The logo for the University of Massachusetts (UMASS) is centered in the background. It features a large, stylized 'U' and 'M' in a grey color, with the word 'UMASS' written in a smaller, bold, grey font below them. A thin red vertical line is positioned to the right of the logo.

**Exploring Institutional Markets:
An Investigation of Consumer Demand for
Cranberry Products on University
Campuses**

Study Conducted by:
*The University of Massachusetts Dartmouth
Charlton College of Business
Slade's Ferry Bank
Center for Business Research*

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Spring 2002

**UNIVERSITY OF MASSACHUSETTS DARTMOUTH
CENTER FOR BUSINESS RESEARCH**

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EXECUTIVE SUMMARY

- Each of the four UMass campuses is represented by 25% of the respondents.
- 92% of the respondents have tried eating or drinking a cranberry product. 8% have not.
- Of the respondents that have never tried eating or drinking a cranberry product, 4% had not because they do not know what they are, 3% do not know where to get cranberry products, 3% think cranberry products are too expensive, 6% do not think they will like the taste of cranberry products, and 3% had other reasons.
- Of the 92% of respondents who eat/drink cranberry products, 51% drink cranberry cocktails, 46% drink blended cranberry cocktails, 69% drink 100% cranberry juice blends, 23% eat dry, sweetened snacks, 46% eat cranberry sauce, 22% eat baked products, 13% eat fresh berries when available, 29% eat cranberry jam/jelly, and 7% eat/drink other products listed as: cranberry pills, wine, alcoholic beverages, chocolate covered cranberries, or cranberry cereal.
- Of the 92% of respondents who eat or drink cranberry products, 80% do so because of the taste, 44% because of the health benefits, 34% because of holiday tradition, 15% because of availability, and 7% listed other reasons: because they are available to them, they are served them, they mix juice with drinks, parents buy them, no other choice, and to prevent UTIs.
- 26% of the respondents are very likely to purchase cranberry juice on campus, 37% are likely, 22% are unlikely, and 15% are very unlikely.
- Of the 63% of respondents who would be very likely or likely to purchase cranberry juice/drink on campus, 40% would buy them in a vending machine, 35% in a cafeteria, 13% in campus stores, 11% would in all those places, and 2% said other.
- 14% of the respondents are very likely to purchase cranberry baked goods on campus, 28% are likely, 36% are unlikely, 21% are very unlikely, and 1% said there was no place to buy them.
- Of the 42% of respondents who would buy cranberry baked goods, 10% would buy them in a vending machine, 62% in the cafeteria, 13% in the campus store, 3% in the food cart, 12% from all these places, and 1% said other.
- 12% of the respondents are very likely to purchase cranberry yogurt/smoothies on campus, 34% are likely, 32% are unlikely, 21% are very unlikely, and 1% said there was no place on campus to buy them.

- **Of the 46% of respondents who would buy cranberry yogurt/smoothies on campus, 11% would buy them in a vending machine, 62% in the cafeteria, 14% in campus stores, 6% said all those places, and 6% said other.**
- **9% of the respondents are very likely to purchase cranberry energy/power bars on campus, 24% are likely, 36% are unlikely, 30% are very unlikely, and 1% said there is no place on campus to buy them.**
- **Of the 33% of respondents who would buy cranberry energy/power bars on campus, 38% would buy them in a vending machine, 17% in a cafeteria, 29% in campus stores, 5% in a food cart, and 11% said they would at all these places.**
- **13% of the respondents are very likely to purchase dry, sweetened snacks on campus, 21% are likely, 40% are unlikely, 25% are very unlikely, and 1% said there is no place on campus to buy them.**
- **Of the 34% of respondents who would buy dry, sweetened snacks on campus, 32% would buy them in a vending machine, 24% in a cafeteria, 31% in a campus store, 11% would buy them in all of these places, and 2% said other.**
- **10% of the respondents are very likely to purchase cranberry breakfast/snack bars on campus, 27% are likely, 40% are unlikely, 23% are very unlikely, and 1% said there is no place on campus to buy them.**
- **Of the 37% of respondents who would buy cranberry breakfast/snack bars on campus, 32% of them would buy them in a vending machine, 40% in a cafeteria, 15% in a campus store, 1% in a food cart, and 13% would buy them in all these places.**
- **9% of the respondents are very likely to use cranberry condiments in the campus cafeteria of food court, 29% are likely, 35% are unlikely, and 27% are very unlikely.**
- **63% of the respondents would be very likely or likely to purchase a cranberry juice/ drink on campus, 42% baked goods, 46% yogurt/ smoothies, 33% energy/ power bars, 34% dry, sweetened snacks, and 37% breakfast bars.**
- **40% of the respondents would be very likely or likely to purchase a cranberry juice/ drink from a vending machine, 10% baked goods, 11% yogurt/ smoothies, 38% energy/ power bars, 32% dry, sweetened snacks, and 32% breakfast bars.**
- **35% of the respondents would be very likely or likely to purchase a cranberry juice/ drink from the cafeteria, 62% baked goods, 62% yogurt/ smoothies, 17% energy/ power bars, 24% dry, sweetened snacks, and 40% breakfast bars.**

- **13% of the respondents would be very likely or likely to purchase a cranberry juice/ drink from the campus store, 13% baked goods, 14% yogurt/ smoothies, 29% energy/power bars, 31% dry, sweetened snacks, and 15% breakfast bars.**
- **19% of the respondents would be willing to purchase cranberry energy/power bars at sporting events, 16% would be willing to purchase cranberry breakfast/snack bars, 53% would be willing to purchase cranberry juice, 26% would be willing to purchase a cranberry flavored energy drink, and 25% were not willing to purchase any cranberry product at sporting events.**
- **10% of the respondents would definitely be supportive of making a cranberry flavored energy drink the official drink of their school's sports teams, 27% probably would be, 39% possibly would be, and 24% would definitely not be.**
- **54% of the respondents spend \$0-4 on food from vending machines on campus, 20% spend \$5-10, 2% spend \$11-15, 2% spend \$16-20, 1% spend \$21-25, and 1% spend more than \$25.**
- **On average, 45% of the respondents spend \$0-4 per week on drinks from vending machines, 22% \$5-10, 1% \$11-15, 2% \$16-20, 0% \$21-25, and 1% \$25.**
- **13% of the respondents spend \$0-4 per week on food/drink from campus cafeterias, food courts, and dining services, 31% spend \$5-10, 6% spend \$11-15, 13% spend \$16-20, 4% spend \$21-25, and 7% spend more than \$25.**
- **36% of the respondents are aware of the UTI benefits of cranberry products, 21% Vitamin C, 18% the overall benefits, 12% cleansing, 7% good for liver and kidneys, 3% anti-cancer, 2% cardiovascular, 1% anti-cancer, and 1% help absorb meds.**
- **86% of the respondents are ages 18-25, 8% are 26-35, 3% are 36-45, 2% are 46-55, and 2% are 56-65.**
- **45% of the respondents are male and 55% are female.**
- **32% of the respondents are freshman, 24% sophomores, 17% juniors, 20% seniors, 2% grad students, 1% administration, 2% faculty, and 3% staff.**
- **17% of the students have a business related major, 4% education related, 8% in the medical field, 10% art related, 3% government/ legal, 10% social sciences, 3% physical sciences, 2% technical, 4% humanities, and 39% other or undecided.**

OVERVIEW

Of the approximate 1000 cranberry growers in North America, 500 are in Southeastern Massachusetts. Those growers produce 38% of the cranberry supply and add over 5,500 jobs and \$200 million to the Massachusetts economy. While the demand for cranberries has been increasing at a rate of about 3% annually, supply is now increasing at twice that rate (Warsh). As a result, prices have plummeted. From a high of \$80 three years ago, prices dropped to as little as \$10 a barrel by the end of the 2000 harvest - well under farmers' average cost of \$32 a barrel ("Ocean Spray to Stay...").

Regardless of one's historical perspective, times have changed for Massachusetts' cranberry growers. One important change occurred in 1987, when Wisconsin entrepreneur John Swendrowski pulled out of the Ocean Spray Cooperative to which he had been selling his cranberries, and formed a publicly traded company (Northland Cranberries Inc.). Since then, the dynamics of the cranberry products market have changed.

As new farmers entered the market in significant numbers, the competitive environment turned into a complex arena. Potential markets did open up, but supply outpaced demand. For the first time, large-scale cranberry farming occurred outside Massachusetts and marketing strategies were not yet developed to handle the new competition. Given this environment, the industry was granted some assistance through a market order issued by The Department of Agriculture on July 12, 2000, to reduce crops by an average of 15%. Even with the aid of regulatory production, however, it is essential to increase demand in order to regain a healthy market presence (Bushnell).

This study is the result of a previous study at the University of Massachusetts Dartmouth, Charlton College of Business, Slade's Ferry Bank Center for Business Research to develop new markets. Its goal is to evaluate consumer preferences at the state university campuses as they relate to the purchasing and consumption of cranberry products. The University recognizes the importance of an independent market analysis at this juncture and wants to participate in finding a solution. Cranberries are the number one crop in the state, and are an integral part of the economic future of Massachusetts. By forming strategic alliances within the state involving securing institutional accounts for local growers and handlers, the University could not only provide much needed revenue, but could serve as the model for seeking other institutional accounts both within and outside of the state.

METHODOLOGY

The data was collected by a team of student researchers who conducted on-site interviews at each of the UMass campuses (excluding the medical facility at Worcester). The intercepts began in September and continued until December of 2001. Each of the four campuses was visited and an intercept methodology was employed. Every effort was made to vary intercept locations, days of the week for visits, time of day, etc. in an effort to obtain the most representative sample possible. Using statistical sampling formulas the research team was able to obtain a statistically valid sample from each campus. Data were examined at the aggregate level. The following objectives provided a framework for the study:

Project Objectives

- To assess the consumer demand for cranberry products from the university **dining services**. This would include, but not be limited to breakfast, lunch and dinner selections, drinks, baked goods, yogurt, snack foods, desserts, and condiments.
- To assess the consumer demand for cranberry products from the university **vending machines**. This would include, but not be limited to drinks, snack foods, energy/power bars, and ice cream.
- To assess the consumer demand for cranberry products from the university **campus stores**. This would include, but not be limited to drinks, snack foods, energy/power bars.
- To assess the consumer demand for cranberry products for the university **sports teams**. This would include, but not be limited to issues of an official team drink, team energy bars, or team snacks.

With these objectives in mind, the survey instrument was constructed. Participants were asked about their use of cranberry products, if they would purchase cranberry products on campus, where they might purchase them, along with questions on perceived health benefits, and demographics. Results are tabulated for each question, and presented in the section on Findings.

SIGNIFICANCE TEST

A Chi-squared significance test was run on the data. A Chi-squared (X^2) significance test is a statistical test that yields a significance level for survey data. A significance level equal to, or less than .10 is generally accepted to mean the data is valid and reliable. A value greater than .10 indicates that the findings cannot be relied on. The significance level for this study was equivalent to .000, which indicates that the data is real and it is valid at the highest level.

PROFILE OF SAMPLE

GENDER:

Male	(161)	44.5
Female	(201)	55.5

AGE:

18-25	(312)	85.5
26-35	(30)	8.2
36-45	(11)	3.0
46-55	(6)	1.6
56-65	(6)	1.6

CAMPUS STATUS:

Freshman	(114)	31.5
Sophomore	(88)	24.3
Junior	(62)	17.1
Senior	(71)	19.6
Grad Student	(8)	2.2
Administration	(1)	.3
Faculty	(7)	1.9
Staff	(11)	3.0

STUDENTS' MAJOR:

Business Related	(58)	17.2
Education Related	(14)	4.1
Medical Field	(27)	8.0
Art Related	(35)	10.4
Government/ Legal	(10)	3.0
Social Sciences	(34)	10.1
Physical Sciences	(9)	2.7
Technical	(6)	1.8
Humanities	(15)	4.4
Other	(130)	38.5

Cranberry Products on UMASS Campuses

A study conducted by UMD Charlton College of Business Slade's Ferry Bank Center for Business Research

Consumption of cranberry products

1. Have you ever tried eating or drinking a cranberry product?

Yes _____ (go to **question 3**) No _____ (go to **question 2**)

2. Which best describes why you have not tried any cranberry product? (check as many as apply)

I do not know what cranberries are _____ (go to **question 5**)

I do not know where to get cranberry products _____ (go to **question 5**)

I think cranberry products are too expensive _____ (go to **question 5**)

I do not think I will like the taste of cranberry _____ (go to **question 13**)

Other (please specify) _____ (go to **question 5**)

3. What cranberry products do you currently eat/drink? (check as many as apply)

Cranberry cocktails _____

Blended cranberry cocktails _____

100% Cranberry juice blends _____

Dry, sweetened snacks _____

Cranberry sauce _____

Baked products _____

Fresh berries when available _____

Jam, jelly _____

Other (please specify) _____

4. Why do you use cranberry products? (check as many as apply)

Taste _____

Health benefits _____

Holiday tradition _____

Availability _____

Other (please specify) _____

Consumer Interest

5. How likely would you be to purchase a cranberry juice/drink **on campus**?

Very Likely _____

Likely _____

Unlikely _____

Very Unlikely _____

If very likely or likely, where would you buy them? (for example: vending machines, cafeterias, campus stores, etc.) _____

6. If available, how likely would you be to purchase cranberry baked goods **on campus**?

Very Likely _____

Likely _____

Unlikely _____

Very Unlikely _____

No place to buy baked goods on campus _____

If very likely or likely, where would you buy them? (for example: vending machines, cafeterias, campus stores, etc.) _____

7. If available, how likely would you be to purchase cranberry yogurt/ smoothies **on campus**?

Very Likely _____

Likely _____

Unlikely _____

Very Unlikely _____

No place to buy yogurt/smoothies on campus _____

If very likely or likely, where would you buy them? (for example: vending machines, cafeteria, campus stores, etc.) _____

8. If available, how likely would you be to purchase cranberry energy/power bars **on campus**?

Very Likely _____

Likely _____

Unlikely _____

Very Unlikely _____

No place to buy energy/power bars on campus _____

If very likely or likely, where would you buy them? (for example: vending machines, cafeterias, campus stores, etc.) _____

9. If available, how likely would you be to purchase dry, sweetened cranberry snacks **on campus**?

Very Likely _____

Likely _____

Unlikely _____

Very Unlikely _____

No place to buy dry, sweetened snacks on campus _____

If very likely or likely, where would you buy them? (for example: vending machines, cafeterias, campus stores, etc.) _____

10. If available, how likely would you be to purchase cranberry breakfast/ snack bars **on campus?**

Very Likely _____

Likely _____

Unlikely _____

Very Unlikely _____

No place to buy breakfast/snack bars on campus _____

If very likely or likely, where would you buy them? (for example: vending machines, cafeterias, campus stores, etc.) _____

11. If available, how likely would you be use cranberry condiments (such as relishes, jams, jellies) in the campus cafeteria or food court?

Very Likely _____

Likely _____

Unlikely _____

Very Unlikely _____

No cafeteria or food court available _____

12. Which of the following products would you be willing to buy at sporting events? (check as many as apply)

Cranberry Energy/power bars _____

Cranberry Breakfast/snack bars _____

Cranberry Juice _____

A Cranberry flavored energy drink _____

None _____

13. Would you be supportive of making a cranberry flavored energy drink the official drink of your school's sports teams?

Definitely _____

Probably _____

Possibly _____

Definitely Not _____

Consumer Behavior

14. On average, how much do you spend per week? (dollar amount)

On food from vending machines on campus _____

On drinks from vending machines on campus _____

On food/drinks from campus cafeterias, food courts, and dining services _____

15. Are you aware of any of the health benefits of cranberry? *If yes, which ones?*

Demographics

16. How old are you?

18-25 _____ 26-35 _____ 36-45 _____ 46-55 _____
56-65 _____ Over 65 _____

17. Gender:

Male _____ Female _____

18. What is your status on campus?

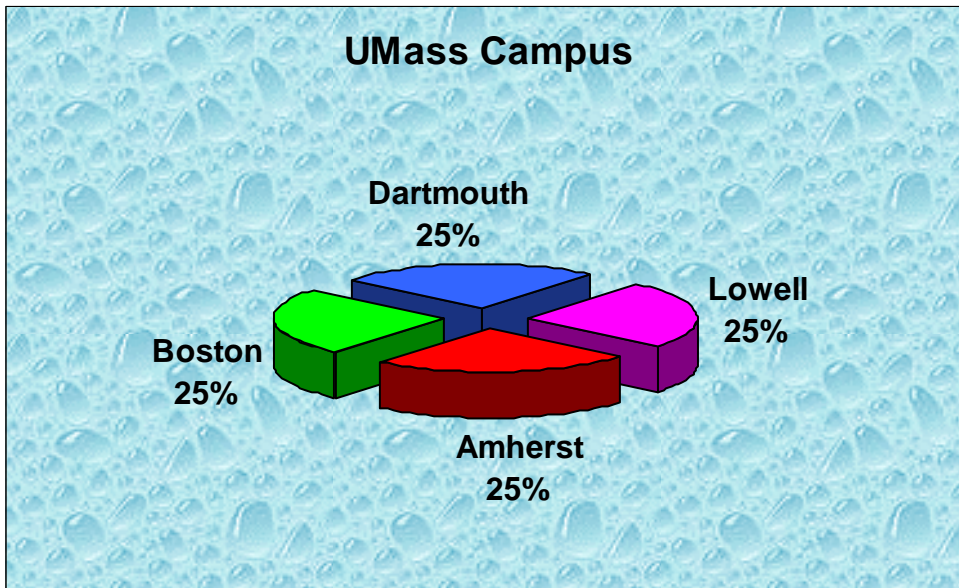
Freshman _____ Sophomore _____ Junior _____ Senior _____
Grad student _____ Administration _____ Faculty _____ Staff _____

19. If you are a student, what is your major?

Business related _____ Government/ Legal _____
Education related _____ Social Sciences _____
Medical field _____ Physical Sciences _____
Service oriented _____ Technical _____
Art related _____ Humanities _____
Undecided _____
Other (please specify) _____

Umass Campus

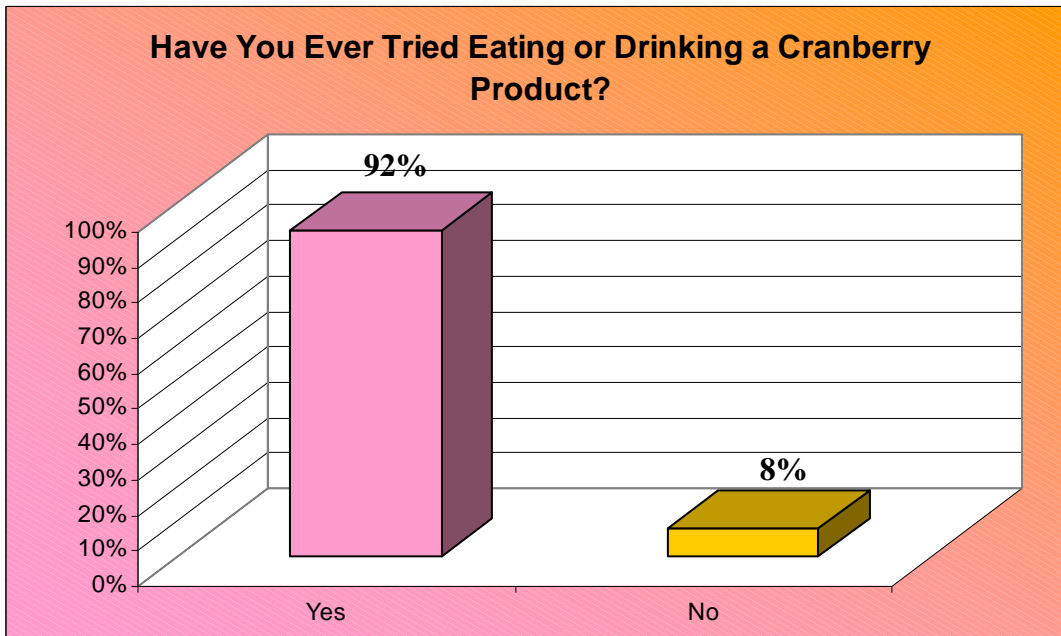
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lowell	102	25.0	25.0	25.0
	Amherst	102	25.0	25.0	50.0
	Boston	102	25.0	25.0	75.0
	Dartmouth	102	25.0	25.0	100.0
	Total	408	100.0	100.0	



Each of the four UMass campuses surveyed is represented by 25% of the respondents.

Have you ever tried eating or drinking a cranberry product?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	374	91.7	91.9	91.9
	No	33	8.1	8.1	100.0
	Total	407	99.8	100.0	
Missing	System	1	.2		
Total		408	100.0		



92% of the respondents have tried eating or drinking a cranberry product. 8% have not.

Do you not know what cranberry products are?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	3.4	3.5	3.5
	No	390	95.6	96.5	100.0
	Total	404	99.0	100.0	
Missing	System	4	1.0		
Total		408	100.0		

Do you not know where to get cranberry products?

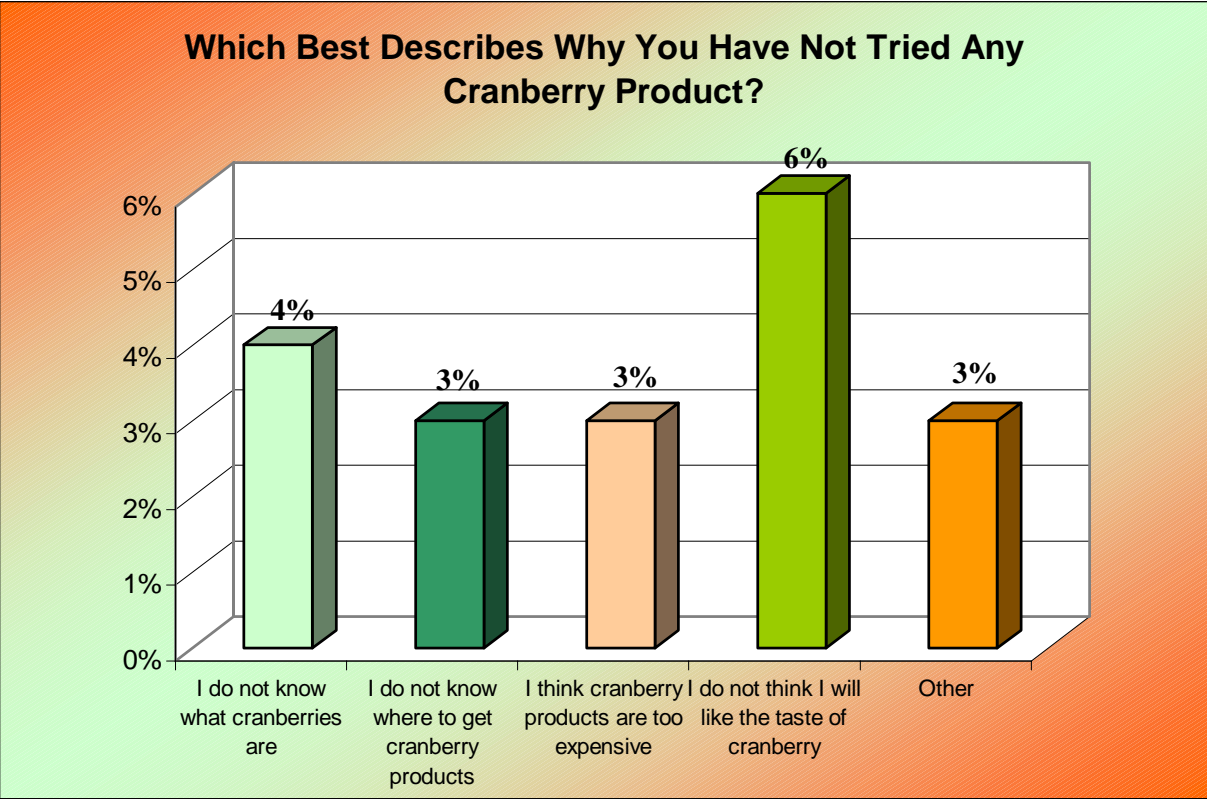
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	11	2.7	2.8	2.8
	No	386	94.6	97.2	100.0
	Total	397	97.3	100.0	
Missing	System	11	2.7		
Total		408	100.0		

Do you think that cranberry products are too expensive?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	2.9	3.0	3.0
	No	382	93.6	97.0	100.0
	Total	394	96.6	100.0	
Missing	System	14	3.4		
Total		408	100.0		

Do you think that you will not like the taste of cranberry?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	5.9	6.1	6.1
	No	369	90.4	93.9	100.0
	Total	393	96.3	100.0	
Missing	System	15	3.7		
Total		408	100.0		



Of the respondents that have never tried eating or drinking a cranberry product, 4% had not because they do not know what they are, 3% do not know where to get cranberry products, 3% think cranberry products are too expensive, 6% do not think they will like the taste of cranberry products, and 3% had other reasons.

Do you currently drink cranberry cocktails?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	190	46.6	50.5	50.5
	No	186	45.6	49.5	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		

Do you currently drink blended cranberry cocktails?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	174	42.6	46.3	46.3
	No	202	49.5	53.7	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		

Do you currently drink 100% cranberry juice blends?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	260	63.7	69.1	69.1
	No	116	28.4	30.9	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		

Do you currently eat dry, sweetened cranberry snacks?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	86	21.1	22.9	22.9
	No	290	71.1	77.1	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		

Do you currently eat cranberry sauce?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	174	42.6	46.3	46.3
	No	202	49.5	53.7	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		

Do you currently eat cranberry baked products?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	81	19.9	21.5	21.5
	No	295	72.3	78.5	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		

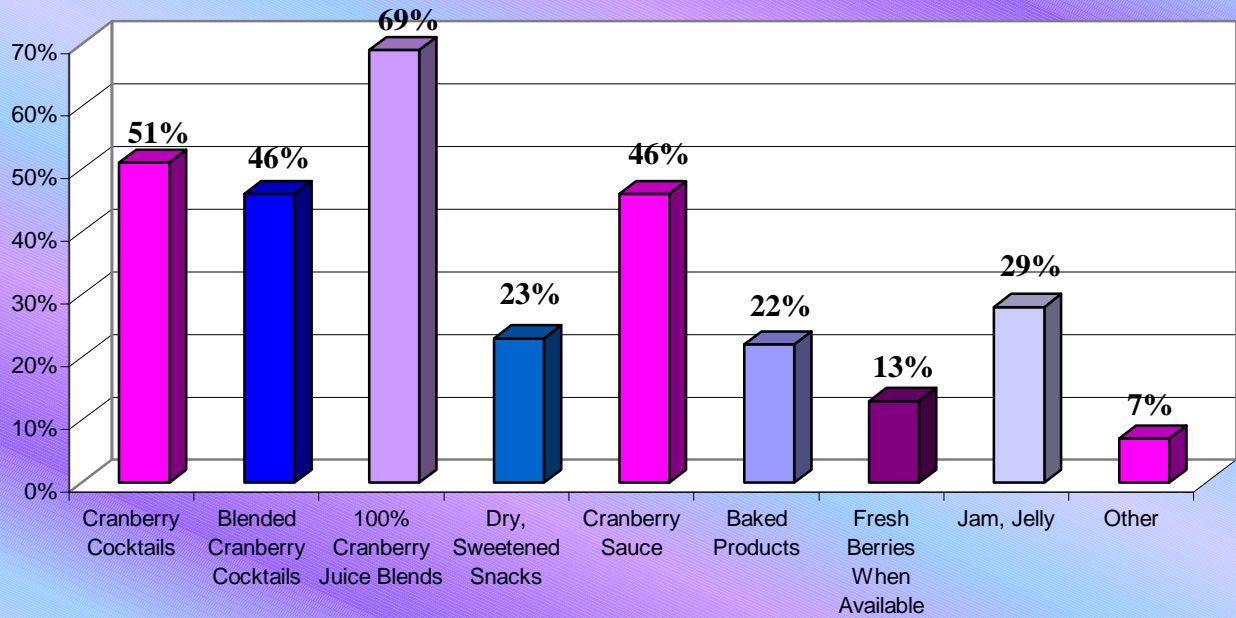
Do you currently eat fresh cranberries when available?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	12.3	13.3	13.3
	No	326	79.9	86.7	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		

Do you currently eat cranberry jam or jelly?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	110	27.0	29.3	29.3
	No	266	65.2	70.7	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		

What Cranberry Products Do You Currently Eat/Drink?



Of the 92% of respondents who eat/drink cranberry products, 51% drink cranberry cocktails, 46% drink blended cranberry cocktails, 69% drink 100% cranberry juice blends, 23% eat dry, sweetened snacks, 46% eat cranberry sauce, 22% eat baked products, 13% eat fresh berries when available, 29% eat cranberry jam/jelly, and 7% eat/drink other products listed as: cranberry pills, wine, alcoholic beverages, chocolate covered cranberries, or cranberry cereal.

Do you use cranberry products for the taste?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	298	73.0	79.5	79.5
	No	77	18.9	20.5	100.0
	Total	375	91.9	100.0	
Missing	System	33	8.1		
Total		408	100.0		

Do you use cranberry products for the health benefits?

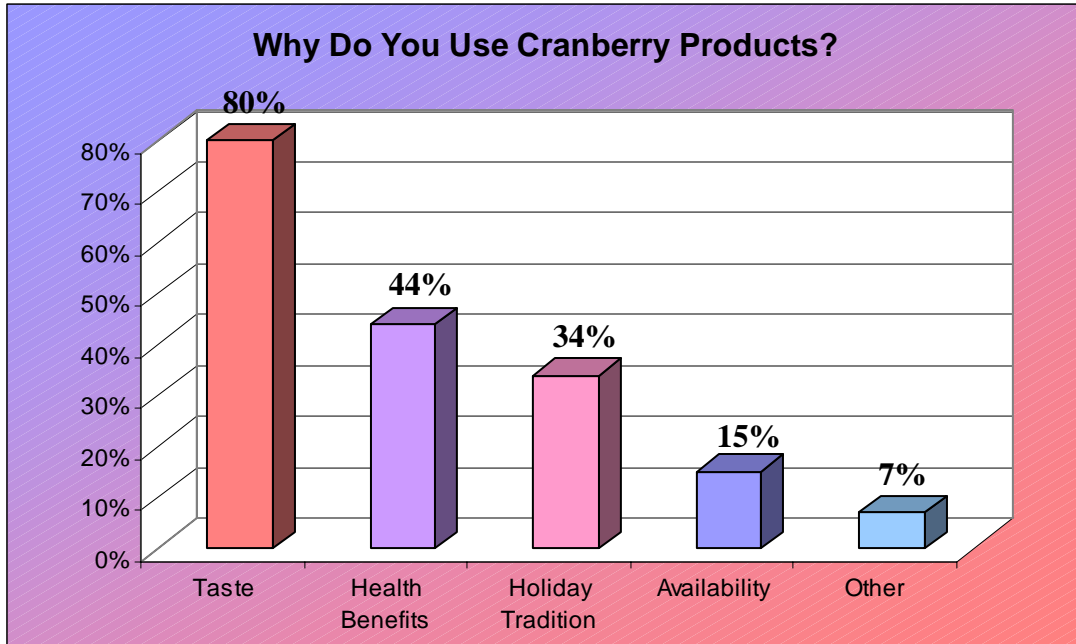
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	165	40.4	44.0	44.0
	No	210	51.5	56.0	100.0
	Total	375	91.9	100.0	
Missing	System	33	8.1		
Total		408	100.0		

Do you use cranberry products as part of a holiday tradition?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	126	30.9	33.6	33.6
	No	249	61.0	66.4	100.0
	Total	375	91.9	100.0	
Missing	System	33	8.1		
Total		408	100.0		

Do you use cranberry products because of the availability?

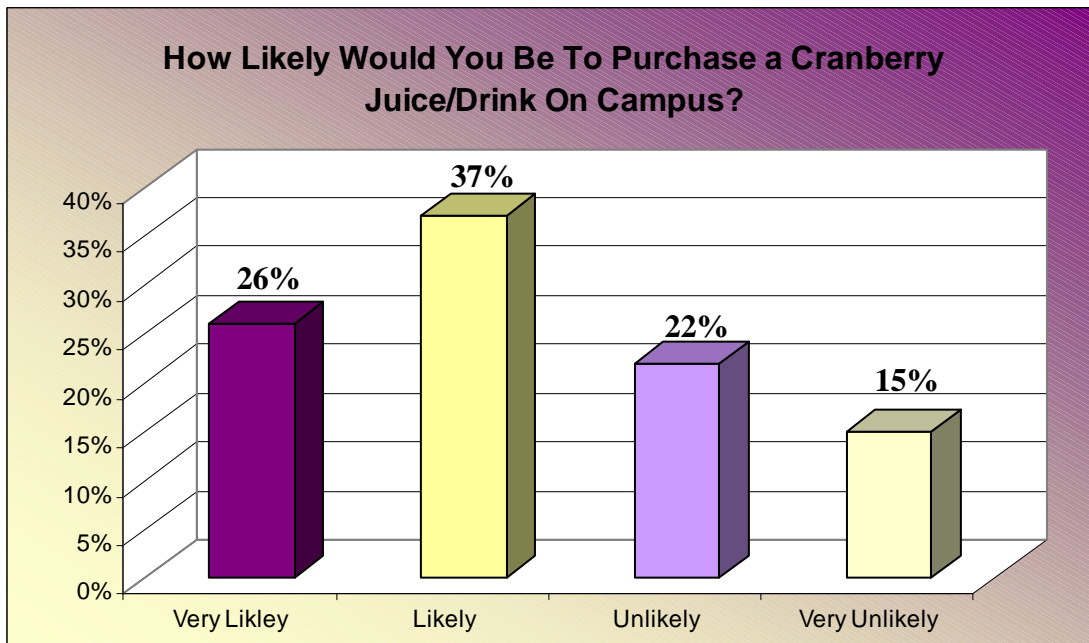
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	56	13.7	14.9	14.9
	No	319	78.2	85.1	100.0
	Total	375	91.9	100.0	
Missing	System	33	8.1		
Total		408	100.0		



Of the 92% of respondents who eat or drink cranberry products, 80% do so because of the taste, 44% because of the health benefits, 34% because of holiday tradition, 15% because of availability, and 7% listed other reasons: because they are available to them, they are served them, they mix juice with drinks, parents buy them, no other choice, and to prevent UTIs.

How likely would you be to purchase a cranberry juice/drink on campus?

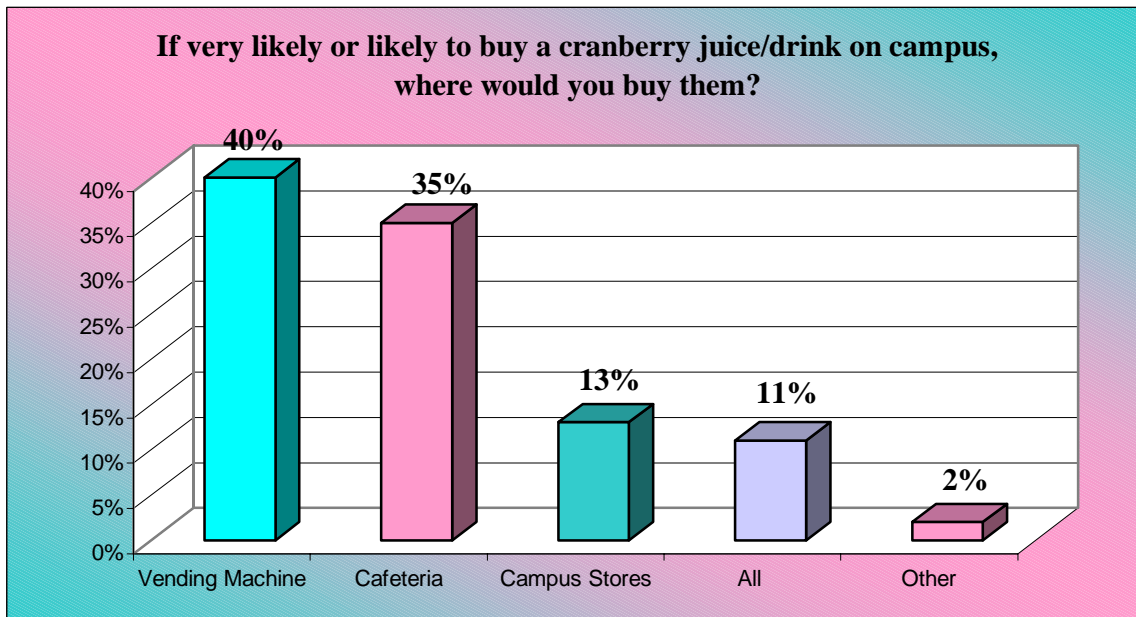
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	104	25.5	26.1	26.1
	Likely	149	36.5	37.3	63.4
	Unlikely	87	21.3	21.8	85.2
	Very unlikely	59	14.5	14.8	100.0
	Total	399	97.8	100.0	
Missing	System	9	2.2		
Total		408	100.0		



26% of the respondents are very likely to purchase cranberry juice on campus, 37% are likely, 22% are unlikely, and 15% are very unlikely.

If very likely or likely to buy a juice/drink on campus, where would you buy them?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vending machine	102	14.7	39.7	39.7
	Cafeteria	90	13.0	35.0	74.7
	Campus stores	33	4.8	12.8	87.5
	All	28	4.0	10.9	98.4
	Other	4	.6	1.6	100.0
	Total	257	37.0	100.0	
Missing	System	437	63.0		
Total		694	100.0		

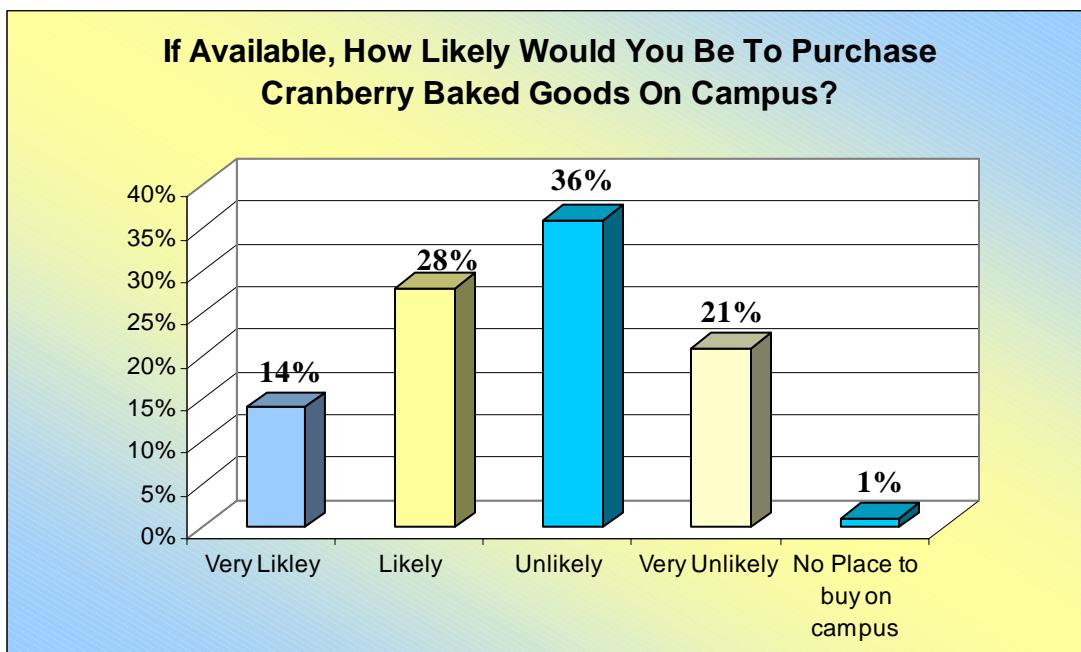


Of the 63% of respondents who would be very likely or likely to purchase cranberry juice/drink on campus, 40% would buy them in a vending machine, 35% in a cafeteria, 13% in campus stores, 11% would in all those places, and 2% said other.

***Total number of responses is greater than the number of responses indicating very likely/ likely due to multiple responses from respondents.**

How likely would you be to purchase cranberry baked goods on campus?

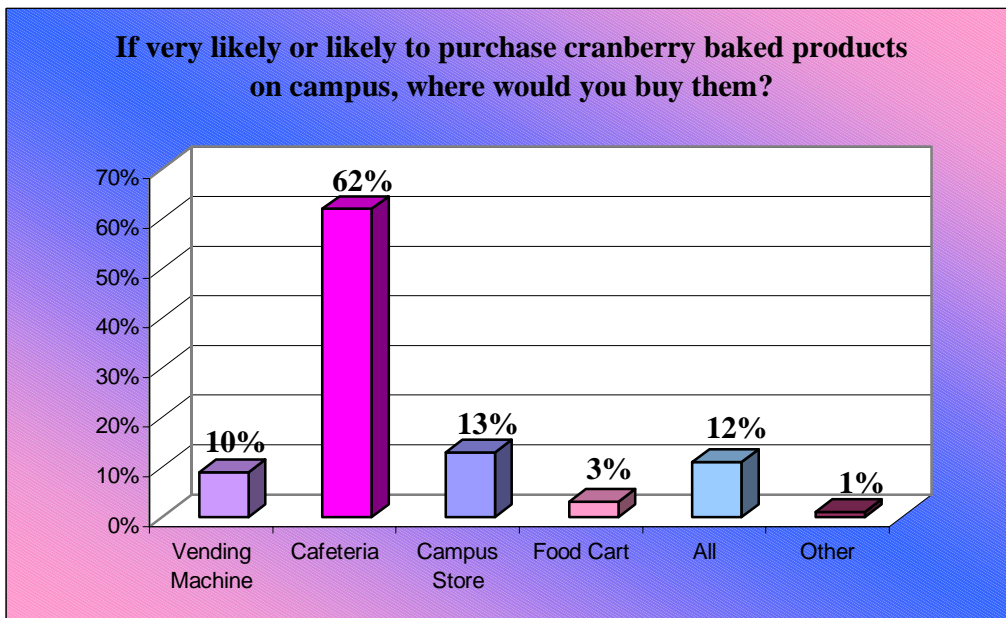
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	53	13.0	14.1	14.1
	Likely	106	26.0	28.2	42.3
	Unlikely	135	33.1	35.9	78.2
	Very unlikely	79	19.4	21.0	99.2
	No place to buy baked goods on campus	3	.7	.8	100.0
	Total	376	92.2	100.0	
Missing	System	32	7.8		
Total		408	100.0		



14% of the respondents are very likely to purchase cranberry baked goods on campus, 28% are likely, 36% are unlikely, 21% are very unlikely, and 1% said there was no place to buy them.

If very likely or likely to buy cranberry baked products on campus, where would you buy them?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vending machine	13	1.9	9.9	9.9
	Cafeteria	81	11.7	61.8	71.8
	Campus stores	17	2.4	13.0	84.7
	Food cart	4	.6	3.1	87.8
	All	15	2.2	11.5	99.2
	Other	1	.1	.8	100.0
	Total	131	18.9	100.0	
Missing	System	563	81.1		
Total		694	100.0		

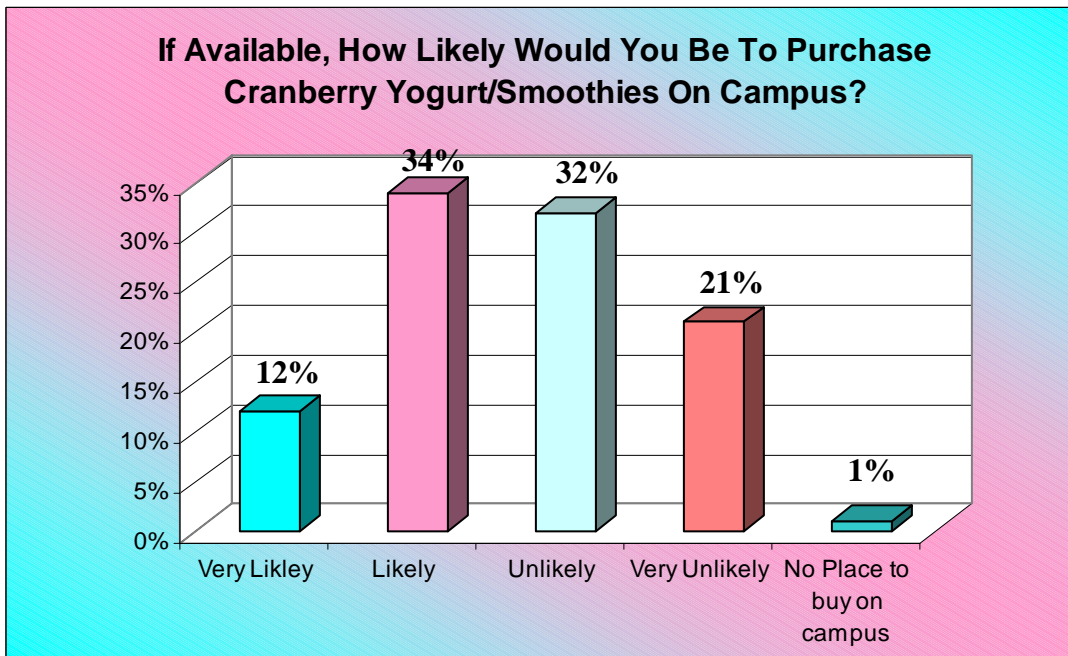


Of the 42% of respondents who would buy cranberry baked goods, 10% would buy them in a vending machine, 62% in the cafeteria, 13% in the campus store, 3% in the food cart, 12% from all these places, and 1% said other.

***Total number of responses is less than the number of responses indicating very likely/ likely due to no response from respondents.**

How likely would you be to purchase cranberry yogurt/smoothies on campus?

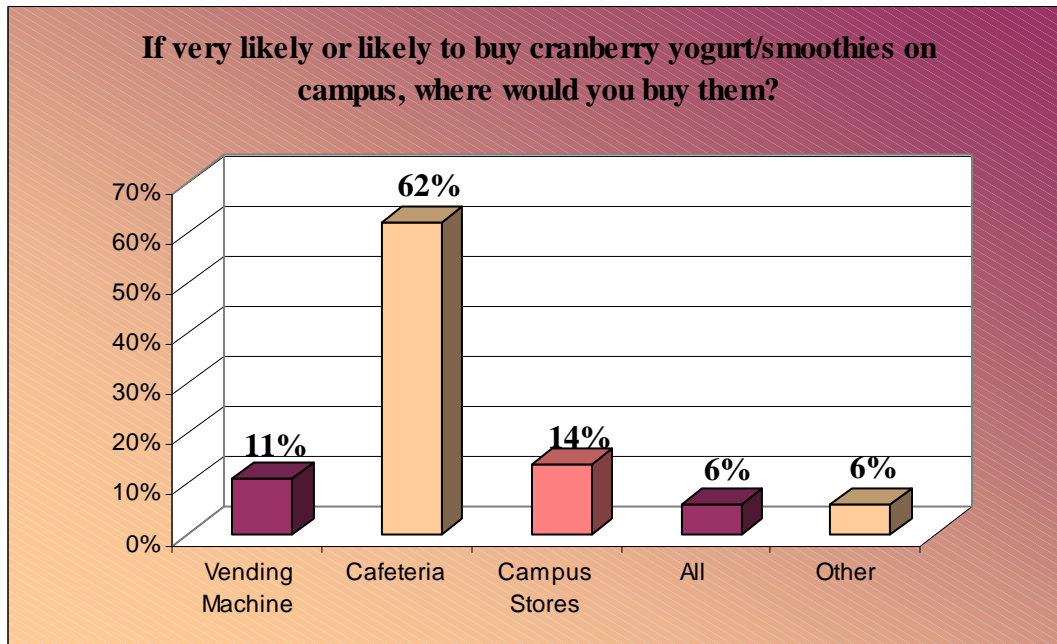
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	46	11.3	12.1	12.1
	Likely	130	31.9	34.1	46.2
	Unlikely	122	29.9	32.0	78.2
	Very unlikely	79	19.4	20.7	99.0
	No place to buy yogurt/smoothies on campus	4	1.0	1.0	100.0
Total		381	93.4	100.0	
Missing	System	27	6.6		
Total		408	100.0		



12% of the respondents are very likely to purchase cranberry yogurt/smoothies on campus, 34% are likely, 32% are unlikely, 21% are very unlikely, and 1% said there was no place on campus to buy them.

If very likely or likely to buy cranberry yogurt/smoothies on campus, where would you buy them?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vending machine	14	2.0	11.2	11.2
	Cafeteria	78	11.2	62.4	73.6
	Campus stores	18	2.6	14.4	88.0
	All	7	1.0	5.6	93.6
	Other	8	1.2	6.4	100.0
	Total	125	18.0	100.0	
Missing	System	569	82.0		
Total		694	100.0		

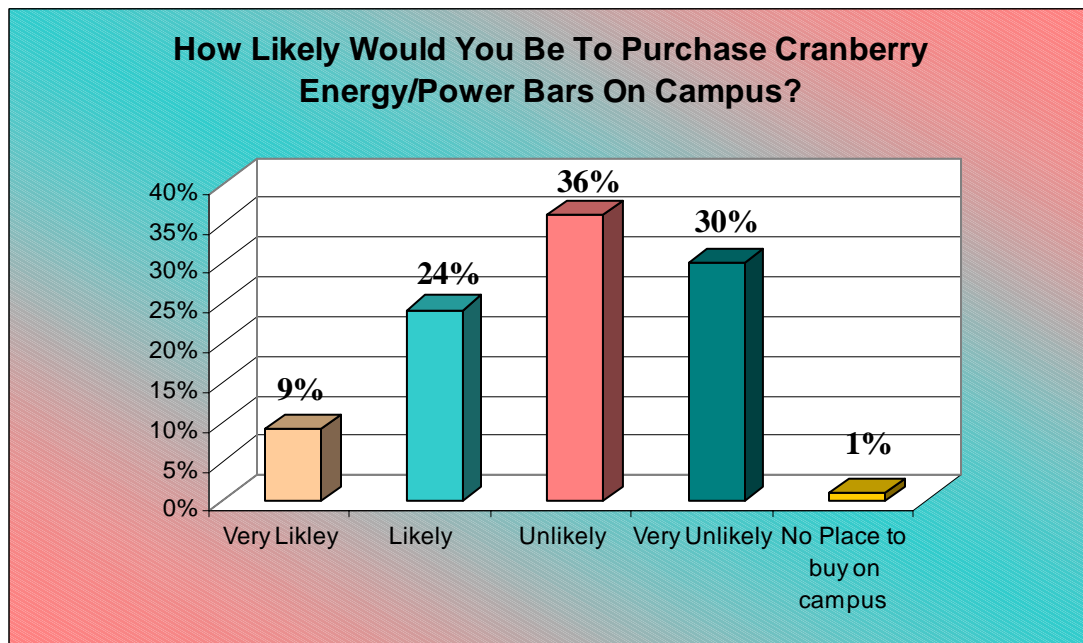


Of the 46% of respondents who would buy cranberry yogurt/smoothies on campus, 11% would buy them in a vending machine, 62% in the cafeteria, 14% in campus stores, 6% said all those places, and 6% said other.

***Total number of responses is less than the number of responses indicating very likely/ likely due to no response from respondents.**

How likely would you be to purchase cranberry energy/power bars on campus?

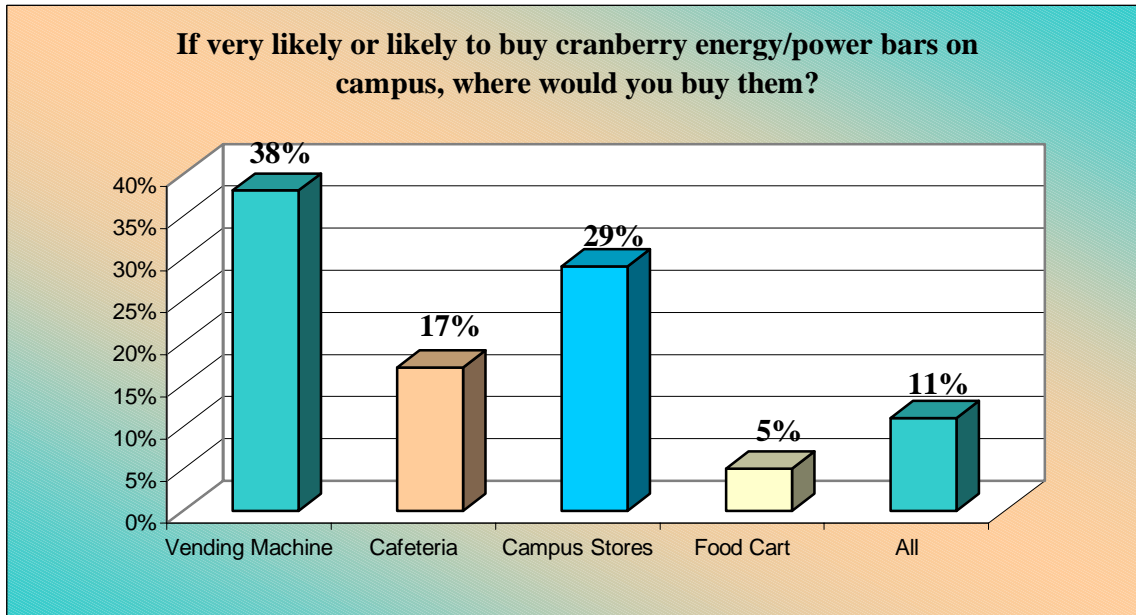
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	33	8.1	8.7	8.7
	Likely	92	22.5	24.2	32.9
	Unlikely	137	33.6	36.1	68.9
	Very unlikely	113	27.7	29.7	98.7
	No place to buy energy/power bars on campus	5	1.2	1.3	100.0
	Total	380	93.1	100.0	
Missing	System	28	6.9		
Total		408	100.0		



9% of the respondents are very likely to purchase cranberry energy/power bars on campus, 24% are likely, 36% are unlikely, 30% are very unlikely, and 1% said there is no place on campus to buy them.

If very likely or likely to buy cranberry energy/power bars on campus, where would you buy them?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vending machine	34	4.9	38.2	38.2
	Cafeteria	15	2.2	16.9	55.1
	Campus stores	26	3.7	29.2	84.3
	Food cart	4	.6	4.5	88.8
	All	10	1.4	11.2	100.0
	Total	89	12.8	100.0	
Missing	System	605	87.2		
Total		694	100.0		

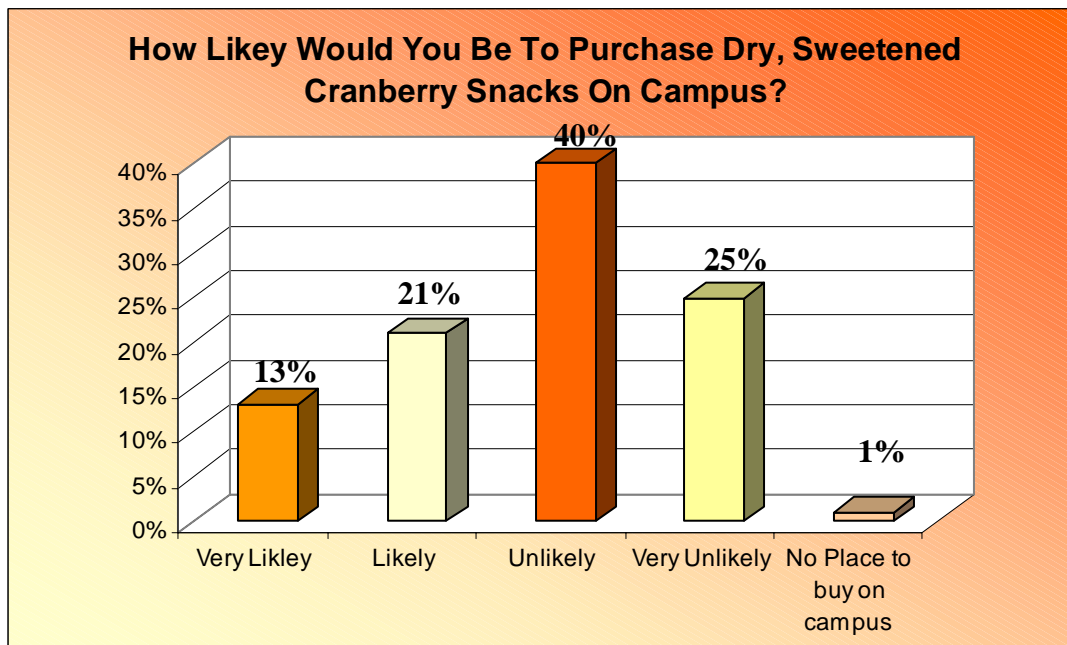


Of the 33% of respondents who would buy cranberry energy/power bars on campus, 38% would buy them in a vending machine, 17% in a cafeteria, 29% in campus stores, 5% in a food cart, and 11% said they would at all these places.

***Total number of responses is less than the number of responses indicating very likely/ likely due to no response from respondents.**

How likely would you be to purchase dry, sweetened cranberry snacks on campus?

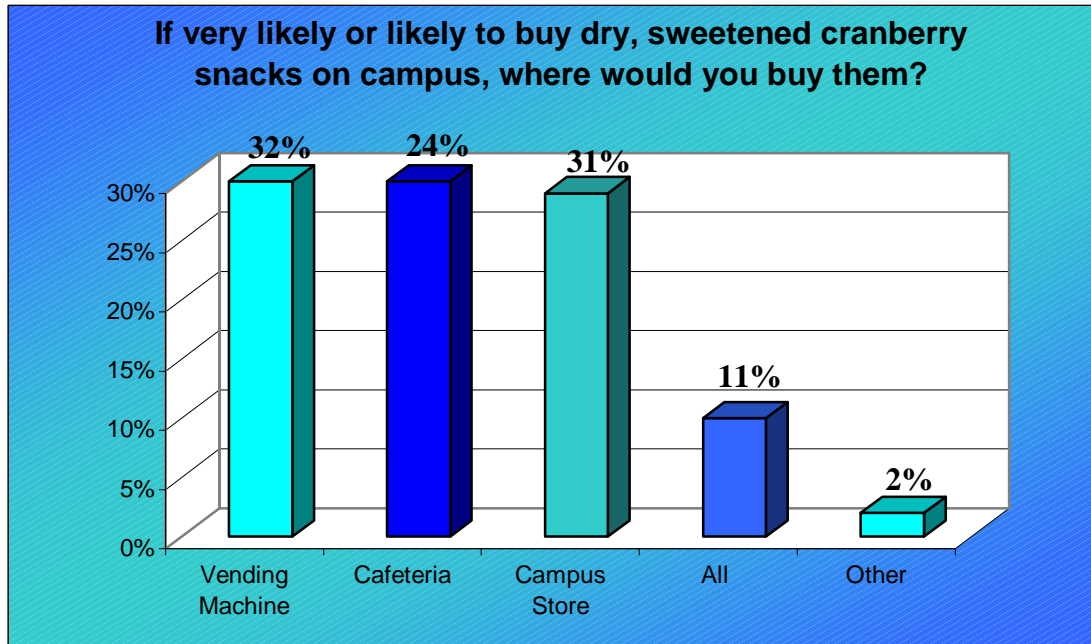
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	49	12.0	12.9	12.9
	Likely	81	19.9	21.4	34.3
	Unlikely	150	36.8	39.6	73.9
	Very unlikely	95	23.3	25.1	98.9
	No place to buy dry, sweetened snacks on campus	4	1.0	1.1	100.0
Total		379	92.9	100.0	
Missing	System	29	7.1		
Total		408	100.0		



13% of the respondents are very likely to purchase dry, sweetened snacks on campus, 21% are likely, 40% are unlikely, 25% are very unlikely, and 1% said there is no place on campus to buy them.

If very likely or likely to buy dry, sweetened cranberry snacks on campus, where would you buy them?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vending machine	36	5.2	32.1	32.1
	Cafeteria	27	3.9	24.1	56.3
	Campus stores	35	5.0	31.3	87.5
	All	12	1.7	10.7	98.2
	Other	2	.3	1.8	100.0
	Total	112	16.1	100.0	
Missing	System	582	83.9		
Total		694	100.0		

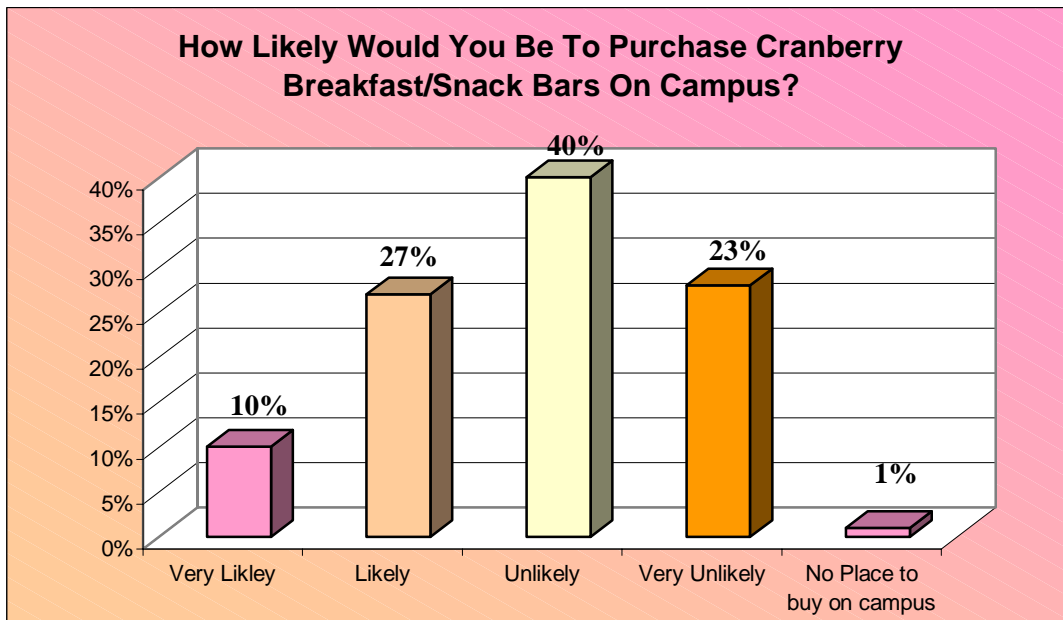


Of the 34% of respondents who would buy dry, sweetened snacks on campus, 32% would buy them in a vending machine, 24% in a cafeteria, 31% in a campus store, 11% would buy them in all of these places, and 2% said other.

*Total number of responses is greater than the number of responses indicating very likely/ likely due to multiple responses from respondents.

How likely would you be to purchase cranberry breakfast/snack bars on campus?

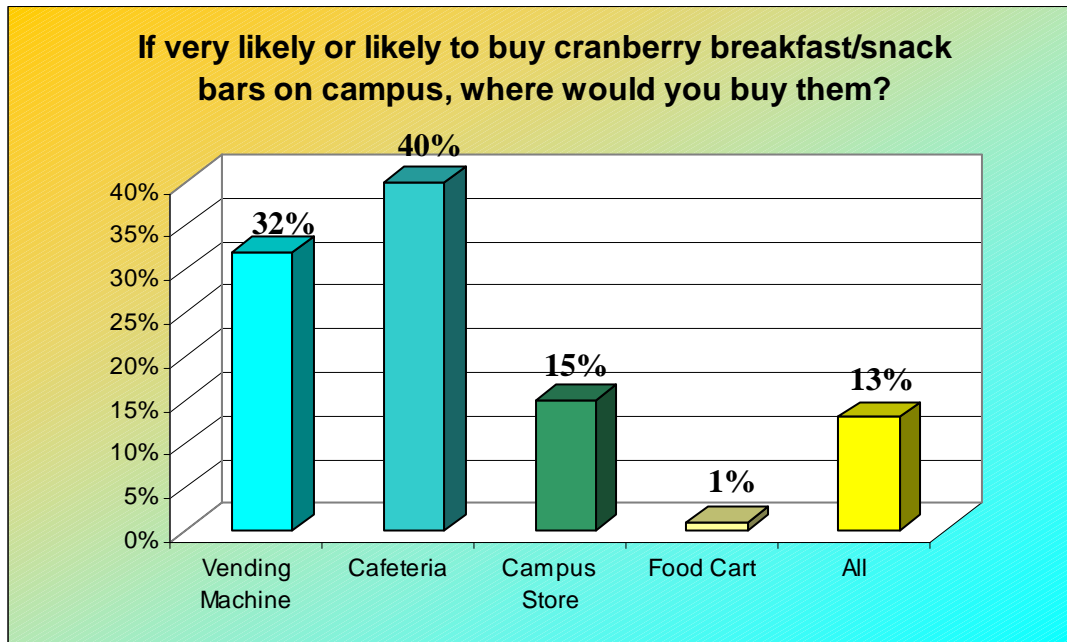
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	38	9.3	10.1	10.1
	Likely	100	24.5	26.5	36.6
	Unlikely	151	37.0	40.1	76.7
	Very unlikely	85	20.8	22.5	99.2
	No placeto buy breakfast/snack bars on campus	3	.7	.8	100.0
	Total	377	92.4	100.0	
Missing	System	31	7.6		
Total		408	100.0		



10% of the respondents are very likely to purchase cranberry breakfast/snack bars on campus, 27% are likely, 40% are unlikely, 23% are very unlikely, and 1% said there is no place on campus to buy them.

If very likely or likely to buy cranberry breakfast/snack bars on campus, where would you buy them?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vending machine	32	4.6	31.7	31.7
	Cafeteria	40	5.8	39.6	71.3
	Campus stores	15	2.2	14.9	86.1
	Food cart	1	.1	1.0	87.1
	All	13	1.9	12.9	100.0
	Total	101	14.6	100.0	
Missing	System	593	85.4		
Total		694	100.0		

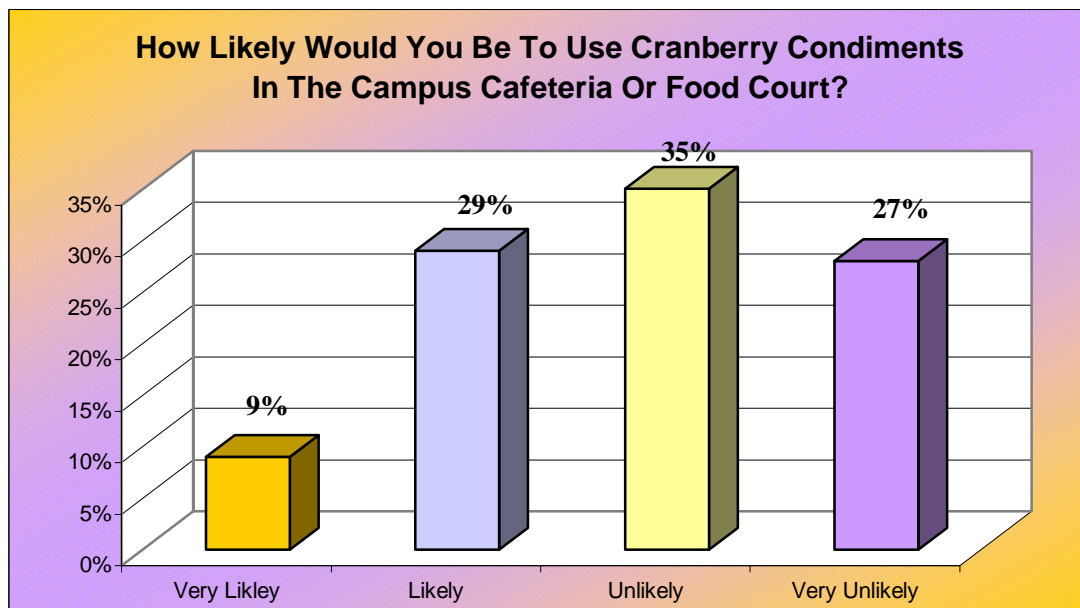


Of the 37% of respondents who would buy cranberry breakfast/snack bars on campus, 32% of them would buy them in a vending machine, 40% in a cafeteria, 15% in a campus store, 1% in a food cart, and 13% would buy them in all these places.

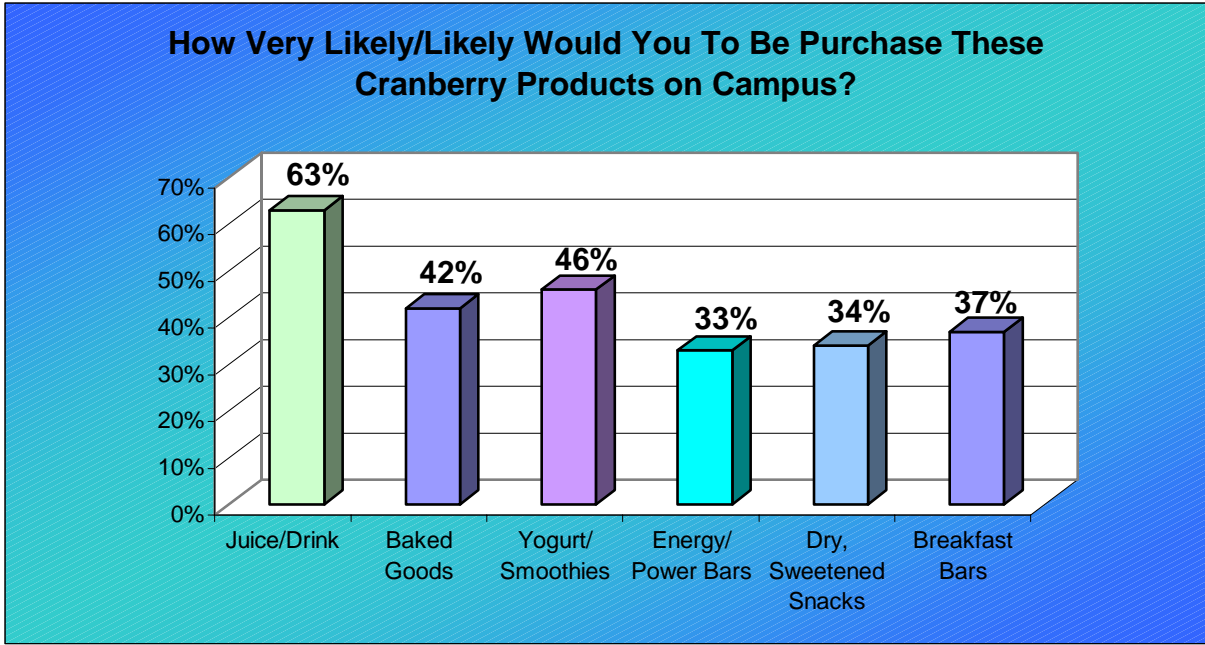
***Total number of responses is less than the number of responses indicating very likely/ likely due to no response from respondents.**

How likely would you be to use cranberry condiments in campus cafeteria or food court?

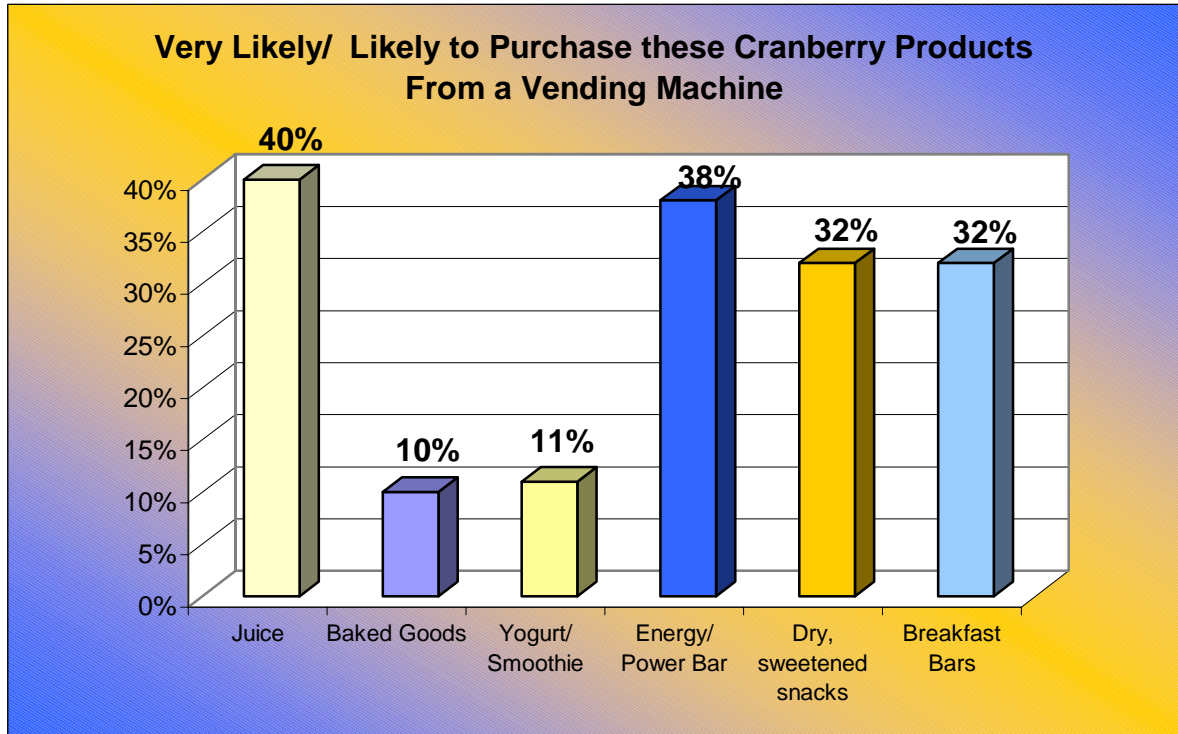
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	33	8.1	8.7	8.7
	Likely	109	26.7	28.7	37.4
	Unlikely	134	32.8	35.3	72.6
	Very unlikely	104	25.5	27.4	100.0
	Total	380	93.1	100.0	
Missing	System	28	6.9		
Total		408	100.0		



9% of the respondents are very likely to use cranberry condiments in the campus cafeteria of food court, 29% are likely, 35% are unlikely, and 27% are very unlikely.

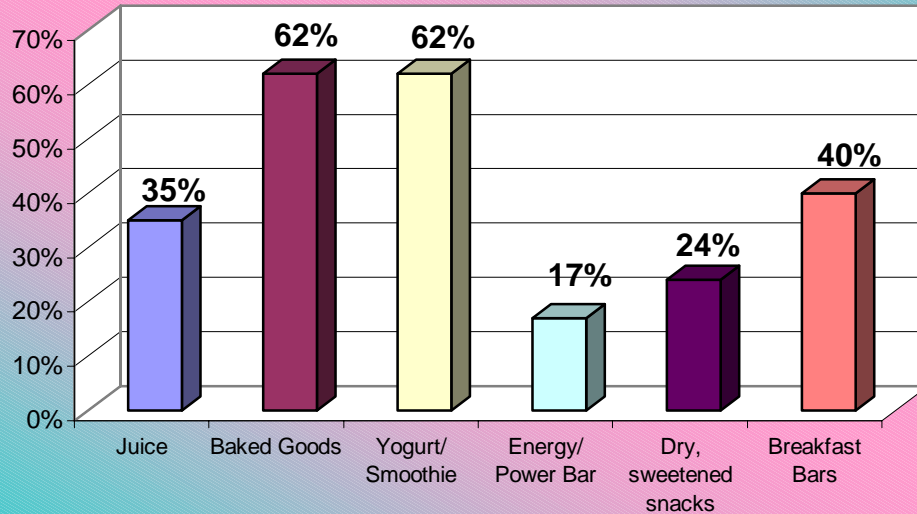


63% of the respondents would be very likely or likely to purchase a cranberry juice/ drink on campus, 42% baked goods, 46% yogurt/ smoothies, 33% energy/ power bars, 34% dry, sweetened snacks, and 37% breakfast bars.



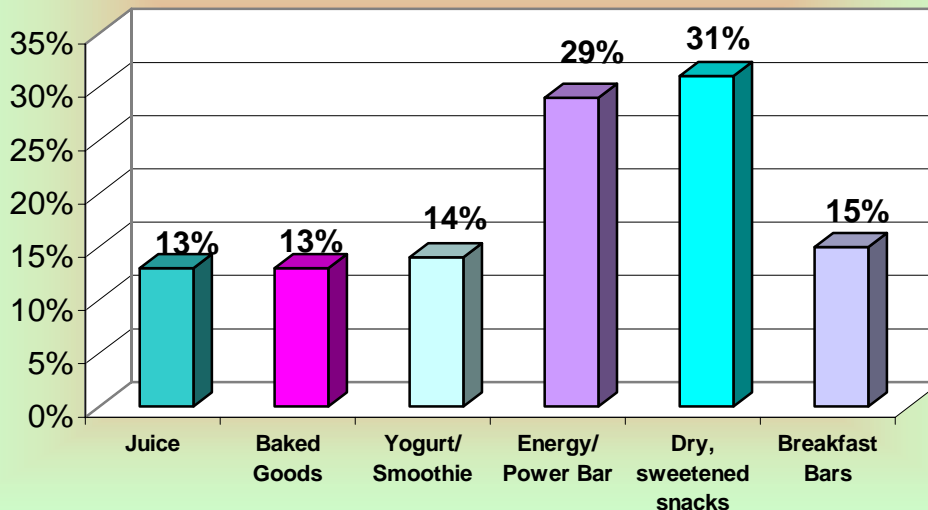
40% of the respondents would be very likely or likely to purchase a cranberry juice/ drink from a vending machine, 10% baked goods, 11% yogurt/ smoothies, 38% energy/ power bars, 32% dry, sweetened snacks, and 32% breakfast bars.

Very Likely/ Likely to Purchase these Cranberry Products from the Cafeteria



35% of the respondents would be very likely or likely to purchase a cranberry juice/ drink from the cafeteria, 62% baked goods, 62% yogurt/ smoothies, 17% energy/ power bars, 24% dry, sweetened snacks, and 40% breakfast bars.

Very Likely/ Likely to Purchase these Cranberry Products From a Vending Machine



13% of the respondents would be very likely or likely to purchase a cranberry juice/ drink from the campus store, 13% baked goods, 14% yogurt/ smoothies, 29% energy/power bars, 31% dry, sweetened snacks, and 15% breakfast bars.

Would you be willing to buy cranberry energy/power bars at sporting events?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	71	17.4	18.6	18.6
	No	310	76.0	81.4	100.0
	Total	381	93.4	100.0	
Missing	System	27	6.6		
Total		408	100.0		

Would you be willing to buy cranberry breakfast/snack bars at sporting events?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	62	15.2	16.3	16.3
	No	319	78.2	83.7	100.0
	Total	381	93.4	100.0	
Missing	System	27	6.6		
Total		408	100.0		

Would you be willing to buy cranberry juice at sporting events?

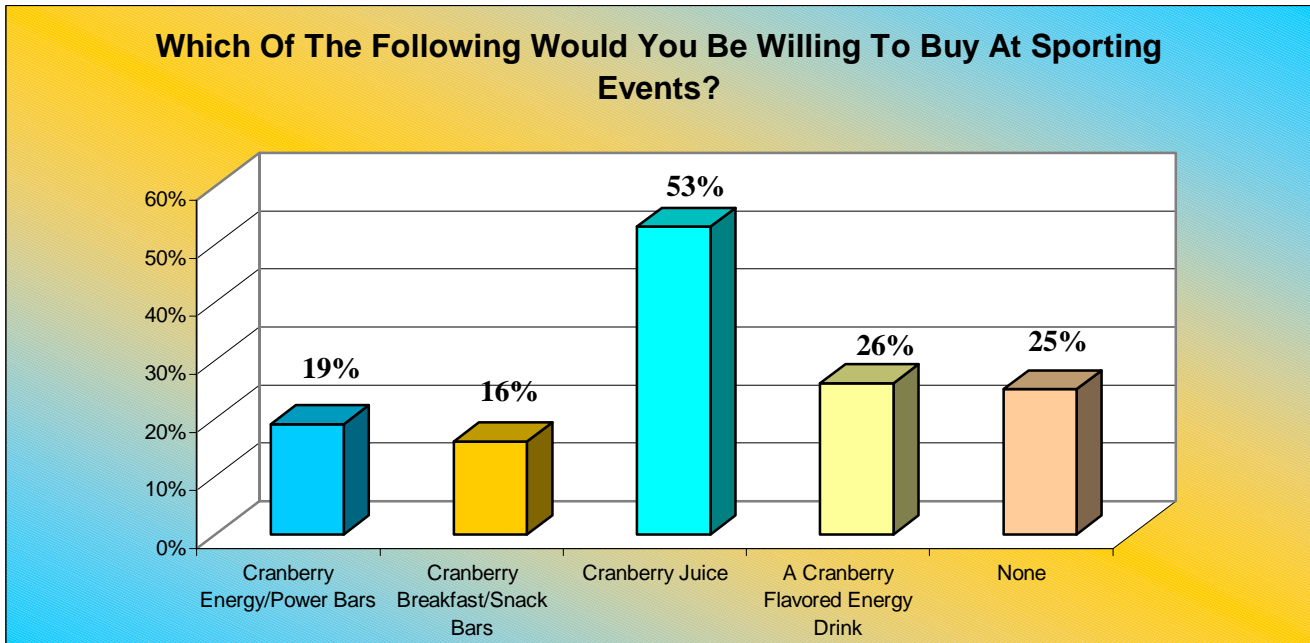
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	203	49.8	53.3	53.3
	No	178	43.6	46.7	100.0
	Total	381	93.4	100.0	
Missing	System	27	6.6		
Total		408	100.0		

Would you be willing to buy a cranberry flavored energy drink at sporting events?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	98	24.0	25.7	25.7
	No	283	69.4	74.3	100.0
	Total	381	93.4	100.0	
Missing	System	27	6.6		
Total		408	100.0		

Would you not be willing to buy any cranberry products at a sporting event?

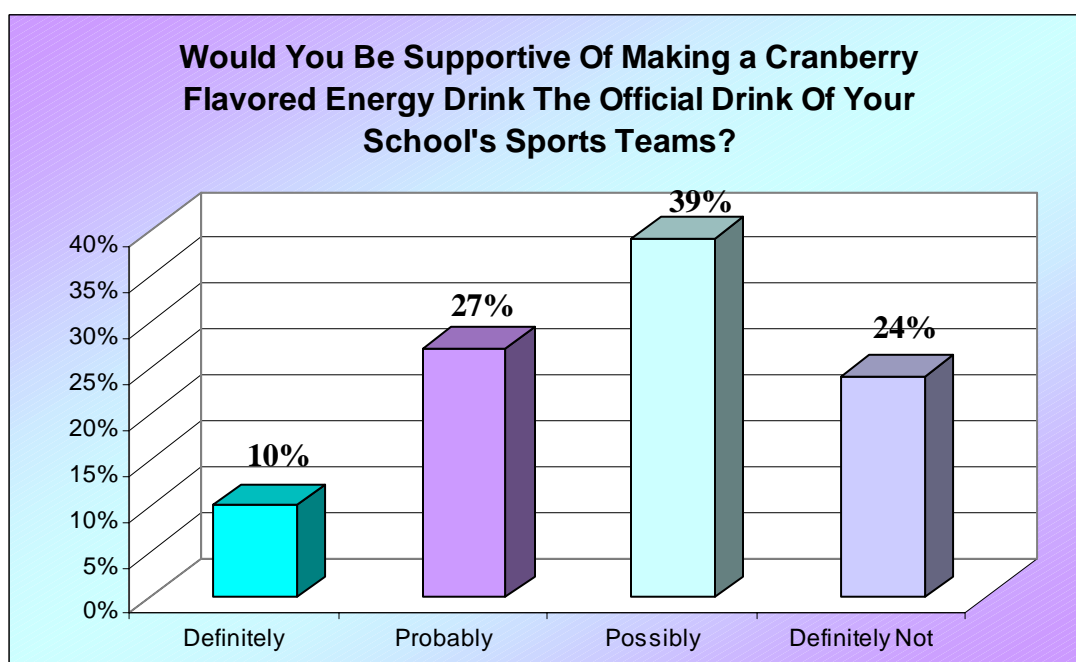
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	95	23.3	24.9	24.9
	No	286	70.1	75.1	100.0
	Total	381	93.4	100.0	
Missing	System	27	6.6		
Total		408	100.0		



19% of the respondents would be willing to purchase cranberry energy/power bars at sporting events, 16% would be willing to purchase cranberry breakfast/snack bars, 53% would be willing to purchase cranberry juice, 26% would be willing to purchase a cranberry flavored energy drink, and 25% were not willing to purchase any cranberry product at sporting events.

Would you be supportive of making a cranberry flavored energy drink the official drink of your school's sports team?

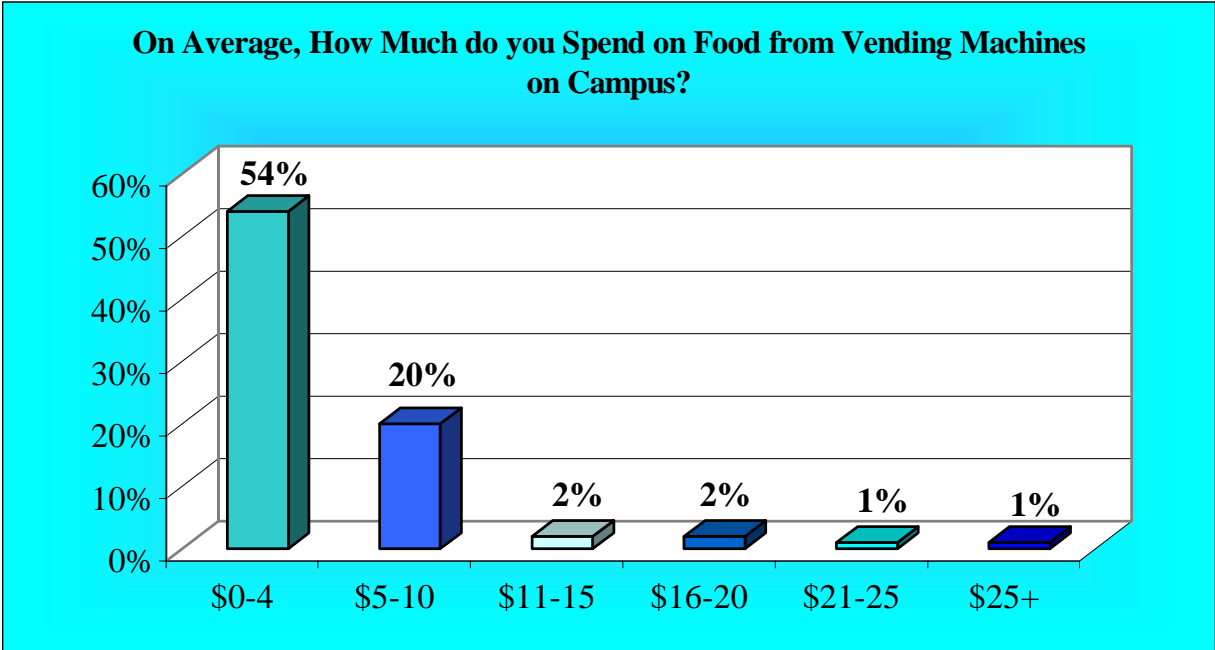
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Definitely	40	9.8	10.4	10.4
	Probably	102	25.0	26.5	36.9
	Possibly	149	36.5	38.7	75.6
	Definitely not	94	23.0	24.4	100.0
	Total	385	94.4	100.0	
Missing	System	23	5.6		
Total		408	100.0		



10% of the respondents would definitely be supportive of making a cranberry flavored energy drink the official drink of their school's sports teams, 27% probably would be, 39% possibly would be, and 24% would definitely not be.

On average, how much do you spend per week on food from vending machines on campus?

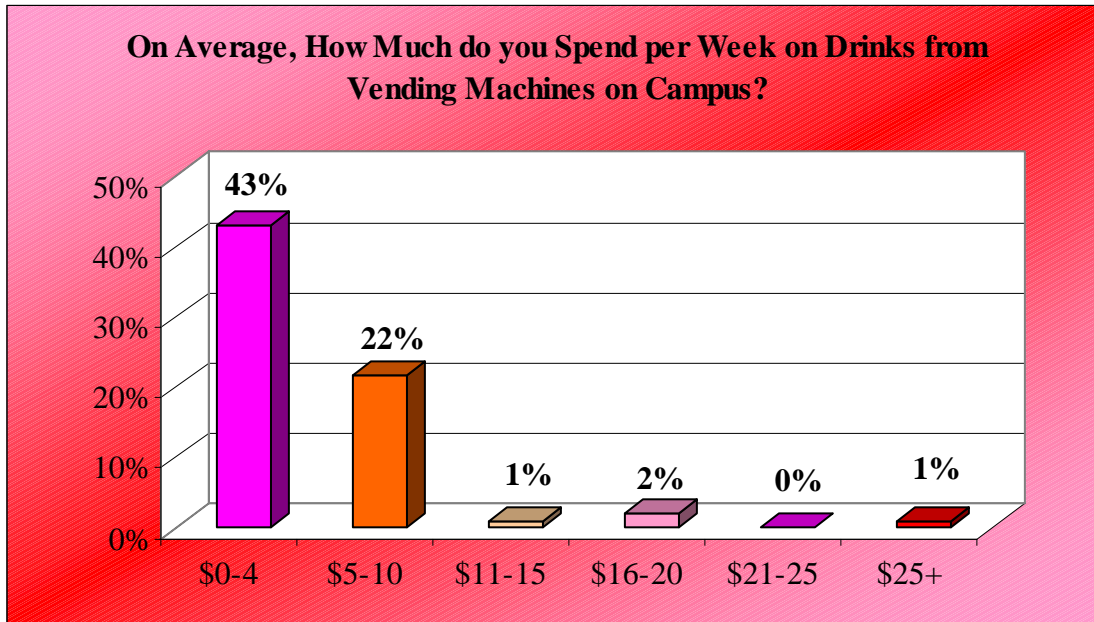
	Frequency	Valid Percent
\$0-4	219	54%
\$5-10	82	20%
\$11-15	8	2%
\$16-20	7	2%
\$21-25	3	1%
\$25+	2	1%



54% of the respondents spend \$0-4 on food from vending machines on campus, 20% spend \$5-10, 2% spend \$11-15, 2% spend \$16-20, 1% spend \$21-25, and 1% spend more than \$25.

On average, how much do you spend per week on drinks from vending machines on campus?

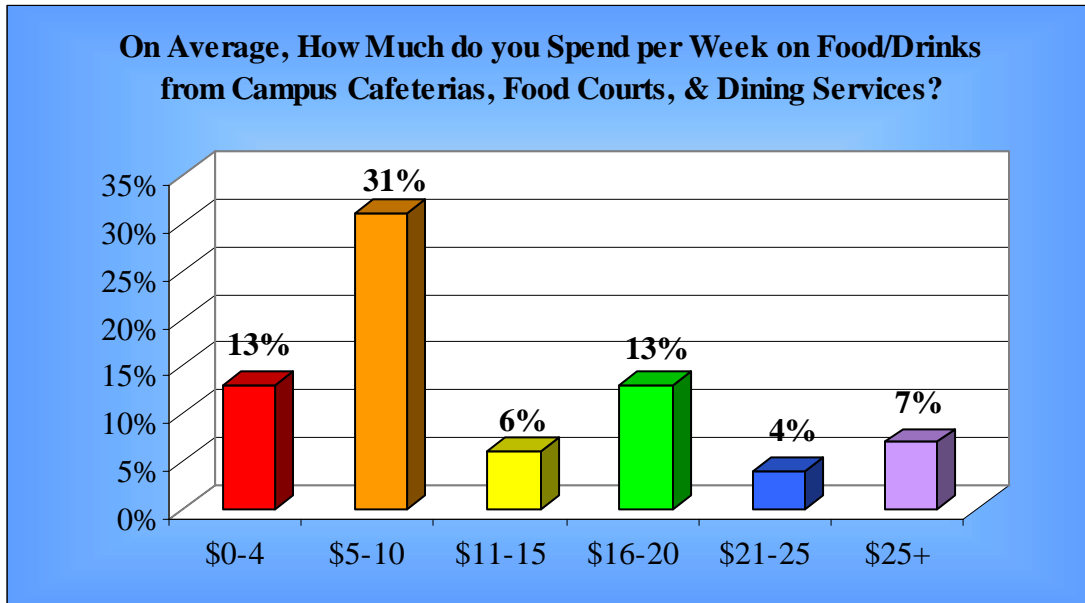
	Frequency	Valid Percent
\$0-4	176	43%
\$5-10	117	22%
\$11-15	4	1%
\$16-20	8	2%
\$21-25	0	0%
\$25+	1	1%



On average, 45% of the respondents spend \$0-4 per week on drinks from vending machines, 22% \$5-10, 1% \$11-15, 2% \$16-20, 0% \$21-25, and 1% \$25.

On average, how much do you spend per week on food/drinks from campus cafeterias, food courts, and dining services?

	Frequency	Valid Percent
\$0-4	54	13%
\$5-10	124	31%
\$11-15	23	6%
\$16-20	51	13%
\$21-25	15	4%
\$25+	17	7%



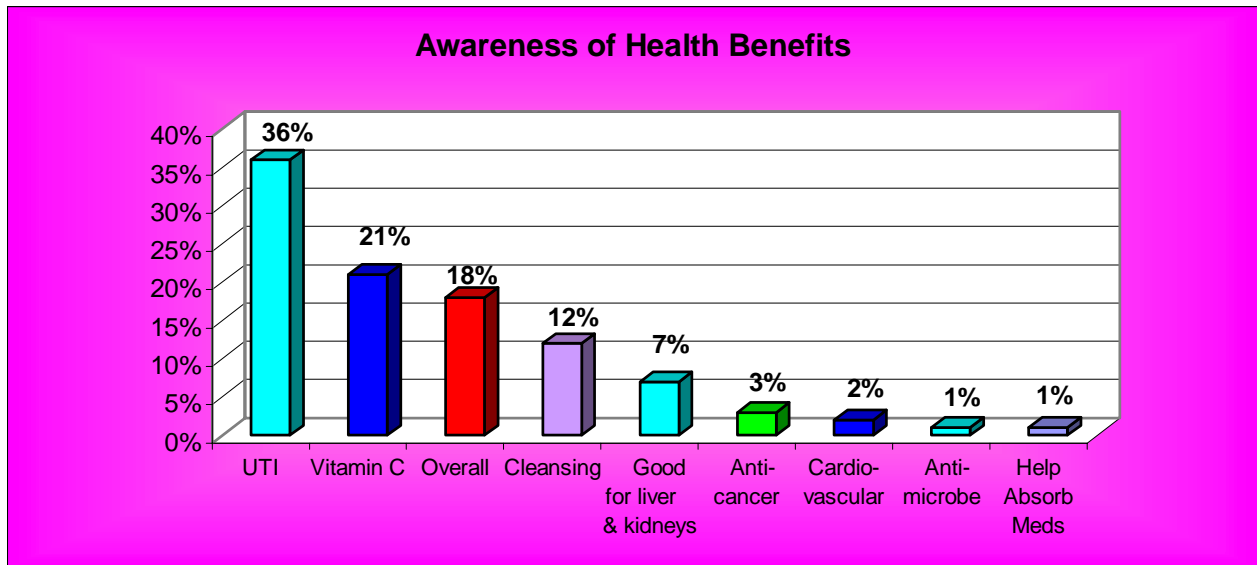
13% of the respondents spend \$0-4 per week on food/drink from campus cafeterias, food courts, and dining services, 31% spend \$5-10, 6% spend \$11-15, 13% spend \$16-20, 4% spend \$21-25, and 7% spend more than \$25.

Are you aware of any of the health benefits of cranberry?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	143	35.0	44.5	44.5
	no	178	43.6	55.5	100.0
	Total	321	78.7	100.0	
Missing	System	87	21.3		
Total		408	100.0		

If yes, which ones?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UTI	56	8.1	36.4	36.4
	Anti-cancer	4	.6	2.6	39.0
	Anti-microbe	1	.1	.6	39.6
	Cardiovascular	3	.4	1.9	41.6
	Vitamin C	33	4.8	21.4	63.0
	Overall	28	4.0	18.2	81.2
	Cleansing	18	2.6	11.7	92.9
	Helps Absorb Meds	1	.1	.6	93.5
	Good for liver and kidney	10	1.4	6.5	100.0
	Total	154	22.2	100.0	
Missing	System	540	77.8		
Total		694	100.0		

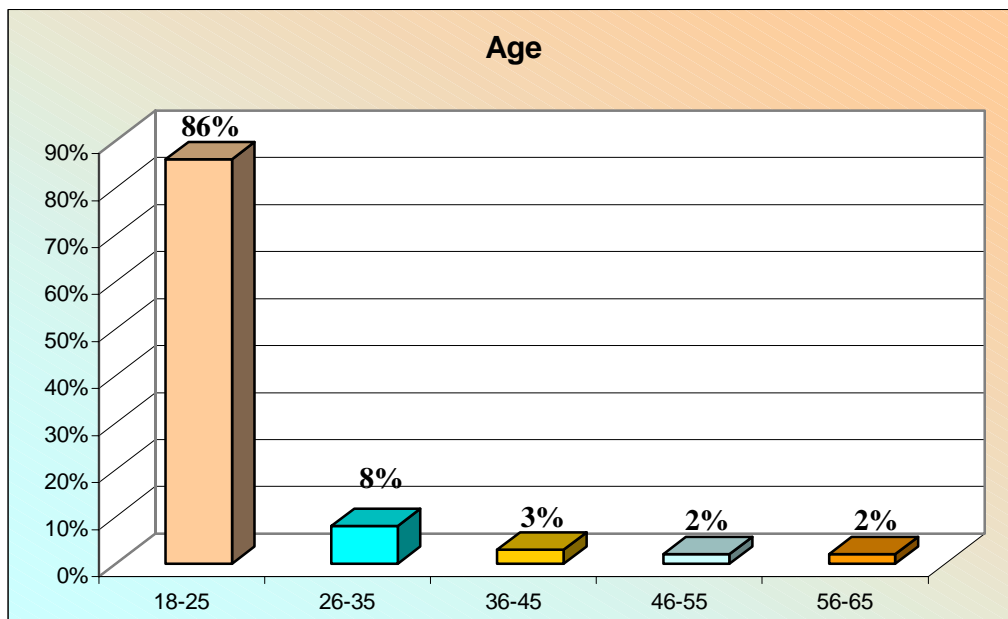


36% of the respondents are aware of the UTI benefits of cranberry products, 21% Vitamin C, 18% the overall benefits, 12% cleansing, 7% good for liver and kidneys, 3% anti-cancer, 2% cardiovascular, 1% anti-cancer, and 1% help absorb meds.

***Total number of responses is greater than the number of responses indicating yes, due to multiple responses from respondents.**

How old are you?

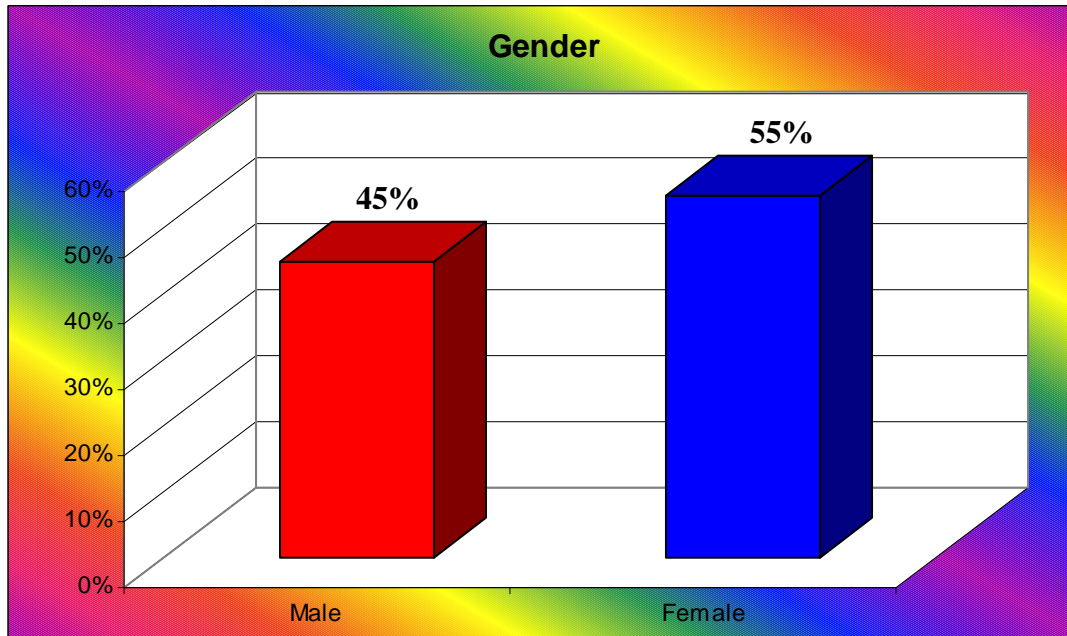
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	312	76.5	85.5	85.5
	26-35	30	7.4	8.2	93.7
	36-45	11	2.7	3.0	96.7
	46-55	6	1.5	1.6	98.4
	56-65	6	1.5	1.6	100.0
	Total		365	89.5	100.0
Missing	System	43	10.5		
Total		408	100.0		



86% of the respondents are ages 18-25, 8% are 26-35, 3% are 36-45, 2% are 46-55, and 2% are 56-65.

What is your gender?

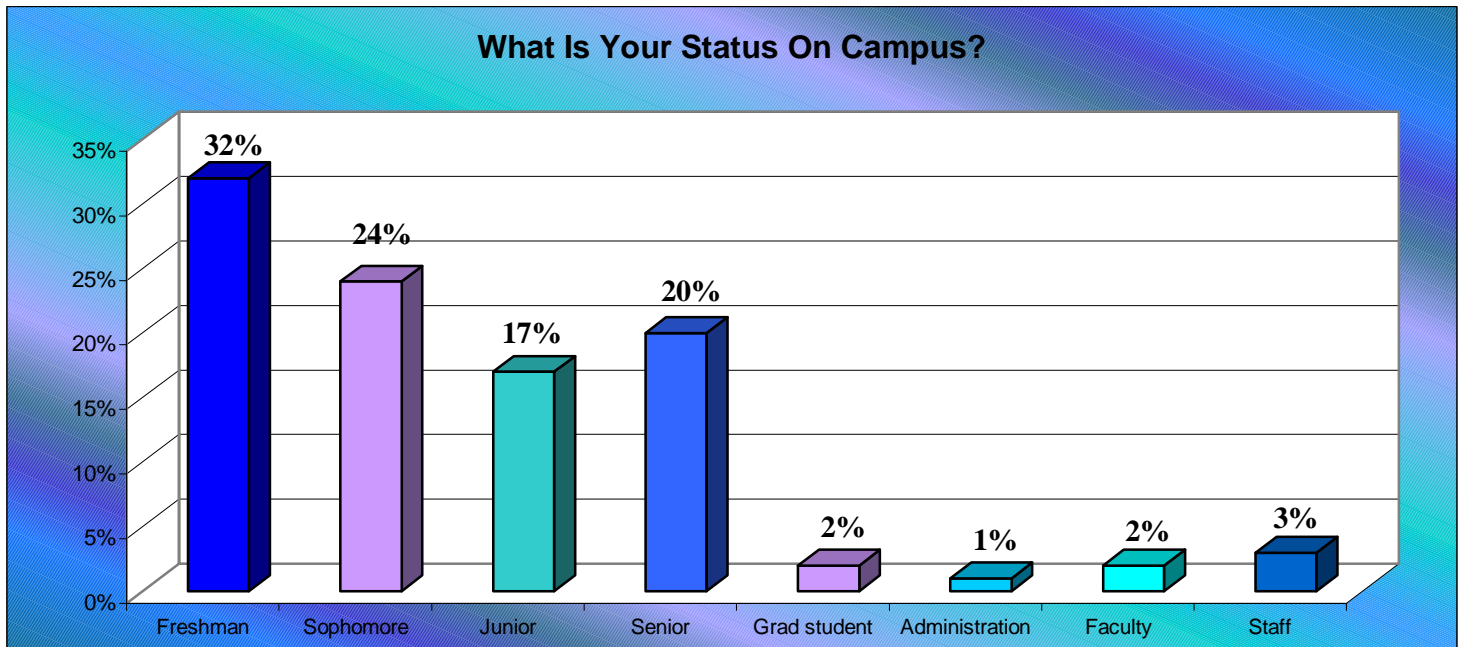
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	161	39.5	44.5	44.5
	Female	201	49.3	55.5	100.0
	Total	362	88.7	100.0	
Missing	System	46	11.3		
Total		408	100.0		



45% of the respondents are male and 55% are female.

What is your status on campus?

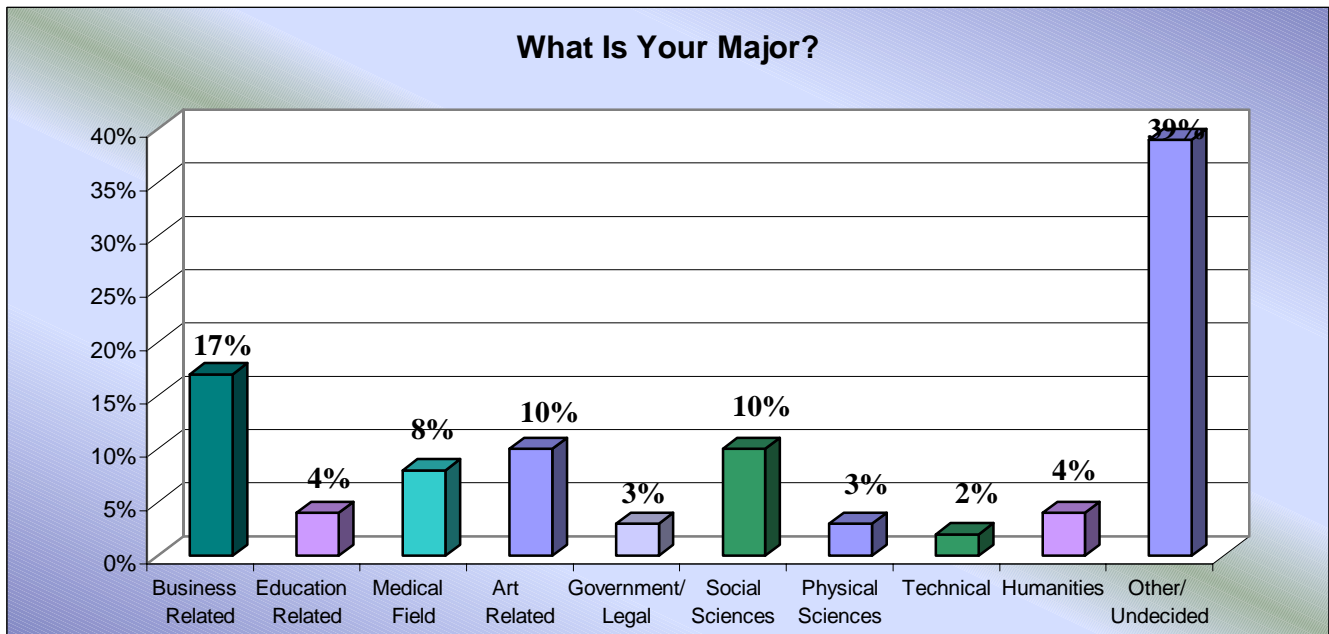
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Freshman	114	27.9	31.5	31.5
	Sophomore	88	21.6	24.3	55.8
	Junior	62	15.2	17.1	72.9
	Senior	71	17.4	19.6	92.5
	Grad student	8	2.0	2.2	94.8
	Administration	1	.2	.3	95.0
	Faculty	7	1.7	1.9	97.0
	Staff	11	2.7	3.0	100.0
	Total	362	88.7	100.0	
Missing	System	46	11.3		
Total		408	100.0		



32% of the respondents were freshman, 24% sophomores, 17% juniors, 20% seniors, 2% grad students, 1% administration, 2% faculty, and 3% staff.

If you are a student, what is your major?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business related	58	14.2	17.2	17.2
	Education related	14	3.4	4.1	21.3
	Medical field	27	6.6	8.0	29.3
	Art related	35	8.6	10.4	39.6
	Undecided	52	12.7	15.4	55.0
	Government/Legal	10	2.5	3.0	58.0
	Social sciences	34	8.3	10.1	68.0
	Physical sciences	9	2.2	2.7	70.7
	Technical	6	1.5	1.8	72.5
	Humanities	15	3.7	4.4	76.9
	other	78	19.1	23.1	100.0
	Total		338	82.8	100.0
Missing	System	70	17.2		
Total		408	100.0		



17% of the students have a business related major, 4% education related, 8% in the medical field, 10% art related, 3% government/ legal, 10% social sciences, 3% physical sciences, 2% technical, 4% humanities, and 39% other or undecided.

University Contracts

The United States has 3,600 colleges and universities. Of those, 1792 are four year schools. There are over 14 million students attending these institutions of higher education, half of those in two-year programs. In total, the buying power of college students tops \$100 million. Each student averages \$1,500-\$2,500 per year in discretionary income (Higher Education, 2001-02).

Most of these schools have cafeterias, vending machines, and campus stores. All have populations that are potentially interested in cranberry products. Strategically, it makes sense to maximize the familiarity and positive image of the cranberry industry in the state of Massachusetts. There are 29 public institutions in the state:

15 Community Colleges

9 State Colleges

5 UMass campuses

Approximately 170,000 full and part time students are enrolled at Massachusetts public college and university campuses. Almost 90% of these students are Massachusetts residents (Mindpower in Massachusetts, 1997).

This is the second study done at the University of Massachusetts that documents the potential of targeting the young adult market. This group has repeatedly expressed interest in cranberry products. A student watch group recently surveyed college students and their results support our findings. When asked to name the products and brands they buy most often, cranberry juice was number five on their list. Ocean Spray was reported to be the brand of choice (Angrisani, 2001). *See Exhibit #1 below.*

Top Products/ Brands in the College Market

- | | |
|------------------------|--------------------|
| 1) Deodorant | Right Guard |
| 2) Soft Drinks | Coca Cola |
| 3) Toothpaste | Crest |
| 4) Shampoo | Suave |
| 5) Fruit Drinks | Ocean Spray |
| 6) Breakfast Cereal | Kellogg's |
| 7) Iced Tea | Lipton |
| 8) Bottled Water | Evian |

It is suggested that the providers and handlers of cranberry products approach those responsible for institutional contracts on the University of Massachusetts campuses. Each campus may require a separate agreement. Enlisting the support of the administration and working closely them may facilitate securing these contracts. The fastest product entry would be to add cranberry juice to the cafeteria, or single serve bottles to the campus store. In either case, no special product or product accommodations need to be made. Getting products into vending machines, or locating a particular vending machine line on campus may require separate contracting.

Given the size of the local and national college market, and the apparent propensity of college students to eat and drink cranberry products, securing institutional contracts appears to make good sense. These contracts would provide much needed financial relief for the industry, and make healthy products more readily available to a market segment expressing an affinity for them.

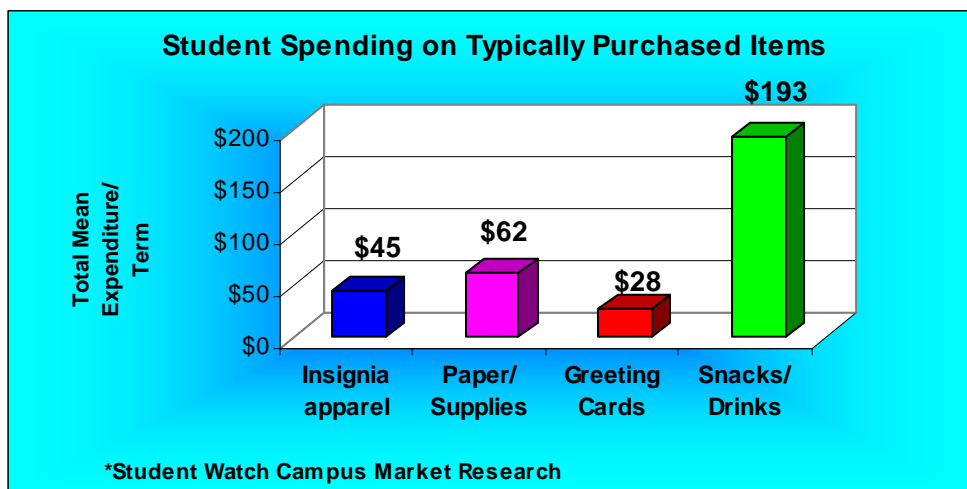
The College Market

Market Size

There are 14.8 million college students, according to data from the U.S. Census Bureau. Eighty-six percent of them are undergraduates, and almost 60% of them attend college full-time. The NACS College Store Industry Financial Report, 2001 states that students spend an average of \$619 in college stores between 1999-2000. The college market is educated and as a result, they control purchasing power of over \$100 billion a year (Digital Partners).

Student Spending

Students tend to shop at a variety of stores. *Student Watch™ Campus Market Research* reported that students shop at on-campus college stores on average, five times per week. The only two more frequently shopped at stores are supermarkets and convenience stores. College stores are visited once a week or more by 43% of students. With undergraduate college students' spending power average over \$400 a month and graduate students' at close to \$750 a month, their discretionary spending averages \$133 a month and \$169 a month, respectively (Why the College Market?). *See Exhibit 2 below.*



Student Behavior

The college market is made up of primarily Generation X and Y. Generation X and Y-ers are completely different than their predecessors. Here is a group of hundreds of thousands of teenagers and twenty-somethings who know they are different than their parents. The college market is made up of students who have grown up in the non-traditional family unit, identify easily with those of other cultures, and are more individualistic rather than worried about keeping up with the Joneses.

Entertainment, music, and X-treme sports all play major roles in the lives of college students. They spend much of their free time listening to music, surfing the web, and participating in sports. Everything about those of this generation is a bit edgier (Kinsman, 2001). With college being for most students, their first time away from home, it is an optimal time to introduce new products establish brand loyalty among these consumers.

College students are an educated group of consumers who demand truth in advertising (Build a Reputation, 2001). One out of three college students shopped online last year and they will spend more than \$4 billion online this year. With their open-mindedness and savvy behavior, students are leading many of the trends in shopping. More than 80% of college students reportedly read their campus newspapers (Digital Partners).

Targeting the College Market

Members of these generations have grown up around mass advertising, but are cynical about the messages. Because of the growth in the number of college students, the number of marketing programs aimed at students is increasing. The difference is, the types of advertising programs that are being developed in order to effectively reach this market. The more popular methods of advertising to college students are: by on-campus product

marketing; sponsoring of concerts, events, and sports programs; Internet marketing; and various guerilla marketing techniques (Leand, 2002).

As a result of the skepticism that college students have toward advertisements, word-of-mouth becomes a powerful source of marketing. Guerrilla marketing does exactly that. Many companies have hired representatives who are late teens to early twenties to visit campuses and college hangouts. The representatives pass out not only products to the students, but surround themselves with other attractive paraphernalia (Fitzgerald, 2001).

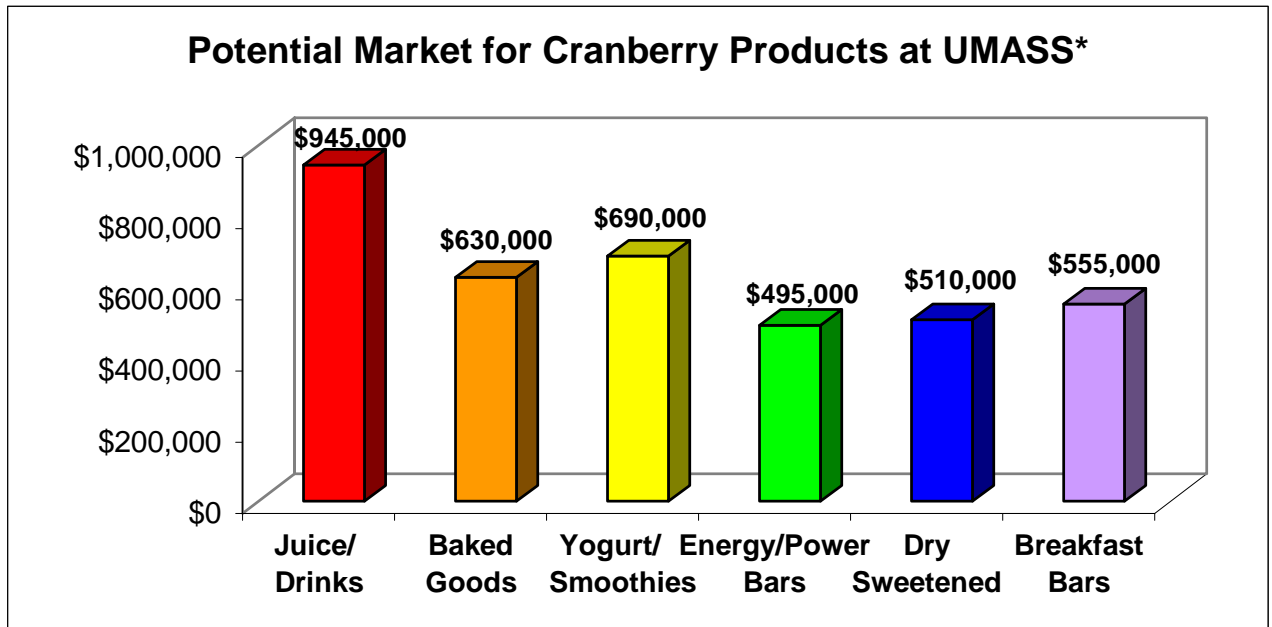
Dr. Pepper™ had a very effective campaign. It passed out 32 oz. cups filled with its products at student registrations. During Spring Break, Dr. Pepper™ was also present, it hosted the Dr. Pepper™ Cabana Café in Panama City, providing over 300 chairs, live music, 10-foot submarine sandwiches (donated), free Internet access, free phone calls, and one of the few places for students to unite on the strip. Being one of the only places to hang out, over 40,000 people attended the festivities (Kinsman, 2001). Television ads will stay play an essential role in targeting this market as well. What kind of television though, is key. MTV, ESPN, and HBO are prime places for product advertising. Shows like Friends, Felicity, and Dawson's Creek are highly viewed by the college market. Magazines such as Spin, Details, Cosmopolitan, and Maxim receive high readership among college students. Appearances from TV, film, and sports celebrities in ads will help some students identify with the message they see (Wolburg, 2001).

Recommendations and Conclusions

The following table details the size and potential sales for the cranberry products included in this study. For each product, responses were projected onto the total student body of 50,000 total students on the four UMass campuses. Students indicating they would purchase these products were then assumed to make one purchase per week at a cost of \$1.00. Purchases were calculated for a two semester or 30 week period, even though sales would likely occur during summer and winter sessions. *See Exhibit 3 below.*

Potential Market for Cranberry Products at Umass			
*Based on Survey Results			
Product	% of students	#of students	Sales
Juice/Drinks	63%	31,500	\$945,000
Baked Goods	42%	21,000	\$630,000
Yogurt/Smoothies	46%	23,000	\$690,000
Energy/Power Bars	33%	16,500	\$495,000
Dry, Sweetened Snacks	34%	17,000	\$510,000
Breakfast Bars	37%	18,500	\$555,000
Total			\$3,825,000
*Assumptions made in above calculations:			
50,000 Umass students on four campuses (Worcester excluded)			
Each student expressing intent to buy, purchases one unit per week at a cost of \$1.00 per unit			
Purchases take place over a 30 week, two semester time- frame			

The potential market for each product studied is presented below in Exhibit 4:



**All campuses except Worcester*

The potential sales of cranberry juice drinks alone could reach \$1 million in the first year. This is a conservative estimate based on the purchase of only one drink per week at the cost of \$1.00, and only for the two semesters, or 30-week period. It is not unreasonable to assume that students would consume more than one cranberry drink per week, or that some sales would occur during the times that classes continue on a reduced schedule during summer or winter breaks. All indications are that an institutional account with the University of Massachusetts would be mutually beneficial. Students would have a desired option in their food/drink consumption that is a healthy alternative, and the industry would secure a much-needed channel for distribution of its products.

There are a number of very favorable factors in our immediate environment on which to capitalize:

- The State of Massachusetts has a particular interest in (and fondness for) the cranberry industry.

- Young people present a virtually untapped and willing market for cranberry products.
- The state university system (excluding the Worcester campus) has almost 50,000 young people it feeds and caters through dining services, vending machines, and the campus stores.
- There is now evidence of significant consumer demand for cranberry products on the UMass campuses.

It would seem that by documenting significant consumer demand at the campus level, UMass administrators and the State of Massachusetts could be encouraged to contract with local growers and/or handlers to satisfy this demand. If the UMass system became an institutional account for the industry, it would then serve as a model (or further leverage) to explore other educational institutions in the State. There are at least 150 of these other institutions on record as of May 2001. Ultimately, any college or university in the country would be a potential target. Any one campus could be a significant buyer. An entire system would help to encourage other similar systems (i.e. URI, UCONN).

The results of this study could help to launch the level of sales the industry now needs to thrive. Large, institutional accounts, whether they are with the government, prison systems, or educational institutions, need to be seriously considered.

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