

Using segmentation to inform a better, more consumer-focused approach to innovation



MARS Food wanted to understand the “path to dinner” amongst everyday consumers to unlock the role that each brand in the food’s portfolio could play. By better understanding the drivers around the dinner occasion, the consumer experience can be enhanced, be that via better and more relevant communications, innovation, flavour extensions, pack size or range simplification.

WHY WE GOT INVOLVED:

Between traditional tracking research, and historically ‘siloes’ pieces of work - the business wanted to take a bigger step back and have a more holistic view of consumer ‘diner behaviours’ and how that related to the portfolio of brands and products. The focus became much more closely tied to the consumer (and shopper) behaviour - rather than the post-hoc considerations of brand. There was a need for a flexible, robust, independent view on the multi-category landscaper in terms of what determined demand for the key meal moment of the day.

THE CHALLENGE:

To understand the Who, What, Where, When & Why of dinner time to keep the consumer at the heart of the innovation and portfolio strategy.



Using segmentation to inform a better, more consumer-focused approach to innovation

THE PROCESS:

There were five approaches taken:

- **ALIGNMENT:** Upon commissioning, a workshop with the client was undertaken to ensure we had articulated the path & intended outcomes of the research.
- **DESIGN:** We built a survey framework aimed at pre-and-post-store behaviours covering drivers, channel, brand, ingredients, demographics & household influences and influencers.
- **MOBILISATION:** To capture 'demand for dinner' - we conducted fieldwork over 7 consecutive days, each day collecting a nationally representative sample of "last nights' dinner cooks" - ensuring we could speak to drivers across each day of the week.
- **ANALYSIS:** Early segmentation solutions were workshopped with Mars to determine if we collectively felt comfortable with the direction of the data. The final solution was agreed to - and reporting and profiling went forward.
- **DELIVERY:** A summary report, followed by a segment workshop - bringing each segment to life - was conducted. Secondary 'development' workshops were conducted with category teams to build innovation and renovation platforms for progression within specific categories across the portfolio.





Using segmentation to inform a better, more consumer-focused approach to innovation

THE RESULTS:

Whilst unable to show the actual outcomes - we identified 7 key 'Dinner Demand' groups. 2 critical segments accounted for approximately 2 in 5 occasions, whilst 2 other segments were critical to higher value and more 'unique' propositions (accounting for ~20 - 25% opportunity). In addition, we were able to identify a segment that was unable to be met in the short term - and whilst interesting, was able to be removed from the short-term focus.

WHAT HAPPENED NEXT?

This research led to the review and redevelopment of a number of products within the existing portfolio, including considerations of pack-size and pricing/promotions, range simplification, formulation reviews and brand messaging. It also informed innovation pipeline development across multiple food categories. Hence the research itself led to additional internal workshops and ongoing exploration around brand, packaging and product across the foods portfolio.



IN THE END...

Considering the scope of the project - we had an efficient and agile approach for tackling 'last nights' dinner'. We were able to create consumer demand segments that had discretely unique connections across the Mars portfolio and inform both short term renovation and longer-term innovation considerations at both a brand and category level.

This type of research provides a strong foundational piece of work from which opportunities can be developed - and cross-functional teams can gain alignment to the business' core consumers.

WANT TO CHAT MORE ON THIS?

[CLICK HERE TO GET IN TOUCH!](#)