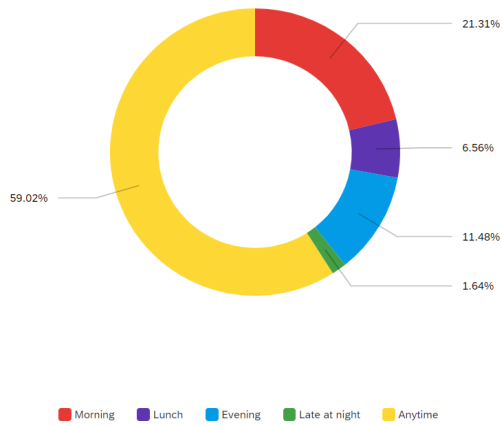


Figure 20. Frequency of drinking smoothies

The results are almost equally divided between 27.87% who drink smoothies rarely, 22.95% who consume them either a few times a week or at least once a month, and 19.67% who drink smoothies once a week.

