**Application exercise**

You have just been appointed Marketing Director of **Fruita**, a company specialized in the **manufacture of fruit compotes**. Fruita's brand portfolio is composed of three brands:

- Les Classiques whose product range is composed of **compotes made with classic ingredients.**

- Les Gourmandes: is composed of compotes with melting **fruit pieces** to offer a pleasant sensory experience to consumers.

- Les Saveurs d'Ailleurs is a new brand launched in 2021 whose products feature **unique ingredients from exotic** countries.

Compotelle is Fruita's main competitor. It offers products similar to those of the Les Classiques brand. Stylea develops healthy compotes with no added sugar. Private labels offer compotes made with ingredients that appeal to a wide range of consumers.

**When you join the company, the CEO asks you to analyze the performance of the Les Gourmandes brand and to provide recommendations for improvement of the situation.**

1. From the tables available in appendix 1, calculate the market shares for each brand and transfer them in the table below

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **MS (VOLUME)** | | **MS (VALue)** | |
|  | 2020 | 2021 | 2020 | 2021 |
| **TOTAL** | 100.0% | 100.0% | 100.0% | 100.0% |
| FRUITA | 51.7% | 53.0% | 55.4% | 57.6% |
| Classiques | 35.1% | 37.1% | 36.3% | 38.9% |
| Gourmandes | 16.6% | 10.4% | 19.0% | 12.0% |
| Saveurs d'Ailleurs | 0.0% | 5.6% | 0.0% | 6.7% |
| COMPOTELLE | 25.1% | 16.1% | 23.2% | 15.5% |
| STYLEA | 8.2% | 11.4% | 9.4% | 13.0% |
| MDD | 15.0% | 19.5% | 12.0% | 14.0% |

2. Then, you are asked to analyze the data at the market and brand level using the figures you have just calculated and the indicators available in the attached tables

3. Based on this analysis, you will make recommendations for the Les Gourmandes brand. Each recommendation must be illustrated and justified by the market analysis

**Annexe 1**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PANEL DISTRIBUTEUR** |  |  |  |  |  |  |  |  |  |
|  | **SALES VOL (M cups)** | | | **SALES VAL (M €)** | | | **AVERAGE NUMBER OF REFERENCES** | | |
|  | 2020 | 2021 | *evol* | 2020 | 2021 | *evol* | 2020 | 2021 | *evol* |
| **TOTAL** | **415.1** | **441.1** | ***6.3%*** | **192.4** | **197.6** | ***2.7%*** | **22.6** | **23.1** | ***2.2%*** |
| FRUITA | 214.6 | 233.7 | ***8.9%*** | 106.5 | 113.8 | ***6.9%*** | 12.2 | 12.4 | ***1.6%*** |
| Classiques | 145.5 | 163.5 | ***12.4%*** | 69.8 | 76.8 | ***10.0%*** | 8.6 | 8.5 | ***-1.2%*** |
| Gourmandes | 69.1 | 45.7 | ***-33.9%*** | 36.6 | 23.8 | ***-35.1%*** | 4.6 | 3.3 | ***-28.3%*** |
| Saveurs d'Ailleurs | 0.0 | 24.5 |  | 0.0 | 13.2 |  | 0 | 2.5 |  |
| COMPOTELLE | 104.0 | 71.1 | ***-31.6%*** | 44.7 | 30.6 | ***-31.6%*** | 5.8 | 5.2 | ***-10.3%*** |
| STYLEA | 34.2 | 50.2 | ***46.8%*** | 18.1 | 25.6 | ***41.2%*** | 4.9 | 6.3 | ***28.6%*** |
| MDD | 62.3 | 86.1 | ***38.2%*** | 23.1 | 27.6 | ***19.5%*** | 5.2 | 7.5 | ***44.2%*** |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  | **DN** | | | **DV** | | |  |  |  |
|  | 2020 | 2021 | *evol* | 2020 | 2021 | *evol* |  |  |  |
| **MARCHE** | 100 | 100 | ***0.0%*** | 100 | 100 | ***0.0%*** |  |  |  |
| FRUITA | 100 | 100 | ***0.0%*** | 100 | 100 | ***0.0%*** |  |  |  |
| Classiques | 100 | 100 | ***0.0%*** | 100 | 100 | ***0.0%*** |  |  |  |
| Gourmandes | 91 | 92 | ***1.1%*** | 89 | 90 | ***1.1%*** |  |  |  |
| Saveurs d'Ailleurs | 0 | 80 |  | 0 | 84 |  |  |  |  |
| COMPOTELLE | 85 | 75 | ***-11.8%*** | 87 | 65 | ***-25.3%*** |  |  |  |
| STYLEA | 72 | 75 | ***4.2%*** | 74 | 83 | ***12.2%*** |  |  |  |
| MDD | 100 | 100 | ***0.0%*** | 100 | 100 | ***0.0%*** |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **PANEL CONSOMMATEUR** | |  |  |  |  |  |
|  | **NA/100** | | | **QA/NA** | | |
|  | 2020 | 2021 | *evol* | 2020 | 2021 | *evol* |
| **MARCHE** | **42.6** | **46.4** | ***8.9%*** | **37.4** | **36.6** | ***-2.2%*** |
| FRUITA | 31.5 | 32.3 | ***2.5%*** | 26.2 | 27.9 | ***6.5%*** |
| Classiques | 18.6 | 20.5 | ***10.2%*** | 30.1 | 30.7 | ***2.0%*** |
| Gourmandes | 14.2 | 13.2 | ***-7.0%*** | 18.7 | 13.3 | ***-28.8%*** |
| Saveurs d'Ailleurs | 0 | 8.0 |  | 0.0 | 11.8 |  |
| COMPOTELLE | 13.8 | 9.5 | ***-31.2%*** | 29.0 | 28.8 | ***-0.7%*** |
| STYLEA | 4.4 | 7.2 | ***63.6%*** | 29.9 | 26.8 | ***-10.4%*** |
| MDD | 7.7 | 9.8 | ***27.3%*** | 31.1 | 33.8 | ***8.6%*** |

**Analysis:**

We can clearly see that **both the volume and value** of the market are **increased** from the year **2020 to 2021**. With the increase of **6.3%** and **2.7%** respectively.

**For companies**, **except Competelle**, the other companies presented an augmentation for **both MS volume and MS value**. To be more specific, **Stylea** and **MDD** **increased** **the most**.

**For products**, it is easy to discover that **Le Gourmandes’s MS decreased significantly**. (from **16.6%** to **10.4%** and **19%** to **12%** respectively) while **Le Saveurs d’Ailleurs** rose from 0 to some certain numbers of MS.

**As the side of consumers**, the quantity purchased**(NA)** for product **Le Gourmandes** **decreased slightly** while its number of customers**(QA)** **decreased significantly** from **18.7** to **13.3** (about **28.8%**)

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**Suggestions:**

It seems that customers no longer that like **Le Gourmandes** maybe because less people love melted fruit. It is suggested to **reduce** the amount of production of this product.

In the same time, the new product (**Le Saveurs d’Ailleurs**) seems to attract customers to some extents. We should keep this trend and put more efforts in producing this new product.

By analyzing the last table which shows us the number of buyers on the one hand and the ratio between the quantity purchased (NA) and the number of buyers (QA/NA), we can see that unlike all the other brands, the number of buyers of "Les gourmandes" has decreased. And the same is true for the AQ/NA ratio. In order to improve "Les Gourmandes", I recommend an increase in distribution to offer the product to more people, since the brand is not the most distributed at the moment.

For our competitors, first it is happy to see that Le Compotelle loss several points of market share, so we can say that our product Classiques did better job than the competitor does. However, **Le stylea** and **Le MDD** seem to gain a large growth of market share, it reveals a trend that **more customers are likely to eat fruit compotes with no extra sugar** and we should study what specific ingredients some MDDs used in their product(what makes them successful).