

Brand Renovation: Drive Value In and Risk Out

New value KPIs for brand
experience redesign

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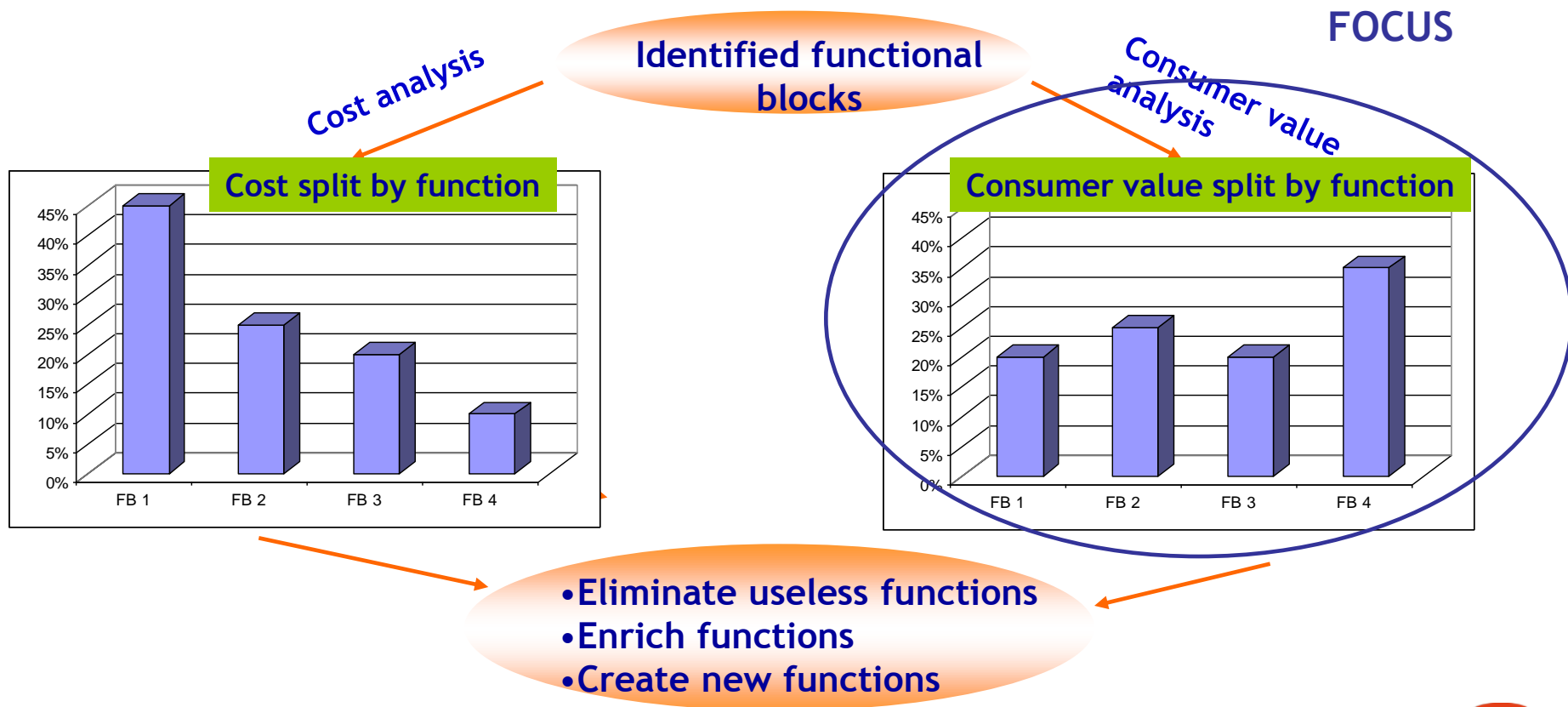


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Sensory & Behaviour Science

At the very beginning : a key question

→ Do we put the money where the consumers put the value ?



A co-development :

Sensory & Behavior Science



→ **Provide a consumer approach** of value measurement (manufacturer pov), alternative to expert judgement :

•Voice of the consumer : qual-quant methodo

→ **Identify** actionable drivers by functional block for **VALUE ANALYSIS**

•Value split & fonction contributions from robust data (Model BVA, Danone Research supervision + Brand Multifunctional Team input)

→ **Inspire teams** with consumer insights springboard to brand future strategy

•Illustrated directions

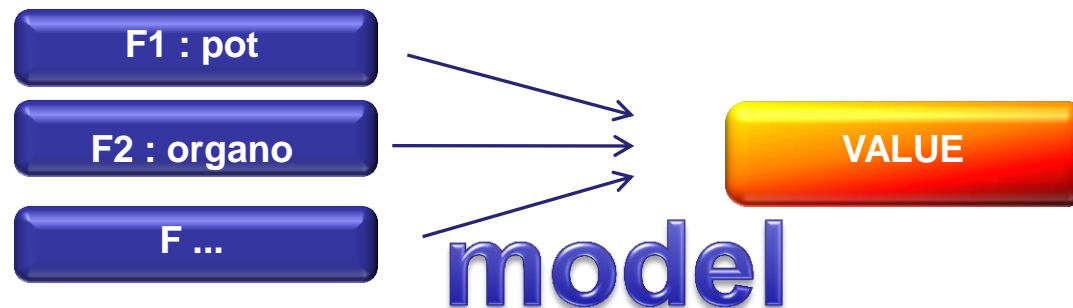


Some methodological challenges

Sensory & Behavior Science

→ **A measure of value 360°** (not brand or product only)
• Taking context into account

→ **An indirect measure of importance of blocks** (not direct consumer declaration)
• Functional Knowledge Danone & BVA satisfaction model



→ **A consumer friendly approach** (not with manufacturer vocabulary)

A reversed point of view

~~Brand~~ → Consumer experience



Mytarget



My Brand

Sensory & Behavior Science



DANONE
RESEARCH

CASE STUDY

DELIVERABLES/BRANDS
HAVE BEEN CHANGED
FOR CONFIDENTIALITY
REASONS

value /'vælju/,

Business request



We need a **Brand Value Audit 360°** that can identify **Key drivers of full experience Value for consumers** and help **arbitrages between functional initiatives**, making sure we invest in those building value, and avoid those altering it.



From Moments of Truth to experienced Value

Real Life field data-collection

FMOT

Shopper value

During the shopping trip



SMOT

User Value

While using the product



ZMOT

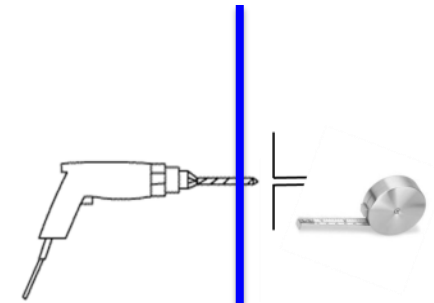
Social & symbolic Value

Exposed to com/wom



FAKE EXAMPLE

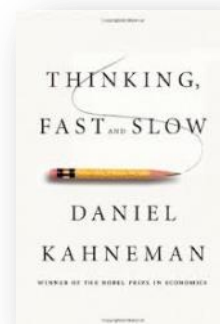
Attributes



Micro benefits



	Bottle unit	Base Nutrients	Specific active ingredients	Sensory characteristics	Selling Unit	Communications
Shopper value During the shopping trip	Utility 1 Utility 2 Utility 3	Utility 1 Utility 2 Utility 3	Utility 1 Utility 2 Utility 3	Utility 1 Utility 2 Utility 3	Utility 1 Utility 2 Utility 3	Utility 1 Utility 2 Utility 3
User Value While using the product	Utility 4 Utility 5 Utility 6	Utility 4 Utility 5 Utility 6	Utility 4 Utility 5 Utility 6	Utility 4 Utility 5 Utility 6	Utility 4 Utility 5 Utility 6	Utility 4 Utility 5 Utility 6
Social & symbolic Value Exposed to com/wom	Utility 7 Utility 8 Utility 9	Utility 7 Utility 8 Utility 9	Utility 7 Utility 8 Utility 9	Utility 7 Utility 8 Utility 9	Utility 7 Utility 8 Utility 9	Utility 7 Utility 8 Utility 9



http://www.ted.com/talks/daniel_kahneman_the_riddle_of_experience_vs_memory.html

The value scale (inspired from behavioral Economics)



Relative to frame of reference

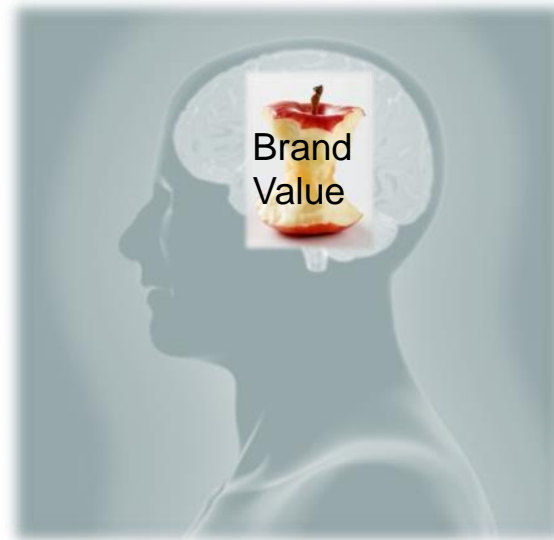
Superiority

Relevance

Non substitutability

Transaction effort

Implicit



Latent

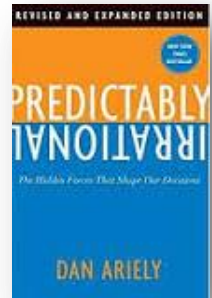


Superiority

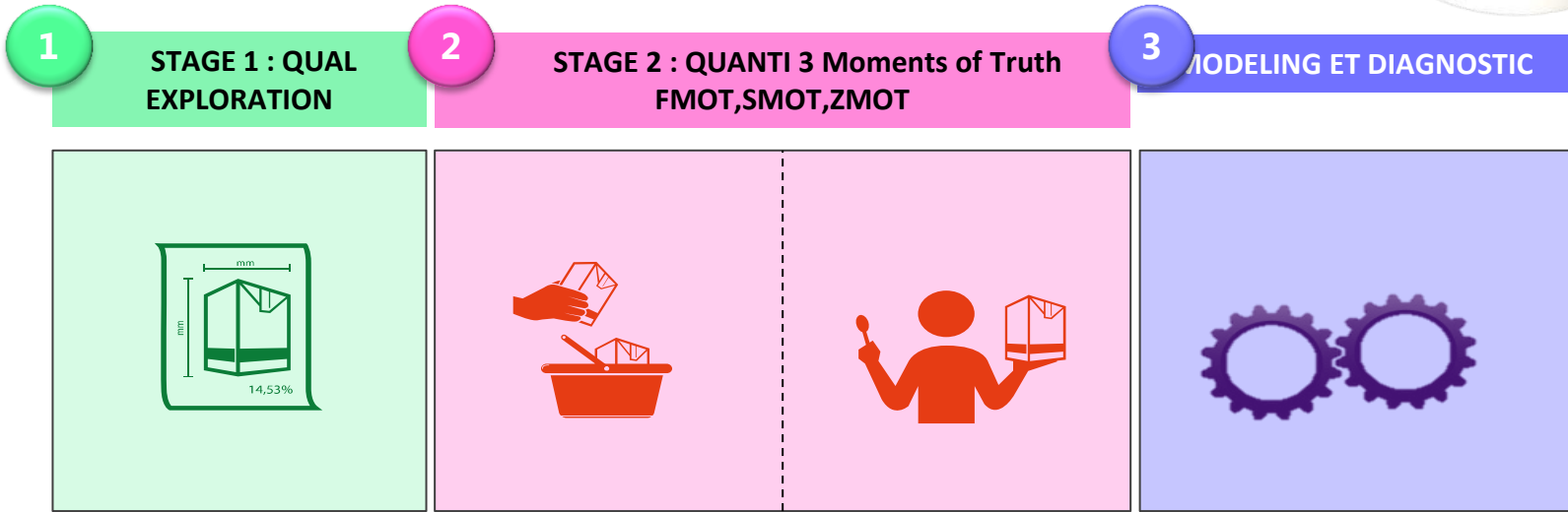
Non substitutability

Personal relevance

Transaction effort



Methodological sequence



WS
Alignment on Objectives



WS alidation
Of Bloc s & questio



WS Action
plan and
prioritization

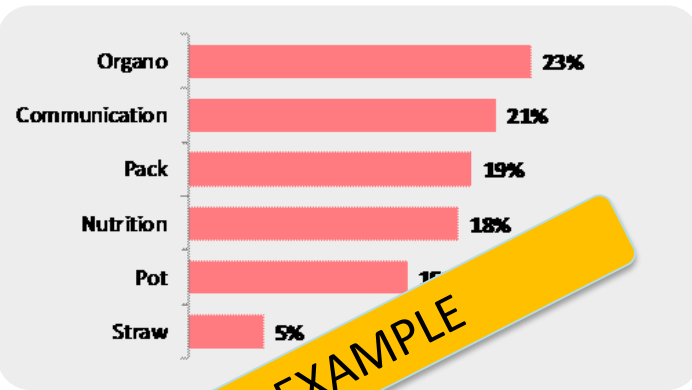
In context

Vitual visit of experimental Lab Store (video)



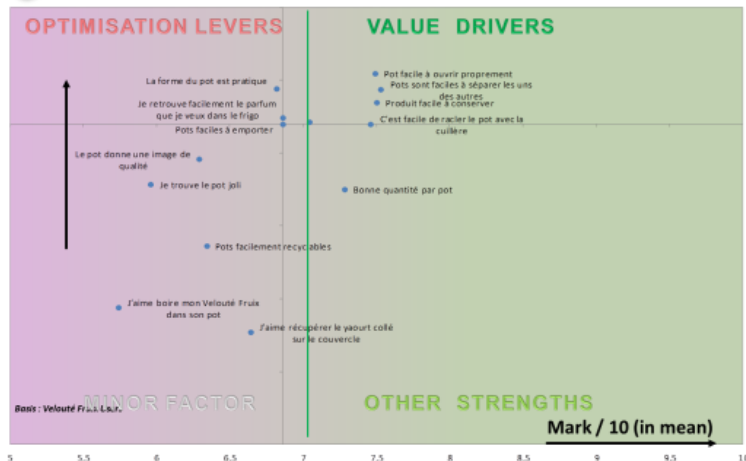
Ex of deliverables

Value split accross blocks



FAKE EXAMPLE

Value Drivers by block



Action plan Matrix

OPTIMISATION LEVERS	VALUE DRIVERS
<ul style="list-style-type: none"> - Improve : reality & perception (costwisely) 	<ul style="list-style-type: none"> - Defend & polish : perception & delivery gap vs comp. - Leverage : claim difference/sup, innovate
MINOR FACTOR	OTHER STRENGTHS
<ul style="list-style-type: none"> - Watch & Challenge : costs & function vs future trends evolution 	<ul style="list-style-type: none"> - Keep or replace : with same attractiveness/lower cost solution

Key Business results *(brands are masked)*

Based on pilot survey done in 2011 : 4 months
(qualitative + quantitative survey 400 consumers)
on 2 brands

PROJECTS PRIORITIZED

1) Portfolio

2 brands with close drivers =>
alignement on similar yoghourt base
(later differentiated via fruit prep)

2) Project 1 : Organo

Characteristic texture are bothe key
drivers and key differenciator, but
unevenly across sku's : R&D rework
to optimise it + claim it on pack

3) Project 2 : Packaging

Structural change to regain
differentiation + advertising support to
claim

BUSINESS RESULTS

Cost reduction

relance texture

Growth yoy (vol)
+ 10%

relance pack

New double digit growth
Period (year2)



Strategic role of research

*Strategic
Decision
making with
P+L impact*
Connecting research with
projects leading to critical
business stakes

*Eye opener on
consumer experience*
a holistic vision of the value
including shopper, user life in
context. Challenging image
only monitoring

*Alignment
Leadership*
Transversal role, with
consumer-centric perspective as
a common platform for
multifunctional alignment



Thank you!