

The Appinio Growth Engine

Rigorous, rapid research. Refreshingly human.

WHERE WE ARE

Our industry does not lack insights. We lack actionability and impact.

37%

of marketing budget is wasted

GARTNER · WARC

73%

of enterprise data is never used for
analytics

FORRESTER

59%

of new product launches fail

NIELSEN

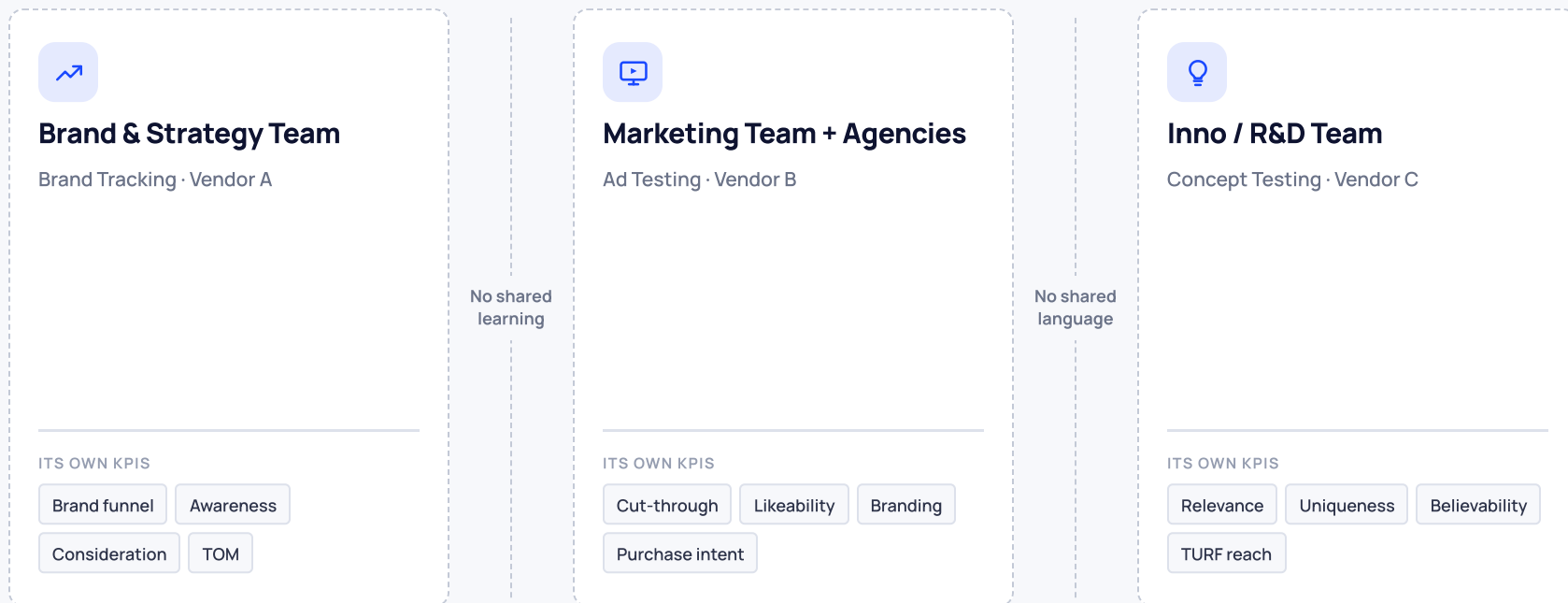
CHAPTER 01

The Problem

01

STATUS QUO

Three client teams – three research streams – three vendors



THE AMBITION

The Goal: From ad-hoc project to **insights program**

Today

Loose projects

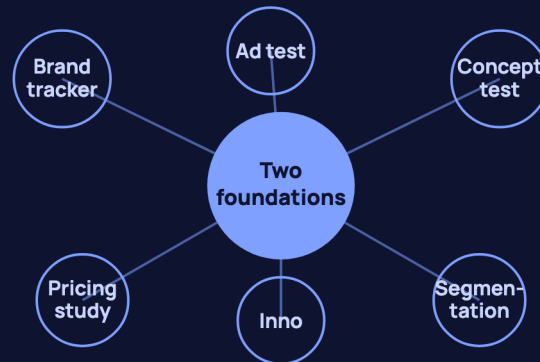
A series of unplanned one-off studies that run side by side and know nothing of one another.



Tomorrow

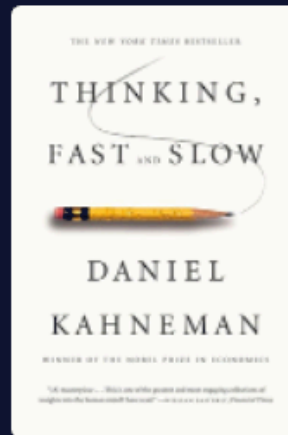
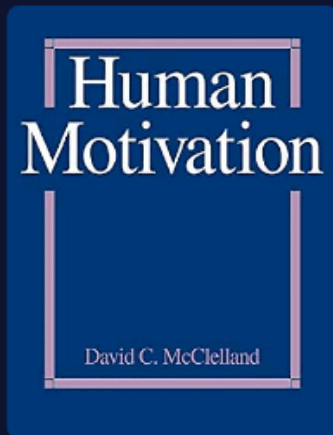
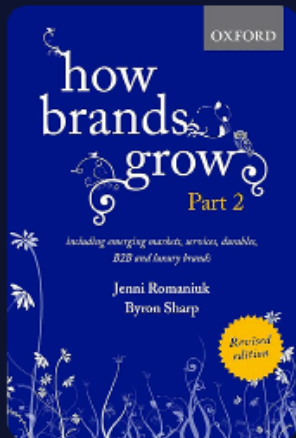
Connected system

Two strategic foundations that every tactical project plugs into, and that grows with each study.



With every piece of research, we get smarter.

Dwarves on the shoulders of giants: We got to work and read the Marketing Science literature...



How Motives, Skills, and Values Determine What People Do

David C. McClelland Harvard University

Strategic Planning

If Brands Are Built over Years, Why Are They Managed over Quarters?

by Leonard M. Lodish and Carl F. Mela

From the Magazine July-August 2005

CHAPTER 02

...and built the Appinio Growth Engine

A proprietary system that connects all core use cases, on a shared, strategic foundation.



THE FRAMEWORK AT A GLANCE

Two foundations answer the **What** and the **Who**, and sharpen every **How**

THE WHAT



CEPs & Mental Availability

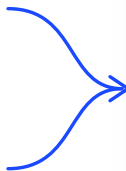
Understand category and brand: which triggers and occasions turn someone into a category buyer, and does our brand then come to mind?

THE WHO



Psychographic Positioning

Understand the consumer: what type of person is drawn to our brand, and how must we communicate so the message lands?



THE EXECUTION



Validate everything you build

Test every idea against your CEP opportunities and your psychographic priority audiences, with the familiar methods, but enriched for maximum ROI.

Ad Testing

Concept Testing

Pricing Research

Packaging

Innovation

CHAPTER 03

The Framework in Action

Creating & testing ads using CEPs and Psychographics.



OUR CHALLENGE

We're the new brand managers of Häagen-Dazs



The mission: catch up with the leader **Ben & Jerry's** in Germany, while fending off the attack of private labels from below.

Market: Ice cream DE

Goal: Growth

BRAND DASHBOARD

Ben & Jerry's

Leader



Häagen-Dazs

Falling behind



Private labels

↑ from below



NO REINVENTING THE WHEEL

We marry two strong, validated approaches for long-term brand growth to close the gap

THE WHAT

Mental Availability & Category Entry Points

In which situations is our brand thought of?

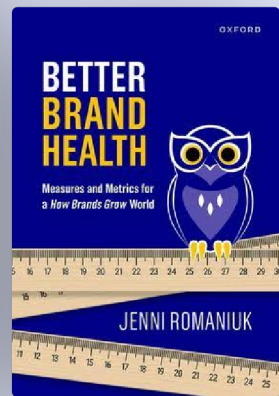
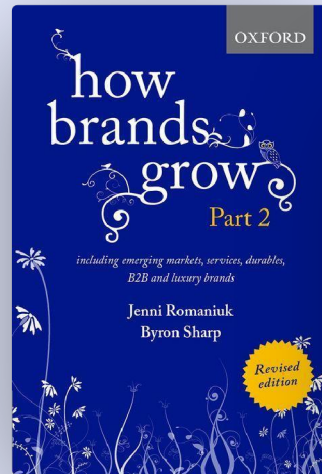
THE HOW

Psychographics: Motives & Attitudes

Who are we addressing, and in what tone?

FOUNDATION 1 · THE WHAT

Category Entry Points & Mental Availability



THE GROWTH LOGIC

Brand growth fundamentally depends on **two** factors

**Factor 1**

Easy to find: Purchase Availability

The brand is easy to find and buy: distribution, shelf space, packaging, omnichannel, UX...

**Factor 2 · our focus**

Easy to mind: Mental Availability

The brand is easy to think of when a consumer has a need for the category (= in relevant **Category Entry Points**).

DEFINITION

CEPs are all the situations, needs and occasions that turn someone into a **category buyer**



Places

Where am I?

"At the beach"



People

Who am I buying for?

"For kids"



Feelings & needs

How do I feel?

"When I'm sad"



Co-activities

What am I doing?

"While watching Netflix"



Motives

Why do I buy?

"To treat myself"



Times

When do I buy?

"During the weekend"



Co-purchases

What do I buy with it?

"With apple pie"



7 dimensions that frame every purchase occasion

CATEGORY MAPPING

28 CEPs for ice cream, ranked by relevance

1 Hot weather	8 Watching TV	15 Holiday feeling in everyday life	22 Movie Night
2 Craving something sweet	9 Comfort Food	16 Trying something new	23 On the go
3 Something refreshing	10 Weekend reward	17 With a clear conscience	24 Making kids happy
4 Dessert	11 Craving the familiar	18 On a walk	25 In hectic times
5 Spontaneous treat	12 Snack in between	19 Pool / lake / sea	26 Healthier alternative
6 Cozy evening	13 Treating yourself to something special	20 With friends	27 Midnight snack
7 For adults	14 For the whole family	21 Reward after work	28 For a sore throat

Relevance = Incidence (how many people have the CEP) **× Frequency** (how often) · N = 1,000 respondents · 28 CEPs

MEASURING MENTAL AVAILABILITY

The connection between CEPs and brand shows up in three KPIs



MPen

Mental Penetration

Percentage of people that connect the brand to at least one CEP. The brand's reach into the population.

MPen of 80% = 80% of people connect the brand to at least one CEP



MMS

Mental Market Share

What share does the brand hold of all CEP connections in the category?

Win-lose KPI: sums up to 100% across all brands



NS

Network Size

With how many different CEPs is the brand linked in people's minds?

NS of 25% = on average, a quarter of all CEPs are connected to the brand

Mental Market Share is built from both Mental Penetration and Network Size. All three KPIs are closely correlated with brand growth and success.

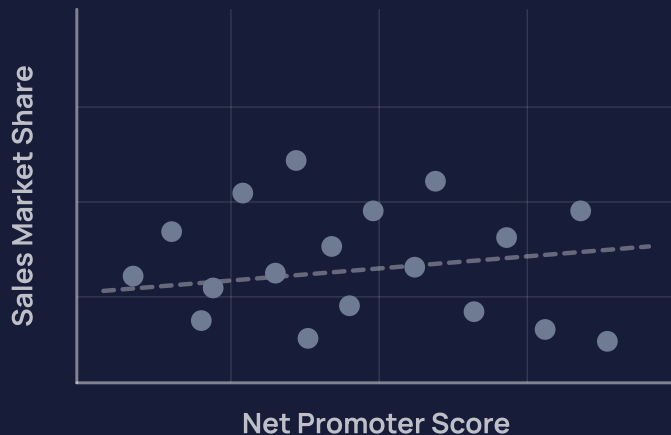
WHY MEMORY, NOT SENTIMENT

Mental Market Share predicts Sales Market Share

NPS ↔ SALES

How customers feel

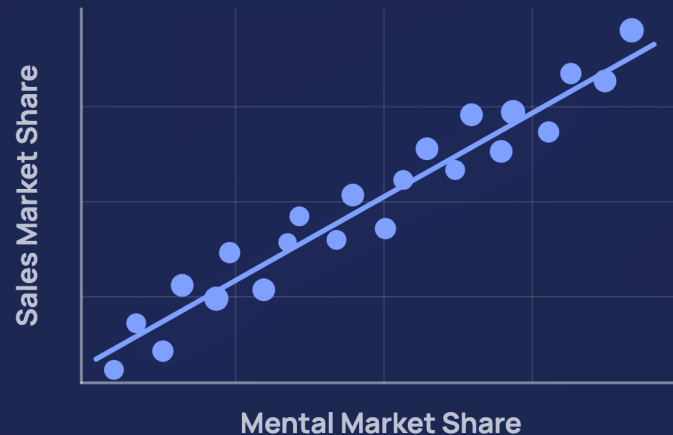
R^2
0.3



MMS ↔ SALES

How available the brand is in memory

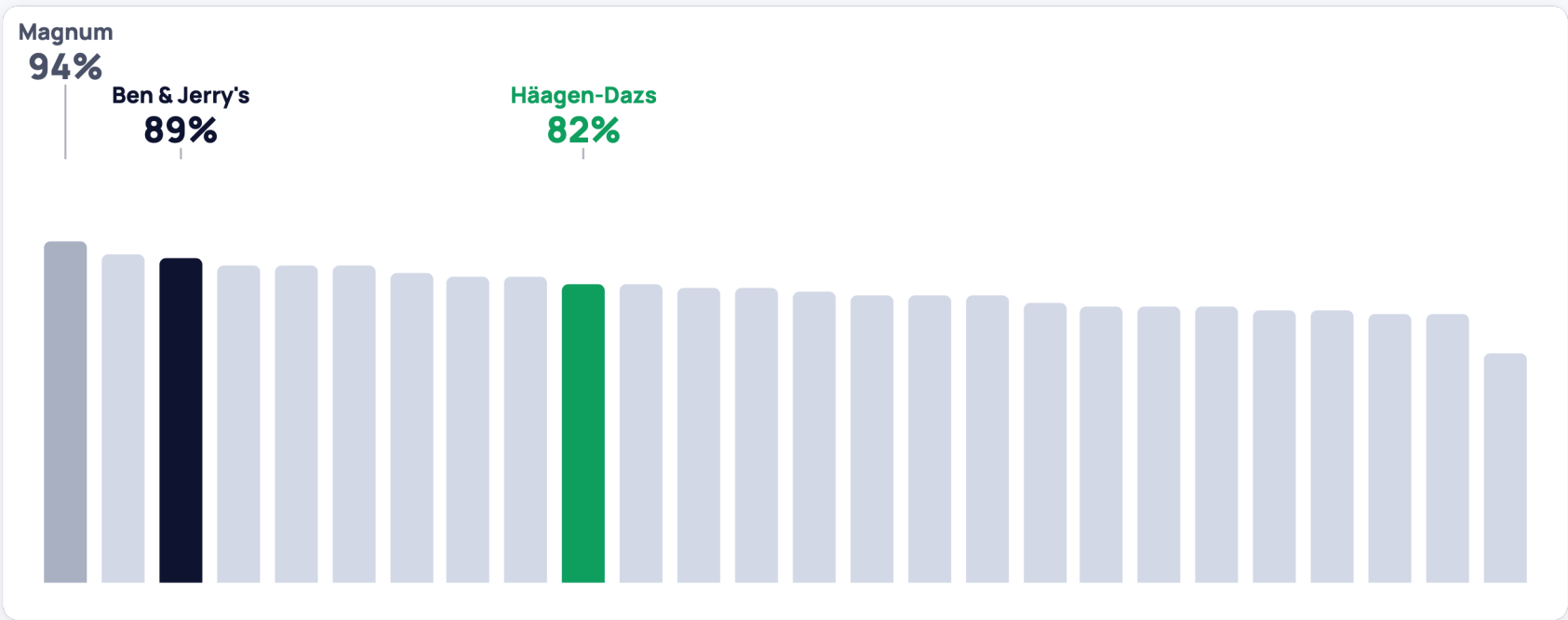
R^2
0.9



R^2 values stem from Appinio meta-study across 150+ trackers

KPI 1 · MENTAL PENETRATION

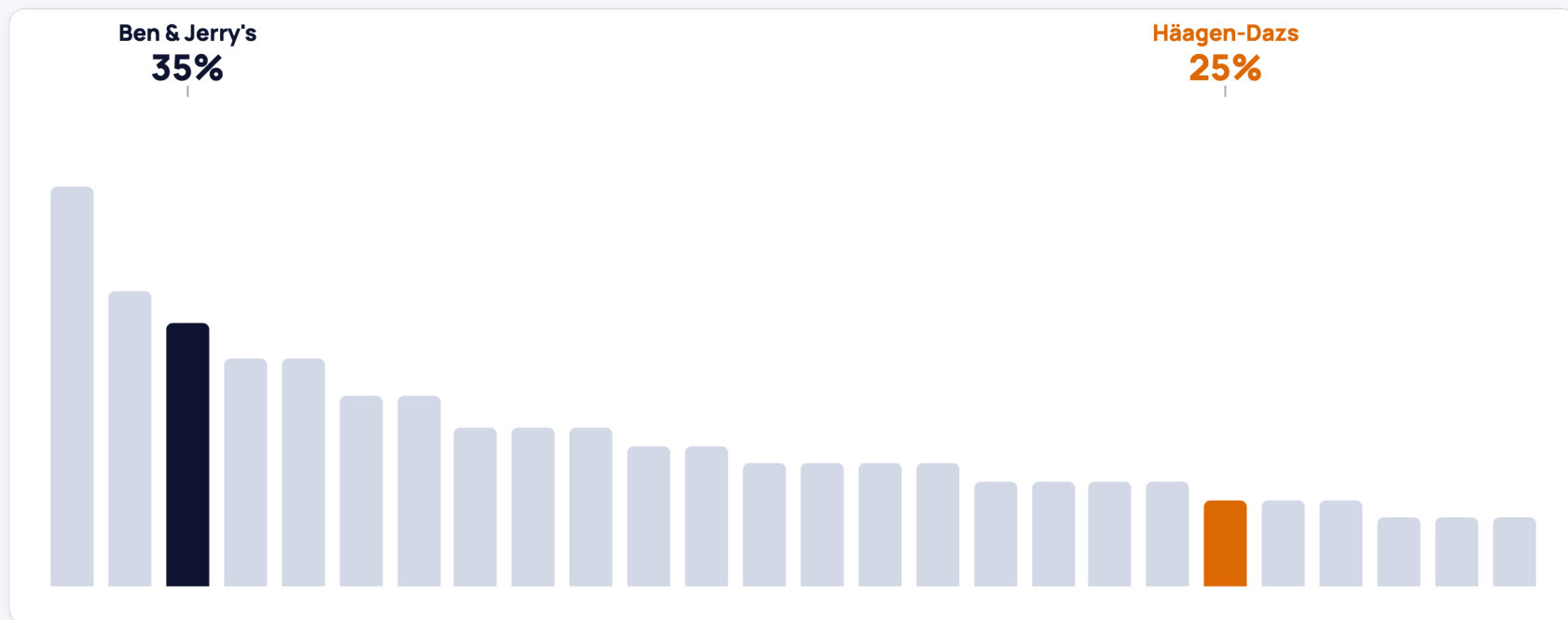
82% connect Häagen-Dazs with at least one CEP, a healthy Mental Penetration, but still 7pp behind Ben & Jerry's



Mental penetration per brand · N = 1,000 · based on 28 CEPs

KPI 3 · NETWORK SIZE

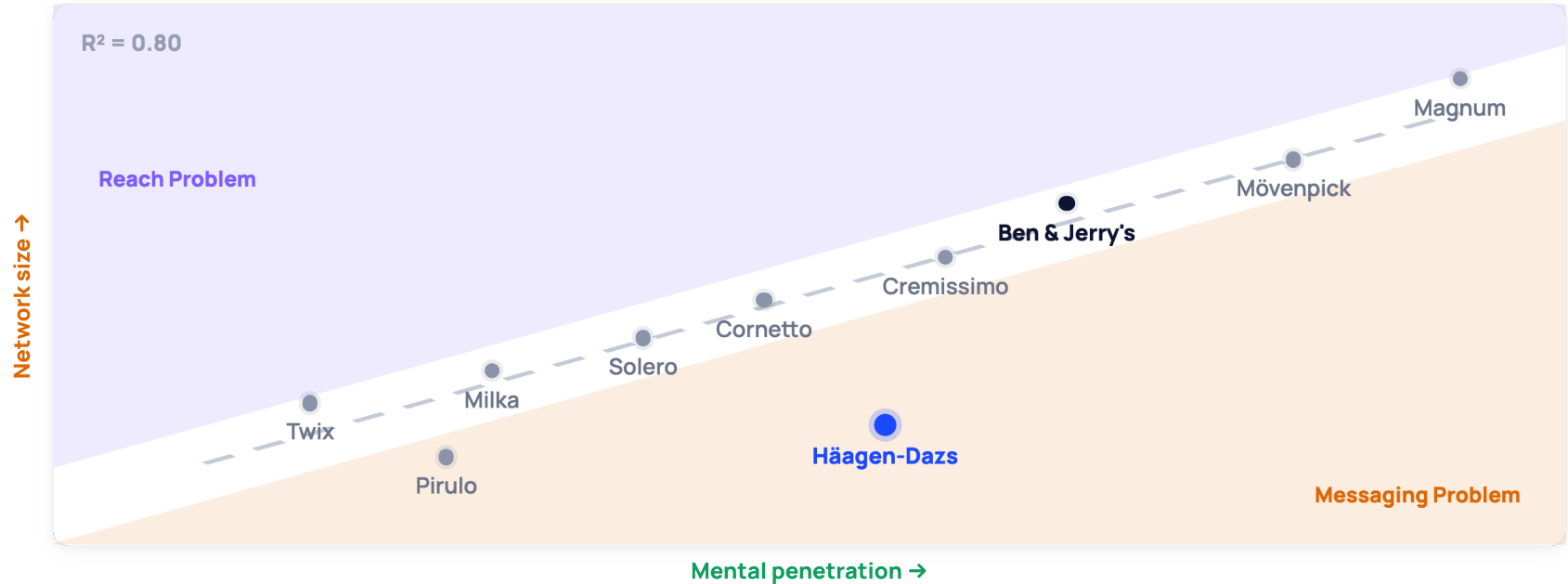
On average Häagen-Dazs is connected with just **25% of all CEPs**, far behind Ben & Jerry's (~35%)



Network size = avg. share of connected CEPs per brand · N = 1,000 · 28 CEPs

MPEN × NETWORK SIZE

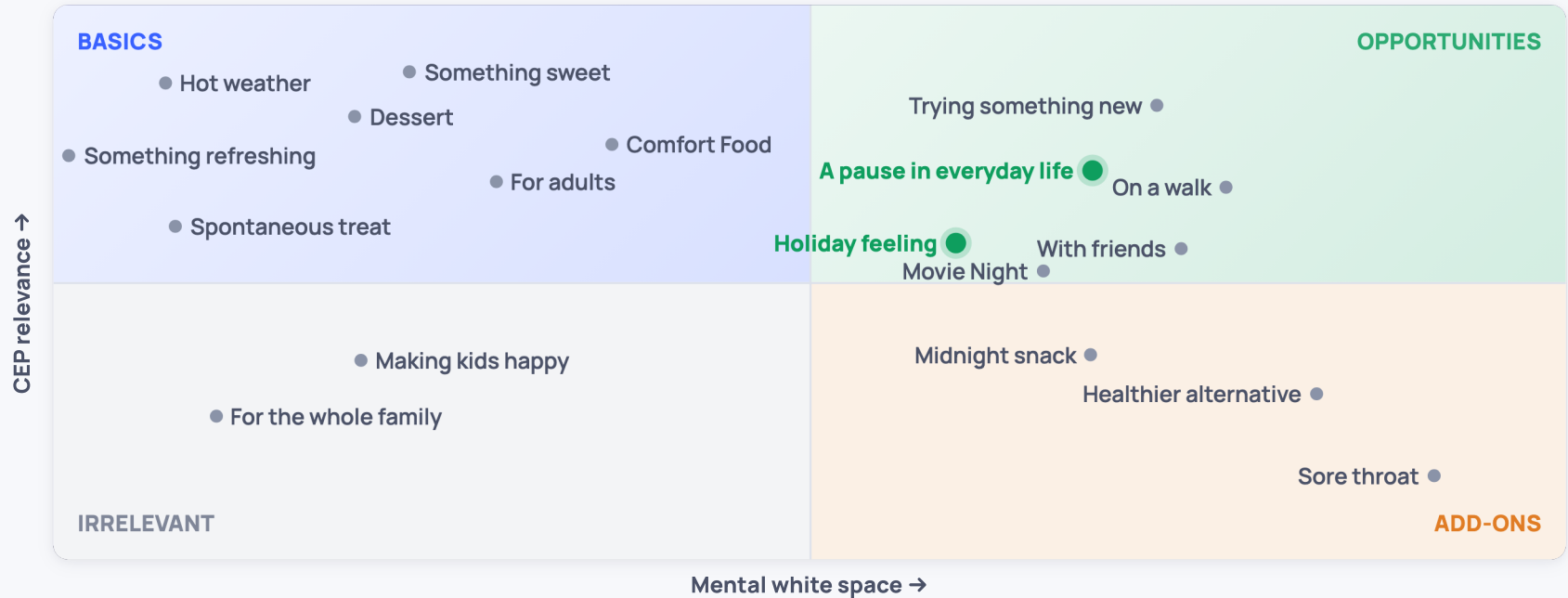
We sit clearly below the trend line: working on **network size** is our lever



Purple = reach into population too low, potentially too much loyalty marketing. Check media! · **Orange** = association network too narrow, potentially stuck in a niche. Check messaging!

PRIORITIZATION

But which CEPs should we focus on? The opportunity matrix reveals strategic White Spaces



High relevance + lots of mental white space = biggest opportunity → “A pause in everyday life” & “Holiday feeling”.

OVER- / UNDER-INDEXING PER CEP

“A pause in everyday life” and “Holiday feeling” become our target CEPs

CEP	Ben & Jerry's	Häagen-Dazs
Hot weather	-10,8%	-9,9%
Dessert	+1,0%	+2,5%
Relaxed evening	+8,1%	+5,1%
For adults	+3,0%	+12,8%
Comfort Food	+7,5%	+7,1%
A pause in everyday life	-7,9%	-6,3%
Treating yourself to something special	+18,8%	+19,4%

CEP	Ben & Jerry's	Häagen-Dazs
Holiday feeling in everyday life	-3,6%	-1,5%
Trying something new	+6,8%	+6,5%
Am Pool / lake / sea	-14,4%	-12,8%
With friends	-3,6%	-2,5%
Movie Night	+6,1%	+3,1%
Making kids happy	-7,1%	-13,7%
Midnight snack	-0,5%	-1,5%

Häagen-Dazs has a mental disadvantage on the two target CEPs: it is quite hard to think of Häagen-Dazs in these situations, compared to other brands and other CEPs. **We need to fix that!**

FROM ANALYSIS TO ACTIVATION

A CEP can be activated in 5+ ways



Innovation

Where to create new demand

New products for unoccupied purchase moments.

e.g. create an on-the-go version to match the "on a walk" CEP



Messaging

What to be remembered for

Show the connection between brand and CEP in advertising.

e.g. a campaign about people "taking a break" and enjoying Häagen-Dazs



Portfolio

How to cover more moments

Formats & flavors for more occasions.

e.g. a new flavor ("Sicilian Lemon") to evoke the feeling of "being on vacation"



Channel

Where to show up

Presence where the occasion arises.

e.g. sell Häagen-Dazs in travel agencies to match the "feeling on vacation"



Packaging

How to trigger choice at shelf

Become the first choice on the shelf.

e.g. a special-edition pack with lemon trees to evoke the vacation feeling

ACTIVATION · CEP "A PAUSE IN EVERYDAY LIFE"

Three routes for the "short pause in everyday life" CEP



"The sweetest pause."



"The moment that makes everything possible again."



"The boldest break of the day."

ACTIVATION · CEP "HOLIDAY FEELING IN EVERYDAY LIFE"

Four routes for "Vacation feeling" CEP



You've earned this.

"You've earned this."



Bring the holiday home. ✨

"Bring the holiday home."



This is what the top feels like. ✨

"This is what the top feels like."



Your moment. Your world. ✨

"Your moment. Your world."

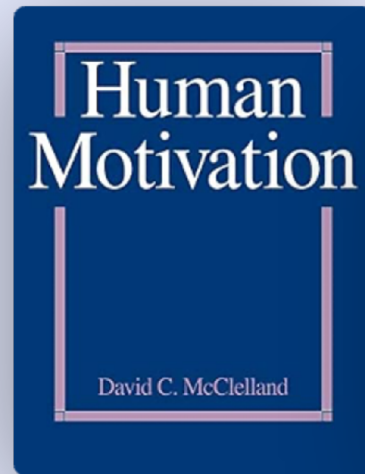
THE OPEN QUESTION

But which route should it be?

Which imagery, which claims and which tone resonate most,
and above all: **with whom?**

FOUNDATION 2 · THE HOW

Psychographics: Motives & Attitudes



THE LOGIC BEHIND IT

Two psychographic drivers explain the desired behavior: **Brand Choice**

MOTIVES

What drives me?

ATTITUDES

What convinces me?



$R^2 > .5$

DESIRED BEHAVIOR

Häagen-Dazs gets bought

Motives and attitudes are strong predictors of brand choice, not demographics.

“What drives me in life?” – three core motives



Power

Influence, status, control, being seen and making an impact.



Achievement

Growth, mastery, your own skill, surpassing yourself.



Affiliation

Closeness, belonging, harmony, nurturing and sharing relationships.

“What convinces me?” – three attitude types



Emotional

AFFECTIVE

Decisions from the gut, mood, sympathy, desire.



Rational

COGNITIVE

Weighing, comparing, reasoning, the conscious, considered choice.



Habitual

CONATIVE

Habit and routine, what you do over and over, almost automatically.

Motives and attitudes combine into **nine archetypal drivers**.

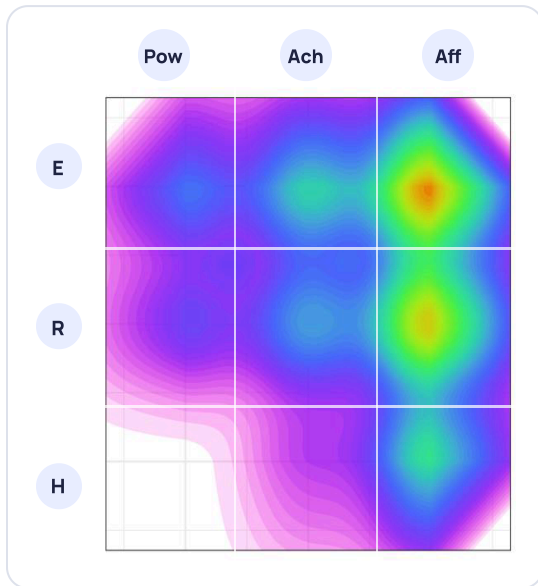
	● Power	● Achievement	● Affiliation
Emotional ♡	 ♡ Leader "Follow me!"	 ♡ Maximizer "Life is my challenge!"	 ♡ Harmonizer "Life is best enjoyed together!"
Rational ⚙	 💡 Coordinator "Trust me, I have a plan!"	 💡 Perfectionist "There are no problems - only solutions!"	 💡 Stabilizer "Relationships need to be cultivated!"
Habitual 🔄	 🔄 Decision Maker "I have the last word!"	 🔄 Optimizer "There is always room for improvement!"	 🔄 Ritualizer "A trusting community is the basis for everything!"

These driving patterns reveal the *why* behind the *what*

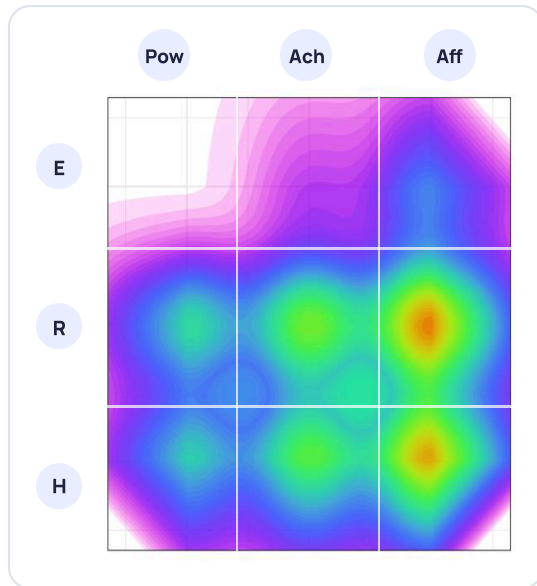
Example: Ice Cream Category



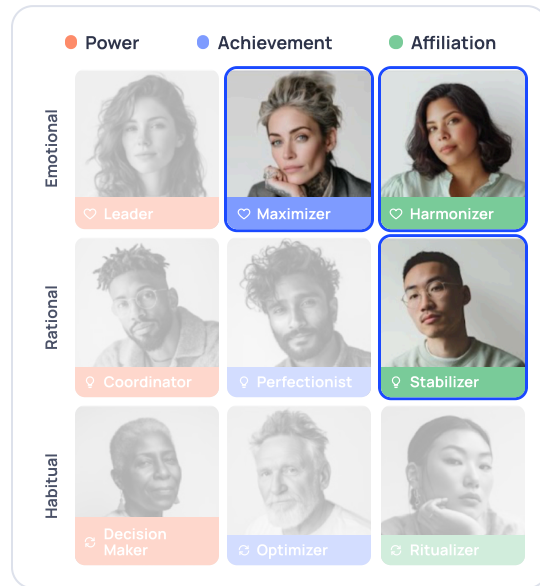
Psychographic Activation
for Ice Cream Category



Psychographic Activation
for Häagen-Dazs Brand



Growth Targets
for Häagen-Dazs Brand



Heatmaps = psychographic density per driver. The category lives on affiliation · emotional; Häagen-Dazs skews rational and habitual today. Growth targets outlined in blue.

THE WHAT MEETS THE HOW

Now we test our ads against the target CEPs and the psychographic positioning

Target CEPs: Pause & holiday feeling

+

Targets: Harmonizer · Stabilizer · Maximizer

→

Ad test

WHAT WE MEASURE IN THE AD TEST

Four KPIs connect creative, category and audience

ASKED IN THE QUESTIONNAIRE #1 – #3



#1

Brand Recall & Distinctiveness

Is the brand remembered, unaided & aided? Is the branding distinct?



#2

Association to CEPs

Does the ad pay into the target CEPs, unaided & aided?



#3

Classic KPIs

Likeability, purchase intent, uniqueness and other classics.

POST-HOC ANALYSIS #4



#4

Psychographic Target Match

Does the ad hit the growth targets? Analysed per archetype.

No extra questions. Respondents are already scored on the archetypes, so the cut comes from the existing data.

WINNER CEP "SHORT PAUSE" · TARGET HARMONIZER

"The sweetest pause." - the **strongest route** for the short pause



- ✓ Strong connection with the target CEP "A pause in everyday life"
- ✓ High **Likeability** and **Purchase Intent**
- ✓ Strong activation of the **Harmonizers** (affiliation · emotional), category core and growth target
- ! Branding not yet distinct enough → use a **dark logo** in the second iteration

WINNER CEP "HOLIDAY FEELING" · TARGET MAXIMIZER

"You've earned this." - the **strongest route** for the holiday feeling



- ✓ Strong connection with the target CEP "**Holiday feeling in everyday life**"
- ✓ High **Likeability** and **Purchase Intent**
- ✓ Strong activation of the **Maximizers** (achievement · emotional), a growth target
- ! Branding not yet distinct enough → use a **dark logo** in the second iteration

RUNNER-UP STRONG AD, BUT WRONG AUDIENCE

“Your moment. Your world.” - distinct, but **off target**



- ✓ Strong connection with the CEP “**Holiday feeling**”, high likeability & PI
- ✓ Very **distinct branding** and good brand recall
- ! Activates mainly the **Leaders** (power · emotional), not in focus
- ! This territory is already strongly occupied by **Magnum**

CHAPTER 04

The Framework in Action — Part 2

Enhancing Pricing Research with a CEP lens.



WE RAN AN EXPERIMENT...

Ferrero Rocher wanted to know which CEP elicits the highest **willingness to pay** to premiumize

METHODOLOGY

- Online survey, **monadic design**, 5 CEPs
- **N = 1,250** respondents (250 per CEP)
- Purchased chocolate in the past 12 months
- **18–65**, nat. rep. Germany
- Product: **Ferrero Rocher** 6-piece pack
- **Van Westendorp** Price Sensitivity Meter + Newton-Miller-Smith extension



Ferrero Rocher

6-piece pack · single SKU across all occasions

CEP 1

Relax after a long day

Buying chocolate to unwind after a long day

CEP 2

Gift for the in-laws

Buying chocolate as a gift for a dinner party

CEP 3

Self-reward

Buying chocolate to treat yourself after an achievement

CEP 4

On the go

Buying chocolate to eat while travelling

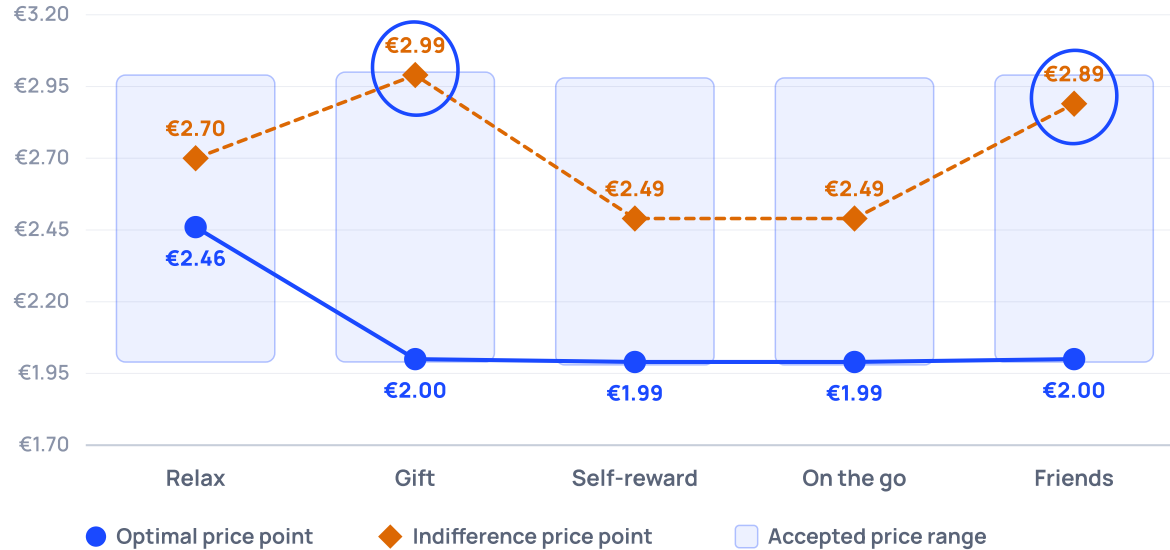
CEP 5

Casual sharing with friends

Buying chocolate to share at an informal get-together

OPTIMAL & INDIFFERENCE PRICE

Yes – willingness to pay **shifts** between CEPs



Relaxing commands the highest optimal price (€2.46); **gifting** elicits the highest acceptable price (€2.99). The same pack carries a different price tag in every moment.

Strategic implications for Ferrero Rocher

01

Double down on gifting & relaxation

CEPs 1 and 2 are where premium pricing is most defensible. Prioritise these frames in communications, retail placement and POS – the gifting frame works even for low-affinity consumers.

02

Introduce a smaller format for impulse occasions

Demand peaks near €2.50, and above it on-the-go and self-reward buyers fall away fastest. A smaller 3-piece pack could unlock volume without cannibalising the premium line – CEPs 3 and 4 are one mental category, one format serves both.

03

Price to the segment inside the occasion

Women set their acceptable ceiling ~€0.50 above men in relaxation, gifting and on-the-go ($p < 0.01$), and high-affinity buyers pay more in relaxation and sharing. Crossing segment with occasion, not either alone, is where the pricing headroom sits.

CHAPTER 05

Takeaways

For more effective communication and long-term brand growth.



WHAT STICKS

Three things to take away

1

Dwarfs on the shoulders of giants

The marketing-science literature is dry, but it works. We don't need to reinvent the wheel; we build on validated evidence.



2

First understand, then address systematically

Find out which CEPs and which psychographics are relevant for your brand, then own them deliberately and consistently.



3

Every study pays into a system

Use these strategic insights in every piece of market research, from ad test to pricing, and turn them into a holistic insights machine.



THE WHOLE THING ON ONE SLIDE

Two foundations. Every project sharper.

FOUNDATION 1 · THE WHAT

CEPs & Mental Availability

Which situations make someone a category buyer, and does our brand come to mind there? Measured as Mental Penetration, Network Size and Mental Market Share.

FOUNDATION 2 · THE HOW

Motives & Attitudes

Who is drawn to the brand, and in what register does the message land? Nine archetypes from McClelland × Triandis.



EVERY TACTICAL PROJECT

- Concept testing
- Ad testing
- Pricing research
- Innovation & NPD
- Brand tracking

Each project is briefed against the same CEPs and the same target archetypes, so findings accumulate instead of resetting.

THANK YOU — QUESTIONS WELCOME 😊

Start with the foundation.

KEEP TALKING

Booth 19

Come by for questions, or to see the CEP battery and archetype scoring up close.

OR TONIGHT

Tapas at dinner

Find us at our dinner and we can carry on over a glass of something



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