

### Eclipse Case

The first problem Eclipse had was the significant disparity between the NEWS Forecast and actual Eclipse shipments shown in Table 5 (Exhibit 1). Similarly, the second problem Eclipse encountered, displayed in Table 7 (Exhibit 2), was that Eclipse's % ACV was lower than Dentyne Ice's in food, drug, mass, and convenience distribution locations for both its single-pack and three-pack options.

The next problem the brand faced, exhibited in in Table 6 (Exhibit 3), is that when compared to Dentyne Ice, Eclipse's competitor, both Dentyne Ice flavors (Dentyne Ice Spearmint and Dentyne Ice Winterfresh) receive higher scores than Eclipse's flavor counterparts (Eclipse Spearmint and Eclipse Winterfresh) in the "best breath freshening" and "freshens quickly" categories. Both Dentyne Ice flavors score higher than Eclipse's equivalent flavors in the "eliminate odors" category, with the scores' differences both being statistically significant (also in Table 6 (Exhibit 3)).

Finally, Eclipse decided to target the older previously untargeted older age group (based on Table 3 (Exhibit 4), ages 35-64) in advertisements for Eclipse while hoping that young people in the 12 to 24 age group — an age group the case study states as "important" — will discover the brand on their own or by seeing the ads targeted toward the older age group. This plan proved to be a problem because, after the first year, the 18-24 age group was least aware of the Eclipse brand — only 18% of that sector was aware of the Eclipse brand (seen in Table 11 (Exhibit 5)).

Paul should not abandon the brand because, despite the disparity between its forecast and actual shipment, the gum's low % ACV across all distribution points, and its low rankings across three categories related to breath freshening (compared to Dentyne Ice's rankings), Wrigley's Eclipse gum can take actions to begin resolving these problems. Eclipse consistently sold more single-packs than Dentyne Ice in food stores over all 15 four-week periods post-launch in Figure 6A (Exhibit 6), and it sold either the same or more single-packs than Dentyne Ice in convenience stores for 10 of the 15 four-week periods post-launch in Figure 6B (Exhibit 7). To address the first problem — the -24% difference between NEWS Forecast and Actual Eclipse shipments displayed in Table 5 (Exhibit 1) — and the second — Eclipse's % ACV in food, drug, mass, and convenience stores being lower than Dentyne Ice's — I recommend the brand increase its distribution in food and convenience stores, because Eclipse generally sold more units than Dentyne Ice in these same types of stores. If the brand's team increased the number of convenience and food stores that distributes Eclipse, the brand's % ACV in these types of stores would be more on par with Dentyne Ice's % ACV and the Eclipse would likely sell more units, therefore closing the gap between the Forecast and Actual Eclipse shipments. To make this solution more affordable, the brand could decrease Eclipse's distribution points among drug and mass stores and put the leftover money toward the increased food and convenience store distribution points. To improve the Eclipse Winterfresh and Eclipse Spearmint rankings so they are at least on par with Dentyne Ice's counterparts, Eclipse could alter its recipe and increase the concentrate of the gums' breath freshening ingredients.

Lastly, the Eclipse team should reevaluate the segment its ads currently target. Table 3 (Exhibit 4) shows that the older age group, 35-64, had the highest percentage of members (40% for Winterfresh and 41% for Spearmint) who would "definitely buy Eclipse after in-home use." Table 11 (Exhibit 5) depicts that, after the brand's first year, the 10-17 age group had the highest percentage of members who were aware of Eclipse (29%). While only 25% of the 35-54 age group and 6% of the 55+ age group were aware of the brand, given that the team believes their ads target the older age group and that the case states that the 12-24 age group is "important," the team should launch new ads that target members within the 18-24 age group, since only 18% of the 18-34 age group is aware of Eclipse.

To get Eclipse back on track, Paul should prioritize increasing convenience and food store distributors by decreasing distribution in drug and mass stores to make room in the existing budget to do so. Additionally, the Eclipse team should design a campaign that targets the older segment of the important 12-24 age group who lack brand awareness. While changing the gum's formula could improve Eclipse's low rankings in the "best breath freshening," "freshens quickly," and "eliminates odors"

categories, this could be an expensive endeavor, and I do not believe it is essential to getting Eclipse back on track at this point.

Appendix

Exhibit 1: “Table 5: Eclipse Shipments vs. Forecast”

**Table 5: Eclipse Shipments vs. Forecast**

	Unit Shipments
Actual	5,816,909
NEWS Forecast	7,700,000
Difference	-24%

Source: Company data.

Exhibit 2: “Table 7: % ACV Eclipse vs. Dentyne Ice”

**Table 7: % ACV Eclipse vs. Dentyne Ice**

	Eclipse Single	Dentyne Ice Single	Eclipse 3-Pack	Dentyne Ice 3-Pack
Food	77.0	95.6	18.7	25.5
Drug	82.8	96.6	8.8	19.2
Mass	96.8	98.0	33.4	88.4
Convenience	48.7	91.7		
Total F/D/M/C	78.3	95.7		

Source: Company data.

Exhibit 3: “Table 6: Blind Product Test Scores”

**Table 6: Blind Product Test Scores**

	Eclipse Spearmint vs. Dentyne Ice Spearmint	Eclipse Winterfresh vs. Dentyne Ice Winterfresh
First order hedonic <sup>a</sup>	6.8 : 7.3	7.3 : 7.3
Paired comparison		
Overall preference <sup>b</sup>	51% : 49%	52% : 48%
Best breath freshening	46 : 48	50 : 48
Freshens quickly	46 : 51	42 : 54
Eliminates odors	40 : 54*	41 : 56*

<sup>a</sup> The nine-point Hedonic scale (1 = Dislike extremely, 9 = Like extremely) is the most widely used measure of food acceptability.

<sup>b</sup> Percentages in paired comparisons will not sum to 100 when one or more respondents does not indicate a preference.

\* Indicates a statistically significant difference.

Exhibit 4: “Table 3: Definitely Will Buy Eclipse After In-Home Use (%)”

**Table 3: Definitely Will Buy Eclipse After In-Home Use (%)**

	Ages 12-17	Ages 18-34	Ages 35-64
Winterfresh	23	23	40
Spearmint	23	24	41

Source: Company data.

Exhibit 5: “Table 11: Eclipse Awareness and Trial by Age (%)”

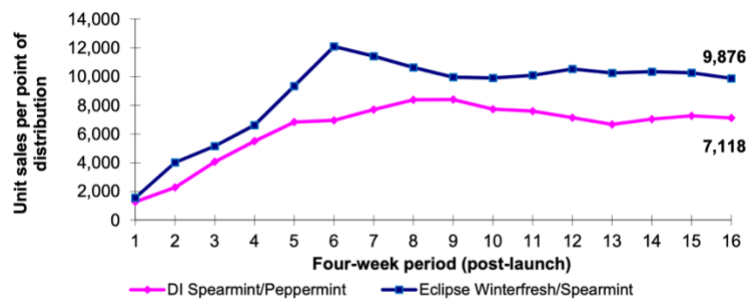
**Table 11: Eclipse Awareness and Trial by Age (%)**

Age Group	Aware of Eclipse Brand?	Ever Chewed Eclipse?
10-17	29	33
18-24	18	18
25-34	22	20
35-54	25	25
55+	6	4
Total	100	100

Source: Company data.

Exhibit 6: “Figure 6A: Eclipse and Dentyne Ice Single-Pack Velocity in Food Stores”

**Figure 6A: Eclipse and Dentyne Ice Single-Pack Velocity in Food Stores**

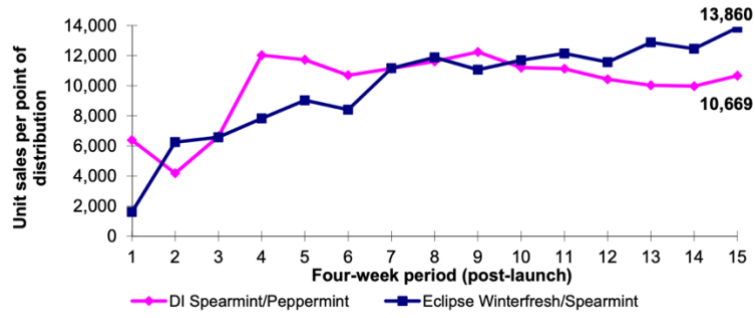


Note: Velocity is the average unit sales per point of distribution (or store).

Source: Company data.

Exhibit 7: “Figure 6B: Eclipse and Dentyne Ice Single-Pack Velocity in Convenience Stores”

Figure 6B: Eclipse and Dentyne Ice Single-Pack Velocity in Convenience Stores



Source: Company data.