



Harvesting the

Elixir of Australia

Identifying the 'ways in' to
Citrus Fruit for *Japanese*
and *Chinese* consumers

SIAP Overview

KANTAR CONSULTING

The focus for growth:

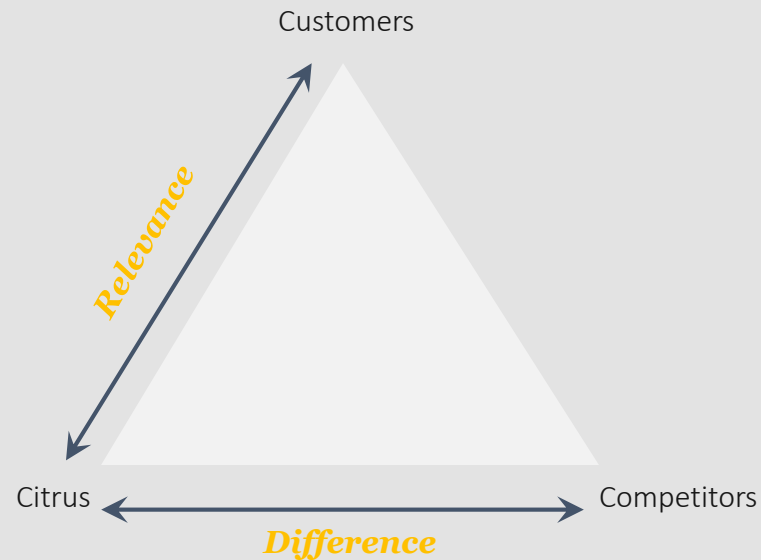
Creating an Australian citrus offer with potential to deliver a *defensible premium in increasingly competitive export markets*

- Whilst Japan and China both constitute major markets for Australian Citrus, both are increasingly being targeted by competitor export nations, most notably America, South Africa but increasingly, Chile
- Identifying how Australian Citrus can command a differentiated positioning and drive a premium relative to these competitors constitutes a strategic priority for the industry
- The in-going hypotheses to this work was that the equity of Australia was the means to drive both this differentiation and premium. The broader intent of this was to identify how citrus could be positioned in other export markets to command a similar premium

Creating relevant difference for our target market is the way to deliver this ambition

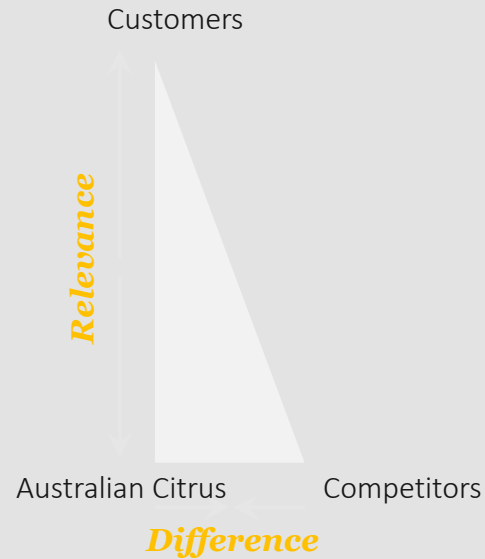
This is the representation of “Relevant Difference”:

- The distance between **us and customers** is driven by Relevance.
- The distance between **us and our competitors** is driven by perceived Difference.



In a sector where players speak about similar things, customers distance themselves from us and they perceive us the same as our competitors.

This is the commoditisation effect:



Our goal is to bring customers closer to us whilst distancing ourselves from competitors.

This is a well positioned brand driving customer demand and protecting margin.



Traditionally, a core message of ‘clean and green’ has been used to support premium through *product*

However, in both markets, safety and quality of produce increasingly a requirement. It will not support a differentiated offer nor a premium price point into the future

The unspoilt nature of the land and the integrity of farmers and farming practices in Australian citrus are well established in the minds of our consumers



However, our competitors also have credibility in both Product Quality and Process Integrity

CHINA



Whilst , products are lower profile in market, they are seen to be of a high quality delivered in an understated way

Simple, naturalness of the land suggest a more hands on approach to farming which delivers trust and accessibility

BOTH MARKETS



Well established international producer with a long history of high quality and large scale supply from the California

Seen to have advanced agricultural technology and modern techniques to deliver trust



High awareness as a producer of oranges, seen to offer high quality imported citrus

The warmer and more tropical climate is seen to be ideal for fruit growing, with good farming practices that deliver a high quality and tasty product

JAPAN



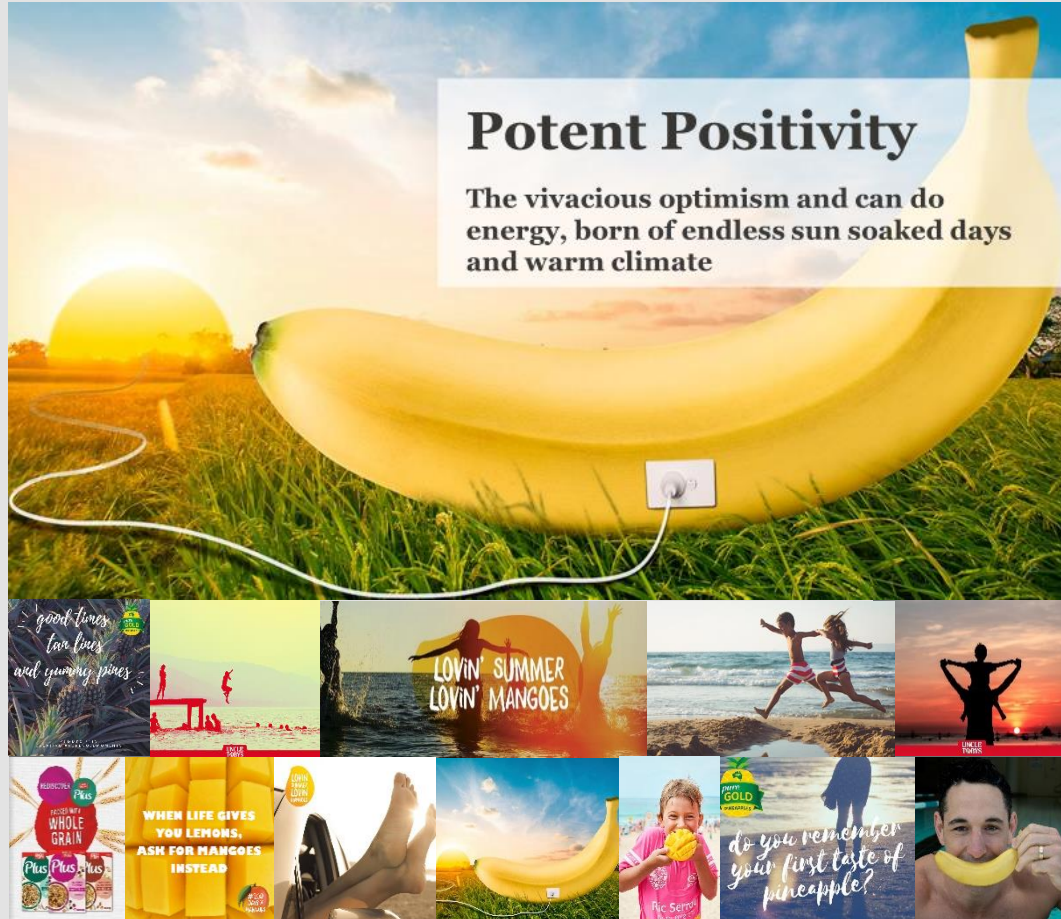
Strong focus on safety and perfection, seen to be of the highest quality and strict production to get the best fruit

Local proximity and labels such as “Organic”, “No Pesticides” suggests added security, quality, careful management and consistency

Driving a new premium point of difference requires us to deliver something people want and don't have

The most powerful, effective and defensible way to do this is to leverage pre-existing associations with Australia to support a message about our citrus

For both Chinese and Japanese consumers, the positivity of the Australian lifestyle carries strong appeal



In China

Leverage the vibrancy, *optimism and energy of Australia* to deliver sense of vitality and positive emotional uplift.

In Japan

Leverage the warmth, relaxed friendliness and positive generosity of the *Australian way of life*, as one that is deeply connected to others and to the natural world.

This equity is intuitively linked to citrus, and readily converts into associations around a more premium citrus offer



A ripe sweetness of flavour from being bathed in sunshine



Grown in a natural, rich environment with minimum human intervention, to create a product that is pure



Delivers a sense of energy and vitality, would be high in nutrients and natural goodness

Importantly, it is this equity that creates differentiation from our closest competitors



American equity is seen as:

Powerful, innovative and strong, but seen to be more business focused and with a sense of superiority



Chilean equity is seen as:

Simple, down to earth and honest, but more low key, a little shy and lacking in presence and emotional energy



Japanese equity is seen as:

Elegant, conservative and somewhat of a perfectionist. Seen to be highly trusted but highly serious

This meaning and product associations are powerful because they address pre-existing tensions felt by consumers in both markets

In Japan human isolation is driving declines in perceived safety and belonging

Leverage the warmth, relaxed friendliness and positive generosity of the *Australian way of life*, as one that is deeply connected to others and to the natural world.

This helps to deliver a feeling of connection and comfort to a more natural way of living and is the antidote to the isolation of modern urban life

In China heightened uncertainty and competition is driving declines in perceived safety and control

Leverage the vibrancy, *optimism and energy of Australia* to deliver sense of vitality and positive emotional uplift.

This helps people to feel a greater sense of control over their lives, and through this the ability to thrive against the pressure of modern life

The *Australia* in our Citrus is the core message to both markets

Leveraging this equity to address the tension in each market means slightly different campaigns in each market

The Plan for China

*The
Opportunity*

Role

Reinvigorate and rejuvenate people's potential to give them control

*The
Delivery*

Emotionally

The Potent Positivity of the Australian attitude

Functionally

Mental and physical uplift through sensorial and nutritional rejuvenation



How deliver this in communication

Demonstrate the vibrancy and energy of Australia captured in our product, underpinned by purity and nutrient rich land



- Show individuals in control through feeling of energy, vitality and optimism



- Bright, rich in color and close ups of plump glossy, water drenched skin, full of juice to cue taste, refreshment and vitality



- Reassure on trust, through showing the pure natural landscape, fertile soil, green grass, and farmers working with hands



Product communication

Emphasize both mental uplift through flavour and nutritional credentials



Sensorial Enjoyment

Convey mental uplift through sweet and tangy flavor is rich, texture and juiciness and vibrant colour of fruit



Nutritional Vitality

Leverage sunny climate to connote more naturally nutritious product that boost energy & enhance performance, e.g. vitamins, carotene, organic acid, antioxidant



Absolute Trust

Support with reference to fresh, natural, no additives, no chemical all deliver against trust



Product Attributes

Focus on products that are bright in colour, large in size and functionally easy to peel and eat on the go



Flavour Profile

- Sweet
- Plump flesh
- Full of juice



Product attributes

- Large in size, 1.5 times the size of fist
- Round or oval shape
- Consistent and uniform size and shape



Appearance

- Bright orange color, with natural shine
- Peel to be smooth, not rough
- Thin and easy to peel



Naming Conventions

- List the varietal name, rather than *just* Australian orange, e.g. Navel Oranges
- Add region specificity to drive premium

The Plan for Japan

*The
Opportunity*

Role

***Reconnect people to the simple,
naturally rich, shared way of life***

*The
Delivery*

Emotionally

***Share the natural goodness
of the Australian way of life***

Functionally

***Amplify the sweet, rich
full, sundrenched flavour
and natural goodness of
Australian oranges***



How deliver this in communication

Evoke the warm and energised emotions of shared consumption occasions and support with message of Australian farmers



- Show groups of happy, relaxed people in carefree moments of connection



- Visually connote sweetness and succulence of the fruit, through plump flesh and rich colours, and show multiple pieces of cut fruit to link to shared occasion



- Hero farmers who co-exist with nature, to demonstrate their passion and commitment to fruit and trustworthiness



Role of product in communication

Emphaise the sweetness of flavour, natural, gentle nutrition and link to dessert and sharing occasions



Sweetness of the Sun

Link shots of the sun and climate to product to evoke the intense sweetness and heightened juiciness of product

In doing so, emphasise fit of sweet taste profile to dessert and sharing occasions



Natural nutrients

Oranges are believed to help with daily wellbeing and nutrition, link the abundant land and rich, fertile soil, to enhanced natural nutrients



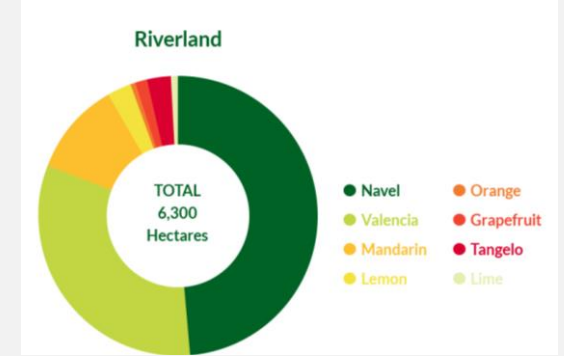
Absolute Quality

Emphasizing the time, effort and care put into each piece fruit, from production to transportation
(temahima wo kakete tsukutteiru),



Product Attributes

Emphasise richer flavor through deeper colour of skin and uniformity of product appearance (size and skin tone)



Flavour Profile

- Very sweet, rich, full flavour (*amai, noukou*)
- Succulent and juicy when cut (*mizumizushii*)

Product attributes

- Uniform round shape (*keijyou ga ii*)
- Bright, uniform color with no blemishes (*tsuya ga aru, kizu ga nai*)
- Moderate firmness and a good volume of pulp inside preferred.

Appearance

- Bright, uniform color with no blemishes (*tsuya ga aru, kizu ga nai*)
- Deep orange in colour to show depth of flavor and suggest freshness

Naming Conventions

- List the varietal name, rather than just Australian orange, e.g. Navel Oranges
- Add region specificity to drive premium

The Switch in our marketing focus

From

Core message

Generic food safety, relative to other products

Delivered through

Australian land

Targeted at

Point of purchase, i.e. this is why you should buy

Delivering to the need of

Trust, relative to other products in retail space

To

Core message

Emotional and functional role of oranges in peoples' lives

Delivered through

Australian lifestyle

Targeted at

Point of consumption, i.e. this is what you will get from eating

Delivering to the need of

Control and belonging in peoples' lives in China and Japan